

Expenditures & Revenue Summary by Category - Tax and Rate Supported

In Thousands (\$000)

	2018	2019		2020	\$ Change over 2019 Budget
	Actual	Forecast	Budget	Estimate	
Expenditures by Category					
Salaries, Wages	1,265,467	1,300,059	1,298,409	1,341,769	43,360
Overtime	69,480	65,423	52,022	51,027	-995
Benefits / Allowances					
Statutory	82,001	87,379	87,379	89,873	2,494
OMERS	121,116	129,479	129,479	131,439	1,960
Group Insurance	97,142	107,287	107,287	110,824	3,537
Compensation	1,635,206	1,689,627	1,674,576	1,724,932	50,356
Material & Services	560,806	582,860	569,440	607,167	37,727
Transfers/Grants/Financial Charges	1,383,419	1,471,969	1,416,940	1,457,216	40,276
Fleet Costs	76,509	80,012	72,808	75,680	2,872
Program Facility Costs	120,313	124,253	124,253	126,838	2,585
Other Internal Costs	119,521	118,874	117,170	120,530	3,360
Gross Expenditures	3,895,774	4,067,595	3,975,187	4,112,363	137,176
Recoveries & Allocations	-381,427	-360,360	-347,986	-348,350	-364
Net Expenditure	3,514,347	3,707,235	3,627,201	3,764,013	136,812
Revenues by Category					
Federal	-86,317	-147,863	-82,863	-86,139	-3,276
Provincial	-650,197	-621,291	-620,605	-624,617	-4,012
Own Funds	-79,514	-104,697	-106,997	-106,534	463
Fees and Services	-831,683	-855,717	-852,477	-896,017	-43,540
Fines	-34,671	-38,510	-31,010	-36,750	-5,740
Other	-9,679	-16,432	-13,727	-13,849	-122
Property Taxes	-1,613,426	-1,683,432	-1,683,432	-1,758,017	-74,585
Investment Income	-48,734	-53,262	-48,962	-54,962	-6,000
Development Charges	-9,194	-9,194	-9,194	-9,194	0
Payment-in-lieu of taxation	-170,256	-173,934	-177,934	-177,934	0
Total Revenue	-3,533,671	-3,704,332	-3,627,201	-3,764,013	-136,812
Net Requirement	-19,324	2,903	0	0	0

Net of Recoveries and After Inter-departmental Allocations

	2019						2020			\$ Change over 2019 Net Budget
	Forecast			Budget			Estimate			
	Expense	Revenue	Net	Expense	Revenue	Net	Expense	Revenue	Net	
Agriculture & Rural Affairs Committee										
Development Review Process Rural	1,756	0	1,756	1,756	0	1,756	1,791	0	1,791	35
Rural Affairs	1,025	0	1,025	1,075	0	1,075	1,085	0	1,085	10
Total	2,781	0	2,781	2,831	0	2,831	2,876	0	2,876	45
Audit Committee										
Office of the Auditor General and External Audit Fees	2,194	0	2,194	2,194	0	2,194	2,324	0	2,324	130
Total	2,194	0	2,194	2,194	0	2,194	2,324	0	2,324	130
Community & Protective Services Committee										
GM's Office & Business & Technical Support Services - Emergency & Protective Services	4,176	0	4,176	4,246	0	4,246	4,376	0	4,376	130
Security & Emergency Management	8,965	-270	8,695	8,165	-270	7,895	8,520	-270	8,250	355
Fire Services	165,808	-1,093	164,715	164,698	-993	163,705	168,868	-1,208	167,660	3,955
Paramedic Service	102,481	-62,998	39,483	101,341	-60,318	41,023	107,951	-64,128	43,823	2,800
By-law and Regulatory Services	22,768	-29,767	-6,999	22,568	-28,967	-6,399	23,098	-29,467	-6,369	30
Public Policy Development	1,389	0	1,389	989	0	989	784	0	784	-205
GM's Office & Business Support Services - Community & Social Services	3,605	0	3,605	3,605	0	3,605	3,685	0	3,685	80
Employment and Social Services	247,927	-221,144	26,783	258,121	-230,338	27,783	258,870	-228,967	29,903	2,120
Children's Services	165,332	-147,683	17,649	169,332	-151,683	17,649	166,401	-148,392	18,009	360
Housing Services	185,893	-80,430	105,463	176,760	-65,694	111,066	178,595	-69,494	109,101	-1,965
Long Term Care	76,090	-53,768	22,322	71,998	-52,544	19,454	77,127	-53,238	23,889	4,435
Partner & Stakeholder Initiatives	26,667	0	26,667	26,667	0	26,667	27,892	0	27,892	1,225
GM's Office & Business Support Services - Recreation, Cultural and Facility Services	27,107	-2,513	24,594	27,107	-2,513	24,594	27,202	-2,528	24,674	80
Community Recreation and Cultural Programs	108,002	-50,114	57,888	108,002	-50,114	57,888	110,362	-51,179	59,183	1,295
City Wide Programs, Aquatics and Specialized Services	33,382	-13,120	20,262	33,382	-13,120	20,262	34,112	-13,380	20,732	470
Parks & Facilities Planning	2,133	-485	1,648	2,133	-485	1,648	2,183	-485	1,698	50
Facility Operations Services	32,592	-2,622	29,970	32,592	-2,622	29,970	33,816	-2,232	31,584	1,614
Parks	38,951	-345	38,606	37,866	-360	37,506	38,577	-315	38,262	756
Total	1,253,268	-666,352	586,916	1,249,572	-660,021	589,551	1,272,419	-665,283	607,136	17,585

Net of Recoveries and After Inter-departmental Allocations

	2019						2020			\$ Change over 2019 Net Budget
	Forecast			Budget			Estimate			
	Expense	Revenue	Net	Expense	Revenue	Net	Expense	Revenue	Net	
Standing Committee on Environmental Protection, Water and Waste Management										
Infrastructure Services	6,814	-16	6,798	6,914	-16	6,898	7,159	-16	7,143	245
Resiliency and Natural Systems	1,775	0	1,775	1,825	0	1,825	1,875	0	1,875	50
Solid Waste Services	75,399	-51,770	23,629	74,534	-51,920	22,614	83,274	-58,080	25,194	2,580
Forestry Services	18,010	-255	17,755	18,745	-45	18,700	18,990	-45	18,945	245
Total	101,998	-52,041	49,957	102,018	-51,981	50,037	111,298	-58,141	53,157	3,120
Finance & Economic Development Committee										
Elected Officials	11,808	0	11,808	12,208	0	12,208	12,453	0	12,453	245
City Clerk	20,696	-68	20,628	20,696	-68	20,628	20,015	-132	19,883	-745
City Solicitor	9,594	0	9,594	9,294	0	9,294	9,499	0	9,499	205
City Manager's Office	2,005	0	2,005	2,005	0	2,005	2,135	0	2,135	130
Rail Construction Program Services	5	-5	0	5	-5	0	5	-5	0	0
GM's Office & Business Support and Technical Services - Planning, Infrastructure & Economic Development	2,579	0	2,579	2,779	0	2,779	2,979	0	2,979	200
Economic Development and Long Range Planning	9,559	0	9,559	9,559	0	9,559	9,634	0	9,634	75
GM's Office & Business Support Services - Innovative Client Services	3,203	0	3,203	3,203	0	3,203	3,278	0	3,278	75
Service Transformation	3,524	0	3,524	3,724	0	3,724	3,739	0	3,739	15
Public Information & Media Relations	3,990	0	3,990	3,990	0	3,990	4,070	0	4,070	80
Human Resources	16,014	0	16,014	16,014	0	16,014	16,444	0	16,444	430
Service Ottawa	14,126	-1,279	12,847	14,126	-1,279	12,847	14,571	-1,304	13,267	420
Chief Financial Officer/Treasurer & Business Support Services - Finance Services	2,179	0	2,179	2,259	0	2,259	2,299	0	2,299	40
Revenue Services	13,503	-6,857	6,646	13,703	-6,057	7,646	14,388	-6,257	8,131	485
Corporate Finance	14,319	0	14,319	14,319	0	14,319	14,709	0	14,709	390
Payroll, Pensions & Benefits Service	6,513	0	6,513	6,513	0	6,513	6,858	0	6,858	345
Supply Services	5,929	-1,460	4,469	5,254	-785	4,469	5,454	-785	4,669	200
Corporate Real Estate Office	10,083	-309	9,774	10,083	-309	9,774	10,363	-319	10,044	270
Non Departmental	430,487	-2,160,229	-1,729,742	373,127	-2,089,369	-1,716,242	386,621	-2,172,148	-1,785,527	-69,285
Total	580,116	-2,170,207	-1,590,091	522,861	-2,097,872	-1,575,011	539,514	-2,180,950	-1,641,436	-66,425

Net of Recoveries and After Inter-departmental Allocations

	2019						2020			\$ Change over 2019 Net Budget
	Forecast			Budget			Estimate			
	Expense	Revenue	Net	Expense	Revenue	Net	Expense	Revenue	Net	
Information Technology Sub-Committee										
Information Technology	61,000	0	61,000	61,900	0	61,900	67,290	0	67,290	5,390
Total	61,000	0	61,000	61,900	0	61,900	67,290	0	67,290	5,390
Planning Committee										
Right of Way, Heritage and Urban Design	11,984	-12,281	-297	11,984	-11,481	503	12,614	-12,081	533	30
Planning Services	9,077	-11,200	-2,123	9,577	-9,900	-323	10,607	-12,125	-1,518	-1,195
Building Code Services - OBC	24,854	-24,854	0	26,454	-26,454	0	26,899	-26,899	0	0
Long Range Planning	2,375	0	2,375	2,375	0	2,375	3,070	0	3,070	695
Affordable Housing	8,891	0	8,891	8,891	0	8,891	1,401	0	1,401	-7,490
Total	57,181	-48,335	8,846	59,281	-47,835	11,446	54,591	-51,105	3,486	-7,960
Transportation Committee										
GM's Office & Business Support Services - Public Works & Environmental Services	10,601	-74	10,527	10,511	-34	10,477	10,756	-34	10,722	245
Roads Services	130,671	-2,162	128,509	110,921	-1,152	109,769	118,859	-1,167	117,692	7,923
Parking Services	15,652	-15,652	0	15,652	-15,652	0	16,852	-16,852	0	0
Traffic Services	52,481	-1,912	50,569	51,981	-1,912	50,069	54,043	-1,932	52,111	2,042
Transportation Planning	4,323	-55	4,268	4,323	-55	4,268	4,428	-55	4,373	105
Fleet Services	4,259	-625	3,634	4,183	-549	3,634	4,258	-549	3,709	75
Total	217,987	-20,480	197,507	197,571	-19,354	178,217	209,196	-20,589	188,607	10,390
Total City Operations	2,276,525	-2,957,415	-680,890	2,198,228	-2,877,063	-678,835	2,259,508	-2,976,068	-716,560	-37,725
Boards, Agencies and Commissions										
Committee of Adjustment	1,315	-1,315	0	1,415	-1,415	0	1,450	-1,450	0	0
Crime Prevention	1,074	0	1,074	1,324	-250	1,074	1,109	0	1,109	35
Ottawa Public Health	69,175	-47,060	22,115	68,995	-46,880	22,115	71,521	-48,931	22,590	475
Ottawa Public Library	53,340	-2,821	50,519	53,200	-2,831	50,369	54,929	-2,785	52,144	1,775
Ottawa Police Service	342,831	-38,693	304,138	343,031	-36,493	306,538	357,785	-38,562	319,223	12,685
Transit Commission	578,498	-274,051	304,447	574,851	-276,112	298,739	615,104	-293,610	321,494	22,755
Total Boards, Agencies and Commissions	1,046,233	-363,940	682,293	1,042,816	-363,981	678,835	1,101,898	-385,338	716,560	37,725
Total Tax Supported Program	3,322,758	-3,321,355	1,403	3,241,044	-3,241,044	0	3,361,406	-3,361,406	0	0

Net of Recoveries and After Inter-departmental Allocations

	2019						2020			\$ Change over 2019 Net Budget
	Forecast			Budget			Estimate			
	Expense	Revenue	Net	Expense	Revenue	Net	Expense	Revenue	Net	
Rate Supported Program										
Drinking Water Services	180,226	-182,380	-2,154	183,503	-183,503	0	188,953	-188,953	0	0
Wastewater Services	150,774	-149,265	1,509	150,316	-150,316	0	156,196	-156,196	0	0
Stormwater Services	53,477	-51,332	2,145	52,338	-52,338	0	57,458	-57,458	0	0
Total Rate Supported Program	384,477	-382,977	1,500	386,157	-386,157	0	402,607	-402,607	0	0
Total Tax and Rate Supported P	3,707,235	-3,704,332	2,903	3,627,201	-3,627,201	0	3,764,013	-3,764,013	0	0

City of Ottawa
Operating Budget Changes
In Thousands (\$000)
Net of Recoveries and After Inter-departmental Allocations

	2019 Baseline		2020 Adjustments					2020	\$ Change over 2019 Budget
	Budget	Adj. to Base Budget	Maintain Services	Growth	New Services	Service Initiatives / Savings	User Fees & Revenues	Estimate	
Agriculture & Rural Affairs Committee									
Development Review Process Rural	1,756	0	35	0	0	0	0	1,791	35
Rural Affairs	1,075	0	10	0	0	0	0	1,085	10
Total	2,831	0	45	0	0	0	0	2,876	45
Audit Committee									
Office of the Auditor General and External Audit Fees	2,194	0	130	0	0	0	0	2,324	130
Total	2,194	0	130	0	0	0	0	2,324	130
Community & Protective Services Committee									
GM's Office & Business & Technical Support Services - Emergency & Protective Services	4,246	0	130	0	0	0	0	4,376	130
Security & Emergency Management	7,895	0	355	0	0	0	0	8,250	355
Fire Services	163,705	500	3,670	0	0	0	-215	167,660	3,955
Paramedic Service	41,023	-145	2,850	1,080	0	0	-985	43,823	2,800
By-law and Regulatory Services	-6,399	0	530	0	0	0	-500	-6,369	30
Public Policy Development	989	-215	10	0	0	0	0	784	-205
GM's Office & Business Support Services - Community & Social Services	3,605	0	80	0	0	0	0	3,685	80
Employment and Social Services	27,783	0	1,620	500	0	0	0	29,903	2,120
Children's Services	17,649	0	360	0	0	0	0	18,009	360
Housing Services	111,066	-3,800	1,835	0	0	0	0	109,101	-1,965
Long Term Care	19,454	1,500	3,205	0	0	0	-270	23,889	4,435
Partner & Stakeholder Initiatives	26,667	0	1,015	210	0	0	0	27,892	1,225
GM's Office & Business Support Services - Recreation, Cultural and Facility Services	24,594	-435	530	0	0	0	-15	24,674	80
Community Recreation and Cultural Programs	57,888	0	2,360	0	0	0	-1,065	59,183	1,295
City Wide Programs, Aquatics and Specialized Services	20,262	0	730	0	0	0	-260	20,732	470
Parks & Facilities Planning	1,648	0	50	0	0	0	0	1,698	50
Facility Operations Services	29,970	0	1,614	0	0	0	0	31,584	1,614
Parks	37,506	0	656	100	0	0	0	38,262	756
Total	589,551	-2,595	21,600	1,890	0	0	-3,310	607,136	17,585

Operating Budget Changes

In Thousands (\$000)

Net of Recoveries and After Inter-departmental Allocations

	2019 Baseline		2020 Adjustments					2020	\$ Change over 2019 Budget
	Budget	Adj. to Base Budget	Maintain Services	Growth	New Services	Service Initiatives / Savings	User Fees & Revenues	Estimate	
Standing Committee on Environmental Protection, Water and Waste Management									
Infrastructure Services	6,898	0	245	0	0	0	0	7,143	245
Resiliency and Natural Systems Policy	1,825	0	50	0	0	0	0	1,875	50
Solid Waste Services	22,614	0	6,920	1,445	0	0	-5,785	25,194	2,580
Forestry Services	18,700	0	245	0	0	0	0	18,945	245
Total	50,037	0	7,460	1,445	0	0	-5,785	53,157	3,120
Finance & Economic Development Committee									
Elected Officials	12,208	0	245	0	0	0	0	12,453	245
City Clerk	20,628	-500	-245	0	0	0	0	19,883	-745
City Solicitor	9,294	0	205	0	0	0	0	9,499	205
City Manager's Office	2,005	0	130	0	0	0	0	2,135	130
Rail Construction Program Service	0	0	0	0	0	0	0	0	0
GM's Office & Business Support and Technical Services - Planning, Infrastructure & Economic Development	2,779	-250	450	0	0	0	0	2,979	200
Economic Development and Long Range Planning	9,559	0	75	0	0	0	0	9,634	75
GM's Office & Business Support Services - Innovative Client Services	3,203	0	75	0	0	0	0	3,278	75
Service Transformation	3,724	0	15	0	0	0	0	3,739	15
Public Information & Media Relations	3,990	0	80	0	0	0	0	4,070	80
Human Resources	16,014	0	430	0	0	0	0	16,444	430
Service Ottawa	12,847	0	220	225	0	0	-25	13,267	420
Chief Financial Officer/Treasurer & Business Support Services - Finance Services	2,259	0	40	0	0	0	0	2,299	40
Revenue Services	7,646	0	385	300	0	0	-200	8,131	485
Corporate Finance	14,319	0	390	0	0	0	0	14,709	390
Payroll, Pensions & Benefits Service	6,513	0	95	250	0	0	0	6,858	345
Supply Services	4,469	0	200	0	0	0	0	4,669	200
Corporate Real Estate Office	9,774	0	130	150	0	0	-10	10,044	270
Non Departmental	-1,716,242	-818	-44,122	-24,345	0	0	0	-1,785,527	-69,285
Total	-1,575,011	-1,568	-41,202	-23,420	0	0	-235	-1,641,436	-66,425

Operating Budget Changes

In Thousands (\$000)

Net of Recoveries and After Inter-departmental Allocations

	2019 Baseline		2020 Adjustments					2020	\$ Change over 2019 Budget
	Budget	Adj. to Base Budget	Maintain Services	Growth	New Services	Service Initiatives / Savings	User Fees & Revenues	Estimate	
Information Technology Sub-Committee									
Information Technology	61,900	4,100	1,290	0	0	0	0	67,290	5,390
Total	61,900	4,100	1,290	0	0	0	0	67,290	5,390
Planning Committee									
Right of Way, Heritage and Urban Design	503	0	290	0	0	0	-260	533	30
Planning Services	-323	-1,160	230	800	0	0	-1,065	-1,518	-1,195
Building Code Services - OBC	0	0	4,120	0	0	0	-4,120	0	0
Long Range Planning	2,375	0	570	125	0	0	0	3,070	695
Affordable Housing	8,891	-7,500	10	0	0	0	0	1,401	-7,490
Total	11,446	-8,660	5,220	925	0	0	-5,445	3,486	-7,960
Transportation Committee									
GM's Office & Business Support Services - Public Works & Environmental Services	10,477	0	245	0	0	0	0	10,722	245
Roads Services	109,769	3,463	2,955	1,520	0	0	-15	117,692	7,923
Parking Services	0	0	100	0	0	0	-100	0	0
Traffic Services	50,069	312	750	1,000	0	0	-20	52,111	2,042
Transportation Planning	4,268	0	105	0	0	0	0	4,373	105
Fleet Services	3,634	0	75	0	0	0	0	3,709	75
Total	178,217	3,775	4,230	2,520	0	0	-135	188,607	10,390
Total City Operations	-678,835	-4,948	-1,227	-16,640	0	0	-14,910	-716,560	-37,725
Boards, Agencies and Commissions									
Committee of Adjustment	0	0	35	0	0	0	-35	0	0
Crime Prevention	1,074	0	35	0	0	0	0	1,109	35
Ottawa Public Health	22,115	630	1,200	0	0	-1,355	0	22,590	475
Ottawa Public Library	50,369	-361	1,455	635	0	0	46	52,144	1,775
Ottawa Police Service	306,538	2,927	7,194	4,414	500	-2,200	-150	319,223	12,685
Transit Commission	298,739	3,565	16,465	7,675	0	0	-4,950	321,494	22,755
Total Boards, Agencies and Commissions	678,835	6,761	26,384	12,724	500	-3,555	-5,089	716,560	37,725
Total Tax Supported Program	0	1,813	25,157	-3,916	500	-3,555	-19,999	0	0

City of Ottawa
 Operating Budget Changes
 In Thousands (\$000)

Net of Recoveries and After Inter-departmental Allocations

	2019 Baseline		2020 Adjustments					2020	\$ Change over 2019 Budget
	Budget	Adj. to Base Budget	Maintain Services	Growth	New Services	Service Initiatives / Savings	User Fees & Revenues	Estimate	
Rate Supported Program									
Drinking Water Services	0	0	5,360	90	0	0	-5,450	0	0
Wastewater Services	0	0	5,880	0	0	0	-5,880	0	0
Stormwater Services	0	0	5,120	0	0	0	-5,120	0	0
Total Rate Supported Program	0	0	16,360	90	0	0	-16,450	0	0
Total Tax and Rate Supported Program	0	1,813	41,517	-3,826	500	-3,555	-36,449	0	0

City of Ottawa
Full Time Equivalents Summary by Committee

	2019	2020	2020	2020
	Budget	Service Initiatives / Efficiencies	Adjustments	Estimate
Agriculture & Rural Affairs Committee				
Development Review Process Rural	15.00	0.00	0.00	15.00
Rural Affairs	2.00	0.00	0.00	2.00
Total	17.00	0.00	0.00	17.00
Audit Committee				
Office of the Auditor General and External Audit Fees	9.00	0.00	0.00	9.00
Total	9.00	0.00	0.00	9.00
Community & Protective Services Committee				
GM's Office & Business & Technical Support Services - Emergency & Protective Services	35.00	0.00	0.00	35.00
Security & Emergency Management	20.00	0.00	0.00	20.00
Fire Services	975.00	0.00	0.00	975.00
Paramedic Service	664.80	0.00	14.00	678.80
By-law and Regulatory Services	176.78	0.00	0.00	176.78
Public Policy Development	6.00	0.00	0.00	6.00
GM's Office & Business Support Services - Community & Social Services	31.00	0.00	0.00	31.00
Employment and Social Services	545.17	0.00	-7.00	538.17
Children's Services	181.49	0.00	0.00	181.49
Housing Services	64.40	0.00	0.00	64.40
Long Term Care	625.81	0.00	4.00	629.81
Partner & Stakeholder Initiatives	15.00	0.00	1.00	16.00
GM's Office & Business Support Services - Recreation, Cultural and Facility Services	83.59	0.00	0.00	83.59
Community Recreation and Cultural Programs	711.32	0.00	0.00	711.32
City Wide Programs, Aquatics and Specialized Services	322.15	0.00	0.00	322.15
Parks & Facilities Planning	15.00	0.00	0.00	15.00
Facility Operations Services	611.93	0.00	0.00	611.93
Parks	284.91	0.00	0.00	284.91
Total	5,369.35	0.00	12.00	5,381.35

City of Ottawa
Full Time Equivalents Summary by Committee

	2019	2020	2020	2020
	Budget	Service Initiatives / Efficiencies	Adjustments	Estimate
Standing Committee on Environmental Protection, Water and Waste Management				
Infrastructure Services	212.67	0.00	2.00	214.67
Resiliency and Natural Systems Policy	12.00	0.00	0.00	12.00
Solid Waste Services	69.40	0.00	4.00	73.40
Forestry Services	82.32	0.00	0.00	82.32
Total	376.39	0.00	6.00	382.39
Finance & Economic Development Committee				
Elected Officials	0.00	0.00	0.00	0.00
City Clerk	142.55	0.00	0.00	142.55
City Solicitor	85.00	0.00	1.00	86.00
City Manager's Office	13.00	0.00	0.00	13.00
Rail Construction Program Service	18.00	0.00	0.00	18.00
GM's Office & Business Support and Technical Services - Planning, Infrastructure & Economic Development	34.00	0.00	0.00	34.00
Economic Development and Long Range Planning	17.00	0.00	0.00	17.00
GM's Office & Business Support Services - Innovative Client Services	25.00	0.00	0.00	25.00
Service Transformation	26.00	0.00	0.00	26.00
Public Information & Media Relations	32.00	0.00	1.00	33.00
Human Resources	117.80	0.00	0.00	117.80
Service Ottawa	117.07	0.00	3.00	120.07
Chief Financial Officer/Treasurer & Business Support Services - Finance Services	17.00	0.00	0.00	17.00
Revenue Services	189.45	0.00	3.00	192.45
Corporate Finance	147.89	0.00	0.00	147.89
Payroll, Pensions & Benefits Service	64.33	0.00	2.00	66.33
Supply Services	65.99	0.00	0.00	65.99
Corporate Real Estate Office	46.50	0.00	2.00	48.50
Non Departmental	0.00	0.00	0.00	0.00
Total	1,158.58	0.00	12.00	1,170.58

City of Ottawa
Full Time Equivalents Summary by Committee

	2019	2020	2020	2020
	Budget	Service Initiatives / Efficiencies	Adjustments	Estimate
Information Technology Sub-Committee				
Information Technology	296.00	0.00	0.00	296.00
Total	296.00	0.00	0.00	296.00
Planning Committee				
Right of Way, Heritage and Urban Design	154.34	0.00	3.00	157.34
Planning Services	80.03	0.00	6.00	86.03
Building Code Services - OBC	187.89	0.00	0.00	187.89
Long Range Planning	17.00	0.00	2.33	19.33
Affordable Housing	4.00	0.00	0.00	4.00
Total	443.26	0.00	11.33	454.59
Transportation Committee				
GM's Office & Business Support Services - Public Works & Environmental Services	103.65	0.00	0.00	103.65
Roads Services	497.17	0.00	7.34	504.51
Parking Services	12.00	0.00	3.00	15.00
Traffic Services	272.05	0.00	2.32	274.37
Transportation Planning	36.00	0.00	0.00	36.00
Fleet Services	194.00	0.00	0.00	194.00
Total	1,114.87	0.00	12.66	1,127.53
Total City Operations	8,784.45	0.00	53.99	8,838.44
Boards, Agencies and Commissions				
Committee of Adjustment	12.00	0.00	0.00	12.00
Crime Prevention	3.00	0.00	0.00	3.00
Ottawa Public Health	506.41	-8.30	13.00	511.11
Ottawa Public Library	463.72	0.00	1.00	464.72
Ottawa Police Service	2,058.90	-8.00	35.00	2,085.90
Transit Commission	2,932.30	0.00	161.00	3,093.30
Total Boards, Agencies and Commissions	5,976.33	-16.30	210.00	6,170.03
Total Tax Supported Full Time Equivalents (FTE's)	14,760.78	-16.30	263.99	15,008.47

City of Ottawa
Full Time Equivalents Summary by Committee

	2019	2020	2020	2020
	Budget	Service Initiatives / Efficiencies	Adjustments	Estimate
Rate Supported Program				
Drinking Water Services	316.94	0.00	1.00	317.94
Wastewater Services	229.65	0.00	0.00	229.65
Stormwater Services	46.02	0.00	0.00	46.02
Total Rate Supported Program	592.61	0.00	1.00	593.61
Grand Total City Full Time Equivalents (FTE's)	15,353.39	-16.30	264.99	15,602.08

	2019 Baseline		2020 Adjustments					2020	\$ Change over 2019 Budget
	Budget	Adj. to Base Budget	Maintain Services	Growth	New Services	Service Initiatives / Efficiencies	User Fees & Revenues	Estimate	
Agriculture & Rural Affairs Committee									
Development Review Process Rural	15.00	0.00	0.00	0.00	0.00	0.00	0.00	15.00	0.00
Rural Affairs	2.00	0.00	0.00	0.00	0.00	0.00	0.00	2.00	0.00
Total	17.00	0.00	0.00	0.00	0.00	0.00	0.00	17.00	0.00
Audit Committee									
Office of the Auditor General and External Audit Fees	9.00	0.00	0.00	0.00	0.00	0.00	0.00	9.00	0.00
Total	9.00	0.00	0.00	0.00	0.00	0.00	0.00	9.00	0.00
Community & Protective Services Committee									
GM's Office & Business & Technical Support Services - Emergency & Protective Services	35.00	0.00	0.00	0.00	0.00	0.00	0.00	35.00	0.00
Security & Emergency Management	20.00	0.00	0.00	0.00	0.00	0.00	0.00	20.00	0.00
Fire Services	975.00	0.00	0.00	0.00	0.00	0.00	0.00	975.00	0.00
Paramedic Service	664.80	0.00	0.00	14.00	0.00	0.00	0.00	678.80	14.00
By-law and Regulatory Services	176.78	0.00	0.00	0.00	0.00	0.00	0.00	176.78	0.00
Public Policy Development	6.00	0.00	0.00	0.00	0.00	0.00	0.00	6.00	0.00
GM's Office & Business Support Services - Community & Social Services	31.00	0.00	0.00	0.00	0.00	0.00	0.00	31.00	0.00
Employment and Social Services	545.17	-7.00	0.00	0.00	0.00	0.00	0.00	538.17	-7.00
Children's Services	181.49	0.00	0.00	0.00	0.00	0.00	0.00	181.49	0.00
Housing Services	64.40	0.00	0.00	0.00	0.00	0.00	0.00	64.40	0.00
Long Term Care	625.81	4.00	0.00	0.00	0.00	0.00	0.00	629.81	4.00
Partner & Stakeholder Initiatives	15.00	0.00	0.00	1.00	0.00	0.00	0.00	16.00	1.00
GM's Office & Business Support Services - Recreation, Cultural and Facility Services	83.59	0.00	0.00	0.00	0.00	0.00	0.00	83.59	0.00
Community Recreation and Cultural Programs	711.32	0.00	0.00	0.00	0.00	0.00	0.00	711.32	0.00
City Wide Programs, Aquatics and Specialized Services	322.15	0.00	0.00	0.00	0.00	0.00	0.00	322.15	0.00
Parks & Facilities Planning	15.00	0.00	0.00	0.00	0.00	0.00	0.00	15.00	0.00
Facility Operations Services	611.93	0.00	0.00	0.00	0.00	0.00	0.00	611.93	0.00
Parks	284.91	0.00	0.00	0.00	0.00	0.00	0.00	284.91	0.00
Total	5,369.35	-3.00	0.00	15.00	0.00	0.00	0.00	5,381.35	12.00

	2019 Baseline		2020 Adjustments					2020	\$ Change over 2019 Budget
	Budget	Adj. to Base Budget	Maintain Services	Growth	New Services	Service Initiatives / Efficiencies	User Fees & Revenues	Estimate	
Environment and Climate Protection Committee									
Infrastructure Services	212.67	0.00	0.00	2.00	0.00	0.00	0.00	214.67	2.00
Resiliency and Natural Systems Policy	12.00	0.00	0.00	0.00	0.00	0.00	0.00	12.00	0.00
Solid Waste Services	69.40	0.00	0.00	4.00	0.00	0.00	0.00	73.40	4.00
Forestry Services	82.32	0.00	0.00	0.00	0.00	0.00	0.00	82.32	0.00
Total	376.39	0.00	0.00	6.00	0.00	0.00	0.00	382.39	6.00
Finance & Economic Development Committee									
Elected Officials	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
City Clerk	142.55	0.00	0.00	0.00	0.00	0.00	0.00	142.55	0.00
City Solicitor	85.00	0.00	0.00	1.00	0.00	0.00	0.00	86.00	1.00
City Manager's Office	13.00	0.00	0.00	0.00	0.00	0.00	0.00	13.00	0.00
Rail Construction Program Service	18.00	0.00	0.00	0.00	0.00	0.00	0.00	18.00	0.00
GM's Office & Business Support and Technical Services - Planning, Infrastructure & Economic Development	34.00	0.00	0.00	0.00	0.00	0.00	0.00	34.00	0.00
Economic Development and Long Range Planning	17.00	0.00	0.00	0.00	0.00	0.00	0.00	17.00	0.00
GM's Office & Business Support Services - Innovative Client Services	25.00	0.00	0.00	0.00	0.00	0.00	0.00	25.00	0.00
Service Transformation	26.00	0.00	0.00	0.00	0.00	0.00	0.00	26.00	0.00
Public Information & Media Relations	32.00	0.00	0.00	1.00	0.00	0.00	0.00	33.00	1.00
Human Resources	117.80	0.00	0.00	0.00	0.00	0.00	0.00	117.80	0.00
Service Ottawa	117.07	0.00	0.00	3.00	0.00	0.00	0.00	120.07	3.00
Chief Financial Officer/Treasurer & Business Support Services - Finance Services	17.00	0.00	0.00	0.00	0.00	0.00	0.00	17.00	0.00
Revenue Services	189.45	0.00	0.00	3.00	0.00	0.00	0.00	192.45	3.00
Corporate Finance	147.89	0.00	0.00	0.00	0.00	0.00	0.00	147.89	0.00
Payroll, Pensions & Benefits Service	64.33	0.00	0.00	2.00	0.00	0.00	0.00	66.33	2.00
Supply Services	65.99	0.00	0.00	0.00	0.00	0.00	0.00	65.99	0.00
Corporate Real Estate Office	46.50	0.00	0.00	2.00	0.00	0.00	0.00	48.50	2.00
Non Departmental	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Total	1,158.58	0.00	0.00	12.00	0.00	0.00	0.00	1,170.58	12.00

	2019 Baseline		2020 Adjustments					2020	\$ Change over 2019 Budget
	Budget	Adj. to Base Budget	Maintain Services	Growth	New Services	Service Initiatives / Efficiencies	User Fees & Revenues	Estimate	
Information Technology Sub-Committee									
Information Technology	296.00	0.00	0.00	0.00	0.00	0.00	0.00	296.00	0.00
Total	296.00	0.00	0.00	0.00	0.00	0.00	0.00	296.00	0.00
Planning Committee									
Right of Way, Heritage and Urban Design	154.34	0.00	0.00	3.00	0.00	0.00	0.00	157.34	3.00
Planning Services	80.03	0.00	0.00	6.00	0.00	0.00	0.00	86.03	6.00
Building Code Services - OBC	187.89	0.00	0.00	0.00	0.00	0.00	0.00	187.89	0.00
Long Range Planning	17.00	0.00	0.00	2.33	0.00	0.00	0.00	19.33	2.33
Affordable Housing	4.00	0.00	0.00	0.00	0.00	0.00	0.00	4.00	0.00
Total	443.26	0.00	0.00	11.33	0.00	0.00	0.00	454.59	11.33
Transportation Committee									
GM's Office & Business Support Services - Public Works & Environmental Services	103.65	0.00	0.00	0.00	0.00	0.00	0.00	103.65	0.00
Roads Services	497.17	0.00	0.00	7.34	0.00	0.00	0.00	504.51	7.34
Parking Services	12.00	0.00	0.00	3.00	0.00	0.00	0.00	15.00	3.00
Traffic Services	272.05	0.00	0.00	2.32	0.00	0.00	0.00	274.37	2.32
Transportation Planning	36.00	0.00	0.00	0.00	0.00	0.00	0.00	36.00	0.00
Fleet Services	194.00	0.00	0.00	0.00	0.00	0.00	0.00	194.00	0.00
Total	1,114.87	0.00	0.00	12.66	0.00	0.00	0.00	1,127.53	12.66
Total City Operations	8,784.45	-3.00	0.00	56.99	0.00	0.00	0.00	8,838.44	53.99
Boards, Agencies and Commissions									
Committee of Adjustment	12.00	0.00	0.00	0.00	0.00	0.00	0.00	12.00	0.00
Crime Prevention	3.00	0.00	0.00	0.00	0.00	0.00	0.00	3.00	0.00
Ottawa Public Health	506.41	0.00	0.00	13.00	0.00	-8.30	0.00	511.11	4.70
Ottawa Public Library	463.72	0.00	0.00	1.00	0.00	0.00	0.00	464.72	1.00
Ottawa Police Service	2,058.90	0.00	3.00	30.00	2.00	-8.00	0.00	2,085.90	27.00
Transit Commission	2,932.30	0.00	103.00	58.00	0.00	0.00	0.00	3,093.30	161.00
Total Boards, Agencies and Commissions	5,976.33	0.00	106.00	102.00	2.00	-16.30	0.00	6,170.03	193.70
Total Tax Supported Full Time Equivalents (FTE's)	14,760.78	-3.00	106.00	158.99	2.00	-16.30	0.00	15,008.47	247.69
Percent of 2019 FTEs		0.0%	0.7%	1.1%	0.0%	-0.1%	0.0%	1.7%	

City of Ottawa
Full Time Equivalent Budget Changes

	2019 Baseline		2020 Adjustments					2020	\$ Change over 2019 Budget
	Budget	Adj. to Base Budget	Maintain Services	Growth	New Services	Service Initiatives / Efficiencies	User Fees & Revenues	Estimate	
Rate Supported Program									
Drinking Water Services	316.94	0.00	0.00	1.00	0.00	0.00	0.00	317.94	1.00
Wastewater Services	229.65	0.00	0.00	0.00	0.00	0.00	0.00	229.65	0.00
Stormwater Services	46.02	0.00	0.00	0.00	0.00	0.00	0.00	46.02	0.00
Total Rate Supported Program	592.61	0.00	0.00	1.00	0.00	0.00	0.00	593.61	1.00
Grand Total City Full Time Equivalents (FTE's)	15,353.39	-3.00	106.00	159.99	2.00	-16.30	0.00	15,602.08	248.69