

2019 Operating Budget Corporate Summary - Elected Officials, Office of the Auditor General

In Thousands ('000)

	Budget			Actual			Surplus/(Deficit)		
	Annual Expense	Annual Revenue	Annual Net	Annual Expense	Annual Revenue	Annual Net	Annual Expense	Annual Revenue	Annual Net
Elected Officials	12,208	0	12,208	12,149	0	12,149	59	0	59
Office of the City Auditor General	1,966	0	1,966	1,964	0	1,964	2	0	2
Total Elected Officials and Office of the Auditor General	14,174	0	14,174	14,113	0	14,113	61	0	61

No significant variance to report.

2019 Operating Budget Corporate Summary - City Clerk's Office
In Thousands ('000)

	Budget			Actual			Surplus/(Deficit)		
	Annual Expense	Annual Revenue	Annual Net	Annual Expense	Annual Revenue	Annual Net	Annual Expense	Annual Revenue	Annual Net
City Clerk	465	0	465	469	0	469	-4	0	-4
Policy & Technical Solution Services	3,644	0	3,644	3,582	0	3,582	62	0	62
Protocol	1,229	0	1,229	1,259	0	1,259	-30	0	-30
Legislative Services	12,178	-9	12,169	12,071	-47	12,024	107	38	145
French Language Services	3,180	-59	3,121	3,177	-22	3,155	3	-37	-34
City Clerk	20,696	-68	20,628	20,558	-69	20,489	138	1	139

No significant variance to report.

2019 Operating Budget Corporate Summary - Transportation Services Department

In Thousands ('000)

	Budget			Actual			Surplus/(Deficit)		
	Annual Expense	Annual Revenue	Annual Net	Annual Expense	Annual Revenue	Annual Net	Annual Expense	Annual Revenue	Annual Net
Rail Construction Program Service	5	-5	0	8	-7	1	-3	2	-1
Traffic Services	51,981	-1,912	50,069	52,778	-3,061	49,717	-797	1,149	352
Transportation Planning	4,323	-55	4,268	4,260	-55	4,205	63	0	63
Total Transportation Services Department	56,309	-1,972	54,337	57,046	-3,123	53,923	-737	1,151	414

Traffic Services:

Additional expenses attributed to flood related support expenditures and expenditures related to the developer related installation of new traffic control signals offset with miscellaneous expenditure savings and developer related revenues.

2019 Operating Budget Corporate Summary - Community & Social Services Department
In Thousands ('000)

	Budget			Actual			Surplus/(Deficit)		
	Annual Expense	Annual Revenue	Annual Net	Annual Expense	Annual Revenue	Annual Net	Annual Expense	Annual Revenue	Annual Net
General Manager's Office	399	0	399	558	0	558	-159	0	-159
Business Support Services	3,206	0	3,206	3,252	0	3,252	-46	0	-46
Social Services	258,121	-230,338	27,783	247,655	-220,483	27,172	10,466	-9,855	611
Children's Services	169,332	-151,683	17,649	160,793	-143,661	17,132	8,539	-8,022	517
Long Term Care	71,998	-52,544	19,454	75,514	-54,237	21,277	-3,516	1,693	-1,823
Housing Services	185,651	-65,694	119,957	203,024	-89,696	113,328	-17,373	24,002	6,629
Partner & Stakeholder Initiatives	26,667	0	26,667	26,347	0	26,347	320	0	320
Social Policy, Research and Analytics	0	0	0	93	0	93	-93	0	-93
Total Community and Social Services Department	715,374	-500,259	215,115	717,236	-508,077	209,159	-1,862	7,818	5,956

Community & Social Services:

Lower social housing expenditures and higher revenues have offset the deficit in Emergency Shelters resulting in a net surplus of \$6.629 million in Housing Services which will be transferred to the Housing Reserve. A deficit of \$1.823 million in Long Term Care from increased staff replacement costs for sick leave in a 24 hour a day, 7 days a week operation was mitigated by surpluses from Employment and Social Services of \$611,000, Children's Services of \$517,000 and Partner & Stakeholder Initiatives of \$319,000 mostly as a result of higher provincial revenues and lower program delivery costs.

2019 Operating Budget Corporate Summary - Public Works & Environmental Services

In Thousands ('000)

	Budget			Actual			Surplus/(Deficit)		
	Annual Expense	Annual Revenue	Annual Net	Annual Expense	Annual Revenue	Annual Net	Annual Expense	Annual Revenue	Annual Net
General Manager's Office	194	0	194	280	0	280	-86	0	-86
Business and Technical Services Branch	10,317	-34	10,283	10,773	-61	10,712	-456	27	-429
Parks	37,866	-360	37,506	37,920	-357	37,563	-54	-3	-57
Forestry Services	18,745	-45	18,700	17,347	-248	17,099	1,398	203	1,601
Solid Waste Services - Tax	44,245	-16,259	27,986	46,723	-14,715	32,008	-2,478	-1,544	-4,022
Solid Waste Services - Rate	30,288	-35,661	-5,373	32,265	-35,777	-3,512	-1,977	116	-1,861
Parking Services	15,652	-15,652	0	19,959	-19,959	0	-4,307	4,307	0
Roads Services	110,921	-1,152	109,769	134,764	-3,043	131,721	-23,843	1,891	-21,952
Total Public Works & Environmental Services	268,228	-69,163	199,065	300,031	-74,160	225,871	-31,803	4,997	-26,806

Public Works & Environmental Services:

The Roads Services budget finished 2019 with a deficit of \$21.952 million in comparison to the forecasted \$18.74 million which was provided as part of the 2020 Draft budget on Nov 6, 2019. This deficit is mainly related to Winter maintenance operations, which ended the year with a \$21.3 million deficit which is a result of increased snow accumulation, which was 46 per cent higher than the 20-year average, increased freeze thaw cycles, which were 16 per cent higher than the 20-year average and a 76 percent increase in freezing rain hours when compared to the 20-year average. These severe weather conditions resulted in significant operational costs associated with maintaining the road, sidewalk and pathway networks. Forestry surplus due to delays in tree maintenance activities and stumping and additional revenues from tree infill. Solid Waste deficit of \$4.022 million due to increased fleet costs for the in-house operations associated with waste, recycling and green bin collection and reduced revenues due to a decrease in commodity prices related to the recycling market.

2019 Operating Budget Corporate Summary - City Manager's Office

In Thousands ('000)

	Budget			Actual			Surplus/(Deficit)		
	Annual Expense	Annual Revenue	Annual Net	Annual Expense	Annual Revenue	Annual Net	Annual Expense	Annual Revenue	Annual Net
City Manager's Office	2,005	0	2,005	1,986	0	1,986	19	0	19

No significant variance to report.

2019 Operating Budget Corporate Summary - Emergency & Protective Services
In Thousands ('000)

	Budget			Actual			Surplus/(Deficit)		
	Annual Expense	Annual Revenue	Annual Net	Annual Expense	Annual Revenue	Annual Net	Annual Expense	Annual Revenue	Annual Net
General Manager Office	401	0	401	390	0	390	11	0	11
Business Support Services	3,845	0	3,845	3,046	0	3,046	799	0	799
Security and Emergency Management	8,165	-270	7,895	9,168	-377	8,791	-1,003	107	-896
Fire Services	164,698	-993	163,705	166,137	-1,058	165,079	-1,439	65	-1,374
Paramedic Service	101,341	-60,318	41,023	101,602	-63,827	37,775	-261	3,509	3,248
By-Law & Regulatory Services	22,568	-28,967	-6,399	23,714	-29,809	-6,095	-1,146	842	-304
Public Policy Development	989	0	989	1,319	-1	1,318	-330	1	-329
Total Emergency & Protective Services	302,007	-90,548	211,459	305,376	-95,072	210,304	-3,369	4,524	1,155

Emergency & Protective Services:

Business Support Services savings due to vacancies. Security and Emergency Management expenditures mainly driven by 2019 Spring flood support cost. The deficit in Fire Services is due to increased fleet repairs, maintenance and fuel costs. Savings in Paramedic Service Fleet and Facility maintenance cost and increased Provincial revenue due to higher 50/50 funding in addition to one-time revenue due to community paramedicine initiatives and Public Access Defibrillator agreements. By-law expenditures related to the contribution to the Accessibility reserve offset with the applicable revenue from Voluntary payments related to Accessibility by Private Transportation companies and Spring flood support cost.

2019 Operating Budget Corporate Summary - Recreation, Cultural and Facility Services
In Thousands ('000)

	Budget			Actual			Surplus/(Deficit)		
	Annual Expense	Annual Revenue	Annual Net	Annual Expense	Annual Revenue	Annual Net	Annual Expense	Annual Revenue	Annual Net
General Manager's Office	1,740	-540	1,200	1,738	-769	969	2	229	231
Community Recreation & Cultural Programs	107,986	-50,114	57,872	108,234	-49,503	58,731	-248	-611	-859
CW Programs, Aquatics and Specialized Services	33,435	-13,120	20,315	33,064	-12,531	20,533	371	-589	-218
Parks & Facilities Planning	2,133	-485	1,648	1,826	-473	1,353	307	-12	295
Business & Technical Support Services	25,320	-1,973	23,347	25,093	-1,498	23,595	227	-475	-248
Facility Operations Services	32,603	-2,622	29,981	32,383	-2,213	30,170	220	-409	-189
Total Recreation, Cultural and Facility Services	203,217	-68,854	134,363	202,338	-66,987	135,351	879	-1,867	-988

Recreation, Cultural and Facility Services:

Reduced registration revenue, shortfall in sponsorship & advertising revenue, lease revenues and Spring flooding support expenditures were partially offset with surplus from expenditure savings in compensation and utilities.

2019 Operating Budget Corporate Summary - Finance Services Department
In Thousands ('000)

	Budget			Actual			Surplus/(Deficit)		
	Annual Expense	Annual Revenue	Annual Net	Annual Expense	Annual Revenue	Annual Net	Annual Expense	Annual Revenue	Annual Net
Chief Financial Officer/City Treasurer	451	0	451	446	0	446	5	0	5
Business Support Services	1,808	0	1,808	1,662	0	1,662	146	0	146
Revenue Services	13,703	-6,057	7,646	12,878	-6,894	5,984	825	837	1,662
Corporate Finance	14,547	0	14,547	14,469	0	14,469	78	0	78
Payroll, Pensions & Benefits	6,513	0	6,513	6,541	0	6,541	-28	0	-28
Total Finance Services Department	37,022	-6,057	30,965	35,996	-6,894	29,102	1,026	837	1,863

Finance Services:

Compensation savings due to vacancies, various expenditure savings across multiple accounts, and additional revenues associated with water and tax billing services.

2019 Operating Budget Corporate Summary - Planning, Infrastructure & Economic Development

In Thousands ('000)

	Budget			Actual			Surplus/(Deficit)		
	Annual Expense	Annual Revenue	Annual Net	Annual Expense	Annual Revenue	Annual Net	Annual Expense	Annual Revenue	Annual Net
General Manager's Office	298	0	298	248	0	248	50	0	50
Right of Way, Heritage and Urban Design	11,984	-11,481	503	12,573	-13,755	-1,182	-589	2,274	1,685
Infrastructure Services	6,914	-16	6,898	6,585	-16	6,569	329	0	329
Planning Services	11,333	-9,900	1,433	11,000	-14,685	-3,685	333	4,785	5,118
Building Code Services	26,454	-26,454	0	24,794	-24,794	0	1,660	-1,660	0
Economic Development and Long-Range Planning	14,835	0	14,835	14,565	-60	14,505	270	60	330
Business Support Services	2,481	0	2,481	2,060	0	2,060	421	0	421
Corporate Real Estate Office	10,083	-309	9,774	9,395	-338	9,057	688	29	717
Total Planning, Infrastructure & Economic Development Department	84,382	-48,160	36,222	81,220	-53,648	27,572	3,162	5,488	8,650

Planning, Infrastructure & Economic Development:

Expenditure savings resulting from deferred environmental remediation work and additional revenues associated with inspection and sewer connection fees and an increase development application revenue attributed to growth in the Subdivision applications and increase in subsequent phase applications.

2019 Operating Budget Corporate Summary - Innovative Client Services

In Thousands ('000)

	Budget			Actual			Surplus/(Deficit)		
	Annual Expense	Annual Revenue	Annual Net	Annual Expense	Annual Revenue	Annual Net	Annual Expense	Annual Revenue	Annual Net
General Manager's Office	380	0	380	387	0	387	-7	0	-7
Business Support Services	2,823	0	2,823	2,551	0	2,551	272	0	272
Service Transformation	3,724	0	3,724	3,426	0	3,426	298	0	298
Public Information & Media Relations	3,990	0	3,990	3,923	0	3,923	67	0	67
Human Resources	16,015	0	16,015	15,747	-10	15,737	268	10	278
Service Ottawa	14,126	-1,279	12,847	14,180	-1,281	12,899	-54	2	-52
Supply Services	5,254	-785	4,469	6,311	-1,660	4,651	-1,057	875	-182
Information Technology Services	61,900	0	61,900	62,050	0	62,050	-150	0	-150
Fleet Services	4,183	-549	3,634	4,359	-726	3,633	-176	177	1
Legal Services	9,294	0	9,294	9,949	-11	9,938	-655	11	-644
Total Innovative Client Services Department	121,689	-2,613	119,076	122,883	-3,688	119,195	-1,194	1,075	-119

Innovative Client Services:

Savings related to vacancies, capital recoveries, Legal arbitration cost and additional Ariba development and implementation cost which is offset with additional purchasing card rebates.

2019 Operating Budget Corporate Summary - Non-Departmental - Capital Formation Costs

In Thousands ('000)

	Budget			Actual			Surplus/(Deficit)		
	Annual Expense	Annual Revenue	Annual Net	Annual Expense	Annual Revenue	Annual Net	Annual Expense	Annual Revenue	Annual Net
Corporate Benefit Provisions	6,923	0	6,923	6,923	0	6,923	0	0	0
Contributions to/from Capital Reserve Fund	120,151	0	120,151	120,151	0	120,151	0	0	0
Contributions to/from Tax Stabilization Reserve	7,608	-10,647	-3,039	7,608	-10,647	-3,039	0	0	0
Endowment Fund	13,000	-13,000	0	13,411	-13,411	0	-411	411	0
Ottawa Lands Development	5,000	-5,000	0	5,211	-5,211	0	-211	211	0
Sale of Surplus Land	1,500	-1,500	0	5,539	-5,539	0	-4,039	4,039	0
Debt Charges	90,906	-10,578	80,328	91,533	-10,582	80,951	-627	4	-623
Ray Friel	1,111	-709	402	1,108	-709	399	3	0	3
100 Constellation Lease	6,413	0	6,413	6,411	0	6,411	2	0	2
Total Capital Formation Costs	245,689	-41,434	204,255	250,972	-46,099	204,873	-5,283	4,665	-618

No significant variance to report.

2019 Operating Budget Corporate Summary - Non-Departmental - Corporate Common Expenditures and Revenues

In Thousands ('000)

	Budget			Actual			Surplus/(Deficit)		
	Annual Expense	Annual Revenue	Annual Net	Annual Expense	Annual Revenue	Annual Net	Annual Expense	Annual Revenue	Annual Net
Financial Charges	13,303	0	13,303	18,996	-2,677	16,319	-5,693	2,677	-3,016
CW Cost Allocations	-55,078	0	-55,078	-55,078	0	-55,078	0	0	0
Total Corporate Common Expenditures	-41,775	0	-41,775	-36,082	-2,677	-38,759	-5,693	2,677	-3,016
Penalty & Interest	0	-16,039	-16,039	332	-19,107	-18,775	-332	3,068	2,736
Investment Income	326	-15,887	-15,561	326	-20,866	-20,540	0	4,979	4,979
Hydro Ottawa Dividends	0	-20,000	-20,000	250	-22,300	-22,050	-250	2,300	2,050
Provincial Offences Act	137	-4,657	-4,520	218	-8,476	-8,258	-81	3,819	3,738
Red Light Camera	0	-9,900	-9,900	0	-9,364	-9,364	0	-536	-536
Rideau Carleton Raceway	0	-5,600	-5,600	0	-6,563	-6,563	0	963	963
Lottery Fees	0	-1,004	-1,004	0	-656	-656	0	-348	-348
Municipal Accommodation Tax	15,900	-16,400	-500	16,900	-18,229	-1,329	-1,000	1,829	829
Other Miscellaneous Revenue	0	-3,871	-3,871	0	-6,190	-6,190	0	2,319	2,319
Total Corporate Common Revenue	16,363	-93,358	-76,995	18,026	-111,751	-93,725	-1,663	18,393	16,730

Penalties and Interest growth in fees collected and higher investment returns due to increased short-term interest rates and larger short-term investment balances. Provincial Offences Act revenues are higher than budget primarily due to increase in number of tickets issued.

2019 Operating Budget Corporate Summary - Non-Departmental - Tax Related Expenses and Revenues

In Thousands ('000)

	Budget			Actual			Surplus/(Deficit)		
	Annual Expense	Annual Revenue	Annual Net	Annual Expense	Annual Revenue	Annual Net	Annual Expense	Annual Revenue	Annual Net
Supplemental Assessment	0	-16,447	-16,447	0	-19,583	-19,583	0	3,136	3,136
Payment-in-lieu of Taxation	0	-113,689	-113,689	0	-111,434	-111,434	0	-2,255	-2,255
Public Institutions	0	-4,183	-4,183	0	-4,507	-4,507	0	324	324
Tax Rebates & Remissions	16,351	0	16,351	11,663	0	11,663	4,688	0	4,688
Property Assessment	8,945	0	8,945	8,967	0	8,967	-22	0	-22
Property Tax Revenue	0	-1,043,983	-1,043,983	0	-1,043,983	-1,043,983	0	0	0
Total Tax Related Exp & Revenue	25,296	-1,178,302	-1,153,006	20,630	-1,179,507	-1,158,877	4,666	1,205	5,871

Supplementary assessment revenues were higher than projected resulting from higher number of residential and commercial properties being added to the property assessment base. Lower PILT revenue due to the lower MPAC assessments for commercial and office properties. Significant reduction in the assessment appeals. Several properties settled at below historical trends and are a result of the Assessment Base Management Teams involvement in the risk mitigation against high risk appeals.

2019 Operating Budget Corporate Summary - External Boards, Commissions and Agencies

In Thousands ('000)

	Budget			Actual			Surplus/(Deficit)		
	Annual Expense	Annual Revenue	Annual Net	Annual Expense	Annual Revenue	Annual Net	Annual Expense	Annual Revenue	Annual Net
Crime Prevention Centre	1,324	-250	1,074	1,069	0	1,069	255	-250	5
Committee of Adjustment	1,415	-1,415	0	1,238	-1,216	22	177	-199	-22
Public Health	69,233	-47,118	22,115	70,829	-48,713	22,116	-1,596	1,595	-1
Conservation Authority	12,556	-12,556	0	12,684	-12,782	-98	-128	226	98
Transit Services	690,464	-690,464	0	741,865	-737,453	4,412	-51,401	46,989	-4,412
Police Services	349,456	-349,456	0	350,498	-353,780	-3,282	-1,042	4,324	3,282
Library Services	53,200	-53,200	0	53,180	-53,384	-204	20	184	204
Total External Boards, Commissions and Agencies	1,177,648	1,154,459	23,189	1,231,363	1,207,328	24,035	-53,715	52,869	-846

Transit Services: OC Transpo operations, under the Transit Commission mandate, ended the year in a \$6.169 million deficit attributable to higher Para Transpo costs to meet the increased ridership demand and lower fare revenue driven by customers purchasing lower-priced fares. This was partially offset by the allocation of a \$1.757 million surplus to the business area from the various taxation related accounts which reduced the overall Transit deficit to \$4.412 million. In addition, Non-departmental revenue surplus attributed to the 2019 one-time Federal Gas Tax contribution of \$57M is offset with the corresponding expenditure as a contribution to the Federal Gas Tax reserve.

Police Services: The Police operational budget that falls under the Police Services Board mandate finished 2019 with a \$2.393 million surplus as result of compensation savings related to collective agreement changes in relation to movement between constable ranks, savings in various expenditure accounts and various revenue and recoveries including additional provincial grant funding. Once the various Police taxation related accounts are allocated to the business area the result is an overall \$3.282 million surplus. This surplus is contributed to the Tax Stabilization reserve.

2019 Operating Budget Corporate Summary - Rate Supported Programs

In Thousands ('000)

	Budget			Actual			Surplus/(Deficit)		
	Annual Expense	Annual Revenue	Annual Net	Annual Expense	Annual Revenue	Annual Net	Annual Expense	Annual Revenue	Annual Net
Drinking Water Services	183,503	-183,503	0	180,457	-180,605	-148	3,046	-2,898	148
Wastewater Services	150,316	-150,316	0	148,687	-147,277	1,410	1,629	-3,039	-1,410
Stormwater Services	52,338	-52,338	0	56,769	-50,307	6,462	-4,431	-2,031	-6,462
Total Rate Supported Program	386,157	-386,157	0	385,913	-378,189	7,724	244	-7,968	-7,724

Rate Supported Programs:

Water: Surplus mainly due to vacancies, and savings in utility and chemical cost as a result of lower consumption volume, partially offset with decreased water revenues due to lower volume billed driven by the wet spring weather conditions.

Wastewater: Deficits due to lower consumption volume driven by the wet spring weather conditions and expenditures related to legal claims, partially offset with surpluses due to increased recoveries from Stormwater due to efforts as a result of spring flooding.

Stormwater: Deficit mainly driven by spring flooding efforts and support, and additional drainage cost related to the severe winter weather conditions and freeze thaw events and lower stormwater revenues because of the delay in implementing the new stormwater rate structure.