



Draft **BUDGET 2021**

Investing in our community.
Moving Ottawa forward.

Community and Protective Services Committee



Tabled November 4, 2020

Table of Contents

Community and Protective Services Committee	
Emergency and Protective Services	1
GM's Office & Business Support Services - Emergency & Protective Services	1
Operating Resource Requirement	1
Security and Emergency Management	2
Service Area Summary	2
Operating Resource Requirement	4
User Fees	5
Ottawa Fire Service	6
Service Area Summary	6
Operating Resource Requirement	8
User Fees	9
Ottawa Paramedic Service	12
Service Area Summary	12
Operating Resource Requirement	14
User Fees	15
By-law & Regulatory Services	16
Service Area Summary	16
Operating Resource Requirement	17
User Fees	18
Public Policy Development	27
Service Area Summary	27
Operating Resource Requirement	28
Community and Social Services	29
GM's Office & Business Support Services - Community & Social Services	29
Operating Resource Requirement	29

Employment and Social Services	30
Services Area Summary	30
Operating Resource Requirement	31
Children's Services	32
Services Area Summary	32
Operating Resource Requirement	33
User Fees	35
Housing Services	36
Service Area Summary	36
Operating Resource Requirement	37
Long Term Care	38
Service Area Summary	38
Operating Resource Requirement	39
Partner and Stakeholder Initiatives	40
Service Area Summary	40
Operating Resource Requirement	41
Recreation, Cultural and Facility Services	42
GM's Office and Business Support Services - Recreation, Cultural and Facility Services	42
Service Area Summary	42
Operating Resource Requirement	44
User Fees	45
Community Recreation and Cultural Programs	46
Service Area Summary	46
Operating Resource Requirement	48
User Fees	49
City Wide Programs, Aquatics and Specialized Services	55
Service Area Summary	55

Operating Resource Requirement	57
User Fees	58
Parks and Facilities Planning	61
Service Area Summary	61
Operating Resource Requirement	62
User Fees	63
Facility Operations	64
Service Area Summary	64
Operating Resource Requirement	66
User Fees	67
Parks	68
Service Area Summary	68
Operating Resource Requirement	69
Capital Program Funding Summary	70
Supplemental Operating and Capital Information	74
Emergency & Protective Services	74
GM's Office & Business Support Services - Emergency & Protective Services	74
Analysis	74
Explanatory Notes	75
Security and Emergency Management	76
Analysis	76
Explanatoy Notes	77
Fire Services	78
Analysis	78
Explanatory Notes	80
Paramedic Service	82
Analysis	82

Explanatory Notes.....	83
By-law and Regulatory Services.....	85
Analysis.....	85
Explanatory Notes.....	86
Public Policy Development.....	87
Analysis.....	87
Explanatory Notes.....	88
Community & Social Services.....	89
GM's Office & Business Support Services - Community & Social Services.....	89
Analysis.....	89
Explanatory Notes.....	90
Employment and Social Services.....	91
Analysis.....	91
Explanatory Notes.....	93
Children's Services.....	94
Analysis.....	94
Explanatory Notes.....	96
Housing Services.....	99
Analysis.....	99
Explanatory Notes.....	101
Long Term Care.....	103
Analysis.....	103
Explanatory Notes.....	105
Partner & Stakeholder Initiatives.....	107
Analysis.....	107
Explanatory Notes.....	108
Recreation, Cultural and Facility Services.....	109

GM's Office & Business Support Services - Recreation, Cultural and Facility Services	109
Analysis	109
Explanatory Notes	110
Community Recreation and Cultural Programs	111
Analysis	111
Explanatory Notes	112
City Wide Programs, Aquatics and Specialized Services	113
Analysis	113
Explanatory Notes	114
Parks & Facilities Planning	115
Analysis	115
Explanatory Notes	116
Facility Operations Services	117
Analysis	117
Explanatory Notes	118
Parks	119
Analysis	119
Explanatory Notes	120
Capital Budget	121
Project Details	122
By-law & Regulatory Services	122
Child Care Services	127
Fire Services	133
Long Term Care Services	141
Paramedic Services	147
Parks, Buildings & Grounds Services	152
Parks, Recreation & Culture Services	156

Security & Emergency Management	184
Social Services.....	188
4 Year Forecast	193
Works-in-Progress Listing.....	198

City of Ottawa
 Emergency & Protective Services
 GM's Office & Business Support Services - Operating Resource Requirement
 In Thousands (\$000)

	2019	2020		2021	\$ Change over 2020 Budget
	Actual	Forecast	Budget	Estimate	
Expenditures by Program					
General Manager's Office	3,436	4,458	4,388	4,578	190
Business & Technical Support Services	0	0	0	0	0
Gross Expenditure	3,436	4,458	4,388	4,578	190
Recoveries & Allocations	0	0	0	0	0
Revenue	0	0	0	0	0
Net Requirement	3,436	4,458	4,388	4,578	190
Expenditures by Type					
Salaries, Wages & Benefits	3,310	4,321	4,241	4,431	190
Overtime	13	7	7	7	0
Material & Services	85	127	137	137	0
Transfers/Grants/Financial Charges	0	0	0	0	0
Fleet Costs	0	0	0	0	0
Program Facility Costs	0	0	0	0	0
Other Internal Costs	28	3	3	3	0
Gross Expenditures	3,436	4,458	4,388	4,578	190
Recoveries & Allocations	0	0	0	0	0
Net Expenditure	3,436	4,458	4,388	4,578	190
Revenues By Type					
Federal	0	0	0	0	0
Provincial	0	0	0	0	0
Own Funds	0	0	0	0	0
Fees and Services	0	0	0	0	0
Fines	0	0	0	0	0
Other	0	0	0	0	0
Total Revenue	0	0	0	0	0
Net Requirement	3,436	4,458	4,388	4,578	190
Full Time Equivalents			35.00	35.00	0.00

Emergency and Protective Services Department

2021 Service Area Summary - Security and Emergency Management

- Lead the coordination of City services to prevent, mitigate, prepare, respond and recover from emergency situations and to support planned events
- Deliver security services, advice and guidance
- Lead corporate and community emergency preparedness and planning activities
- Manage the corporate radio program

Programs/Services Offered

Office of Emergency Management

- Administer the corporate Emergency Management Program
- Administer the Municipal Emergency Plan
- Provide the public emergency preparedness education program ("Are You Ready?")
- Provide Emergency Management training to staff and external stakeholders
- Manage the hazard identification and risk assessment program
- Maintain Emergency Management Accreditation Program (EMAP) accreditation
- Manage the Chemical, Biological, Radiological, Nuclear and Explosive (CBRNE) Task Force
- Provide corporate coordination of major emergency situations and support for planned events

Corporate Security

- Manage corporate physical security (access control and alarm monitoring) systems
- Provide incident management and investigation services
- Provide security related education and training to staff

- Provide event security planning and coordination of onsite security personnel for special events at City facilities
- Perform security audits at City facilities
- Provide guidance on the design and construction of physical security systems for new facilities or retrofits
- Manage the Security Operations Centre
- Provide Photo Identification services

9-1-1 Service Level Agreement

- Manage Service Level Agreement with the Ottawa Police Service Board
- Manage funding agreement and provide governance and performance oversight

Corporate Radio System

- Manage over 6,000 radios on a service level contract (Interoperable Mobile Communications Managed Service)
- Manage day-to-day operations with over 20 client groups (internal and external)
- Provide governance and performance oversight

Protective Measures Program

- Define four protective measures: Building Evacuation, Shelter in Place, Secure Facility and Lockdown
- Provide staff with information on what to do and what to expect when there is a security or emergency situations at a City facility

City of Ottawa
 Emergency & Protective Services
 Security and Emergency Management - Operating Resource Requirement
 In Thousands (\$000)

	2019	2020		2021	\$ Change over 2020 Budget
	Actual	Forecast	Budget	Estimate	
Expenditures by Program					
Security and Emergency Management	13,786	10,129	10,284	11,409	1,125
9.1.1	0	2,105	2,105	2,147	42
Gross Expenditure	13,786	12,234	12,389	13,556	1,167
Recoveries & Allocations	-4,618	-3,866	-3,866	-4,596	-730
Revenue	-377	-365	-270	-270	0
Net Requirement	8,791	8,003	8,253	8,690	437
Expenditures by Type					
Salaries, Wages & Benefits	2,485	2,256	2,256	2,306	50
Overtime	79	7	7	7	0
Material & Services	9,209	7,867	8,022	9,097	1,075
Transfers/Grants/Financial Charges	0	0	0	0	0
Fleet Costs	0	0	0	0	0
Program Facility Costs	0	0	0	0	0
Other Internal Costs	2,013	2,104	2,104	2,146	42
Gross Expenditures	13,786	12,234	12,389	13,556	1,167
Recoveries & Allocations	-4,618	-3,866	-3,866	-4,596	-730
Net Expenditure	9,168	8,368	8,523	8,960	437
Revenues By Type					
Federal	0	0	0	0	0
Provincial	0	0	0	0	0
Own Funds	0	0	0	0	0
Fees and Services	-377	-365	-270	-270	0
Fines	0	0	0	0	0
Other	0	0	0	0	0
Total Revenue	-377	-365	-270	-270	0
Net Requirement	8,791	8,003	8,253	8,690	437
Full Time Equivalents			20.00	20.00	0.00

City of Ottawa
 Emergency & Protective Services
 Security and Emergency Management - User Fees

	2019 Rate \$	2020 Rate \$	2021 Rate \$	% Change Over 2019	% Change Over 2018	Effective Date	2021 Revenue (\$000)
Emergency Management course fees							
Emergency Management course fee- External participant * ¹	100.00	100.00	100.00	0.0%	0.0%	01-Jan-21	
Emergency Management course cancellation fee - Internal participant * ¹	100.00	100.00	100.00	0.0%	0.0%	01-Jan-21	
Emergency Management course cancellation fee - External participant	100.00	100.00	100.00	0.0%	0.0%	01-Jan-21	
Total Departmental							0

Notes:

* Fees calculated per day + HST applicable.

1 Permission from Office of the Fire Marshal and Emergency Management to charge fees for cost recovery.

Emergency and Protective Services Department

2021 Service Area Summary - Ottawa Fire Service

The goal of Ottawa Fire Services (OFS) is to reduce or eliminate loss of life and property. In order to meet this goal, Ottawa Fire Services encourages a culture of public fire safety and strives to empower members of the community with the knowledge and tools required to prevent fires. Ottawa Fire Services enhances emergency response through continual training of staff, identifying change opportunities and managing service priorities.

Programs/Services Offered

Suppression and Rescue

- Effective emergency response which includes fire suppression, rescue operations (e.g. water rescue and automobile extrication) and tiered medical responses
- Special operations, such as responding to hazardous material calls
- Ensure compliance with OFS response standards adopted as part of the Commission of Fire Accreditation International program
- In 2019, Ottawa Fire Services recorded 72,628 apparatus responses to 26,028 incidents including fire, hazardous material, rescue, medical and mutual aid agreement incidents

Communications and Outreach

- Dispatch services - The Communications Division directly impacts the ability of OFS to provide effective fire protection and emergency response to the City. As the first point of contact in an emergency or life-threatening situation, this division is equipped with the technology and systems to receive calls from the public and other emergency services, while ensuring a safe working environment for emergency responders. In 2019, OFS Communications Center received 94,564 calls.
- Recruitment outreach and community engagement campaigns such as Camp FFIT (Female Firefighters in Training) and collaboration with Scouts Canada and their Ventures Program

Prevention and Education

- Public fire safety education through various avenues, including social media, virtual learning opportunities, outreach campaigns, community events, and community partnerships
- Conducted 3,882 inspections and participated in 571 public education events in 2019. Additionally, OFS visited 14,143 homes in 2019 as part of the Wake Up! Get a Working Smoke Alarm Campaign. OFS continued their partnership with Ottawa Community Housing (OCH) for providing inspections to these properties. This collaborative partnership has resulted in safes homes for residents of OCH buildings. Having a strong presence in the community is vital to building trust and strengthening the service's voice. Education, inspections and investigations is a collaborative effort between all divisions within OFS with the ultimate goal of preventing fires
- Application of fire safety standards and enforcement, including thorough fire cause, origin and circumstance evaluations, Fire Code compliance, investigations, fire inspections and risk assessments

City of Ottawa
Emergency & Protective Services
Fire Services - Operating Resource Requirement
In Thousands (\$000)

	2019	2020		2021	\$ Change over 2020 Budget
	Actual	Forecast	Budget	Estimate	
Expenditures by Program					
Chief's Office	483	503	503	524	21
Operations	147,491	150,592	149,237	153,842	4,605
Prevention	6,231	6,684	6,684	6,786	102
Communications	5,915	6,240	6,240	6,288	48
Operational Support	6,110	7,072	6,192	6,691	499
Gross Expenditure	166,230	171,091	168,856	174,131	5,275
Recoveries & Allocations	-93	0	0	0	0
Revenue	-1,059	-943	-1,208	-1,623	-415
Net Requirement	165,078	170,148	167,648	172,508	4,860
Expenditures by Type					
Salaries, Wages & Benefits	144,538	150,558	149,444	153,705	4,261
Overtime	3,961	3,215	3,215	3,279	64
Material & Services	4,458	4,218	3,338	3,983	645
Transfers/Grants/Financial Charges	0	0	0	0	0
Fleet Costs	9,220	8,634	8,393	8,558	165
Program Facility Costs	2,880	3,359	3,359	3,459	100
Other Internal Costs	1,173	1,107	1,107	1,147	40
Gross Expenditures	166,230	171,091	168,856	174,131	5,275
Recoveries & Allocations	-93	0	0	0	0
Net Expenditure	166,137	171,091	168,856	174,131	5,275
Revenues By Type					
Federal	-71	0	0	0	0
Provincial	0	0	0	-400	-400
Own Funds	0	0	0	0	0
Fees and Services	-988	-943	-1,208	-1,223	-15
Fines	0	0	0	0	0
Other	0	0	0	0	0
Total Revenue	-1,059	-943	-1,208	-1,623	-415
Net Requirement	165,078	170,148	167,648	172,508	4,860
Full Time Equivalents			975.00	975.00	0.00

City of Ottawa
 Emergency & Protective Services
 Fire Services - User Fees

	2019 Rate \$	2020 Rate \$	2021 Rate \$	% Change Over 2020	% Change Over 2019	Effective Date	2021 Revenue (\$000)
Hazmat Fees and Charges (minimum charge of 1 hour)							
Hazmat Vehicle & Techs*	718.00	735.00	750.00	2.0%	4.5%	01-Apr-21	-15
Pump & Crew*	916.00	938.00	957.00	2.0%	4.5%	01-Apr-21	
Ladder, Aerial, Platform & Crew*	679.00	695.00	709.00	2.0%	4.4%	01-Apr-21	
Incident Commander & Vehicle*	456.00	467.00	476.00	1.9%	4.4%	01-Apr-21	
Safety Officer & Vehicle*	412.00	422.00	430.00	1.9%	4.4%	01-Apr-21	
Water Rescue & Vehicle*	355.00	364.00	371.00	1.9%	4.5%	01-Apr-21	
Hose Tender*	570.00	584.00	596.00	2.1%	4.6%	01-Apr-21	
Supply Tender*	337.00	345.00	352.00	2.0%	4.5%	01-Apr-21	
Foam Tender*	337.00	345.00	352.00	2.0%	4.5%	01-Apr-21	
Heavy Rescue*	679.00	695.00	709.00	2.0%	4.4%	01-Apr-21	
Tanker*	337.00	345.00	352.00	2.0%	4.5%	01-Apr-21	
Command RV Vehicle*	337.00	344.00	352.00	2.3%	4.5%	01-Apr-21	
Service Vehicle*	170.00	174.00	177.00	1.7%	4.1%	01-Apr-21	
Maintenance Vehicle*	170.00	174.00	177.00	1.7%	4.1%	01-Apr-21	
Hazmat Support Vehicle*	170.00	174.00	177.00	1.7%	4.1%	01-Apr-21	
Rehab Vehicle*	170.00	174.00	177.00	1.7%	4.1%	01-Apr-21	
Heavy Equipment Rental*	Cost + 15%	Cost + 15%	Cost + 15%			01-Apr-21	
Initial Hazard Assessment Team*	324.00	332.00	339.00	2.1%	4.6%	01-Apr-21	
Consumable Materials*	Cost + 15%	Cost + 15%	Cost + 15%			01-Apr-21	

City of Ottawa
Emergency & Protective Services
Fire Services - User Fees

	2019 Rate \$	2020 Rate \$	2021 Rate \$	% Change Over 2020	% Change Over 2019	Effective Date	2021 Revenue (\$000)
Fire Prevention							
1) File Search (only) Fees							
Residential*	106.00	109.00	111.00	1.8%	4.7%	01-Apr-21	
Non-Residential*	214.00	219.00	223.00	1.8%	4.2%	01-Apr-21	
Replacement Documentation*	86.00	88.00	90.00	2.3%	4.7%	01-Apr-21	
2) General Fire Inspections Fees							
Inspections: less than 3 storeys, warehouses and other industrial buildings under 5,000 sq. ft.*	423.00	433.00	442.00	2.1%	4.5%	01-Apr-21	
Inspections: for 4-6 storeys, warehouses and other industrial buildings between 5,000 - 15,000 sq. ft.*	678.00	694.00	708.00	2.0%	4.4%	01-Apr-21	
Inspections: for 7-12 storeys, warehouses and other industrial buildings over 15,000 sq. ft.*	848.00	868.00	885.00	2.0%	4.4%	01-Apr-21	
Inspections: for 13 storeys or higher, or an especially large complex.*	1,102.00	1,128.00	1,151.00	2.0%	4.4%	01-Apr-21	
Group Homes/Daycares/Nurseries Inspections*	112.00	115.00	117.00	1.7%	4.5%	01-Apr-21	
Fire Summary Reports*	86.00	88.00	90.00	2.3%	4.7%	01-Apr-21	
Fire Safety Plan - Includes application, document review and site inspection.*	168.00	172.00	175.00	1.7%	4.2%	01-Apr-21	
Fire Safety Plan - Includes application, document review and site inspection - Multiple building (3 or more) property.*	486.00	498.00	508.00	2.0%	4.5%	01-Apr-21	

City of Ottawa
Emergency & Protective Services
Fire Services - User Fees

	2019 Rate \$	2020 Rate \$	2021 Rate \$	% Change Over 2020	% Change Over 2019	Effective Date	2021 Revenue (\$000)
Risk Safety Management Plan Review:							
Level 1*	562.00	575.00	587.00	2.1%	4.4%	01-Apr-21	
Level 2*	1,123.00	1,150.00	1,173.00	2.0%	4.5%	01-Apr-21	
Re-Inspection Fee - Applicable to the third visit to any property for non-compliance.*	112.00	115.00	117.00	1.7%	4.5%	01-Apr-21	
Marijuana Grow-Op Inspections (MGO) - Investigation and compliance.*	562.00	575.00	587.00	2.1%	4.4%	01-Apr-21	
Fire Drill and Safety Planning Review - On-Site drill assessment and safety plan review (vulnerable occupancies are excluded).*	247.00	253.00	258.00	2.0%	4.5%	01-Apr-21	
Open Air Fire Permits	14.00	14.00	14.00	0.0%	0.0%	01-Apr-21	
Inspection: Specific Event Open Air Fire Permits*	52.00	53.00	54.00	1.9%	3.8%	01-Apr-21	
Agency Letter*	100.00	102.00	104.00	2.0%	4.0%	01-Apr-21	
Recruitment Fees:							
Competition User Fee*	230.00	236.00	241.00	2.1%	4.8%	01-Apr-21	
Canadian Physical Ability Testing (CPAT)*	469.00	480.00	490.00	2.1%	4.5%	01-Apr-21	
Special Events Fee:							
Fire Apparatus Unit (4 Firefighters plus Truck)-Base Rate ^{1*}	1,363.00	1,396.00	1,424.00	2.0%	4.5%	01-Apr-21	
Fire Apparatus Unit (4 Firefighters plus Truck)-Hourly Rate ^{2*}	454.00	465.00	474.00	1.9%	4.4%	01-Apr-21	
Additional Firefighter(s)-Base Rate ^{1*}	241.00	247.00	252.00	2.0%	4.6%	01-Apr-21	
Additional Firefighter(s)-Hourly Rate ^{2*}	81.00	83.00	85.00	2.4%	4.9%	01-Apr-21	
Fire Prevention Officer-Base Rate ^{1*}	315.00	323.00	329.00	1.9%	4.4%	01-Apr-21	
Fire Prevention Officer-Hourly Rate ^{2*}	106.00	109.00	111.00	1.8%	4.7%	01-Apr-21	
Chief Officer-Base Rate ^{1*}	356.00	365.00	372.00	1.9%	4.5%	01-Apr-21	
Chief Officer-Hourly Rate ^{2*}	118.00	121.00	123.00	1.7%	4.2%	01-Apr-21	
Total Departmental							-15

Notes:

* HST applicable

¹ Base rate includes the minimum requirement of three hours of on-site event coverage.

² The hourly rate is charged in addition to the Base Rate for events that exceed three hours.

Emergency & Protective Services Department

2021 Service Area Summary - Ottawa Paramedic Service

The Ottawa Paramedic Service's integrated high-performance system efficiently provides clinical excellence to bring residents and visitors sophisticated pre-hospital medicine. The Ottawa Paramedic Service also provides specialty services such as marine paramedics for waterways, tactical paramedics for police operations, and bike paramedics for special events.

The Service also delivers public education and injury prevention programs for City staff and stakeholders, manages all medical equipment purchases for the City of Ottawa, and oversees the Public Access Defibrillator (PAD) Program, which includes the Police Service, OC Transpo, Fire Services and Bylaw and Regulatory Services.

Programs/Services Offered

- Street Operations (50/50 cost sharing program with Ministry of Health and Long-Term Care (MOHLTC)). In 2019, the response volume was 146,481
- The Ottawa Central Ambulance Communications Centre (OCACC) is 100% funded by MOHLTC and provides call-taking and dispatching services to the City of Ottawa, United Counties of Prescott and Russell, and United Counties of Stormont, Dundas and Glengarry. In 2019, the OCACC provided call taking services for 142,970 calls and dispatching services for a response volume of 182,454 emergency vehicle responses, an increase of 1.7% from 2018
- Special Operations - ensure public safety by providing medical coverage and response for special events in the City, such as Canada Day, international dignitary visits, conferences, special events and festivals. The majority of special events are on a cost recovery basis
- Community Medicine Programs - promote a safe and healthy community by developing programs for public awareness. Training is run on a 100% cost recovery basis. In 2019, 570 First Aid, CPR and AED courses to 6,988 participants. Public Access Defibrillator Program - placement of over 1,200 defibrillators in public buildings, police, fire,

all O-Train Line 1 Stations and OC Transpo vehicles since 2001. Bylaw and Regulatory Services vehicles were added in 2019. In total, 139 lives have been saved since the program's inception in 2001

City of Ottawa
 Emergency & Protective Services
 Paramedic Service - Operating Resource Requirement
 In Thousands (\$000)

	2019	2020		2021	\$ Change over 2020 Budget
	Actual	Forecast	Budget	Estimate	
Expenditures by Program					
Paramedic Service	92,404	102,337	96,177	106,477	10,300
CACC (Dispatch)	9,454	10,031	10,031	10,031	0
Program Support	310	2,310	2,310	2,310	0
Gross Expenditure	102,168	114,678	108,518	118,818	10,300
Recoveries & Allocations	-566	-165	-165	-165	0
Revenue	-63,827	-67,318	-64,568	-72,248	-7,680
Net Requirement	37,775	47,195	43,785	46,405	2,620
Expenditures by Type					
Salaries, Wages & Benefits	77,529	85,450	83,150	90,305	7,155
Overtime	3,871	4,047	2,047	2,087	40
Material & Services	10,231	11,842	9,982	12,892	2,910
Transfers/Grants/Financial Charges	0	0	0	0	0
Fleet Costs	7,199	8,323	8,323	8,443	120
Program Facility Costs	2,319	2,456	2,456	2,531	75
Other Internal Costs	1,019	2,560	2,560	2,560	0
Gross Expenditures	102,168	114,678	108,518	118,818	10,300
Recoveries & Allocations	-566	-165	-165	-165	0
Net Expenditure	101,602	114,513	108,353	118,653	10,300
Revenues By Type					
Federal	-431	-350	0	0	0
Provincial	-62,166	-66,608	-63,608	-71,288	-7,680
Own Funds	0	0	0	0	0
Fees and Services	-1,230	-360	-960	-960	0
Fines	0	0	0	0	0
Other	0	0	0	0	0
Total Revenue	-63,827	-67,318	-64,568	-72,248	-7,680
Net Requirement	37,775	47,195	43,785	46,405	2,620
Full Time Equivalents			683.80	697.80	14.00

City of Ottawa
Emergency & Protective Services
Paramedic Service - User Fees

	2019 Rate \$	2020 Rate \$	2021 Rate \$	% Change Over 2020	% Change Over 2019	Effective Date	2021 Revenue (\$000)
Program Fees							0
Standard First Aid Certification (two day course)*	132.35	135.00	137.70	2.0%	4.0%	01-Apr-21	
Standard First Aid Recertification (one day course)*	87.35	89.10	90.90	2.0%	4.1%	01-Apr-21	
Emergency First Aid Recertification (one day course)*	87.35	89.10	90.90	2.0%	4.1%	01-Apr-21	
Cardiopulmonary Resuscitation (CPR) "C" and Automated External Defibrillator (AED) (half day course)*	52.35	53.40	54.50	2.1%	4.1%	01-Apr-21	
Health Care Provider CPR "C"/AED (half day course)*	67.35	68.70	70.10	2.0%	4.1%	01-Apr-21	
Oxygen Therapy and Airway Management (half day course)*	67.35	68.70	70.10	2.0%	4.1%	01-Apr-21	
First Aid Instructor Certification (two day course)*	225.00	230.00	234.60	2.0%	4.3%	01-Apr-21	
First Aid Instructor Cross-Over Clinic (half day course)*	115.00	117.50	119.85	2.0%	4.2%	01-Apr-21	
Training off-site fee (one day course)*	50.00	51.00	52.00	2.0%	4.0%	01-Apr-21	
Training off-site fee (two day course)*	75.00	76.50	78.05	2.0%	4.1%	01-Apr-21	
Special Events Fees							
Two Person Paramedic Resource - Hourly Rate*	250.00	255.00	260.10	2.0%	4.0%	01-Apr-21	
Single Paramedic Resource - Hourly Rate*	125.00	127.50	130.05	2.0%	4.0%	01-Apr-21	
Total Departmental							0

Notes:

* HST applicable.

1 A minimum charge of 4.5 hours will be applied, which includes 3 hours on-site + 1.5 hours for preparation and travel.

2 The hourly rate divided in half in the event that only a single resource is required.

Emergency & Protective Services Department

2021 Service Area Summary - By-law & Regulatory Services

The mandate of By-law & Regulatory Services (BLRS) is to protect and serve residents, businesses and visitors through education on, and administration and enforcement of, regulations that address public health and safety, nuisance control and consumer protection. The Service Area is responsible for ensuring compliance with city-wide regulatory by-laws and provincial legislation that address a wide range of municipal community issues. By-law & Regulatory Services accomplishes those objectives through:

- Animal Care and Control, including pet registration and transport of sick/injured domestic and small wild animals
- Noise control
- Parking Enforcement, including the Private Parking Enforcement Agency Program
- Property Standards, Property Maintenance, and Zoning enforcement
- Smoke Free Ontario and municipal smoke-free regulation enforcement
- Enforcement of various other regulations including Fences, Parks & Facilities, Use and Care of Roads, Clothing Donation Boxes, Shopping Carts, Graffiti
- Vehicle-for-Hire By-law administration, enforcement and inspections (taxis, limousines, private transportation companies)
- Development of administration and enforcement policies and procedures in support of by-laws
- Promotion, education and awareness of by-laws
- Business licensing, administration and enforcement of 34 Business License Categories and Lottery Licensing, and coordination of appeals committees
- Management of the Spay/Neuter Clinic, and the Municipal Animal Shelter Services Agreement
- Coordination of Large Wild Mammal Emergency Response Service

BLRS consists of five main areas the Directors Office, By-law Enforcement, Licensing Administration and Enforcement, Operational Support and Regulatory Services, and Parking Enforcement and Logistics to achieve this mandate.

City of Ottawa
Emergency & Protective Services
By-law and Regulatory Services - Operating Resource Requirement
In Thousands (\$000)

	2019	2020		2021	\$ Change over 2020 Budget
	Actual	Forecast	Budget	Estimate	
Expenditures by Program					
Operations	22,868	22,300	21,945	22,435	490
Spay Neuter Clinic	711	516	516	523	7
Municipal Animal Shelter Services	1,166	1,132	1,132	1,182	50
Gross Expenditure	24,745	23,948	23,593	24,140	547
Recoveries & Allocations	-1,031	-495	-495	-495	0
Revenue	-29,809	-21,122	-29,467	-29,467	0
Net Requirement	-6,095	2,331	-6,369	-5,822	547
Expenditures by Type					
Salaries, Wages & Benefits	16,679	17,427	17,427	17,837	410
Overtime	678	271	271	271	0
Material & Services	4,754	4,800	4,445	4,570	125
Transfers/Grants/Financial Charges	975	1	1	1	0
Fleet Costs	995	971	971	981	10
Program Facility Costs	67	66	66	66	0
Other Internal Costs	597	412	412	414	2
Gross Expenditures	24,745	23,948	23,593	24,140	547
Recoveries & Allocations	-1,031	-495	-495	-495	0
Net Expenditure	23,714	23,453	23,098	23,645	547
Revenues By Type					
Federal	-60	0	0	0	0
Provincial	0	0	0	-4,000	-4,000
Own Funds	0	0	0	0	0
Fees and Services	-29,748	-21,122	-29,467	-25,467	4,000
Fines	0	0	0	0	0
Other	-1	0	0	0	0
Total Revenue	-29,809	-21,122	-29,467	-29,467	0
Net Requirement	-6,095	2,331	-6,369	-5,822	547
Full Time Equivalents			176.78	176.78	0.00

City of Ottawa

Emergency & Protective Services

By-law and Regulatory Services - User Fees

	2019 Rate \$	2020 Rate \$	2021 Rate \$	% Change Over 2020	% Change Over 2019	Effective Date	2021 Revenue (\$000)
Business Licensing							
Application Processing Fee	55.00	57.00	57.00	0.0%	3.6%	01-Jan-21	
Canada Day Lottery Fee	100.00	100.00	100.00	0.0%	0.0%	01-Jan-21	
Duplicate Permit Fee	50.00	50.00	50.00	0.0%	0.0%	01-Jan-21	
Renewal late fee	55.00	57.00	57.00	0.0%	3.6%	01-Jan-21	
Adult Entertainment Parlour (Owner) ¹	6,970.00	7,109.00	7,109.00	0.0%	2.0%	01-Jan-21	
Adult Entertainment Parlour (Operator) ¹	1,320.00	1,346.00	1,346.00	0.0%	2.0%	01-Jan-21	
Adult Entertainment Stores A ¹	675.00	689.00	689.00	0.0%	2.1%	01-Jan-21	
Adult Entertainment Stores B ¹	66.00	67.00	67.00	0.0%	1.5%	01-Jan-21	
All Night Dance Events ¹	306.00	312.00	312.00	0.0%	2.0%	01-Jan-21	
Amusement Places ¹	186.00	190.00	190.00	0.0%	2.2%	01-Jan-21	
Auctioneer A (Annual) ¹	456.00	465.00	465.00	0.0%	2.0%	01-Jan-21	
Auctioneer B (Per Event) ¹	154.00	157.00	157.00	0.0%	1.9%	01-Jan-21	
Body Rub Parlour ¹	1,320.00	1,346.00	1,346.00	0.0%	2.0%	01-Jan-21	
Driving School (Owner/Operator) ¹	447.00	456.00	456.00	0.0%	2.0%	01-Jan-21	
Driving School (Instructor) ¹	162.00	165.00	165.00	0.0%	1.9%	01-Jan-21	
Driving School (Initial vehicle inspection) ¹	52.00	53.00	53.00	0.0%	1.9%	01-Jan-21	
Exhibitions (per event) ¹	274.00	279.00	279.00	0.0%	1.8%	01-Jan-21	
Exhibitions (each additional day)	52.00	53.00	53.00	0.0%	1.9%	01-Jan-21	
Exotic Animal Entertainment ¹	274.00	279.00	279.00	0.0%	1.8%	01-Jan-21	
Exotic Animal Rescue Establishments ¹	137.00	140.00	140.00	0.0%	2.2%	01-Jan-21	
Flea Markets (C-Annual) ¹	2,006.00	2,046.00	2,046.00	0.0%	2.0%	01-Jan-21	
Flea Markets (A-day) ¹	274.00	279.00	279.00	0.0%	1.8%	01-Jan-21	
Food Premises ¹	204.00	208.00	208.00	0.0%	2.0%	01-Jan-21	
Group Home Old Nepean and Old Gloucester ¹	130.00	133.00	133.00	0.0%	2.3%	01-Jan-21	
Group Home Cumberland (New) ¹	121.00	123.00	123.00	0.0%	1.7%	01-Jan-21	
Group Home Cumberland (Renewal)	34.00	35.00	35.00	0.0%	2.9%	01-Jan-21	
Kennel - Boarding ¹	112.00	114.00	114.00	0.0%	1.8%	01-Jan-21	
Kennel - In-Home Breeding	80.00	82.00	82.00	0.0%	2.5%	01-Jan-21	
Kennel - Recreational	80.00	82.00	82.00	0.0%	2.5%	01-Jan-21	

City of Ottawa

Emergency & Protective Services

By-law and Regulatory Services - User Fees

	2019 Rate \$	2020 Rate \$	2021 Rate \$	% Change Over 2020	% Change Over 2019	Effective Date	2021 Revenue (\$000)
Business Licensing cont'd							
Pet Shop ¹	115.00	117.00	117.00	0.0%	1.7%	01-Jan-21	
Public Garage ¹	204.00	208.00	208.00	0.0%	2.0%	01-Jan-21	
Rickshaw Operators	50.00	51.00	51.00	0.0%	2.0%	01-Jan-21	
Rickshaw Owners	95.00	97.00	97.00	0.0%	2.1%	01-Jan-21	
Rooming House Owner 4-10 rooming units ¹	192.00	196.00	196.00	0.0%	2.1%	01-Jan-21	
Rooming House Owner 11-20 rooming units ¹	256.00	261.00	261.00	0.0%	2.0%	01-Jan-21	
Rooming House Owner 21-30 rooming units ¹	325.00	332.00	332.00	0.0%	2.2%	01-Jan-21	
Rooming House Owner 31-40 rooming units ¹	385.00	393.00	393.00	0.0%	2.1%	01-Jan-21	
Rooming House Owner 41-50 rooming units ¹	456.00	465.00	465.00	0.0%	2.0%	01-Jan-21	
Rooming House Owner 51-60 rooming units ¹	518.00	528.00	528.00	0.0%	1.9%	01-Jan-21	
Rooming House Owner over 60 rooming units ¹	546.00	557.00	557.00	0.0%	2.0%	01-Jan-21	
Salvage Yards ¹	169.00	172.00	172.00	0.0%	1.8%	01-Jan-21	
Second-hand Goods Shops ¹	169.00	172.00	172.00	0.0%	1.8%	01-Jan-21	
Snow Plow Contractors ¹	280.00	286.00	286.00	0.0%	2.1%	01-Jan-21	
Snow Plow Vehicles	31.00	35.00	35.00	0.0%	12.9%	01-Jan-21	
Temporary Sign Lessors ¹	400.00	408.00	408.00	0.0%	2.0%	01-Jan-21	
Tobacco Vendors ¹	854.00	871.00	871.00	0.0%	2.0%	01-Jan-21	
Private Parking Enforcement Agency ¹	326.00	333.00	333.00	0.0%	2.1%	01-Jan-21	
Refreshment Vendors							
Mobile Refreshment Vehicle - Urban							
Licence "A" Annual ¹	3,300.00	3,366.00	3,366.00	0.0%	2.0%	01-Jan-21	
Licence "B" six months ¹	2,133.00	2,176.00	2,176.00	0.0%	2.0%	01-Jan-21	
Licence "C" monthly ¹	325.00	332.00	332.00	0.0%	2.2%	01-Jan-21	
Licence "D" special event (1-21 days) ¹	257.00	265.00	265.00	0.0%	3.1%	01-Jan-21	
Licence "E" special event per day (1-4 days) ¹	195.00	195.00	195.00	0.0%	0.0%	01-Jan-21	
Licence "F" roadway annual ¹	3,300.00	3,366.00	3,366.00	0.0%	2.0%	01-Jan-21	
Licence "G" roadway six months ¹	2,133.00	2,176.00	2,176.00	0.0%	2.0%	01-Jan-21	
Licence "H" roadway monthly ¹	325.00	332.00	332.00	0.0%	2.2%	01-Jan-21	
Licence "I" Canada Day ¹	166.00	175.00	175.00	0.0%	5.4%	01-Jan-21	

City of Ottawa

Emergency & Protective Services

By-law and Regulatory Services - User Fees

	2019 Rate \$	2020 Rate \$	2021 Rate \$	% Change Over 2020	% Change Over 2019	Effective Date	2021 Revenue (\$000)
Refreshment Vendors cont'd							
Mobile Canteen - Urban							
Licence "A" Annual ¹	712.00	726.00	726.00	0.0%	2.0%	01-Jan-21	
Licence "B" Six months ¹	518.00	528.00	528.00	0.0%	1.9%	01-Jan-21	
Licence "C" Monthly ¹	257.00	262.00	262.00	0.0%	1.9%	01-Jan-21	
Licence "D" Special Event (1-21 days) ¹	224.00	230.00	230.00	0.0%	2.7%	01-Jan-21	
Licence "E" Special Event per day (1-4 days) ¹	193.00	195.00	195.00	0.0%	1.0%	01-Jan-21	
Mobile Refreshment Cart - Urban							
Licence "A" Annual ¹	578.00	590.00	590.00	0.0%	2.1%	01-Jan-21	
Licence "B" Six months ¹	385.00	393.00	393.00	0.0%	2.1%	01-Jan-21	
Licence "C" Monthly ¹	257.00	262.00	262.00	0.0%	1.9%	01-Jan-21	
Licence "D" Special Event (1-21 days) ¹	224.00	230.00	230.00	0.0%	2.7%	01-Jan-21	
Licence "E" Special Event per day (1-4 days) ¹	193.00	195.00	195.00	0.0%	1.0%	01-Jan-21	
Licence "F" Sidewalk Annual ¹	578.00	590.00	590.00	0.0%	2.1%	01-Jan-21	
Licence "G" Sidewalk Six Months ¹	385.00	393.00	393.00	0.0%	2.1%	01-Jan-21	
Licence "H" Sidewalk Monthly ¹	257.00	262.00	262.00	0.0%	1.9%	01-Jan-21	
Licence "I" Canada Day ¹	166.00	175.00	175.00	0.0%	5.4%	01-Jan-21	
Refreshment Stand - Urban							
Licence "A" Annual ¹	774.00	789.00	789.00	0.0%	1.9%	01-Jan-21	
Licence "B" Six Months ¹	518.00	528.00	528.00	0.0%	1.9%	01-Jan-21	
Licence "C" Monthly ¹	257.00	262.00	262.00	0.0%	1.9%	01-Jan-21	
Licence "D" Special Event (1-21 days) ¹	224.00	230.00	230.00	0.0%	2.7%	01-Jan-21	
Licence "E" Special Event per day (1-4 days) ¹	168.00	175.00	175.00	0.0%	4.2%	01-Jan-21	

City of Ottawa

Emergency & Protective Services

By-law and Regulatory Services - User Fees

	2019 Rate \$	2020 Rate \$	2021 Rate \$	% Change Over 2020	% Change Over 2019	Effective Date	2021 Revenue (\$000)
Refreshment Vendors cont'd							
Itinerant Seller - Urban							
Licence "A" Annual ¹	518.00	528.00	528.00	0.0%	1.9%	01-Jan-21	
Licence "B" Six Months ¹	325.00	332.00	332.00	0.0%	2.2%	01-Jan-21	
Licence "C" Monthly ¹	287.00	293.00	293.00	0.0%	2.1%	01-Jan-21	
Licence "D" Special Event (1-21 days) ¹	257.00	265.00	265.00	0.0%	3.1%	01-Jan-21	
Licence "E" Special Event per day (1-4 days) ¹	168.00	175.00	175.00	0.0%	4.2%	01-Jan-21	
Licence "F" Sidewalk Annual ¹	518.00	528.00	528.00	0.0%	1.9%	01-Jan-21	
Licence "G" Sidewalk Six Months ¹	325.00	332.00	332.00	0.0%	2.2%	01-Jan-21	
Licence "H" Sidewalk Monthly ¹	287.00	293.00	293.00	0.0%	2.1%	01-Jan-21	
Licence "I" Canada Day ¹	166.00	175.00	175.00	0.0%	5.4%	01-Jan-21	
Mobile Refreshment Vehicle - Rural							
Licence "A" Annual ¹	484.00	494.00	494.00	0.0%	2.1%	01-Jan-21	
Licence "B" Eight Months ¹	304.00	310.00	310.00	0.0%	2.0%	01-Jan-21	
Licence "C" Special Event per day (1-30 days) ¹	121.00	123.00	123.00	0.0%	1.7%	01-Jan-21	
Itinerant Seller - Rural							
Licence "A" Annual ¹	364.00	371.00	371.00	0.0%	1.9%	01-Jan-21	
Licence "B" Eight Months ¹	241.00	246.00	246.00	0.0%	2.1%	01-Jan-21	
Licence "C" Special Event per day (1-30 days) ¹	121.00	123.00	123.00	0.0%	1.7%	01-Jan-21	
Annual Designated Space							
Roadway - Removal Zone 1 (Schedule B) ¹	4,242.00	4,327.00	4,327.00	0.0%	2.0%	01-Jan-21	
Roadway - Removal Zone 2 (Schedule F) ¹	1,939.00	1,978.00	1,978.00	0.0%	2.0%	01-Jan-21	
Roadway - Removal Zone 3 (Schedule I) ¹	1,939.00	1,978.00	1,978.00	0.0%	2.0%	01-Jan-21	
Sidewalk - Removal Zone 1 (Schedule C) ¹	1,817.00	1,853.00	1,853.00	0.0%	2.0%	01-Jan-21	
Sidewalk - Removal Zone 2 (Schedule G) ¹	908.00	926.00	926.00	0.0%	2.0%	01-Jan-21	
Sidewalk - Removal Zone 3 (Schedule J) ¹	908.00	926.00	926.00	0.0%	2.0%	01-Jan-21	

City of Ottawa

Emergency & Protective Services

By-law and Regulatory Services - User Fees

	2019 Rate \$	2020 Rate \$	2021 Rate \$	% Change Over 2020	% Change Over 2019	Effective Date	2021 Revenue (\$000)
Portable Signs							
Temporary Sign (30 day)	127.00	130.00	130.00	0.0%	2.4%	01-Jan-21	
Temporary Sign Inflatable (7 days)	78.00	80.00	80.00	0.0%	2.6%	01-Jan-21	
Fireworks Permit	55.00	56.00	56.00	0.0%	1.8%	01-Jan-21	
Pet Registration and Pound Redemption							
Kitten/puppy (under 6 months)	21.00	22.00	22.00	0.0%	4.8%	01-Jan-21	
Dog/cat (over 6 months) - sterilized	21.00	22.00	22.00	0.0%	4.8%	01-Jan-21	
Dog/cat (over 6 months) - unsterilized	41.00	42.00	42.00	0.0%	2.4%	01-Jan-21	
Vicious dog	100.00	102.00	102.00	0.0%	2.0%	01-Jan-21	
Service Animal	-	-	-	0.0%	0.0%	01-Jan-21	
Tag Replacement (after first re-issue)	10.00	10.00	10.00	0.0%	0.0%	01-Jan-21	
Dog redeemed per day for each day	50.00	52.00	52.00	0.0%	4.0%	01-Jan-21	
Cat redeemed per day for each day	40.00	40.00	40.00	0.0%	0.0%	01-Jan-21	

City of Ottawa

Emergency & Protective Services

By-law and Regulatory Services - User Fees

	2019 Rate \$	2020 Rate \$	2021 Rate \$	% Change Over 2020	% Change Over 2019	Effective Date	2021 Revenue (\$000)
Spay Neuter Clinic							
Female Dogs							
Small - under 10kg.*	305.00	311.00	318.00	2.3%	4.3%	01-Jan-21	
Medium - 10 - 20 kg.*	315.00	321.00	328.00	2.2%	4.1%	01-Jan-21	
Large - 21 - 40 kg.*	355.00	362.00	370.00	2.2%	4.2%	01-Jan-21	
X-large - over 40 kg.*	405.00	413.00	423.00	2.4%	4.4%	01-Jan-21	
Male Dogs							
Small - under 10kg.*	275.00	281.00	287.00	2.1%	4.4%	01-Jan-21	
Medium - 10 - 20 kg.*	290.00	296.00	303.00	2.4%	4.5%	01-Jan-21	
Large - over 20 kg.*	310.00	316.00	323.00	2.2%	4.2%	01-Jan-21	
Female Cats*	185.00	189.00	193.00	2.1%	4.3%	01-Jan-21	
Male Cats*	145.00	148.00	151.00	2.0%	4.1%	01-Jan-21	
Other							
Surgery deposit (dog or cat)	75.00	75.00	75.00	0.0%	0.0%	01-Jan-21	
Medical Supplies*	8.85	9.74	9.96	2.3%	N/A	01-Jan-21	
Rabies vaccination*	25.00	26.00	27.00	3.8%	N/A	01-Jan-21	
Microchip insertion*	30.00	31.00	32.00	3.2%	N/A	01-Jan-21	
Surcharges							
Pregnant (dog or cat)*	40.00	41.00	42.00	2.4%	5.0%	01-Jan-21	
Medical complication (dog or cat)*	30.00	50.00	51.00	2.0%	70.0%	01-Jan-21	
Each inguinal testicle (cryptorchid dog)*	80.00	82.00	84.00	2.4%	5.0%	01-Jan-21	
Each abdominal testicle (cryptorchid dog)*	150.00	153.00	157.00	2.6%	N/A	01-Jan-21	
Cryptorchid (cat)*	80.00	82.00	84.00	2.4%	N/A	01-Jan-21	
Non-resident female (dog or cat)*	25.00	26.00	27.00	3.8%	8.0%	01-Jan-21	
Non-resident male (dog or cat)*	25.00	26.00	27.00	3.8%	8.0%	01-Jan-21	
Elizabethan collar*	8.85	9.74	9.96	2.3%	12.5%	01-Jan-21	
Board/care per day fee*	20.00	20.00	20.00	0.0%	0.0%	01-Jan-21	
Special Events							
By-law Enforcement Officer* ²	66.00	70.00	70.00	0.0%	6.1%	01-Jan-21	
Parking Control Officer* ²	63.00	65.00	65.00	0.0%	3.2%	01-Jan-21	
Property Standards Officer* ²	72.00	75.00	75.00	0.0%	4.2%	01-Jan-21	
Supervisor* ²	75.00	80.00	80.00	0.0%	6.7%	01-Jan-21	

City of Ottawa

Emergency & Protective Services

By-law and Regulatory Services - User Fees

	2019 Rate \$	2020 Rate \$	2021 Rate \$	% Change Over 2020	% Change Over 2019	Effective Date	2021 Revenue (\$000)
Noise By-law							
Exemption Application fee	55.00	60.00	60.00	0.0%	9.1%	01-Jan-21	
Inspection/Monitoring fee (per hour)	60.00	70.00	70.00	0.0%	16.7%	01-Jan-21	
Property Standards By-law (PSB)							
Property Standards Committee Appeal processing fee	209.00	225.00	225.00	0.0%	7.7%	01-Jan-21	
Property Standards By-law - Compliance report - Residential, Multiple Commercial, Industrial							
1-2 units/unit	55.00	56.00	56.00	0.0%	1.8%	01-Jan-21	
More than 2, not more than 5 units/unit	40.00	41.00	41.00	0.0%	2.5%	01-Jan-21	
More than 5, not more than 15 units/unit	204.00 + 15.00 per unit above the 5th unit	208.00 + 15.00 per unit above the 5th unit	208.00 + 15.00 per unit above the 5th unit	0.0%	N/A	01-Jan-21	
More than 15, not more than 25 units/unit	306.00 + 10.00 per unit above the 15th unit	312.00 + 10.00 per unit above the 15th unit	312.00 + 10.00 per unit above the 15th unit	0.0%	N/A	01-Jan-21	
More than 25 units/unit	408.00 + 5.00 per unit above the 25th unit	416.00 + 5.00 per unit above the 25th unit	416.00 + 5.00 per unit above the 25th unit	0.0%	N/A	01-Jan-21	
Property Standards By-law - Compliance report - Residential, Multiple Commercial, Industrial							
Free Standing Industrial, Commercial Buildings (single occupancy)	50.00 / 98 sq. m., 200.00 min.	50.00 / 98 sq. m., 200.00 min.	50.00 / 98 sq. m., 200.00 min.	0.0%	N/A	01-Jan-21	
Vacant and Derelict Property	102.00	104.00	104.00	0.0%	2.0%	01-Jan-21	
Property Standards By-law - Re-inspection Fee							
For first hour or part thereof/ property	102.00	104.00	104.00	0.0%	2.0%	01-Jan-21	
For each subsequent hour or part thereof/ property	51.00	52.00	52.00	0.0%	2.0%	01-Jan-21	
Vehicles-for Hire - Taxis - New Application¹							
Taxicab Driver - Standard	98.00	100.00	100.00	0.0%	2.0%	01-Jan-21	
Taxicab Driver - Accessible	-	-	-	0.0%	0.0%	01-Jan-21	
Taxi Plate Holder - Standard Taxicab	567.00	578.00	578.00	0.0%	1.9%	01-Jan-21	
Taxi Plate Holder - Accessible Taxicab	567.00	578.00	578.00	0.0%	1.9%	01-Jan-21	
Taxicab Broker - 1 to 24 taxicabs	839.00	856.00	856.00	0.0%	2.0%	01-Jan-21	
Taxicab Broker - 25 to 99 taxicabs	2,568.00	2,619.00	2,619.00	0.0%	2.0%	01-Jan-21	
Taxicab Broker - 100 or more taxicabs	7,545.00	7,696.00	7,696.00	0.0%	2.0%	01-Jan-21	
New license application for Standard or Accessible Taxicab Driver with no less than 10 yrs experience, who's license had lapsed	312.00	318.00	318.00	0.0%	1.9%	01-Jan-21	

City of Ottawa

Emergency & Protective Services

By-law and Regulatory Services - User Fees

	2019 Rate \$	2020 Rate \$	2021 Rate \$	% Change Over 2020	% Change Over 2019	Effective Date	2021 Revenue (\$000)
Vehicles-for Hire - Taxis - Renewal Application¹							
Taxicab Driver - Standard	98.00	100.00	100.00	0.0%	2.0%	01-Jan-21	
Taxicab Driver - Accessible	-	-	-	0.0%	0.0%	01-Jan-21	
Taxi Plate Holder - Standard Taxicab	567.00	578.00	578.00	0.0%	1.9%	01-Jan-21	
Taxi Plate Holder - Accessible Taxicab	567.00	578.00	578.00	0.0%	1.9%	01-Jan-21	
Taxicab Broker - 1 to 24 taxicabs	839.00	856.00	856.00	0.0%	2.0%	01-Jan-21	
Taxicab Broker - 25 to 99 taxicabs	2,568.00	2,619.00	2,619.00	0.0%	2.0%	01-Jan-21	
Taxicab Broker - 100 or more taxicabs	7,545.00	7,696.00	7,696.00	0.0%	2.0%	01-Jan-21	
Late fee (additional) - Taxicab Driver, Taxicab Broker	55.00	56.00	56.00	0.0%	1.8%	01-Jan-21	
Late fee (additional) - Taxi Plate Holder - Standard & Accessible	100.00	102.00	102.00	0.0%	2.0%	01-Jan-21	
Vehicles-for Hire - Taxis - License Transfer Fees¹							
Transfer Taxi Plate Holder to Taxi Plate Holder	4,196.00	4,196.00	4,196.00	0.0%	0.0%	01-Jan-21	
Transfer Taxi Plate Holder - deceased Taxicab Owner to legal spouse/child within 12 months of death	312.00	312.00	312.00	0.0%	0.0%	01-Jan-21	
Two Taxi Plates or more upon Death of Plate Holder (per plate)	3,953.00	3,953.00	3,953.00	0.0%	0.0%	01-Jan-21	
Vehicle to replacement vehicle	55.00	56.00	56.00	0.0%	1.8%	01-Jan-21	
Vehicles-for Hire - Taxis - Replacement of Duplicate Fees section							
Licence Plate	30.00	31.00	31.00	0.0%	3.3%	01-Jan-21	
License Certificate	20.00	20.00	20.00	0.0%	0.0%	01-Jan-21	
Change to Certificate	10.00	10.00	10.00	0.0%	0.0%	01-Jan-21	
Photo Identification	20.00	20.00	20.00	0.0%	0.0%	01-Jan-21	
Tariff Card	10.00	10.00	10.00	0.0%	0.0%	01-Jan-21	

City of Ottawa
 Emergency & Protective Services
 By-law and Regulatory Services - User Fees

	2019 Rate \$	2020 Rate \$	2021 Rate \$	% Change Over 2020	% Change Over 2019	Effective Date	2021 Revenue (\$000)
Vehicles-for Hire - Taxis - Inspection fee per vehicle							
Meter check after initial check	55.00	55.00	55.00	0.0%	0.0%	01-Jan-21	
Vehicle re-inspection	55.00	55.00	55.00	0.0%	0.0%	01-Jan-21	
Renewal to Priority List	55.00	55.00	55.00	0.0%	0.0%	01-Jan-21	
Addition to Priority List	55.00	55.00	55.00	0.0%	0.0%	01-Jan-21	
Vehicles-for Hire - Limousines							
Owner/Operator ³	979.00	999.00	999.00	0.0%	2.0%	01-Jan-21	
Each Vehicle (except auxiliary service vehicles)	567.00	578.00	578.00	0.0%	1.9%	01-Jan-21	
Each temporary vehicle (30 days)	60.00	61.00	61.00	0.0%	1.7%	01-Jan-21	
Limousines - License Transfer Fee							
Change of named licensee	55.00	55.00	55.00	0.0%	0.0%	01-Jan-21	
Change of premise location	102.00	104.00	104.00	0.0%	2.0%	01-Jan-21	
Change of named licensee to another partner	55.00	55.00	55.00	0.0%	0.0%	01-Jan-21	
Replacement vehicle	55.00	55.00	55.00	0.0%	0.0%	01-Jan-21	
Vehicles-for Hire - Private Transportation Companies (PTC) ¹							
PTC - 1 to 24 affiliated vehicles	839.00 + 0.11/trip	856.00 + 0.11/trip	856.00 + 0.11/trip	0.0%	2.0%	01-Jan-21	
PTC - 25 to 99 affiliated vehicles	2,568.00 + 0.11/trip	2,619.00 + 0.11/trip	2,619.00 + 0.11/trip	0.0%	2.0%	01-Jan-21	
PTC - 100 or more affiliated vehicles	7,545.00 + 0.11/trip	7,696.00 + 0.11/trip	7,696.00 + 0.11/trip	0.0%	2.0%	01-Jan-21	
Total Departmental							-

- Notes:**
- ¹ Fees subject to Application processing, Canada Day Lottery Fee, Duplicate Permit Fee and Renewal late fee, as applicable.
 - ² Fee per hour; a minimum charge of 3 hours will be applied, which includes on-site time, preparation and travel.
 - ³ Processing fee applies to each application by limousine licensee regardless of number of temporary vehicles.
 - * HST applicable.

Emergency & Protective Services Department

2021 Service Area Summary - Public Policy Development

The Public Policy Development Service Area is responsible for recommending public policy for regulatory matters within the purview of the Emergency and Protective Services Department (EPS), and for developing and drafting corresponding regulatory by-laws including amendments to existing by-laws. The Service supports other City departments with the development of their by-laws where there is an intersection with EPS. The service area is also responsible for developing Ottawa's Community Safety and Well-Being Plan.

Programs/Services Offered

- Providing strategic, policy, and regulatory advice and recommendations to EPS and other Departments, Committee and Council regarding the development and/or amendment of relevant EPS by-laws and policies
- Developing and implementing a by-law review workplan for each term of Council, in accordance with the Council-approved By-law Review Framework
- Undertaking by-law review projects for existing regulations or emerging areas, including conducting public engagement and stakeholder consultation, research, and drafting as required
- Monitoring the activities of other levels of government to determine impacts on EPS by-laws and regulations
- Leading development of the legislatively-required Community Safety and Well-Being Plan including research, public and stakeholder engagement, evaluation and performance measures, and reporting to Committee and Council on the Plan development as required

City of Ottawa
 Emergency & Protective Services
 Public Policy Development - Operating Resource Requirement
 In Thousands (\$000)

	2019	2020		2021	\$ Change over 2020 Budget
	Actual	Forecast	Budget	Estimate	
Expenditures by Program					
Public Policy Development	1,319	984	784	799	15
Gross Expenditure	1,319	984	784	799	15
Recoveries & Allocations	0	0	0	0	0
Revenue	-1	0	0	0	0
Net Requirement	1,318	984	784	799	15
Expenditures by Type					
Salaries, Wages & Benefits	875	763	763	778	15
Overtime	0	0	0	0	0
Material & Services	413	221	21	21	0
Transfers/Grants/Financial Charges	0	0	0	0	0
Fleet Costs	0	0	0	0	0
Program Facility Costs	0	0	0	0	0
Other Internal Costs	31	0	0	0	0
Gross Expenditures	1,319	984	784	799	15
Recoveries & Allocations	0	0	0	0	0
Net Expenditure	1,319	984	784	799	15
Revenues By Type					
Federal	0	0	0	0	0
Provincial	0	0	0	0	0
Own Funds	0	0	0	0	0
Fees and Services	0	0	0	0	0
Fines	0	0	0	0	0
Other	-1	0	0	0	0
Total Revenue	-1	0	0	0	0
Net Requirement	1,318	984	784	799	15
Full Time Equivalents			6.00	6.00	0.00

City of Ottawa
Community & Social Services
GM's Office & Business Support Services - Operating Resource Requirement
In Thousands (\$000)

	2019	2020		2021	\$ Change over 2020 Budget
	Actual	Forecast	Budget	Estimate	
Expenditures by Program					
General Manager's Office	558	424	409	419	10
Social Policy, Research and Analytics	93	615	590	605	15
Business Support Services	3,252	3,251	3,276	3,706	430
Gross Expenditure	3,903	4,290	4,275	4,730	455
Recoveries & Allocations	0	0	0	0	0
Revenue	0	0	0	-350	-350
Net Requirement	3,903	4,290	4,275	4,380	105
Expenditures by Type					
Salaries, Wages & Benefits	3,762	4,202	4,173	4,628	455
Overtime	0	2	0	0	0
Material & Services	84	77	92	92	0
Transfers/Grants/Financial Charges	0	0	0	0	0
Fleet Costs	0	0	0	0	0
Program Facility Costs	0	0	0	0	0
Other Internal Costs	57	9	10	10	0
Gross Expenditures	3,903	4,290	4,275	4,730	455
Recoveries & Allocations	0	0	0	0	0
Net Expenditure	3,903	4,290	4,275	4,730	455
Revenues By Type					
Federal	0	0	0	0	0
Provincial	0	0	0	0	0
Own Funds	0	0	0	0	0
Fees and Services	0	0	0	0	0
Fines	0	0	0	0	0
Other	0	0	0	-350	-350
Total Revenue	0	0	0	-350	-350
Net Requirement	3,903	4,290	4,275	4,380	105
Full Time Equivalents			36.00	36.00	0.00

Community and Social Services Department

2021 Service Area Summary - Employment and Social Services

Employment and Social Services provides financial and employment assistance, along with social supports to families and individuals to improve the social and economic well-being of Ottawa residents. The service area is responsible for administering the Ontario Works program, which includes financial assistance for basic needs and shelter, employment supports and health benefits. The service area also provides a range of employment services to family members of Ontario Disability Support Program (ODSP) recipients and operates one of 11 Employment Ontario Centres in Ottawa. In addition, the service area delivers the 100 per cent municipally funded Essential Health and Social Supports program and assesses eligibility for light housekeeping services and residential services for low-income residents.

Programs/Services Offered

Each month, approximately:

- 17,700 households receive assistance from the Ontario Works program
- 25,800 households receive assistance from ODSP
- 1,700* households eligible to receive assistance from the Essential Health and Social Supports program
- 1350 residents receive light housekeeping services from the Home Support Services program
- 18,000 individuals receive employment programs and services either by phone, virtually or in-person** through the City of Ottawa Employment Ontario, the four Social Services offices, and within the community.

* EHSS & HSS caseload is slightly lower potentially due to residents who currently have access to alternate sources of emergency income during COVID-19, such as Ontario Works Emergency Assistance, Canada Emergency Response Benefit (CERB)

** Due to the pandemic, access to on-site employment services have not been available to Ottawa residents since March, however alternate forms of service are still available.

City of Ottawa
Community & Social Services
Employment and Social Services - Operating Resource Requirement
In Thousands (\$000)

	2019	2020		2021	\$ Change over 2020 Budget
	Actual	Forecast	Budget	Estimate	
Expenditures by Program					
Ontario Works Program	249,897	246,216	258,476	259,873	1,397
Municipal Low Income Benefits	2,594	1,805	2,185	2,185	0
Home Support Program	3,607	2,960	3,000	3,000	0
Provincial Employment Programs	3,421	3,905	3,905	3,905	0
Addiction Services Initiative	1,048	0	0	0	0
Community Bus Passes and EquiPass Program	8,641	3,888	9,648	6,763	-2,885
Gross Expenditure	269,208	258,774	277,214	275,726	-1,488
Recoveries & Allocations	-21,553	-17,785	-17,785	-17,785	0
Revenue	-220,483	-217,889	-229,959	-229,959	0
Net Requirement	27,172	23,100	29,470	27,982	-1,488
Expenditures by Type					
Salaries, Wages & Benefits	47,000	48,798	48,758	49,918	1,160
Overtime	33	200	0	0	0
Material & Services	1,432	1,013	963	1,113	150
Transfers/Grants/Financial Charges	213,642	201,749	220,479	217,594	-2,885
Fleet Costs	0	0	0	0	0
Program Facility Costs	4,410	4,446	4,446	4,533	87
Other Internal Costs	2,691	2,568	2,568	2,568	0
Gross Expenditures	269,208	258,774	277,214	275,726	-1,488
Recoveries & Allocations	-21,553	-17,785	-17,785	-17,785	0
Net Expenditure	247,655	240,989	259,429	257,941	-1,488
Revenues By Type					
Federal	0	0	0	0	0
Provincial	-220,481	-217,889	-229,959	-229,959	0
Own Funds	0	0	0	0	0
Fees and Services	-2	0	0	0	0
Fines	0	0	0	0	0
Other	0	0	0	0	0
Total Revenue	-220,483	-217,889	-229,959	-229,959	0
Net Requirement	27,172	23,100	29,470	27,982	-1,488
Full Time Equivalents			533.17	533.17	0.00

Community and Social Services Department 2021 Service Area Summary - Children's Services

Children's Services, together with community partners, provides high-quality child care and early years' services that are accessible, inclusive and affordable to families and is committed to serving our most vulnerable residents. Child care is the caring for and supervision of children (ages 0-12) in licensed settings (home-based or centre-based) as well as before and after school programs. Fee subsidies are available to assist families with the cost of child care. Early years services are free-of-charge programs that provide opportunities for children (ages 0 to 6) to participate in play and inquiry-based programs with parents / caregivers in attendance. Programming includes playgroups, workshops and pre- and post-natal supports that assist parents / caregivers in their roles and facilitate access to information and specialized services.

Programs/Services Offered

- Support approximately 8,200 subsidized child care placements in the community
- Provide general operating funding to non-profit child care agencies to support about 34,000 licensed spaces
- Provide wage enhancement funding to non-profit child care agencies to support greater employment and income security to approximately 3,700 child care employees
- Provide special needs funding to help support approximately 1,300 children in licensed child care
- Provide funding to help support approximately 28,500 children access early years programs and services, including Indigenous-led programming.
- Directly operate 10 municipal child care centres offering 393 licensed child care spaces
- Manage the Child Care Registry and Waitlist to assist parents looking for licensed child care
- Responsible for the planning and management of a local child care and early years system that responds to local needs and aligns with the Province's vision

City of Ottawa
Community & Social Services
Children's Services - Operating Resource Requirement
In Thousands (\$000)

	2019	2020		2021	\$ Change over 2020 Budget
	Actual	Forecast	Budget	Estimate	
Expenditures by Program					
Legislated Programs					
<u>Core Services</u>					
<i>Fee Subsidy</i>	77,990	82,929	82,929	82,929	0
<i>General Operating</i>	37,711	34,287	34,287	34,287	0
<i>Program Delivery</i>	7,172	7,965	7,965	6,012	-1,953
Special Needs Resourcing	5,259	5,259	5,259	5,259	0
Special Purpose	3,174	1,106	1,106	1,106	0
Wage Enhancement	14,916	17,401	17,401	17,401	0
Early Years Child and Family Centres	12,181	10,536	10,536	10,536	0
Municipal Investments					
Municipal Child Care Centres	10,177	12,210	10,179	11,466	1,287
Special Needs Resourcing	883	912	912	912	0
Early Years Child and Family Centres	1,069	994	994	994	0
Other Municipal Funding	739	1,115	1,115	3,000	1,885
Gross Expenditure	171,271	174,714	172,683	173,902	1,219
Recoveries & Allocations	-10,478	-8,681	-8,681	-8,681	0
Revenue	-143,661	-147,710	-146,079	-146,499	-420
Net Requirement	17,132	18,323	17,923	18,722	799
Expenditures by Type					
Salaries, Wages & Benefits	15,113	16,041	15,416	15,772	356
Overtime	1	0	0	0	0
Material & Services	1,185	3,332	1,926	880	-1,046
Transfers/Grants/Financial Charges	154,041	154,539	154,539	156,424	1,885
Fleet Costs	0	0	0	0	0
Program Facility Costs	759	732	732	756	24
Other Internal Costs	172	70	70	70	0
Gross Expenditures	171,271	174,714	172,683	173,902	1,219
Recoveries & Allocations	-10,478	-8,681	-8,681	-8,681	0
Net Expenditure	160,793	166,033	164,002	165,221	1,219

City of Ottawa
 Community & Social Services
 Children's Services - Operating Resource Requirement
 In Thousands (\$000)

	2019	2020		2021	\$ Change over 2020 Budget
	Actual	Forecast	Budget	Estimate	
Revenues By Type					
Federal	0	0	0	0	0
Provincial	-137,069	-140,579	-138,548	-135,933	2,615
Own Funds	-750	-1,115	-1,115	-3,000	-1,885
Fees and Services	-5,842	-6,016	-6,416	-6,516	-100
Fines	0	0	0	0	0
Other	0	0	0	-1,050	-1,050
Total Revenue	-143,661	-147,710	-146,079	-146,499	-420
Net Requirement	17,132	18,323	17,923	18,722	799
Full Time Equivalents			181.49	174.49	-7.00

City of Ottawa
Community & Social Services
Children's Services - User Fees

	2019 Rate \$	2020 Rate \$	2021 Rate \$	% Change Over 2020	% Change Over 2019	Effective Date	2021 Revenue (\$000)
Child Care							
Infant	-	-	-	0.0%	0.0%		
Toddler	61.05	61.05	62.27	2.0%	2.0%		-24
Preschool	43.96	43.96	44.84	2.0%	2.0%		-76
Total Departmental							-100

Community and Social Services Department

2021 Service Area Summary- Housing Services

Housing Services oversees the funding, administration, monitoring and repair needs of community/affordable housing post development to increase access to, and retention of, suitable housing for people living on low to middle incomes. Other programs include the administration of investments in new affordable and supportive housing. Housing Services is also responsible for emergency shelter response and supported housing services to assist residents experiencing or at risk of homelessness by providing outreach, housing search, stabilization and housing loss prevention. Working with other City departments, the service area provides a system-wide coordinated response to the rooming house sector.

Housing Services, in collaboration with community stakeholders, is responsible for the ongoing implementation of the 10-Year Housing and Homelessness Plan. The Plan identifies current and future housing needs and priorities, sets targets and objectives and proposes measures to achieve those targets/objectives. .

The Community and Protective Services Committee oversees the Community and Social Services department, except for the Affordable Housing Branch which is overseen by the Planning Committee.

Programs/Services Offered

- There are currently 17,122 rent geared to income units in Ottawa, as well as 4,071 households in receipt of other housing benefits such as Housing Allowances or Rent Supplements.
- Approximately 12,500 households are on the Centralized Wait List for rent-geared-to-income assistance
- Provide funding for approximately 967 community emergency shelter beds (singles/youth and families)
- Directly operate 176 family shelter beds (44 rooms)
- Provide funding to 13 Housing First organizations supporting upwards of 1,300 people at any time
- Provide operating funding to 26 organizations providing homelessness programs

City of Ottawa
Community & Social Services
Housing Services - Operating Resource Requirement
In Thousands (\$000)

	2019	2020		2021	\$ Change over 2020 Budget
	Actual	Forecast	Budget	Estimate	
Expenditures by Program					
Manager's Office	445	557	557	572	15
Housing Programs	103,034	110,832	99,647	101,313	1,666
Community Homelessness Prevention Initiative	67,566	61,649	52,044	52,459	415
Home for Good	3,402	2,773	2,773	2,773	0
Housing and Homelessness Investment Plan	13,756	14,406	14,406	14,696	290
Reaching Home	7,663	9,456	9,456	9,456	0
COVID-19	0	15,139	0	9,755	9,755
Gross Expenditure	195,866	214,812	178,883	191,024	12,141
Recoveries & Allocations	-1,756	-411	-411	-411	0
Revenue	-89,674	-101,076	-68,866	-78,621	-9,755
Net Requirement	104,436	113,325	109,606	111,992	2,386
Expenditures by Type					
Salaries, Wages & Benefits	7,038	7,968	7,714	7,894	180
Overtime	75	60	60	60	0
Material & Services	454	482	482	482	0
Transfers/Grants/Financial Charges	185,560	204,460	168,785	180,716	11,931
Fleet Costs	7	7	7	7	0
Program Facility Costs	1,051	1,046	1,046	1,076	30
Other Internal Costs	1,681	789	789	789	0
Gross Expenditures	195,866	214,812	178,883	191,024	12,141
Recoveries & Allocations	-1,756	-411	-411	-411	0
Net Expenditure	194,110	214,401	178,472	190,613	12,141
Revenues By Type					
Federal	-37,480	-45,992	-25,027	-25,027	0
Provincial	-52,088	-54,451	-43,839	-45,959	-2,120
Own Funds	0	0	0	0	0
Fees and Services	0	0	0	0	0
Fines	0	0	0	0	0
Other	-106	-633	0	-7,635	-7,635
Total Revenue	-89,674	-101,076	-68,866	-78,621	-9,755
Net Requirement	104,436	113,325	109,606	111,992	2,386
Full Time Equivalents			64.40	64.40	0.00

Community and Social Services Department

2021 Service Area Summary - Long-Term Care Services

Four Long-Term Care homes provide care and services to 717 residents who require assistance with daily living. The Homes offer a variety of services to care for the residents' well-being and ensure a healthy and safe environment. The care provided in each home includes specialized, restorative, supportive and palliative care for persons with dementia, disabilities and health problems who cannot live independently in their homes, and whose needs cannot be met in the community. All four of the City's long-term care homes have registered staff on duty 24-hours a day, seven days a week to support the care of residents.

Programs/Services Offered

- Nursing and personal care
- Medical services
- Physiotherapy and activation services
- Nutrition and food preparation
- Housekeeping and laundry services
- Recreational activities
- Spiritual care and social supports
- Two adult day programs offer supervised programming and services to support individuals living in the community. Due to the COVID-19 pandemic, the two adult day programs have been cancelled since March 15, 2020. Reopening these programs will depend on direction from the province.

City of Ottawa
Community & Social Services
Long Term Care - Operating Resource Requirement
In Thousands (\$000)

	2019	2020		2021	\$ Change over 2020 Budget
	Actual	Forecast	Budget	Estimate	
Expenditures by Program					
Nursing & Personal Care	48,335	60,925	48,020	64,078	16,058
Program & Support Services	3,520	3,593	3,593	3,672	79
Food Purchases	2,632	2,598	2,598	2,685	87
Accommodation	22,655	22,926	22,926	22,246	-680
Daycentre Programs	679	582	582	595	13
Gross Expenditure	77,821	90,624	77,719	93,276	15,557
Recoveries & Allocations	-2,307	-628	-628	-628	0
Revenue	-54,237	-56,967	-53,238	-66,358	-13,120
Net Requirement	21,277	33,029	23,853	26,290	2,437
Expenditures by Type					
Salaries, Wages & Benefits	63,478	72,279	62,814	75,164	12,350
Overtime	559	500	500	500	0
Material & Services	9,267	12,193	8,753	13,093	4,340
Transfers/Grants/Financial Charges	1	1,250	1,250	0	-1,250
Fleet Costs	0	0	0	0	0
Program Facility Costs	4,436	4,319	4,319	4,436	117
Other Internal Costs	80	83	83	83	0
Gross Expenditures	77,821	90,624	77,719	93,276	15,557
Recoveries & Allocations	-2,307	-628	-628	-628	0
Net Expenditure	75,514	89,996	77,091	92,648	15,557
Revenues By Type					
Federal	0	0	0	0	0
Provincial	-35,914	-39,051	-35,514	-34,129	1,385
Own Funds	0	0	0	0	0
Fees and Services	-18,323	-17,916	-17,724	-17,214	510
Fines	0	0	0	0	0
Other	0	0	0	-15,015	-15,015
Total Revenue	-54,237	-56,967	-53,238	-66,358	-13,120
Net Requirement	21,277	33,029	23,853	26,290	2,437
Full Time Equivalent			629.81	629.81	0.00

Community and Social Services Department

2021 Service Area Summary - Partner and Stakeholder Initiatives

Partner and Stakeholder Initiatives works with internal and community stakeholders to respond to current and emerging needs to promote equitable, inclusive and sustainable service access for a diverse population. This includes funding and capacity building to support and strengthen community agencies; coordinating engagement strategies, action plans and partnerships; conducting social research and policy analysis to aid in strategic planning and to address service gaps and barriers; and developing and leading City-wide initiatives on behalf of the department and Council. Partner and Stakeholder Initiatives has two distinct service areas: Community Development and Funding and Equity Services.

Programs/Services Offered

- \$24.2 million of 100 per cent municipal funding to support 87 non-profit community agencies to improve access to basic services, quality of life and inclusion for residents who are marginalized, low-income, at-risk or isolated;
- Integrated Services Neighbourhood Team (INST), which leverages municipal services, programs, facilities and other infrastructures, and personal relationships to respond to needs in priority neighbourhoods;
- Specific equity initiatives include: Anti-Racism Secretariat, Youth Futures, Older Adult Plan, Municipal Immigration Strategy and the Women and Gender Equity Strategy
- Strengthening relationships between the City and the local First Nations, Inuit and Metis community, while leading the implementation of the City's Reconciliation Action Plan. This plan includes commitments derived from the final reports of the Truth and Reconciliation Commission and the National Inquiry into Missing and Murdered Indigenous Women and Girls. This work is supported through the Aboriginal Working Committee (AWC), which includes Aboriginal partners, service providers and multiple City services.

Note

Subsequent to the preparation of this Service Area Summary, the City of Ottawa announced the creation of the new **Gender and Race Equity, Inclusion, Indigenous Relations and Social Development Service**. As described in the announcement, the new Service will include the functions described in this Service Area Summary.

City of Ottawa
Community & Social Services
Partner & Stakeholder Initiatives - Operating Resource Requirement
In Thousands (\$000)

	2019	2020		2021	\$ Change over 2020 Budget
	Actual	Forecast	Budget	Estimate	
Expenditures by Program					
Manager's Office	275	289	289	294	5
Client Service Strategies	1,457	1,755	1,855	1,830	-25
Community Funding	24,616	25,385	25,885	26,395	510
Gross Expenditure	26,348	27,429	28,029	28,519	490
Recoveries & Allocations	0	0	0	0	0
Revenue	0	0	0	0	0
Net Requirement	26,348	27,429	28,029	28,519	490
Expenditures by Type					
Salaries, Wages & Benefits	1,769	2,483	2,483	2,538	55
Overtime	0	0	0	0	0
Material & Services	615	718	818	768	-50
Transfers/Grants/Financial Charges	23,964	24,228	24,728	25,213	485
Fleet Costs	0	0	0	0	0
Program Facility Costs	0	0	0	0	0
Other Internal Costs	0	0	0	0	0
Gross Expenditures	26,348	27,429	28,029	28,519	490
Recoveries & Allocations	0	0	0	0	0
Net Expenditure	26,348	27,429	28,029	28,519	490
Revenues By Type					
Federal	0	0	0	0	0
Provincial	0	0	0	0	0
Own Funds	0	0	0	0	0
Fees and Services	0	0	0	0	0
Fines	0	0	0	0	0
Other	0	0	0	0	0
Total Revenue	0	0	0	0	0
Net Requirement	26,348	27,429	28,029	28,519	490
Full Time Equivalents			21.00	21.00	0.00

Recreation, Cultural and Facility Services Department

2021 Service Area Summary - Business & Technical Support Services

Business and Technical Support Services (BTSS) provides the department with critical business support to frontline operations, including business analysis and project management. It provides logistical support and expertise to the General Manager and to operational staff within RCFS. The BTSS takes a primary role in the implementation of corporate initiatives and ensures consistent and efficient practices through collaboration with BSS teams in all departments.

The BTSS also provides technical expertise in areas that are unique to the department. These areas include developing and delivering cultural initiatives and public art programs, overseeing advertising, sponsorship and donation opportunities, and managing community recreation and cultural funding programs on behalf of the department. It also oversees the department's employee administration and training unit and the marketing and communications of all departmental programs and services.

Programs/Services Offered

The Business & Technical Support Services Branch:

- Oversees, maintains and operates RCFS's facility booking and program registration system
- Plans and delivers promotional campaigns for recreation and cultural offerings
- Manages content for RCFS websites including Ottawa.ca and Shenkman and Meridian at CentrepoinTE Theatre websites
- Manages the corporate Commemorative Naming Program
- Undertakes the department's human resources planning and development including the recruitment and hiring of up to 4000 part-time and seasonal staff

- Develops and coordinates the delivery of employee training strategies
- Integrates artwork into public spaces through public art commissions / residencies / mentorships in LRT, buildings, streetscapes and parks and through exhibitions at Karsh-Masson Gallery & City Hall Art Gallery
- Conservation and stewardship of the City Art Collection that circulates in 170 buildings across the City
- Implements cultural partnership and development initiatives
- Conducts cultural planning, mapping and research
- Develops cultural policy and facility development
- Oversees cultural funding through peer-assessed arts, heritage, festivals and fairs funding and awards programs
- Administers recreation funding programs and supports recreation associations with the community development process
- Develops new and maintains existing corporate sponsorship, advertising and donation opportunities
- Provides business, financial, statistical and demographic analysis
- Coordinates departmental strategic planning & risk management
- Manages and provides analysis on GIS mapping requests
- Oversees the department's Public Private Partnership (P3) agreements, i.e. Lansdowne Park, and the Sensplexes
- Provides professional guidance with the City's Project Management Methodology and Framework
- Oversees and coordinates the department's operating and capital budget process
- Provides support to the General Manager with legislative agenda, inquiry management and accessibility planning & reporting
- Liaises with Council, other City departments and key stakeholders to support City-wide initiatives

City of Ottawa
Recreation, Cultural and Facility Services
GM's Office & Business Support Services - Operating Resource Requirement
In Thousands (\$000)

	2019	2020		2021	\$ Change over 2020 Budget
	Actual	Forecast	Budget	Estimate	
Expenditures by Program					
General Manager's Office	1,742	6,993	1,505	2,164	659
Business & Technical Support Services	25,707	23,410	25,153	25,628	475
Gross Expenditure	27,449	30,403	26,658	27,792	1,134
Recoveries & Allocations	-606	-380	-380	-380	0
Revenue	-2,267	-1,793	-2,543	-3,193	-650
Net Requirement	24,576	28,230	23,735	24,219	484
Expenditures by Type					
Salaries, Wages & Benefits	9,420	11,521	9,011	9,276	265
Overtime	160	50	5	5	0
Material & Services	3,154	4,743	3,499	4,149	650
Transfers/Grants/Financial Charges	12,835	12,858	12,858	13,068	210
Fleet Costs	0	0	0	0	0
Program Facility Costs	328	300	354	363	9
Other Internal Costs	1,552	931	931	931	0
Gross Expenditures	27,449	30,403	26,658	27,792	1,134
Recoveries & Allocations	-606	-380	-380	-380	0
Net Expenditure	26,843	30,023	26,278	27,412	1,134
Revenues By Type					
Federal	-742	-20	-540	-540	0
Provincial	0	-20	0	-650	-650
Own Funds	0	0	0	0	0
Fees and Services	-1,525	-1,753	-2,003	-2,003	0
Fines	0	0	0	0	0
Other	0	0	0	0	0
Total Revenue	-2,267	-1,793	-2,543	-3,193	-650
Net Requirement	24,576	28,230	23,735	24,219	484
Full Time Equivalents			80.59	80.59	0.00

City of Ottawa
Recreation, Cultural and Facility Services
GM's Office & Business Support Services - User Fees

	2019 Rate \$	2020 Rate \$	2021 Rate \$	% Change Over 2020	% Change Over 2019	Effective Date	2021 Revenue (\$000)
Rentals							
Arena - Adult	288.67	295.92	309.28	4.5%	7.1%	01-Jan-21	
Arena - Commercial	297.16	304.60	318.34	4.5%	7.1%	01-Jan-21	
Arena - Minor	173.05	177.38	185.40	4.5%	7.1%	01-Jan-21	
Arena - Non-Prime Time	134.60	138.00	144.22	4.5%	7.1%	01-Jan-21	
Arena - Cancellation Fees	25% to 100%	25% to 100%	25% to 100%	0.0%	0.0%	01-Jan-21	
Arena - Other	67.34-297.16	69-304.6	72.11-318.34	4.5%	7.1%	01-Jan-21	
Marketing Fees							
Display Ad	125.00	128.13	131.33	2.5%	5.1%	01-Jan-21	
Homepage Banner	150.00	153.75	157.59	2.5%	5.1%	01-Jan-21	
Package 1 - 954 Seats	250.00	256.25	262.66	2.5%	5.1%	01-Jan-21	
Package 2 - 954 Seats	450.00	461.25	472.78	2.5%	5.1%	01-Jan-21	
Package 3 - 954 Seats	900.00	922.50	945.56	2.5%	5.1%	01-Jan-21	
Print at home ticket ad	100.00	102.50	105.06	2.5%	5.1%	01-Jan-21	
Coming Up Event E-Blast - Meridian	100.00	102.50	105.06	2.5%	5.1%	01-Jan-21	
Designing	50.00	51.25	52.53	2.5%	5.1%	01-Jan-21	
Coming Up Event E-Blast (per e-subscriber)	0.03	0.03	0.03	0.0%	0.0%	01-Jan-21	
Package 1 - 500 Seats	125.00	128.13	131.33	2.5%	5.1%	01-Jan-21	
Package 2 - 500 Seats	325.00	333.13	341.45	2.5%	5.1%	01-Jan-21	
Package 3 - 500 Seats	670.00	686.75	703.92	2.5%	5.1%	01-Jan-21	
Coming Up Event E-Blast - Shenkman	50.00	51.25	52.53	2.5%	5.1%	01-Jan-21	
Coming Up at Shenkman Rack Flyer	150.00	153.75	157.59	2.5%	5.1%	01-Jan-21	
Other							
NSF Charge	35.00	43.00	43.00	0.0%	22.9%	01-Jan-21	
Refund Administration Fee	15.00	15.00	15.00	0.0%	0.0%	01-Jan-21	
Cost of living on 2021 fees was approved in the 2020 budget. 2021 fees includes a new temporary charge of 1.95% for recovery of costs as a result of COVID-19.							
Total Departmental							0

Recreation, Cultural and Facility Services Department

2021 Service Area Summary - Community Recreation and Cultural Programs

Community Recreation and Cultural Programs oversees a variety of community spaces, offers community-gathering places, offers programming and rentals to facilitate participatory activities for children, youth, adults, older adults, and other targeted populations. The services are organized in four geographical areas, East, West, Core and South as well as two areas of specialization; Cultural Heritage Programs and Spaces and Targeted Populations and Centralized Initiatives. In addition, this service area works closely with partners such as Ottawa Sport and Entertainment Group, Ottawa Art Gallery, and the University of Ottawa to program multifaceted spaces such as Arts Court and Lansdowne Park.

The services are delivered in eight major recreation complexes, over 100 community centres, four municipally run senior centres, five museum and historic sites, arts galleries, Meridian Theatre, Shenkman Arts Centre, Arts Court, Lansdowne Park and City Hall.

Programs/Services Offered

The Community Recreation and Cultural Programs Service Area:

- Develops and delivers recreation and cultural programs in arenas, pools, parks, sports fields, recreation and cultural facilities, and community centres. Programs include camps, sports, fitness, visual & performing arts, after school, and general interest
- Operates municipal museums and is responsible for the delivery of heritage programs
- Oversees the allocations of indoor arena ice time, sports fields, ball diamonds, parks as well as other community gathering places such as halls, meeting rooms, gymnasiums and other venues
- Offers public skating, public swimming and other sport drop-in programs at recreation complexes to citizens of all ages
- Operates a wide variety of Summer and March Break camps for children and youth
- Operates and programs space at City Hall, Marion Dewar Plaza and the Rink of Dreams

- Provides programming and access to Ottawa's arts, culture and heritage facilities and services
- Works with community recreation, sport and cultural groups to maximize access and opportunities for recreation, cultural, and heritage programs/activities
- Researches, develops and delivers local museum educational programs to meet school curriculum requirements
- Delivers city-wide heritage events such as Doors Open Ottawa, Museums Day, etc.

City of Ottawa
Recreation, Cultural and Facility Services
Community Recreation and Cultural Programs - Operating Resource Requirement
In Thousands (\$000)

	2019	2020		2021	\$ Change over 2020 Budget
	Actual	Forecast	Budget	Estimate	
Expenditures by Program					
Community Recreation and Cultural Programs	109,766	98,600	111,703	111,538	-165
Gross Expenditure	109,766	98,600	111,703	111,538	-165
Recoveries & Allocations	-1,532	-604	-1,207	-1,207	0
Revenue	-49,504	-10,693	-51,193	-48,252	2,941
Net Requirement	58,730	87,303	59,303	62,079	2,776
Expenditures by Type					
Salaries, Wages & Benefits	43,183	34,645	44,938	42,297	-2,641
Overtime	0	98	0	0	0
Material & Services	4,845	2,548	5,096	5,096	0
Transfers/Grants/Financial Charges	471	400	469	469	0
Fleet Costs	30	55	55	55	0
Program Facility Costs	60,525	60,167	60,458	62,934	2,476
Other Internal Costs	712	687	687	687	0
Gross Expenditures	109,766	98,600	111,703	111,538	-165
Recoveries & Allocations	-1,532	-604	-1,207	-1,207	0
Net Expenditure	108,234	97,996	110,496	110,331	-165
Revenues By Type					
Federal	0	-20	0	0	0
Provincial	-530	-700	-377	-16,257	-15,880
Own Funds	-94	0	0	0	0
Fees and Services	-48,880	-9,973	-50,816	-31,995	18,821
Fines	0	0	0	0	0
Other	0	0	0	0	0
Total Revenue	-49,504	-10,693	-51,193	-48,252	2,941
Net Requirement	58,730	87,303	59,303	62,079	2,776
Full Time Equivalents			705.25	705.25	0.00

City of Ottawa
Recreation, Cultural and Facility Services
Community Recreation and Cultural Programs - User Fees

	2019 Rate \$	2020 Rate \$	2021 Rate \$	% Change Over 2020	% Change Over 2019	Effective Date	2021 Revenue (\$000)
Rentals							
Arena - Adult	288.67	295.92	309.28	4.5%	7.1%	01-Jan-21	
Arena - Commercial	297.16	304.60	318.34	4.5%	7.1%	01-Jan-21	
Arena - Minor	173.05	177.38	185.40	4.5%	7.1%	01-Jan-21	
Arena - Non-Prime Time	134.60	138.00	144.22	4.5%	7.1%	01-Jan-21	
Arena - Cancellation Fees	25% to 100%	25% to 100%	25% to 100%	0.0%	0.0%	01-Jan-21	
Arena - Other	67.34-297.16	69.00-304.60	72.11-318.34	4.5%	7.1%	01-Jan-21	
Arena Slab - Adult	51.32	52.61	54.98	4.5%	7.1%	01-Jan-21	
Arena Slab - Commercial	59.63	61.15	63.91	4.5%	7.2%	01-Jan-21	
Arena Slab - Minor	31.89	32.74	34.23	4.5%	7.4%	01-Jan-21	
Artificial Turf - Adult	121.46	124.51	130.14	4.5%	7.1%	01-Jan-21	
Artificial Turf - Commercial	131.19	134.51	140.56	4.5%	7.1%	01-Jan-21	
Artificial Turf - Minor	71.50	73.31	76.64	4.5%	7.2%	01-Jan-21	
Artificial Turf - Non-Prime Time	58.53	60.04	62.74	4.5%	7.2%	01-Jan-21	
Artificial Turf - Other	52.03-71.5	53.36-73.31	55.80-76.64	4.6%-6.0%	7.2%	01-Jan-21	
Art Centres	5.61-515.35	5.79-528.27	6.09-552.06	4.5%-5.2%	7.1%-8.6%	01-Jan-21	
Basketball Court (Outdoor)	7.07-15.97	7.25-16.41	7.47-16.85	2.7%-3.0%	5.5%-5.7%	01-Jan-21	
Bleacher (Delivery)	445.88	457.03	477.63	4.5%	7.1%	01-Jan-21	
Hall	3.05-236.23	3.14-242.16	3.29-253.07	4.5%-4.8%	7.1%-7.9%	01-Jan-21	
Hall-Commercial	17.3-167.12	17.74-171.32	18.54-179.03	4.5%	7.1%-7.2%	01-Jan-21	
Hall-NFP	3.31-75.04	3.40-76.94	3.56-80.43	4.5%-4.8%	7.2%-7.6%	01-Jan-21	
Hall-Private	13.23-130.97	13.58-134.24	14.20-140.29	4.5%-4.6%	7.1%-7.3%	01-Jan-21	
Lansdowne	12.65-7144.07	13.00-7322.69	13.62-7652.15	4.5%-4.8%	7.1%-7.7%	01-Jan-21	
Lansdowne Extra Fees	1.27-751.33	1.30-770.11	1.36-804.76	4.5%-4.6%	7.1%	01-Jan-21	
Museum	32.52-276.06	33.36-282.96	34.87-295.7	4.5%	7.1%-7.2%	01-Jan-21	
Nepean Sportsplex	6.19-3560.04	6.34-3649.07	6.63-3813.24	4.5%-4.6%	7.1%	01-Jan-21	
Nepean Sportsplex Extra Fees	0.19-1815.65	0.19-1861.04	0.20-1944.77	4.5%-5.3%	5.3%-7.1%	01-Jan-21	
Ottawa Stadium	36.81-3831.60	37.74-3927.43	39.46-4104.11	4.5%-4.6%	7.1%-7.2%	01-Jan-21	
Ottawa Stadium Lights	42.76	45.76	47.59	4.0%	11.3%	01-Jan-21	
Outdoor Lighting Fee	12.69-25.44	13.58-27.20	14.13-28.29	4.0%-4.1%	11.2%-11.3%	01-Jan-21	
Park	25.84-412.61	26.50-422.96	27.16-433.53	2.5%	5.1%	01-Jan-21	
Parking Lot	3.23-977.12	3.31-1001.59	3.46-1046.65	4.5%	7.1%	01-Jan-21	
Pool	6.23-1910.7	6.41-1958.49	6.72-2046.62	4.5%-4.8%	7.1%-7.9%	01-Jan-21	

City of Ottawa
Recreation, Cultural and Facility Services
Community Recreation and Cultural Programs - User Fees

	2019 Rate \$	2020 Rate \$	2021 Rate \$	% Change Over 2020	% Change Over 2019	Effective Date	2021 Revenue (\$000)
Sports Fields / Ball Diamonds - Adult	18.09-43.36	18.58-44.46	19.07-45.61	2.6%	5.2%-5.4%	01-Jan-21	
Sports Fields / Ball Diamonds - Commercial	30.61-45.48	31.41-46.63	32.21-47.83	2.5%-2.6%	5.2%	01-Jan-21	
Sports Fields / Ball Diamonds - Minor	5.66-8.40	5.84-8.62	6.01-8.84	2.6%-2.9%	5.2%-6.2%	01-Jan-21	
Sports Fields / Ball Diamonds - Premium	36.81-113.49	37.74-116.37	38.71-119.29	2.5%-2.6%	5.1%-5.2%	01-Jan-21	
Theater	7.43-433.05	7.65-356.54	8.02-372.61	4.5%-4.8%	(14%)-7.9%	01-Jan-21	
Theater Extra Fees	14.89-1697.94	15.26-1740.39	15.94-1818.69	4.5%	7.1%	01-Jan-21	
Miscellaneous Extra Fees	0.04-361.06	0.10-370.08	0.11-386.74	4.4%-10%	7.1%-175%	01-Jan-21	
Meridian Theaters @ Centrepoin & BFP Studio Weekly Rate - Standard and Non-profit	729.60	747.85	781.50	4.5%	7.1%	01-Jan-21	
Meridian Theaters @ Centrepoin & BFP Studio Daily(8 hours) Standard and Non-profit Sunday	744.20	762.80	797.12	4.5%	7.1%	01-Jan-21	
Meridian Theaters @ Centrepoin & BFP Studio Daily(8 hours) Standard and Non-profit Monday-Saturday	438.45	449.40	469.62	4.5%	7.1%	01-Jan-21	
Meridian Theaters @ Centrepoin & BFP Mainstage Performing Arts - Daily	865.95	887.60	927.53	4.5%	7.1%	01-Jan-21	
Meridian Theaters @ Centrepoin & BFP Mainstage Non-Profit - Weekly	5,412.15	5,547.45	5797.02	4.5%	7.1%	01-Jan-21	
Meridian Theaters @ Centrepoin & BFP Mainstage Non-Profit	1,082.40	1,109.45	1159.37	4.5%	7.1%	01-Jan-21	
Meridian Theaters @ Centrepoin & BFP Mainstage Standard - Weekly	8,118.25	8,321.20	8695.55	4.5%	7.1%	01-Jan-21	

City of Ottawa
Recreation, Cultural and Facility Services
Community Recreation and Cultural Programs - User Fees

	2019 Rate \$	2020 Rate \$	2021 Rate \$	% Change Over 2020	% Change Over 2019	Effective Date	2021 Revenue (\$000)
Meridian Theaters @ Centrepointe & BFP Mainstage Standard	1,617.80	1,658.25	1732.85	4.5%	7.1%	01-Jan-21	
Harold Shenkman Hall Standard Daily - 500 Seats	1,159.30	1,188.30	1241.76	4.5%	7.1%	01-Jan-21	
Harold Shenkman Hall Standard Non-Show Day (Sunday to Thursday) - 500 Seats	966.05	990.20	1034.75	4.5%	7.1%	01-Jan-21	
Harold Shenkman Hall Standard Weekly - 500 Seats	6,492.00	6,654.30	6953.66	4.5%	7.1%	01-Jan-21	
Harold Shenkman Hall Non-Profit Daily - 500 Seats	811.50	831.80	869.23	4.5%	7.1%	01-Jan-21	
Harold Shenkman Hall Non-Profit Non-Show Day (Sunday to Thursday) - 500 Seats	634.80	650.65	679.92	4.5%	7.1%	01-Jan-21	
Harold Shenkman Hall Non-Profit Weekly - 500 Seats	4,544.40	4,658.00	4867.55	4.5%	7.1%	01-Jan-21	
Harold Shenkman Hall Partners / Regular Users Daily - 500 Seats	567.75	581.95	608.13	4.5%	7.1%	01-Jan-21	
Harold Shenkman Hall Partners / Regular Weekly - 500 Seats	3,182.05	3,261.60	3408.33	4.5%	7.1%	01-Jan-21	
Harold Shenkman Hall Mouvement d'implication francophone d'Orléans Daily - 500 Seats	552.00	565.85	591.31	4.5%	7.1%	01-Jan-21	
Harold Shenkman Hall Standard Daily - 250 Seats	579.65	594.15	620.88	4.5%	7.1%	01-Jan-21	
Harold Shenkman Hall Standard Non-Show Day (Sunday to Thursday) - 250 Seats	483.05	495.10	517.38	4.5%	7.1%	01-Jan-21	
Harold Shenkman Hall Standard Weekly - 250 Seats	3,246.00	3,327.15	3476.83	4.5%	7.1%	01-Jan-21	
Harold Shenkman Hall Non-Profit Weekly - 250 Seats	2,227.65	2,283.35	2386.07	4.5%	7.1%	01-Jan-21	
Richcraft Theatre Standard / Non Profit Daily	467.95	479.65	501.23	4.5%	7.1%	01-Jan-21	

City of Ottawa
Recreation, Cultural and Facility Services
Community Recreation and Cultural Programs - User Fees

	2019 Rate \$	2020 Rate \$	2021 Rate \$	% Change Over 2020	% Change Over 2019	Effective Date	2021 Revenue (\$000)
Richcraft Theatre Sunday - Daily (incl. 1 technician for 8hrs regular time) 08:00 - midnight	730.00	748.25	781.92	4.5%	7.1%	01-Jan-21	
Richcraft Theatre Weekly Rental	1,556.95	1,595.85	1667.65	4.5%	7.1%	01-Jan-21	
Catering Kitchen -- SAC (Standard)	-	100.00	104.50	4.5%	-	01-Jan-21	
Kitchenette -- SAC (Standard)	-	30.00	31.35	4.5%	-	01-Jan-21	
Kitchenette -- SAC (Non-Profit)	-	15.00	15.67	4.5%	-	01-Jan-21	
Catering Kitchen -- SAC (Non-Profit)	-	50.00	52.25	4.5%	-	01-Jan-21	
Ray Friel Ice Minor Market Rate	225.40	177.39	185.37	4.5%	-17.8%	01-Jan-21	
Off-Season Arena Rental Rates	295.93	221.33	231.29	4.5%	-21.8%	01-Jan-21	
Point of Sale							
Administrative Charge	4.64-92.07	4.73-94.38	4.86-96.76	2.5%-2.7%	4.7%-5.1%	01-Jan-21	
Electric Vehicle Charging	1.85-4.64	1.90-4.73	1.99-4.86	2.7%-4.7%	4.7%-7.6%	01-Jan-21	
Event Admission	2.43-22.56	3.76-22.78	4.06-23.68	4.0%-8.0%	5%-67.1%	01-Jan-21	
Fitness Admission	3.98-11.28	3.98-11.72	4.28-12.17	3.8%-7.5%	7.5%-7.9%	01-Jan-21	
General Admission	0.88-94.69	0.88-19.91	0.9-20.97	2.3%-5.3%	(77.9%)-2.3%	01-Jan-21	
Merchandise	0.04-425.00	0.04-425.00	0.04-425	0.0%	0.0%	01-Jan-21	
Museum Admission	3.53-17.47	3.53-17.92	3.83-18.72	4.5%-8.5%	7.2%-8.5%	01-Jan-21	
Museum Event Admission	4.86-43.14	5.08-44.24	5.4-46.23	4.5%-6.3%	7.2%-11.1%	01-Jan-21	
Public Skating	1.54-6.63	1.76-6.85	1.79-7.21	1.7%-5.3%	8.7%-16.2%	01-Jan-21	
Public Skating - Specialty	2.65-5.75	2.65-5.97	2.7-6.31	1.9%-5.7%	1.9%-9.7%	01-Jan-21	
Public Swim	1.99-5.08	2.21-5.30	2.25-5.64	1.8%-6.4%	11%-13.1%	01-Jan-21	
Public Swim - Vitality	3.98-5.75	4.20-5.97	4.28-6.09	1.9%-2.0%	5.9%-7.5%	01-Jan-21	
Public Swim - Wave	5.08-8.18	5.30-8.18	5.64-8.56	4.6%-6.4%	4.6%-11.0%	01-Jan-21	
Memberships							
Aquafitness	46.90-768.81	48.23-788.05	50.52-823.72	4.5%-4.7%	7.1%-7.7%	01-Jan-21	
Fitness	21.24-881.42	21.90-903.53	23.00-944.38	4.5%-5.0%	7.1%-8.3%	01-Jan-21	
Multi Visit	1.77-100.22	1.81-9.69	1.94-10.14	4.6%-7.2%	(89.9%)-9.6%	01-Jan-21	
Museum	33.60	34.44	35.99	4.5%	7.1%	01-Jan-21	
Personal Training	19.91-56.86	20.57-58.40	21.64-61.12	4.7%-5.2%	7.5%-8.7%	01-Jan-21	
Seniors Centres	18.58-23.89	19.24-24.55	20.30-25.71	4.7%-5.5%	7.6%-9.3%	01-Jan-21	
Swim	20.8-553.54	21.46-567.47	22.55-593.20	4.5%-5.1%	7.2%-8.4%	01-Jan-21	

City of Ottawa
Recreation, Cultural and Facility Services
Community Recreation and Cultural Programs - User Fees

	2019 Rate \$	2020 Rate \$	2021 Rate \$	% Change Over 2020	% Change Over 2019	Effective Date	2021 Revenue (\$000)
Swim - Wave	42.48-673.67	43.58-690.70	45.56-721.99	4.5%	7.2%-7.3%	01-Jan-21	
Specialized	2.83-653.98	5.30-670.35	5.64-700.56	4.5%-6.4%	7.1%-99.3%	01-Jan-21	
Skating	9.29-288.94	9.73-296.23	10.37-309.68	4.5%-6.6%	7.2%-11.6%	01-Jan-21	
Skating - Specialized	18.14-144.03	18.80-147.78	19.84-154.50	4.5%-5.5%	7.3%-9.4%	01-Jan-21	
All-Inclusive Class A Yearly Memberships	407.96-903.54	398.01-881.42	415.92-921.16	4.5%	2.0%	01-Jan-21	
Program Registrations (Hourly)							
Aquatics - Learn To Swim	4.60-27.99	4.72-28.69	4.93-29.98	4.5%	7.1%-7.2%	01-Jan-21	
Certification	0.81-24.29	0.83-24.90	0.87-26.02	4.5%-4.8%	7.1%-7.4%	01-Jan-21	
Day Camps	1.65-15.61	1.69-16.00	1.76-16.72	4.1%-4.5%	6.7%-7.1%	01-Jan-21	
Fitness	0.16-14.67	0.16-15.04	0.16-15.72	4.5%	7.2%	01-Jan-21	
General Interest	1.08-66.33	1.11-67.99	1.16-71.05	4.5%	7.1%-7.4%	01-Jan-21	
Inclusive Recreation	1.96-20.71	2.01-28.69	2.10-29.98	4.5%	7.1%-44.8%	01-Jan-21	
Museum Program	2.95-48.75	3.09-50.00	3.37-52.32	4.6%-9.1%	7.3%-14.2%	01-Jan-21	
Museum Program - School & Summer	0.55-43.14	0.66-44.24	0.67-46.23	1.5%-4.5%	7.2%-21.8%	01-Jan-21	
Performing Arts	3.92-26.12	4.02-26.77	4.20-27.98	4.5%	7.1%	01-Jan-21	
Skating - Learn To Skate	12.02-26.03	12.32-26.68	12.88-27.88	4.5%	7.1%-7.2%	01-Jan-21	
Specialty	7.49-13.33	7.68-13.66	8.02-14.27	4.5%	7.1%	01-Jan-21	
Sports	2.18-77.39	2.23-79.32	2.33-82.89	4.5%	6.9%-7.1%	01-Jan-21	
Visual Arts	1.96-30.38	2.01-31.14	2.10-32.54	4.5%	7.1%	01-Jan-21	
Private Programs and Services	29.19-71.94	29.92-73.74	31.27-77.05	4.5%	7.1%	01-Jan-21	
Pottery Studios	4.00	4.33	4.53	4.5%	13.2%	01-Jan-21	
Drawing Painting Studio	1.89	2.05	2.14	4.5%	13.2%	01-Jan-21	
Low Ratio Specialty Child		16.95	17.71	4.5%	-	01-Jan-21	
Low Ratio Specialty Adult		24.84	25.96	4.5%	-	01-Jan-21	
Cultural Services, Rentals & Related Fees							
Box Office	0.03-806.31	0.03-826.47	0.03-863.65	0%-4.5%	0%-7.1%	01-Jan-21	
Capital Renewal Fund (Flat)	50-200	50-200	50-200	0.0%	0.0%	01-Jan-21	
Capital Renewal Fund (Per Ticket)	0.75-2.00	0.75-2	0.75-2.00	0.0%	0.0%	01-Jan-21	
Pouring	2.55-29.07	2.55-29.07	2.55-29.07	0.0%	0.0%	01-Jan-21	

City of Ottawa
Recreation, Cultural and Facility Services
Community Recreation and Cultural Programs - User Fees

	2019 Rate \$	2020 Rate \$	2021 Rate \$	% Change Over 2020	% Change Over 2019	Effective Date	2021 Revenue (\$000)
Other							
Exclusive Use Recreation Rentals	10/sq ft	10/sq ft	10/sq ft	0.0%	0.0%	01-Jan-21	
Non-Resident Surcharge	25%	25%	25%	0.0%	0.0%	01-Jan-21	
Older Adult Registration Discount	10%	10%	10%	0.0%	0.0%	01-Jan-21	
Fee Assistance	175.00	180.00	180.00	0.0%	2.9%	01-Jan-21	
Cost of living on 2021 fees was approved in the 2020 budget. 2021 fees includes a new temporary charge of 1.95% for recovery of costs as a result of COVID-19.							
Total Departmental							-400

Recreation, Cultural and Facility Services Department

2021 Service Area Summary - City Wide Programs, Aquatics and Specialized Services

City-Wide Programs, Aquatics and Specialized Services is a multidisciplinary service that provides quality recreation programs and services to residents. The services include Aquatics Operations, Seasonal Recreation, City Wide Recreation Programs, and Inclusive Recreation. This Service Area provides interdepartmental oversight and direction from subject matter experts in Aquatics, Citywide sports and Inclusive Recreation (Special Needs). In addition, this portfolio works in close collaboration with partners on various initiatives, such as the Municipal Sport Strategy with the Ottawa Sport Council, and the Healthy Kids Ottawa project with CHEO and Ottawa Public Health.

Programs/Services Offered

The City-Wide Programs, Aquatics and Specialized Services Service Area:

- Encourages healthy and active lifestyles in collaboration with the community
- Represents the department on the Ottawa Drowning Prevention Coalition
- Ensures adherence to Provincial legislation including the Ontario Health Protection and Promotion Act, Social Inclusion of Persons with Developmental Disabilities Act, Access for Ontarians with a Disability Act
- Offers public skating, public swimming and other sport drop-in programs to citizens of all ages
- Provides departmental oversight to City operated, and partnership operated, indoor pools, outdoor pools, beaches, splash pads, and wading pools
- Coordinates subsidized camps for low-income families through external foundations and community partners
- Provides lifeguard training, manages risk for all aquatic operations.
- Coordinates City-partnership specialized and therapeutic recreation programs for children, youth and adults with disabilities, and offers an integration support service to facilitate access to all programs

- Programs seasonal facilities such as wading pools, splash pads, beaches, outdoor rinks and sledding hills
- Offers Learn to Swim, Aquatic certification, Aquafitness and instructional swimming programs including public education on drowning prevention
- Operates stand-alone indoor and outdoor pools and beach operations
- Coordinates and programs tennis and pickleball courts
- Coordinates and supports winter cross country ski trails offered by partners
- Operates the municipal skating school in many City arenas
- Coordinates the Women 'n Sport Program that offers 15 women only leagues across a variety of different sports each season, as well as 'Never too Late' instructional sport programming to introduce/bring women back to sport
- Coordinates the Active Living Club- 160 older adult members, year-round affordable senior activities: snowshoeing, cross-country skiing, hiking, and cycling.

City of Ottawa
Recreation, Cultural and Facility Services
City Wide Programs, Aquatics and Specialized Services - Operating Resource Requirement
In Thousands (\$000)

	2019	2020		2021	\$ Change over 2020 Budget
	Actual	Forecast	Budget	Estimate	
Expenditures by Program					
City Wide Programs, Aquatics and Specialized Services	33,625	30,243	34,656	34,700	44
Gross Expenditure	33,625	30,243	34,656	34,700	44
Recoveries & Allocations	-561	-253	-506	-506	0
Revenue	-12,531	-5,102	-13,397	-12,553	844
Net Requirement	20,533	24,888	20,753	21,641	888
Expenditures by Type					
Salaries, Wages & Benefits	18,994	15,513	19,142	18,588	-554
Overtime	0	46	0	0	0
Material & Services	1,265	893	1,784	1,784	0
Transfers/Grants/Financial Charges	864	857	857	857	0
Fleet Costs	50	100	39	89	50
Program Facility Costs	12,338	12,730	12,730	13,278	548
Other Internal Costs	114	104	104	104	0
Gross Expenditures	33,625	30,243	34,656	34,700	44
Recoveries & Allocations	-561	-253	-506	-506	0
Net Expenditure	33,064	29,990	34,150	34,194	44
Revenues By Type					
Federal	0	-10	0	0	0
Provincial	-1,249	-1,056	-1,322	-378	944
Own Funds	0	0	0	0	0
Fees and Services	-11,282	-4,036	-12,074	-12,174	-100
Fines	0	0	0	0	0
Other	0	0	0	0	0
Total Revenue	-12,531	-5,102	-13,397	-12,553	844
Net Requirement	20,533	24,888	20,753	21,641	888
Full Time Equivalents			327.22	327.22	0.00

City of Ottawa
Recreation, Cultural and Facility Services
City Wide Programs, Aquatics & Specialized Services

	2019 Rate \$	2020 Rate \$	2021 Rate \$	% Change Over 2020	% Change Over 2019	Effective Date	2021 Revenue (\$000)
Rentals							
Beach Equipment	1.86-48.74	1.91-49.89	2.00-52.14	4.5%-4.7%	7.0%-7.5%	01-Jan-21	
Hall	3.05-236.23	3.14-242.16	3.29-253.07	4.5%-4.8%	7.1%-7.9%	01-Jan-21	
Hall-Commercial	17.3-167.12	17.74-171.32	18.54-179.03	4.5%	7.1%-7.2%	01-Jan-21	
Hall-NFP	3.31-75.04	3.40-76.94	3.56-80.43	4.5%-4.7%	7.2%-7.6%	01-Jan-21	
Hall-Private	13.23-130.97	13.58-134.24	14.20-140.29	4.5%-4.6%	7.1%-7.3%	01-Jan-21	
Outdoor Rink Slab	3.53-22.92	3.62-23.49	3.76-24.11	2.6%-3.9%	5.2%-6.5%	01-Jan-21	
Outdoor Rink Slab Lighting	2.92	3.13	3.26	4.2%	11.6%	01-Jan-21	
Pool	6.23-1910.7	6.41-1958.49	6.72-2046.62	4.5%-4.8%	7.1%-7.9%	01-Jan-21	
Tennis Court	7.07-15.97	7.25-16.41	7.47-16.85	2.7%-3.0%	5.5%-5.7%	01-Jan-21	
Terry Fox Athletic Facility	5.79-418.76	5.97-429.24	6.27-448.58	4.5%-5.0%	7.1%-8.3%	01-Jan-21	
Miscellaneous Extra Fees	0.10-361.06	0.10-370.08	0.11-386.74	4.5%-10%	7.1%-10%	01-Jan-21	
Admissions							
Administrative Charge	4.64-92.07	4.73-94.38	4.86-96.76	2.5%-2.7%	4.7%-5.1%	01-Jan-21	
Event Admission	2.43-22.56	3.76-22.78	4.06-23.68	4.0%-8.0%	5.0%-67.1%	01-Jan-21	
Fitness Admission	3.98-11.28	3.98-11.72	4.28-12.17	3.8%-7.5%	7.5%-7.9%	01-Jan-21	
General Admission	0.88-94.69	0.88-19.91	0.90-20.97	2.3%-5.3%	(77.9)%-2.3%	01-Jan-21	
Merchandise	0.04-425.00	0.04-425.00	0.04-425	0.0%	0.0%	01-Jan-21	
Public Skating	1.54-6.63	1.76-6.85	1.79-7.21	1.7%-5.3%	8.7%-16.2%	01-Jan-21	
Public Skating - Specialty	2.65-5.75	2.65-5.97	2.70-6.31	1.9%-5.7%	1.9%-9.7%	01-Jan-21	
Public Swim	1.99-5.08	2.21-5.30	2.25-5.64	1.8%-6.4%	11%-13.1%	01-Jan-21	
Public Swim - Vitality	3.98-5.75	4.20-5.97	4.28-6.09	1.9%-2.0%	5.9%-7.5%	01-Jan-21	
Public Swim - Wave	5.08-8.18	5.30-8.18	5.64-8.56	4.6%-6.4%	4.6%-11.0%	01-Jan-21	
Memberships							
Aquafitness	46.90-768.81	48.23-788.05	50.52-823.72	4.5%-4.7%	7.1%-7.7%	01-Jan-21	
Fitness	21.24-881.42	21.90-903.53	23.00-944.38	4.5%-5.0%	7.1%-8.3%	01-Jan-21	
Multi Visit	1.77-100.22	1.81-9.69	1.94-10.14	4.6%-7.2%	(89.9)%-9.6%	01-Jan-21	
Personal Training	19.91-56.86	20.57-58.40	21.64-61.12	4.7%-5.2%	7.5%-8.7%	01-Jan-21	
Swim	20.8-553.54	21.46-567.47	22.55-593.20	4.5%-5.1%	7.2%-8.4%	01-Jan-21	
Swim - Wave	42.48-673.67	43.58-690.70	45.56-721.99	4.5%	7.2%-7.3%	01-Jan-21	
Specialized	2.83-653.98	5.30-670.35	5.64-700.56	4.5%-6.4%	7.1%-99.3%	01-Jan-21	
Skating	9.29-288.94	9.73-296.23	10.37-309.68	4.5%-6.6%	7.2%-11.6%	01-Jan-21	

City of Ottawa
Recreation, Cultural and Facility Services
City Wide Programs, Aquatics & Specialized Services

	2019 Rate \$	2020 Rate \$	2021 Rate \$	% Change Over 2020	% Change Over 2019	Effective Date	2021 Revenue (\$000)
Skating - Specialized	18.14-144.03	18.80-147.78	19.84-154.50	4.5%-5.5%	7.3%-9.4%	01-Jan-21	
Special Needs	8.19-38.94	8.40-40.04	8.79-41.95	4.6%-4.8%	7.3%-7.7%	01-Jan-21	
All-Inclusive Class A Yearly Memberships	407.96-903.54	398.01-881.42	415.92-921.16	4.5%	2.0%	01-Jan-21	
Multi-Visit Swim Pass Adult	-	3.87	4.16	7.5%	-	01-Jan-21	
Multi-Visit Swim Pass Senior	-	3.50	3.79	8.4%	-	01-Jan-21	
Multi-Visit Swim Pass Child/Youth/Student/Family	-	2.39	2.49	4.1%	-	01-Jan-21	
Program Registration (Hourly)							
Aquatics - Learn To Swim	4.60-27.99	4.72-28.69	4.93-29.98	4.4%-4.5%	7.1%-7.2%	01-Jan-21	
Certification	0.81-24.29	0.83-24.90	0.87-26.02	4.5%-4.8%	7.1%-7.4%	01-Jan-21	
Day Camps	1.65-15.61	1.69-16.00	1.76-16.72	4.1%-4.5%	6.7%-7.1%	01-Jan-21	
Fitness	0.16-14.67	0.16-15.04	0.16-15.72	0%-4.5%	0%-7.2%	01-Jan-21	
General Interest	1.08-66.33	1.11-67.99	1.16-71.05	4.5%	7.1%-7.4%	01-Jan-21	
Inclusive Recreation	1.96-20.71	2.01-28.69	2.10-29.98	4.5%	7.1%-44.8%	01-Jan-21	
Inclusive Recreation - Integration Fee (per week of camp)	41.62	42.70	44.62	4.5%	7.2%	01-Jan-21	
Performing Arts	3.92-26.12	4.02-26.77	4.20-27.98	4.5%	7.1%	01-Jan-21	
Skating - Learn To Skate	12.02-26.03	12.32-26.68	12.88-27.88	4.5%	7.1%-7.2%	01-Jan-21	
Specialty	7.49-13.33	7.68-13.66	8.02-14.27	4.4%-4.5%	7.1%	01-Jan-21	
Sports	2.18-77.39	2.23-79.32	2.33-82.89	4.5%	6.9%-7.1%	01-Jan-21	
Visual Arts	1.96-30.38	2.01-31.14	2.10-32.54	4.5%	7.1%	01-Jan-21	
One-on-one Instruction	29.19-71.94	29.92-73.74	31.27-77.05	4.5%	7.1%	01-Jan-21	
Low Ratio Specialty Child	-	16.95	17.71	4.5%	-	01-Jan-21	
Low Ratio Specialty Adult	-	24.84	25.96	4.5%	-	01-Jan-21	
Parking							
Mooney's Bay - Vehicle (30 min)	1.00	1.00	1.00	0.0%	0.0%	01-Jan-21	
Mooney's Bay - Season Pass	55.23	56.61	56.61	0.0%	2.5%	01-Jan-21	
Petrie - Vehicle (30 min)	0.75	0.75	0.75	0.0%	0.0%	01-Jan-21	

City of Ottawa
 Recreation, Cultural and Facility Services
 City Wide Programs, Aquatics & Specialized Services

	2019 Rate \$	2020 Rate \$	2021 Rate \$	% Change Over 2020	% Change Over 2019	Effective Date	2021 Revenue (\$000)
Other							
Non-Resident Surcharge	25%	25%	25%	0.0%	0.0%	01-Jan-21	
Older Adult Registration Discount	10%	10%	10%	0.0%	0.0%	01-Jan-21	
Fee Assistance	175.00	180.00	180.00	0.0%	2.9%	01-Jan-21	
Cost of living on 2021 fees was approved in the 2020 budget. 2021 fees includes a new temporary charge of 1.95% for recovery of costs as a result of COVID 19.							
Total Departmental							-100

Recreation, Cultural and Facility Services Department

2021 Service Area Summary - Parks and Facilities Planning

Parks and Facilities Planning Services are responsible for the planning, development, redevelopment, and modernization of all city parklands, recreational and cultural facilities. The Service Area supports capital initiatives triggered by growth in collaboration with Planning, Infrastructure and Economic Development. In addition, PFP Services are the departmental lead for capital planning, development of facility and park design standards, and strategic planning for facility delivery throughout the City.

Programs/Services Offered

The Parks and Facilities Planning Service Area:

- Plans, develops, and redevelops recreation and cultural facilities, parks, and sports fields
- Invests in local initiatives and assets to sustain municipal and community infrastructure and parkland
- Provides project planning, coordination, tracking, funding transfers and project allocations for Ward-specific and City-Wide Cash-in-Lieu (CIL) of Parkland
- Provides community funding for capital projects through the Community Partnership Minor Capital Program; a cost-sharing initiative with community groups for minor capital improvements (up to \$10K) to city-owned parks, recreation and cultural facilities. Examples include play equipment, basketball courts, park furniture, tree planting, landscape improvements, and minor facility improvements
- Provides community funding for capital projects through the Community Partnership Major Capital Program; a cost-sharing initiative with community groups for major capital improvements to fixed assets such as new facilities, renovations, and expansions
- Enhances service delivery through public engagement initiatives involving the community in the prioritization and design of projects in their area
- Ensures that the design and construction of recreation facilities and parks meet accessibility guidelines and consults annually with the City's Accessibility Advisory Committee on upcoming projects.

City of Ottawa
Recreation, Cultural and Facility Services
Parks & Facilities Planning - Operating Resource Requirement
In Thousands (\$000)

	2019	2020		2021	\$ Change over 2020 Budget
	Actual	Forecast	Budget	Estimate	
Expenditures by Program					
Parks & Facilities Planning	1,961	1,952	2,152	2,202	50
Gross Expenditure	1,961	1,952	2,152	2,202	50
Recoveries & Allocations	-135	0	0	0	0
Revenue	-473	-285	-485	-485	0
Net Requirement	1,353	1,667	1,667	1,717	50
Expenditures by Type					
Salaries, Wages & Benefits	1,838	1,920	1,920	1,970	50
Overtime	0	2	2	2	0
Material & Services	117	30	230	230	0
Transfers/Grants/Financial Charges	0	0	0	0	0
Fleet Costs	0	0	0	0	0
Program Facility Costs	0	0	0	0	0
Other Internal Costs	6	0	0	0	0
Gross Expenditures	1,961	1,952	2,152	2,202	50
Recoveries & Allocations	-135	0	0	0	0
Net Expenditure	1,826	1,952	2,152	2,202	50
Revenues By Type					
Federal	0	0	0	0	0
Provincial	0	0	0	0	0
Own Funds	0	0	0	0	0
Fees and Services	-473	-285	-485	-485	0
Fines	0	0	0	0	0
Other	0	0	0	0	0
Total Revenue	-473	-285	-485	-485	0
Net Requirement	1,353	1,667	1,667	1,717	50
Full Time Equivalents			15.00	15.00	0.00

City of Ottawa
 Recreation, Cultural and Facility Services
 Parks & Facilities Planning - User Fees

	2019 Rate \$	2020 Rate \$	2021 Rate \$	% Change Over 2020	% Change Over 2019	Effective Date	2021 Revenue (\$000)
Park Review & Inspection Fee							
Estimated value of work	4%	4%	4%	0.0%	0.0%		
Total Departmental							0

Recreation, Cultural and Facility Services Department

2021 Service Area Summary - Facility Operations Service

The Facility Operations Service is responsible for the mechanical operation of City buildings (excluding Transportation Services and Water Treatment facilities), ensuring facility cleanliness and upkeep, regular and preventative maintenance and minor repairs, facility related service desk operations, facility equipment inventory, operation and maintenance of various equipment, energy management, and implementation of energy saving projects. The Service is organized into three geographical areas, East, West and Central Branches and three specialized areas, Special Operations Branch, Maintenance Management Branch, and the Building Engineering and Energy Management (BEEM) Branch.

Programs/Services Offered

Facility Operations Service:

- Maintains municipal buildings including paramedic, police and fire stations, administrative buildings, libraries, equipment garages, workshops and yards, storage buildings, salt domes, day care centres, recreational and sport complexes, community centers, cultural facilities, family shelters and emergency housing, as well as long-term care facilities,
- Responsible for the upkeep and maintenance of major recreation complexes, community centres/field houses, indoor and outdoor pools, senior centres, wading pools, splash pads and beaches
- Operates the facility mechanical systems and ensures the cleanliness and good repair of municipal buildings
- Adheres to clear service standards and delivers services based on client and community needs
- Ensures that legislative and safety requirements related to facility operations are implemented and adhered to
- Responds to facility related client service requests (including program and special event support)
- 24/7 Emergency (on call) coverage for the operation and maintenance of City buildings

- Provides specialized trade services to municipal facilities and parks, including carpentry, electrical, HVAC and plumbing services
- Custodial services (e.g. - housekeeping, annual maintenance, snow removal)
- Preventative maintenance
- Operates and maintains various equipment, including ice resurfacers, and tractors, and specialized facility mechanical systems including high efficiency boilers and refrigeration systems for arenas and swimming pool filtration systems
- Identifies and implements energy conservation projects including facility LED lighting conversions, building automation integration and energy efficient mechanical retrofits
- Responsible for the development of a building automation system (integrator) that allows remote access to components of building mechanical systems through a common front end
- Tracks facility energy use and related costs
- Schedules and coordinates public use of City Hall interior and exterior spaces, including support to user groups for public events and the annual set-up, operation, maintenance and take-down of the Rink of Dreams.

City of Ottawa
Recreation, Cultural and Facility Services
Facility Operations Services - Operating Resource Requirement
In Thousands (\$000)

	2019	2020		2021	\$ Change over 2020 Budget
	Actual	Forecast	Budget	Estimate	
Expenditures by Program					
Facility Operations Services	83,748	61,409	84,174	88,509	4,335
Gross Expenditure	83,748	61,409	84,174	88,509	4,335
Recoveries & Allocations	-51,365	-46,507	-50,507	-52,768	-2,261
Revenue	-2,213	-976	-2,231	-2,786	-555
Net Requirement	30,170	13,926	31,436	32,955	1,519
Expenditures by Type					
Salaries, Wages & Benefits	55,463	45,704	55,705	57,835	2,130
Overtime	1,073	910	910	910	0
Material & Services	19,916	10,465	22,251	23,592	1,341
Transfers/Grants/Financial Charges	463	654	454	454	0
Fleet Costs	898	655	655	660	5
Program Facility Costs	-756	-756	-756	-756	0
Other Internal Costs	6,691	3,777	4,955	5,814	859
Gross Expenditures	83,748	61,409	84,174	88,509	4,335
Recoveries & Allocations	-51,365	-46,507	-50,507	-52,768	-2,261
Net Expenditure	32,383	14,902	33,667	35,741	2,074
Revenues By Type					
Federal	0	0	0	0	0
Provincial	0	0	0	-550	-550
Own Funds	0	0	0	0	0
Fees and Services	-2,213	-976	-2,231	-2,236	-5
Fines	0	0	0	0	0
Other	0	0	0	0	0
Total Revenue	-2,213	-976	-2,231	-2,786	-555
Net Requirement	30,170	13,926	31,436	32,955	1,519
Full Time Equivalents			611.93	611.93	0.00

City of Ottawa
Recreation, Cultural and Facility Services
Facility Operations Services - User Fees

	2019 Rate \$	2020 Rate \$	2021 Rate \$	% Change Over 2020	% Change Over 2019	Effective Date	2021 Revenue (\$000)
City Hall Services							
Room Booking - For Profit Organizations							
A.S. Haydon Hall	541.00	555.00	580.00	4.5%	7.2%	01-Jan-21	
Jean Pigott Place	1,500.00	1,538.00	1,607.00	4.5%	7.1%	01-Jan-21	
Champlain Room	309.00	317.00	331.00	4.4%	7.1%	01-Jan-21	
Keefer Room	239.00	245.00	256.00	4.5%	7.1%	01-Jan-21	
Councillor Lounge	362.00	371.00	387.00	4.3%	6.9%	01-Jan-21	
Festival Plaza	1,561.00	1,600.00	1,672.00	4.5%	7.1%	01-Jan-21	
Festival Control	303.00	311.00	325.00	4.5%	7.3%	01-Jan-21	
Festival Boardroom	180.00	185.00	194.00	4.9%	7.8%	01-Jan-21	
Colonel By Room	239.00	245.00	256.00	4.5%	7.1%	01-Jan-21	
Richmond Room	180.00	185.00	194.00	4.9%	7.8%	01-Jan-21	
Honeywell Room	180.00	185.00	194.00	4.9%	7.8%	01-Jan-21	
Billing Room	180.00	185.00	194.00	4.9%	7.8%	01-Jan-21	
Caucus Room	60.00	62.00	65.00	4.8%	8.3%	01-Jan-21	
Lisgar Field	349.00	358.00	374.00	4.5%	7.2%	01-Jan-21	
Room Booking - For Non-Profit Organizations							
A.S. Haydon Hall	180.00	185.00	194.00	4.9%	7.8%	01-Jan-21	
Jean Pigott Place	180.00	185.00	194.00	4.9%	7.8%	01-Jan-21	
Champlain Room	180.00	185.00	194.00	4.9%	7.8%	01-Jan-21	
Keefer Room	180.00	185.00	194.00	4.9%	7.8%	01-Jan-21	
Councillor Lounge	240.00	246.00	257.00	4.5%	7.1%	01-Jan-21	
Festival Plaza	814.00	834.00	872.00	4.6%	7.1%	01-Jan-21	
Festival Control	240.00	246.00	257.00	4.5%	7.1%	01-Jan-21	
Festival Boardroom	60.00	62.00	65.00	4.8%	8.3%	01-Jan-21	
Colonel By Room	60.00	62.00	65.00	4.8%	8.3%	01-Jan-21	
Richmond Room	60.00	62.00	65.00	4.8%	8.3%	01-Jan-21	
Honeywell Room	60.00	62.00	65.00	4.8%	8.3%	01-Jan-21	
Billing Room	60.00	62.00	65.00	4.8%	8.3%	01-Jan-21	
Caucus Room	38.00	39.00	41.00	5.1%	7.9%	01-Jan-21	
Lisgar Field	173.00	177.00	185.00	4.5%	6.9%	01-Jan-21	
Cost of living on 2021 fees was approved in the 2020 budget. 2021 fees includes a new charge of 1.95% for recovery of costs as a result of COVID-19.							
Total Departmental							0

Public Works & Environmental Services Department

2021 Service Area Summary - Parks Services

Parks Services provide centralized management of the City's parks including 800 sports fields (ball diamonds, soccer, football, cricket and ultimate fields) 4,487 hectares of parkland in more than 1,500 sites and over 820 play structures. Annually, the service area completes an average of 6,300 service requests with 6,159 received in 2019. An average of 97% are completed within established service levels.

Programs/Services Offered

- Operation and maintenance of parks grounds, open spaces, leased hydro easements, naturalized areas and parks. This includes sports fields, ball diamonds, turf, beaches, wading pools, play structures, outdoor rinks, and municipal facility grounds
- Turf Maintenance (grass cutting) – passive park lands, sports fields
- Roadside Grass cutting - Median and boulevards in urban/suburban areas
- Integrated Turf Management for sports fields (cutting, fertilizing, top dressing, over seeding, aerating, irrigation)
- Ball Diamond Maintenance (gilling, granular, backstop repairs)
- Play Court/Game Court Maintenance (nets, hoops, surface, lines, asphalt repairs)
- Wading Pool / Spray Pad Maintenance (painting, water activation, chemical delivery, pool repairs)
- Play Structure Maintenance (inspection, repair)
- General Park Maintenance (litter, graffiti, lighting, fencing, furniture)
- Outdoor Rink Maintenance (boards, plumbing, lighting)
- Park waste collection
- Winter control for identified City facilities, NCC ski trail and dog park parking lots and parking lots associated with outdoor rinks

City of Ottawa
Public Works and Environmental Services Department
Parks - Operating Resource Requirement
In Thousands (\$000)

	2019	2020		2021	\$ Change over 2020 Budget
	Actual	Forecast	Budget	Estimate	
Expenditures by Program					
Parks	38,665	38,451	39,176	39,891	715
Gross Expenditure	38,665	38,451	39,176	39,891	715
Recoveries & Allocations	-745	-633	-633	-633	0
Revenue	0	-326	-316	-316	0
Net Requirement	37,920	37,492	38,227	38,942	715
Expenditures by Type					
Salaries, Wages & Benefits	19,595	21,190	22,250	22,754	504
Overtime	865	583	583	594	11
Material & Services	10,406	8,322	8,335	8,415	80
Transfers/Grants/Financial Charges	5	6	0	0	0
Fleet Costs	7,622	7,218	7,218	7,338	120
Program Facility Costs	0	0	0	0	0
Other Internal Costs	172	1,132	790	790	0
Gross Expenditures	38,665	38,451	39,176	39,891	715
Recoveries & Allocations	-745	-633	-633	-633	0
Net Expenditure	37,920	37,818	38,543	39,258	715
Revenues By Type					
Federal	0	0	0	0	0
Provincial	0	0	0	0	0
Own Funds	0	0	0	0	0
Fees and Services	0	-326	-316	-316	0
Fines	0	0	0	0	0
Other	0	0	0	0	0
Total Revenue	0	-326	-316	-316	0
Net Requirement	37,920	37,492	38,227	38,942	715
Full Time Equivalents			284.91	284.91	0.00

City Of Ottawa
2021 Draft Capital Budget
Community & Protective Services Committee
Funding Summary
In Thousands \$(000's)

Project Description	Revenues	Gas Tax	Tax Supported/ Dedicated	Develop. Charges	Tax Supported/ Dedicated Debt	Grand Total
By-Law & Regulatory Services						
Renewal of City Assets						
909119 By-law Field Technology Systems	-	-	315	-	-	315
910055 2021 Buildings-By-Law Services	-	-	125	-	-	125
910071 Bylaw Equipment Replacement (2021)	-	-	60	-	-	60
Renewal of City Assets Total	-	-	500	-	-	500
By-Law & Regulatory Services Total	-	-	500	-	-	500
Child Care						
Renewal of City Assets						
910056 2021 Buildings-Child Care Services	-	-	175	-	-	175
910238 2021 Municipal Child Care Centre Upgrade	-	-	100	-	-	100
Renewal of City Assets Total	-	-	275	-	-	275
Service Enhancements						
910068 2021 Accessibility - Child Care Services	-	-	60	-	-	60
Service Enhancements Total	-	-	60	-	-	60
Child Care Total	-	-	335	-	-	335
Fire Services						
Renewal of City Assets						
908883 Fire Back-Up Generators	-	-	200	-	-	200
910027 Fire Tech. Development & Equipment-2021	-	-	500	-	-	500
910028 Specialty Fire Equip. Replacement-2021	-	-	500	-	-	500
910029 Fire Equipment Replacement Prog.-2021	-	-	500	-	-	500
910030 Fire Safety Equipment Replacement-2021	-	-	500	-	-	500
910031 Fire Facility Equipment Replacement-2021	-	-	350	-	-	350
910058 2021 Buildings-Fire Services	-	-	1,950	-	-	1,950
Renewal of City Assets Total	-	-	4,500	-	-	4,500
Growth						
908031 Kanata North Fire Station	-	-	-	6,750	750	7,500
Growth Total	-	-	-	6,750	750	7,500

City Of Ottawa
2021 Draft Capital Budget
Community & Protective Services Committee
Funding Summary
In Thousands \$(000's)

Project Description	Revenues	Gas Tax	Tax Supported/ Dedicated	Develop. Charges	Tax Supported/ Dedicated Debt	Grand Total
Service Enhancements						
910025 CBRN Grant-2021	150	-	-	-	-	150
910026 USAR Grant-2021	400	-	-	-	-	400
Service Enhancements Total	550	-	-	-	-	550
Fire Services Total	550	-	4,500	6,750	750	12,550
Long Term Care						
Renewal of City Assets						
910041 2021 Buildings-Long Term Care	-	-	6,950	-	-	6,950
910237 2021 Furniture & Equip. - Long Term Care	-	-	300	-	-	300
910239 2021 Minor Capital Prg - Long Term Care	285	-	-	-	-	285
Renewal of City Assets Total	285	-	7,250	-	-	7,535
Service Enhancements						
910033 2021 Accessibility - Long Term Care	-	-	60	-	-	60
Service Enhancements Total	-	-	60	-	-	60
Long Term Care Total	285	-	7,310	-	-	7,595
Paramedic Service						
Renewal of City Assets						
910037 Paramedic Equipment Replacement (2021)	-	-	250	-	-	250
910038 Paramedic Technology & Equipment (2021)	-	-	300	-	-	300
910039 Paramedic Facilities/Post Eqp Repl(2021)	-	-	100	-	-	100
910211 Paramedic Defibrillator Replacement 2021	-	-	650	-	-	650
Renewal of City Assets Total	-	-	1,300	-	-	1,300
Growth						
909076 Paramedic West End Deployment Facility	-	-	650	1,350	-	2,000
910036 Paramedic Vehicles & Equipment (2021)	-	-	71	419	-	490
Growth Total	-	-	721	1,769	-	2,490
Paramedic Service Total	-	-	2,021	1,769	-	3,790

City Of Ottawa
2021 Draft Capital Budget
Community & Protective Services Committee
Funding Summary
In Thousands \$(000's)

Project Description	Revenues	Gas Tax	Tax Supported/ Dedicated	Develop. Charges	Tax Supported/ Dedicated Debt	Grand Total
Parks, Buildings, & Grounds						
Renewal of City Assets						
910067 2021 Parks - Parks & Rec	-	-	6,000	-	-	6,000
Renewal of City Assets Total	-	-	6,000	-	-	6,000
Parks, Buildings, & Grounds Total	-	-	6,000	-	-	6,000
Parks, Recreation & Culture						
Renewal of City Assets						
909104 Beach Pavillion Upgrade/Renewal	-	-	933	-	-	933
909107 Facility Minor Cap Front of House Repair	-	-	300	-	-	300
910042 2021 Buildings-Parks & Rec	-	-	18,791	-	-	18,791
910057 2021 Buildings-Cultural Services	-	-	550	-	-	550
910128 Park Redevelopment 2021	-	-	500	-	-	500
910167 Museum Sustainability Plan 2021	-	-	200	-	-	200
910168 Artifact & Art Collection Restore & Main	-	-	50	-	-	50
910186 Cultural Building & Equip 2021	-	-	125	-	-	125
910190 Fitness and Program Equipment 2021	-	-	250	-	-	250
910191 Minor Park Improvement 2021	-	-	250	-	-	250
910193 Infrastructure Upgrades 2021	-	-	682	-	-	682
910194 Signage for City Assets	-	-	10	-	-	10
910195 Outdoor Pool Security Upgrades 2021	-	-	200	-	-	200
Renewal of City Assets Total	-	-	22,841	-	-	22,841
Growth						
907430 Urban Parks Manual	-	-	50	164	-	214
908531 Buckles St. Neighbourhood Park	-	-	-	214	-	214
908533 Cedar Lakes (1566 Stagecoach Rd-Ripley)	-	-	30	275	-	305
908543 Tom Schonberg Park	-	-	-	120	-	120
908545 Quinn Farm Park: Cadieux Land & Farm Sub	-	-	23	97	-	120
909503 Spring Valley Trails Community Park	-	-	58	342	-	400
909504 Montfort Parkette	-	-	-	400	-	400
909840 Community Centre - Central (Ottawa East)	1,418	-	-	8,033	-	9,450
909842 Field House - Wateridge Village	218	-	-	1,283	-	1,500

**City Of Ottawa
2021 Draft Capital Budget
Community & Protective Services Committee
Funding Summary
In Thousands \$(000's)**

Project Description	Revenues	Gas Tax	Tax Supported/ Dedicated	Develop. Charges	Tax Supported/ Dedicated Debt	Grand Total
910189 Greystone Village Forecourt	-	-	18	105	-	123
910200 400 Albert Street - 1 Urban Park	-	-	12	49	-	61
Growth Total	1,635	-	191	11,081	-	12,907
Service Enhancements						
910034 2021 Accessibility - Parks & Rec	-	-	2,025	-	-	2,025
910069 2021 Accessibility - Cultural Services	-	-	60	-	-	60
910187 Major Capital Partnership 2021	-	-	730	-	-	730
910188 Minor Capital Partnership 2021	-	-	300	-	-	300
Service Enhancements Total	-	-	3,115	-	-	3,115
Parks, Recreation & Culture Total	1,635	-	26,147	11,081	-	38,863
Security & Emergency Management						
Renewal of City Assets						
909832 Emergency Operations Centre Upgrade	-	-	50	-	-	50
910072 Interoperable Mobile Communications Mgmt	-	-	50	-	-	50
910073 Security Operations Eqpt Replacement	-	-	300	-	-	300
910074 Emergency Operations Eqpt Replacement	-	-	100	-	-	100
Renewal of City Assets Total	-	-	500	-	-	500
Security & Emergency Management Total	-	-	500	-	-	500
Social Services						
Renewal of City Assets						
910044 2021 Buildings-Social Services	-	-	400	-	-	400
Renewal of City Assets Total	-	-	400	-	-	400
Service Enhancements						
910075 2021 Accessibility - Social Services	-	-	60	-	-	60
Service Enhancements Total	-	-	60	-	-	60
Social Services Total	-	-	460	-	-	460
Grand Total	2,470	-	47,773	19,600	750	70,593

City of Ottawa
 Emergency & Protective Services
 GM's Office & Business Support Services- Operating Resource Requirement Analysis
 In Thousands (\$000)

	2020 Baseline			2021 Adjustments				2021	\$ Change over 2020 Budget
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Growth	COVID-19	User Fees & Revenues	Estimate	
Expenditures by Program									
General Manager's Office	4,458	4,388	0	190	0	0	0	4,578	190
Business & Technical Support Services	0	0	0	0	0	0	0	0	0
Gross Expenditure	4,458	4,388	0	190	0	0	0	4,578	190
Recoveries & Allocations	0	0	0	0	0	0	0	0	0
Revenue	0	0	0	0	0	0	0	0	0
Net Requirement	4,458	4,388	0	190	0	0	0	4,578	190
Expenditures by Type									
Salaries, Wages & Benefits	4,321	4,241	0	190	0	0	0	4,431	190
Overtime	7	7	0	0	0	0	0	7	0
Material & Services	127	137	0	0	0	0	0	137	0
Transfers/Grants/Financial Charges	0	0	0	0	0	0	0	0	0
Fleet Costs	0	0	0	0	0	0	0	0	0
Program Facility Costs	0	0	0	0	0	0	0	0	0
Other Internal Costs	3	3	0	0	0	0	0	3	0
Gross Expenditures	4,458	4,388	0	190	0	0	0	4,578	190
Recoveries & Allocations	0	0	0	0	0	0	0	0	0
Net Expenditure	4,458	4,388	0	190	0	0	0	4,578	190
Percent of 2020 Net Expenditure Budget			0.0%	4.3%	0.0%	0.0%	0.0%	4.3%	
Revenues By Type									
Federal	0	0	0	0	0	0	0	0	0
Provincial	0	0	0	0	0	0	0	0	0
Own Funds	0	0	0	0	0	0	0	0	0
Fees and Services	0	0	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0
Total Revenue	0	0	0	0	0	0	0	0	0
Percent of 2020 Revenue Budget			0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Net Requirement	4,458	4,388	0	190	0	0	0	4,578	190
Percent of 2020 Net Requirement Budget			0.0%	4.3%	0.0%	0.0%	0.0%	4.3%	
Full Time Equivalents (FTE's)		35.00	0.00	0.00	0.00	0.00	0.00	35.00	0.00
Percent of 2020 FTE's			0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	

City of Ottawa

Emergency & Protective Services

GM's Office & Business Support Services - Operating Resource Requirement Explanatory Notes

In Thousands (\$000)

		Surplus / (Deficit)			
2020 Forecast vs. Budget Variance Explanation		Expense	Revenue	Net	
No significant variances to report.		-70	0	-70	
Total Surplus / (Deficit)		-70	0	-70	
		Increase / (Decrease)			
2021 Pressure Category / Explanation		Expense	Revenue	Net 2021 Changes	FTE Impact
Maintain Services					
All programs include an adjustment for potential 2020 cost of living, increments and benefit adjustments.		95	0	95	0.00
Special Events and Film Advisor position to address the needs of the film industry (ACS2020-PIE-EDP-0005).		95	0	95	0.00
Total Maintain Services		190	0	190	0.00
Total Budget Changes		190	0	190	0.00

City of Ottawa
 Emergency & Protective Services
 Security and Emergency Management - Operating Resource Requirement Analysis
 In Thousands (\$000)

	2020 Baseline			2021 Adjustments				2021	\$ Change over 2020 Budget
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Growth	COVID-19	User Fees & Revenues	Estimate	
Expenditures by Program									
Security and Emergency Management	10,129	10,284	655	470	0	0	0	11,409	1,125
9.1.1	2,105	2,105	0	42	0	0	0	2,147	42
Gross Expenditure	12,234	12,389	655	512	0	0	0	13,556	1,167
Recoveries & Allocations	-3,866	-3,866	-655	-75	0	0	0	-4,596	-730
Revenue	-365	-270	0	0	0	0	0	-270	0
Net Requirement	8,003	8,253	0	437	0	0	0	8,690	437
Expenditures by Type									
Salaries, Wages & Benefits	2,256	2,256	0	50	0	0	0	2,306	50
Overtime	7	7	0	0	0	0	0	7	0
Material & Services	7,867	8,022	655	420	0	0	0	9,097	1,075
Transfers/Grants/Financial Charges	0	0	0	0	0	0	0	0	0
Fleet Costs	0	0	0	0	0	0	0	0	0
Program Facility Costs	0	0	0	0	0	0	0	0	0
Other Internal Costs	2,104	2,104	0	42	0	0	0	2,146	42
Gross Expenditures	12,234	12,389	655	512	0	0	0	13,556	1,167
Recoveries & Allocations	-3,866	-3,866	-655	-75	0	0	0	-4,596	-730
Net Expenditure	8,368	8,523	0	437	0	0	0	8,960	437
Percent of 2020 Net Expenditure Budget			0.0%	5.1%	0.0%	0.0%	0.0%	5.1%	
Revenues By Type									
Federal	0	0	0	0	0	0	0	0	0
Provincial	0	0	0	0	0	0	0	0	0
Own Funds	0	0	0	0	0	0	0	0	0
Fees and Services	-365	-270	0	0	0	0	0	-270	0
Fines	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0
Total Revenue	-365	-270	0	0	0	0	0	-270	0
Percent of 2020 Revenue Budget			0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Net Requirement	8,003	8,253	0	437	0	0	0	8,690	437
Percent of 2020 Net Requirement Budget			0.0%	5.3%	0.0%	0.0%	0.0%	5.3%	
Full Time Equivalents (FTE's)		20.00	0.00	0.00	0.00	0.00	0.00	20.00	0.00
Percent of 2020 FTE's			0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	

City of Ottawa
 Emergency & Protective Services
 Security and Emergency Management - Operating Resource Requirement Explanatory Notes
 In Thousands (\$000)

2020 Forecast vs. Budget Variance Explanation	Surplus / (Deficit)			
	Expense	Revenue	Net	
One-time savings from deferred projects as a result of COVID-19.	155	0	155	
Higher than anticipated revenues from external corporate radio users and rent of tower antenna sites.	0	95	95	
Total Surplus / (Deficit)	155	95	250	
2020 Baseline Adjustment / Explanation	Increase / (Decrease)			
	Expense	Revenue	Net 2020 Changes	FTE Impact
Increase in security services contract.	655	0	655	0.00
Security costs allocation to Facility Operations related to security services contract increase.	-655	0	-655	0.00
Total Adjustments to Base Budget	0	0	0	0.00
2021 Pressure Category / Explanation	Increase / (Decrease)			
	Expense	Revenue	Net 2021 Changes	FTE Impact
Maintain Services				
All programs include an adjustment for potential 2020 cost of living, increments and benefit adjustments.	50	0	50	0.00
Inflationary increases on contracted services, maintenance agreements and materials and supplies.	420	0	420	0.00
Inflationary increase related to the Corporate Radio System allocated to Police Services.	-75	0	-75	0.00
Inflationary increase related to 9-1-1 service level agreement with Police Services.	42	0	42	0.00
Total Maintain Services	437	0	437	0.00
2021 Pressure Category / Explanation	Increase / (Decrease)			
	Expense	Revenue	Net 2021 Changes	FTE Impact
User Fees & Revenues				
See following user fee schedule for details on the specific rates.	0	0	0	0.00
Total User Fees & Revenues	0	0	0	0.00
Total Budget Changes	437	0	437	0.00

City of Ottawa
Emergency & Protective Services
Fire Services - Operating Resource Requirement Analysis
In Thousands (\$000)

	2020 Baseline			2021 Adjustments				2021	\$ Change over 2020 Budget
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Growth	COVID-19	User Fees & Revenues	Estimate	
Expenditures by Program									
Chief's Office	503	503	0	21	0	0	0	524	21
Operations	150,592	149,237	0	4,605	0	0	0	153,842	4,605
Prevention	6,684	6,684	0	102	0	0	0	6,786	102
Communications	6,240	6,240	0	48	0	0	0	6,288	48
Operational Support	7,072	6,192	0	99	0	400	0	6,691	499
Gross Expenditure	171,091	168,856	0	4,875	0	400	0	174,131	5,275
Recoveries & Allocations	0	0	0	0	0	0	0	0	0
Revenue	-943	-1,208	0	0	0	-400	-15	-1,623	-415
Net Requirement	170,148	167,648	0	4,875	0	0	-15	172,508	4,860
Expenditures by Type									
Salaries, Wages & Benefits	150,558	149,444	0	4,261	0	0	0	153,705	4,261
Overtime	3,215	3,215	0	64	0	0	0	3,279	64
Material & Services	4,218	3,338	0	245	0	400	0	3,983	645
Transfers/Grants/Financial Charges	0	0	0	0	0	0	0	0	0
Fleet Costs	8,634	8,393	0	165	0	0	0	8,558	165
Program Facility Costs	3,359	3,359	0	100	0	0	0	3,459	100
Other Internal Costs	1,107	1,107	0	40	0	0	0	1,147	40
Gross Expenditures	171,091	168,856	0	4,875	0	400	0	174,131	5,275
Recoveries & Allocations	0	0	0	0	0	0	0	0	0
Net Expenditure	171,091	168,856	0	4,875	0	400	0	174,131	5,275
Percent of 2020 Net Expenditure Budget			0.0%	2.9%	0.0%	0.2%	0.0%	3.1%	

City of Ottawa
 Emergency & Protective Services
 Fire Services - Operating Resource Requirement Analysis
 In Thousands (\$000)

	2020 Baseline			2021 Adjustments				2021	\$ Change over 2020 Budget
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Growth	COVID-19	User Fees & Revenues	Estimate	
Revenues By Type									
Federal	0	0	0	0	0	0	0	0	0
Provincial	0	0	0	0	0	-400	0	-400	-400
Own Funds	0	0	0	0	0	0	0	0	0
Fees and Services	-943	-1,208	0	0	0	0	-15	-1,223	-15
Fines	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0
Total Revenue	-943	-1,208	0	0	0	-400	-15	-1,623	-415
Percent of 2020 Revenue Budget			0.0%	0.0%	0.0%	33.1%	1.2%	34.4%	
Net Requirement	170,148	167,648	0	4,875	0	0	-15	172,508	4,860
Percent of 2020 Net Requirement Budget			0.0%	2.9%	0.0%	0.0%	0.0%	2.9%	
Full Time Equivalents (FTE's)		975.00	0.00	0.00	0.00	0.00	0.00	975.00	0.00
Percent of 2020 FTE's			0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	

City of Ottawa
 Emergency & Protective Services
 Fire Services - Operating Resource Requirement Explanatory Notes
 In Thousands (\$000)

2020 Forecast vs. Budget Variance Explanation	Surplus / (Deficit)		
	Expense	Revenue	Net
One-time additional costs to address requirements for materials, supplies and services and one-time reduction in revenues as a result of COVID-19.	-730	-50	-780
Revenue shortfall mainly due to lower Recruitment and unrealized Alarm Compliance (False Alarm) revenue.	0	-365	-365
Higher than anticipated Workplace Safety and Insurance Board (WSIB) charges.	-1,114		-1,114
Higher Fleet costs as a result of increased repairs and maintenance charges.	-241		-241
Costs associated with the collaborative research service agreement with the Ottawa Hospital Research Institute offset by federal revenue from Defence Research and Development Canada.	-150	150	0
Total Surplus / (Deficit)	-2,235	-265	-2,500

2021 Pressure Category / Explanation	Increase / (Decrease)			
	Expense	Revenue	Net 2021 Changes	FTE Impact
Maintain Services				
All programs include an adjustment for potential 2021 cost of living, increments and benefit adjustments.	4,325	0	4,325	0.00
Inflationary increases on contracted services, maintenance agreements, materials and supplies.	70	0	70	0.00
Increase in Fleet costs related to inflation on compensation contracts, parts, fuel, contribution to capital reserve and maintenance.	165	0	165	0.00
Increase in Facility costs related to inflation on compensation and lease contracts, and hydro, heating and water increases.	100	0	100	0.00
Increase in the service level agreement with Police Services in support of the Fire computer-aided dispatch system.	40		40	0.00
Scheduling hosted solution services and licensing costs.	125	0	125	0.00
Increased uniform costs.	50	0	50	0.00
Total Maintain Services	4,875	0	4,875	0.00

City of Ottawa
 Emergency & Protective Services
 Fire Services - Operating Resource Requirement Explanatory Notes
 In Thousands (\$000)

2021 Pressure Category / Explanation	Increase / (Decrease)			
	Expense	Revenue	Net 2021 Changes	FTE Impact
COVID-19				
One-time additional costs required for additional safety supplies and personal protective equipment.	400	0	400	0.00
One-time government funding required to fund additional COVID-19 costs and pressures in 2021	0	-400	-400	0.00
Total COVID-19	400	-400	0	0.00
User Fees & Revenues				
See following user fee schedule for details on the specific rates.	0	-15	-15	0.00
Total User Fees & Revenues	0	-15	-15	0.00
Total Budget Changes	5,275	-415	4,860	0.00

City of Ottawa
Emergency & Protective Services
Paramedic Service - Operating Resource Requirement Analysis
In Thousands (\$000)

	2020 Baseline			2021 Adjustments				2021	\$ Change over 2020 Budget
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Growth	COVID-19	User Fees & Revenues	Estimate	
Expenditures by Program									
Paramedic Service	102,337	96,177	695	2,305	1,250	6,050	0	106,477	10,300
CACC (Dispatch)	10,031	10,031	0	0	0	0	0	10,031	0
Program Support	2,310	2,310	0	0	0	0	0	2,310	0
Gross Expenditure	114,678	108,518	695	2,305	1,250	6,050	0	118,818	10,300
Recoveries & Allocations	-165	-165	0	0	0	0	0	-165	0
Revenue	-67,318	-64,568	-960	0	0	-6,050	-670	-72,248	-7,680
Net Requirement	47,195	43,785	-265	2,305	1,250	0	-670	46,405	2,620
Expenditures by Type									
Salaries, Wages & Benefits	85,450	83,150	695	1,860	1,000	3,600	0	90,305	7,155
Overtime	4,047	2,047	0	40	0	0	0	2,087	40
Material & Services	11,842	9,982	0	210	250	2,450	0	12,892	2,910
Transfers/Grants/Financial Charges	0	0	0	0	0	0	0	0	0
Fleet Costs	8,323	8,323	0	120	0	0	0	8,443	120
Program Facility Costs	2,456	2,456	0	75	0	0	0	2,531	75
Other Internal Costs	2,560	2,560	0	0	0	0	0	2,560	0
Gross Expenditures	114,678	108,518	695	2,305	1,250	6,050	0	118,818	10,300
Recoveries & Allocations	-165	-165	0	0	0	0	0	-165	0
Net Expenditure	114,513	108,353	695	2,305	1,250	6,050	0	118,653	10,300
Percent of 2020 Net Expenditure Budget			0.6%	2.1%	1.2%	5.6%	0.0%	9.5%	
Revenues By Type									
Federal	-350	0	0	0	0	0	0	0	0
Provincial	-66,608	-63,608	-960	0	0	-6,050	-670	-71,288	-7,680
Own Funds	0	0	0	0	0	0	0	0	0
Fees and Services	-360	-960	0	0	0	0	0	-960	0
Fines	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0
Total Revenue	-67,318	-64,568	-960	0	0	-6,050	-670	-72,248	-7,680
Percent of 2020 Revenue Budget			1.5%	0.0%	0.0%	9.4%	1.0%	11.9%	
Net Requirement	47,195	43,785	-265	2,305	1,250	0	-670	46,405	2,620
Percent of 2020 Net Requirement Budget			-0.6%	5.3%	2.9%	0.0%	-1.5%	6.0%	
Full Time Equivalents (FTE's)		683.80	0.00	0.00	14.00	0.00	0.00	697.80	14.00
Percent of 2020 FTE's			0.0%	0.0%	2.0%	0.0%	0.0%	2.0%	

City of Ottawa
 Emergency & Protective Services
 Paramedic Service - Operating Resource Requirement Explanatory Notes
 In Thousands (\$000)

2020 Forecast vs. Budget Variance Explanation	Surplus / (Deficit)		
	Expense	Revenue	Net
One-time additional costs and temporary resources required to address increased service demand and the need for additional medical disposal services, equipment, medical supplies as a result of COVID-19.	-2,810	0	-2,810
One-time 100% provincially-funded Pandemic Pay.	-3,000	3,000	0
Increased one-time federal revenue for Defence Research and Development Canada funded project.	-350	350	0
One-time revenue loss from Standby Agreements and First Aid/CPR training due to impacts of COVID-19.	0	-600	-600
Total Surplus / (Deficit)	-6,160	2,750	-3,410

2020 Baseline Adjustment / Explanation	Increase / (Decrease)			
	Expense	Revenue	Net 2020 Changes	FTE Impact
Annualization of previous years' growth, per Council approved Paramedic Service Review report ACS2016-EPS-GEN-0005.	695	-960	-265	0.00
Total Adjustments to Base Budget	695	-960	-265	0.00

2021 Pressure Category / Explanation	Increase / (Decrease)			
	Expense	Revenue	Net 2021 Changes	FTE Impact
Maintain Services				
All programs include an adjustment for potential 2020 cost of living, increments and benefit adjustments.	1,900	0	1,900	0.00
Inflationary increases on contracted services, maintenance agreements and materials and supplies.	210	0	210	0.00
Increase in Fleet costs related to inflation on compensation contracts, parts, fuel, contribution to capital reserve and maintenance.	120	0	120	0.00
Increase in Facility costs related to inflation on compensation and lease contracts, and hydro, heating and water increases.	75	0	75	0.00
Total Maintain Services	2,305	0	2,305	0.00

City of Ottawa
 Emergency & Protective Services
 Paramedic Service - Operating Resource Requirement Explanatory Notes
 In Thousands (\$000)

2021 Pressure Category / Explanation	Increase / (Decrease)			
	Expense	Revenue	Net 2021 Changes	FTE Impact
Growth				
Increase of 14 Paramedic FTEs, phased-in June 2021, including 2 vehicles, required to maintain Council-approved response times.	1,250	0	1,250	14.00
Total Growth	1,250	0	1,250	14.00
COVID-19				
One-time additional costs and temporary resources required to address increased service demand and the need for additional medical disposal services, equipment, medical supplies and personal protective equipment as a result of COVID-19.	6,050	0	6,050	0.00
One-time government funding required to fund additional COVID-19 costs and pressures in 2021.	0	-6,050	-6,050	0.00
Total COVID-19	6,050	-6,050	0	0.00
2021 Pressure Category / Explanation	Increase / (Decrease)			
	Expense	Revenue	Net 2021 Changes	FTE Impact
User Fees & Revenues				
Anticipated increase in provincial revenue in land ambulance service to reflect 50/50 funding.	0	-670	-670	0.00
Total User Fees & Revenues	0	-670	-670	0.00
Total Budget Changes	10,300	-7,680	2,620	14.00

City of Ottawa
 Emergency & Protective Services
 By-law and Regulatory Services - Operating Resource Requirement Analysis
 In Thousands (\$000)

	2020 Baseline			2021 Adjustments				2021	\$ Change over 2020 Budget
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Growth	COVID-19	User Fees & Revenues	Estimate	
Expenditures by Program									
Operations	22,300	21,945	0	490	0	0	0	22,435	490
Spay Neuter Clinic	516	516	0	7	0	0	0	523	7
Municipal Animal Shelter Services	1,132	1,132	0	50	0	0	0	1,182	50
Gross Expenditure	23,948	23,593	0	547	0	0	0	24,140	547
Recoveries & Allocations	-495	-495	0	0	0	0	0	-495	0
Revenue	-21,122	-29,467	0	0	0	0	0	-29,467	0
Net Requirement	2,331	-6,369	0	547	0	0	0	-5,822	547
Expenditures by Type									
Salaries, Wages & Benefits	17,427	17,427	0	410	0	0	0	17,837	410
Overtime	271	271	0	0	0	0	0	271	0
Material & Services	4,800	4,445	0	125	0	0	0	4,570	125
Transfers/Grants/Financial Charges	1	1	0	0	0	0	0	1	0
Fleet Costs	971	971	0	10	0	0	0	981	10
Program Facility Costs	66	66	0	0	0	0	0	66	0
Other Internal Costs	412	412	0	2	0	0	0	414	2
Gross Expenditures	23,948	23,593	0	547	0	0	0	24,140	547
Recoveries & Allocations	-495	-495	0	0	0	0	0	-495	0
Net Expenditure	23,453	23,098	0	547	0	0	0	23,645	547
Percent of 2020 Net Expenditure Budget			0.0%	2.4%	0.0%	0.0%	0.0%	2.4%	
Revenues By Type									
Federal	0	0	0	0	0	0	0	0	0
Provincial	0	0	0	0	0	-4,000	0	-4,000	-4,000
Own Funds	0	0	0	0	0	0	0	0	0
Fees and Services	-21,122	-29,467	0	0	0	4,000	0	-25,467	4,000
Fines	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0
Total Revenue	-21,122	-29,467	0	0	0	0	0	-29,467	0
Percent of 2020 Revenue Budget			0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Net Requirement	2,331	-6,369	0	547	0	0	0	-5,822	547
Percent of 2020 Net Requirement Budget			0.0%	-8.6%	0.0%	0.0%	0.0%	-8.6%	
Full Time Equivalents (FTE's)		176.78	0.00	0.00	0.00	0.00	0.00	176.78	0.00
Percent of 2020 FTE's			0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	

City of Ottawa
 Emergency & Protective Services
 By-law and Regulatory Services - Operating Resource Requirement Explanatory Notes
 In Thousands (\$000)

2020 Forecast vs. Budget Variance Explanation	Surplus / (Deficit)		
	Expense	Revenue	Net
One-time revenue reduction in Parking Fines, Business and Taxi Licenses, Spay Neuter Clinic surgeries and operational savings associated with deputization costs due to impacts of COVID-19.	235	-8,935	-8,700
Voluntary payments from Private Transportation Companies related to Accessibility offset by a contribution to the Accessibility reserve.	-590	590	0
Total Surplus / (Deficit)	-355	-8,345	-8,700

2021 Pressure Category / Explanation	Increase / (Decrease)			
	Expense	Revenue	Net 2021 Changes	FTE Impact
Maintain Services				
All programs include an adjustment for potential 2021 cost of living, increments and benefit adjustments.	410	0	410	0.00
Inflationary increases on contracted services, maintenance agreements and materials and supplies.	125	0	125	0.00
Increase in Fleet costs related to inflation on compensation contracts, fuel, contribution to capital reserve and maintenance.	10	0	10	0.00
Increase in Facility costs related to inflation on compensation and lease contracts, and hydro, heating and water increases.	2	0	2	0.00
Total Maintain Services	547	0	547	0.00
COVID-19				
One-time reduction in parking fine revenues due to COVID-19 impact.	0	4,000	4,000	0.00
One-time government funding required to fund reduced parking fine revenue in 2021 due to COVID-19.	0	-4,000	-4,000	0.00
Total COVID-19	0	0	0	0.00
User Fees & Revenues				
See following user fee schedule for details on the specific rates.	0	0	0	0.00
Total User Fees & Revenues	0	0	0	0.00
Total Budget Changes	547	0	547	0.00

City of Ottawa
 Emergency & Protective Services
 Public Policy Development - Operating Resource Requirement Analysis
 In Thousands (\$000)

	2020 Baseline			2021 Adjustments				2021	\$ Change over 2020 Budget
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Growth	COVID-19	User Fees & Revenues	Estimate	
Expenditures by Program									
Public Policy Development	984	784	0	15	0	0	0	799	15
Gross Expenditure	984	784	0	15	0	0	0	799	15
Recoveries & Allocations	0	0	0	0	0	0	0	0	0
Revenue	0	0	0	0	0	0	0	0	0
Net Requirement	984	784	0	15	0	0	0	799	15
Expenditures by Type									
Salaries, Wages & Benefits	763	763	0	15	0	0	0	778	15
Overtime	0	0	0	0	0	0	0	0	0
Material & Services	221	21	0	0	0	0	0	21	0
Transfers/Grants/Financial Charges	0	0	0	0	0	0	0	0	0
Fleet Costs	0	0	0	0	0	0	0	0	0
Program Facility Costs	0	0	0	0	0	0	0	0	0
Other Internal Costs	0	0	0	0	0	0	0	0	0
Gross Expenditures	984	784	0	15	0	0	0	799	15
Recoveries & Allocations	0	0	0	0	0	0	0	0	0
Net Expenditure	984	784	0	15	0	0	0	799	15
Percent of 2020 Net Expenditure Budget			0.0%	1.9%	0.0%	0.0%	0.0%	1.9%	
Revenues By Type									
Federal	0	0	0	0	0	0	0	0	0
Provincial	0	0	0	0	0	0	0	0	0
Own Funds	0	0	0	0	0	0	0	0	0
Fees and Services	0	0	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0
Total Revenue	0	0	0	0	0	0	0	0	0
Percent of 2020 Revenue Budget			0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Net Requirement	984	784	0	15	0	0	0	799	15
Percent of 2020 Net Requirement Budget			0.0%	1.9%	0.0%	0.0%	0.0%	1.9%	
Full Time Equivalents (FTE's)		6.00	0.00	0.00	0.00	0.00	0.00	6.00	0.00
Percent of 2020 FTE's			0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	

City of Ottawa
 Emergency & Protective Services
 Public Policy Development - Operating Resource Requirement Explanatory Notes
 In Thousands (\$000)

2020 Forecast vs. Budget Variance Explanation	Surplus / (Deficit)		
	Expense	Revenue	Net
Increased costs related to additional program activities in the Community Safety and Well-Being program.	-200	0	-200
Total Surplus / (Deficit)	-200	0	-200

2021 Pressure Category / Explanation	Increase / (Decrease)			FTE Impact
	Expense	Revenue	Net 2021 Changes	
Maintain Services All programs include an adjustment for potential 2021 cost of living, increments and benefit adjustments.	15	0	15	0.00
Total Maintain Services	15	0	15	0.00
Total Budget Changes	15	0	15	0.00

City of Ottawa
Community & Social Services
GM's Office & Business Support Services - Operating Resource Requirement Analysis
In Thousands (\$000)

	2020 Baseline			2021 Adjustments				2021	\$ Change over 2020 Budget
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Growth	COVID-19	User Fees & Revenues	Estimate	
Expenditures by Program									
General Manager's Office	424	409	0	10	0	0	0	419	10
Social Policy, Research and Analytics	615	590	0	15	0	0	0	605	15
Business Support Services	3,251	3,276	0	80	0	350	0	3,706	430
Gross Expenditure	4,290	4,275	0	105	0	350	0	4,730	455
Recoveries & Allocations	0	0	0	0	0	0	0	0	0
Revenue	0	0	0	0	0	-350	0	-350	-350
Net Requirement	4,290	4,275	0	105	0	0	0	4,380	105
Expenditures by Type									
Salaries, Wages & Benefits	4,202	4,173	0	105	0	350	0	4,628	455
Overtime	2	0	0	0	0	0	0	0	0
Material & Services	77	92	0	0	0	0	0	92	0
Transfers/Grants/Financial Charges	0	0	0	0	0	0	0	0	0
Fleet Costs	0	0	0	0	0	0	0	0	0
Program Facility Costs	0	0	0	0	0	0	0	0	0
Other Internal Costs	9	10	0	0	0	0	0	10	0
Gross Expenditures	4,290	4,275	0	105	0	350	0	4,730	455
Recoveries & Allocations	0	0	0	0	0	0	0	0	0
Net Expenditure	4,290	4,275	0	105	0	350	0	4,730	455
Percent of 2020 Net Expenditure Budget			0.0%	2.5%	0.0%	8.2%	0.0%	10.6%	
Revenues By Type									
Federal	0	0	0	0	0	0	0	0	0
Provincial	0	0	0	0	0	0	0	0	0
Own Funds	0	0	0	0	0	0	0	0	0
Fees and Services	0	0	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	-350	0	-350	-350
Total Revenue	0	0	0	0	0	-350	0	-350	-350
Percent of 2020 Revenue Budget			0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Net Requirement	4,290	4,275	0	105	0	0	0	4,380	105
Percent of 2020 Net Requirement Budget			0.0%	2.5%	0.0%	0.0%	0.0%	2.5%	
Full Time Equivalents (FTE's)		36.00	0.00	0.00	0.00	0.00	0.00	36.00	0.00
Percent of 2020 FTE's			0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	

City of Ottawa
 Community & Social Services
 GM's Office & Business Support Services - Operating Resource Requirement Explanatory Notes
 In Thousands (\$000)

2020 Forecast vs. Budget Variance Explanation	Surplus / (Deficit)		
	Expense	Revenue	Net
No significant variances to report.	-15	0	-15
Total Surplus / (Deficit)	-15	0	-15

2021 Pressure Category / Explanation	Increase / (Decrease)			FTE Impact
	Expense	Revenue	Net 2021 Changes	
Maintain Services All programs include an adjustment for potential 2021 cost of living, increments, and benefit adjustments.	105	0	105	0.00
Total Maintain Services	105	0	105	0.00
COVID-19 One-time additional costs and temporary resources required for compensation for staff to support COVID-19 communications and project support across CSSD.	350	0	350	0.00
One-time government funding required to fund additional COVID-19 costs and pressures in 2021.	0	-350	-350	0.00
Total COVID-19	350	-350	0	0.00
Total Budget Changes	455	-350	105	0.00

City of Ottawa
Community & Social Services
Employment and Social Services - Operating Resource Requirement Analysis
In Thousands (\$000)

	2020 Baseline			2021 Adjustments				2021	\$ Change over 2020 Budget
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Growth	COVID-19	User Fees & Revenues	Estimate	
Expenditures by Program									
Ontario Works Program	246,216	258,476	0	1,397	0	0	0	259,873	1,397
Municipal Low Income Benefits	1,805	2,185	0	0	0	0	0	2,185	0
Home Support Program	2,960	3,000	0	0	0	0	0	3,000	0
Provincial Employment Programs	3,905	3,905	0	0	0	0	0	3,905	0
Addiction Services Initiative	0	0	0	0	0	0	0	0	0
Community Bus Passes and EquiPass Program	3,888	9,648	-440	-2,445	0	0	0	6,763	-2,885
Gross Expenditure	258,774	277,214	-440	-1,048	0	0	0	275,726	-1,488
Recoveries & Allocations	-17,785	-17,785	0	0	0	0	0	-17,785	0
Revenue	-217,889	-229,959	0	0	0	0	0	-229,959	0
Net Requirement	23,100	29,470	-440	-1,048	0	0	0	27,982	-1,488
Expenditures by Type									
Salaries, Wages & Benefits	48,798	48,758	0	1,160	0	0	0	49,918	1,160
Overtime	200	0	0	0	0	0	0	0	0
Material & Services	1,013	963	0	150	0	0	0	1,113	150
Transfers/Grants/Financial Charges	201,749	220,479	-440	-2,445	0	0	0	217,594	-2,885
Fleet Costs	0	0	0	0	0	0	0	0	0
Program Facility Costs	4,446	4,446	0	87	0	0	0	4,533	87
Other Internal Costs	2,568	2,568	0	0	0	0	0	2,568	0
Gross Expenditures	258,774	277,214	-440	-1,048	0	0	0	275,726	-1,488
Recoveries & Allocations	-17,785	-17,785	0	0	0	0	0	-17,785	0
Net Expenditure	240,989	259,429	-440	-1,048	0	0	0	257,941	-1,488
Percent of 2020 Net Expenditure Budget			-0.2%	-0.4%	0.0%	0.0%	0.0%	-0.6%	

City of Ottawa
 Community & Social Services
 Employment and Social Services - Operating Resource Requirement Analysis
 In Thousands (\$000)

	2020 Baseline			2021 Adjustments				2021	\$ Change over 2020 Budget
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Growth	COVID-19	User Fees & Revenues	Estimate	
Revenues By Type									
Federal	0	0	0	0	0	0	0	0	0
Provincial	-217,889	-229,959	0	0	0	0	0	-229,959	0
Own Funds	0	0	0	0	0	0	0	0	0
Fees and Services	0	0	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0
Total Revenue	-217,889	-229,959	0	0	0	0	0	-229,959	0
Percent of 2020 Revenue Budget			0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Net Requirement	23,100	29,470	-440	-1,048	0	0	0	27,982	-1,488
Percent of 2020 Net Requirement Budget			-1.5%	-3.6%	0.0%	0.0%	0.0%	-5.0%	
Full Time Equivalents (FTE's)		533.17	0.00	0.00	0.00	0.00	0.00	533.17	0.00
Percent of 2020 FTE's			0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	

City of Ottawa
Community & Social Services
Employment and Social Services - Operating Resource Requirement Explanatory Notes
In Thousands (\$000)

2020 Forecast vs. Budget Variance Explanation	Surplus / (Deficit)			
	Expense	Revenue	Net	
Lower demand for ODSP Community bus passes and Equipass products due to COVID-19 decrease in transit ridership.	5,760	0	5,760	
Lower usage of dental and other benefits due to COVID-19 related closures.	610	0	610	
Lower expenditures on Financial Assistance benefits that are 100% provincially funded.	12,070	-12,070	0	
Total Surplus / (Deficit)	18,440	-12,070	6,370	
Increase / (Decrease)				
2020 Baseline Adjustment / Explanation	Expense	Revenue	Net 2020 Changes	FTE Impact
Lower subsidy costs due to Transit Service's fare increase not taking effect in 2020 (ODSP and Equipass).	-440	0	-440	0.00
Total Adjustments to Base Budget	-440	0	-440	0.00
Increase / (Decrease)				
2021 Pressure Category / Explanation	Expense	Revenue	Net 2021 Changes	FTE Impact
Maintain Services				
All programs include an adjustment for potential 2021 cost of living, increments and benefit adjustments.	1,160	0	1,160	0.00
Subsidy for bus fare freeze (ODSP and Equipass)	420	0	420	0.00
One-time savings from lower demand for ODSP Community bus passes and Equipass products due to COVID-19 related decrease in transit ridership in 2021.	-2,865	0	-2,865	0.00
Increased licensing costs for social assistance benefits software upgrade.	150	0	150	0.00
Increase in Facility costs related to inflation on compensation and lease contracts, and hydro, heating and water increases.	87	0	87	0.00
Total Maintain Services	-1,048	0	-1,048	0.00
Total Budget Changes	-1,488	0	-1,488	0.00

City of Ottawa
Community & Social Services
Children's Services - Operating Resource Requirement Analysis
In Thousands (\$000)

	2020 Baseline			2021 Adjustments				2021	\$ Change over 2020 Budget
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Growth	COVID-19	User Fees & Revenues	Estimate	
Expenditures by Program									
Legislated Programs									
<u>Core Services</u>									
<i>Fee Subsidy</i>	82,929	82,929	0	0	0	0	0	82,929	0
<i>General Operating</i>	34,287	34,287	0	0	0	0	0	34,287	0
<i>Program Delivery</i>	7,965	7,965	0	-1,953	0	0	0	6,012	-1,953
Special Needs Resourcing	5,259	5,259	0	0	0	0	0	5,259	0
Special Purpose	1,106	1,106	0	0	0	0	0	1,106	0
Wage Enhancement	17,401	17,401	0	0	0	0	0	17,401	0
Early Years Child and Family Centres	10,536	10,536	0					10,536	
Municipal Investments						0			
Municipal Child Care Centres	12,210	10,179	0	237	0	1,050	0	11,466	1,287
Special Needs Resourcing	912	912	0	0	0	0	0	912	0
Early Years Child and Family Centres	994	994	0	0	0	0	0	994	0
Other Municipal Funding	1,115	1,115	1,885	0	0	0	0	3,000	1,885
Gross Expenditure	174,714	172,683	1,885	-1,716	0	1,050	0	173,902	1,219
Recoveries & Allocations	-8,681	-8,681	0	0	0	0	0	-8,681	0
Revenue	-147,710	-146,079	-1,885	2,615	0	-1,050	-100	-146,499	-420
Net Requirement	18,323	17,923	0	899	0	0	-100	18,722	799
Expenditures by Type									
Salaries, Wages & Benefits	16,041	15,416	0	-434	0	790	0	15,772	356
Overtime	0	0	0	0	0	0	0	0	0
Material & Services	3,332	1,926	0	-1,306	0	260	0	880	-1,046
Transfers/Grants/Financial Charges	154,539	154,539	1,885	0	0	0	0	156,424	1,885
Fleet Costs	0	0	0	0	0	0	0	0	0
Program Facility Costs	732	732	0	24	0	0	0	756	24
Other Internal Costs	70	70	0	0	0	0	0	70	0
Gross Expenditures	174,714	172,683	1,885	-1,716	0	1,050	0	173,902	1,219
Recoveries & Allocations	-8,681	-8,681	0	0	0	0	0	-8,681	0
Net Expenditure	166,033	164,002	1,885	-1,716	0	1,050	0	165,221	1,219
Percent of 2020 Net Expenditure Budget			1.1%	-1.0%	0.0%	0.6%	0.0%	0.7%	

City of Ottawa
 Community & Social Services
 Children's Services - Operating Resource Requirement Analysis
 In Thousands (\$000)

	2020 Baseline			2021 Adjustments				2021	\$ Change over 2020 Budget
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Growth	COVID-19	User Fees & Revenues	Estimate	
Revenues By Type									
Federal	0	0	0	0	0	0	0	0	0
Provincial	-140,579	-138,548	0	2,615	0	0	0	-135,933	2,615
Own Funds	-1,115	-1,115	-1,885	0	0	0	0	-3,000	-1,885
Fees and Services	-6,016	-6,416	0	0	0	0	-100	-6,516	-100
Fines	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	-1,050	0	-1,050	-1,050
Total Revenue	-147,710	-146,079	-1,885	2,615	0	-1,050	-100	-146,499	-420
Percent of 2020 Revenue Budget			1.3%	-1.8%	0.0%	0.7%	0.1%	0.3%	
Net Requirement	18,323	17,923	0	899	0	0	-100	18,722	799
Percent of 2020 Net Requirement Budget			0.0%	5.0%	0.0%	0.0%	-0.6%	4.5%	
Full Time Equivalents (FTE's)		181.49	0.00	-7.00	0.00	0.00	0.00	174.49	-7.00
Percent of 2020 FTE's			0.0%	-3.9%	0.0%	0.0%	0.0%	-3.9%	

City of Ottawa
 Community & Social Services
 Children's Services - Operating Resource Requirement Explanatory Notes
 In Thousands (\$000)

2020 Forecast vs. Budget Variance Explanation	Surplus / (Deficit)		
	Expense	Revenue	Net
Municipal Investments: Deficit due to COVID-19 related increase in staffing, personal protective equipment and enhanced cleaning in order to adhere to Provincial and local health guidelines, partly offset by provincial revenues for Emergency Childcare.	-2,031	1,631	-400
Total Surplus / (Deficit)	-2,031	1,631	-400

2020 Baseline Adjustment / Explanation	Increase / (Decrease)			
	Expense	Revenue	Net 2020 Changes	FTE Impact
Municipal Investments: Adjust spending plan and reserve contribution to support the strategic priorities identified in the 2019-2023 Child Care & Early Years Service System Plan as per Council report ACS2019-CSS-GEN-0011 and further support the viability of child care and early years sector as a result of COVID-19 impacts.	1,885	-1,885	0	0.00
Total Adjustments to Base Budget	1,885	-1,885	0	0.00

City of Ottawa
 Community & Social Services
 Children's Services - Operating Resource Requirement Explanatory Notes
 In Thousands (\$000)

2021 Pressure Category / Explanation	Increase / (Decrease)			
	Expense	Revenue	Net 2021 Changes	FTE Impact
Maintain Services				
Program Delivery & Municipal Child Care Centres: Adjustment for potential 2020 cost of living, increments and benefit adjustments.	355	0	355	0.00
Program Delivery: Provincial change to cost-share at a rate of 50/50. To date, there has not been significant Provincial changes to reduce administrative burden on Cities in their effort to achieve cost savings through efficiencies. In addition, the COVID-19 response has greatly increased responsibilities on Cities as Service System manager to support families and the viability of the sector. As the response continues to evolve to support these essential services for families which are also vital to the economic recovery of Ottawa and Ontario, this Provincial change will impact the following services: <ul style="list-style-type: none"> - Reduced capacity to implement and support the sector with future provincial programs associated with the COVID-19 response, the new child care plan, Federal programs etc. which may vitally impact families with additional closures and / or be detrimental to the economic recovery. - Higher fee subsidy caseloads resulting in less supports for families applying for and looking for help with placement coordination which will result in longer wait times and may impact families with difficult employment decisions. Women are more likely to be disproportionately excluded from the workforce when services are not available. - Delays and not fully achieving our strategic priorities outlined within our Service System Plan to improve the system to better meet the needs of families. 	-2,095	2,615	520	-7.00
Increase in Facility costs related to inflation on compensation and lease contracts, and hydro, heating and water increases.	24	0	24	0.00
Total Maintain Services	-1,716	2,615	899	-7.00

City of Ottawa
 Community & Social Services
 Children's Services - Operating Resource Requirement Explanatory Notes
 In Thousands (\$000)

2021 Pressure Category / Explanation	Increase / (Decrease)			
	Expense	Revenue	Net 2021 Changes	FTE Impact
COVID-19				
Municipal Child Care Centres: One-time additional costs and temporary resources required to provide sufficient staffing requirements in order to prioritize the health and safety of children, families and staff and ensure services adhere to Provincial and local health guidelines.	790	0	790	0.00
Municipal Child Care Centres: One-time additional costs required to address personal protective equipment requirements in order to prioritize the health and safety of children, families and staff and ensure services adhere to Provincial and local health guidelines.	260	0	260	0.00
Revenues-Other: Anticipated one-time government funding required to fund additional COVID-19 costs and pressures in 2021	0	-1,050	-1,050	0.00
Total COVID-19	1,050	-1,050	0	0.00
User Fees & Revenues				
See following user fee schedule for details on the specific rates.	0	-100	-100	0.00
Total User Fees & Revenues	0	-100	-100	0.00
Total Budget Changes	1,219	-420	799	-7.00

City of Ottawa
Community & Social Services
Housing Services - Operating Resource Requirement Analysis
In Thousands (\$000)

	2020 Baseline			2021 Adjustments				2021	\$ Change over 2020 Budget
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Growth	COVID-19	User Fees & Revenues	Estimate	
Expenditures by Program									
Manager's Office	557	557	0	15	0	0	0	572	15
Housing Programs	110,832	99,647	0	1,666	0	0	0	101,313	1,666
Community Homelessness Prevention Initiative	61,649	52,044	0	415	0	0	0	52,459	415
Home for Good	2,773	2,773	0	0	0	0	0	2,773	0
Housing and Homelessness Investment Plan	14,406	14,406	0	290	0	0	0	14,696	290
Reaching Home	9,456	9,456	0	0	0	0	0	9,456	0
COVID-19	15,139	0	0	0	0	9,755	0	9,755	9,755
Gross Expenditure	214,812	178,883	0	2,386	0	9,755	0	191,024	12,141
Recoveries & Allocations	-411	-411	0	0	0	0	0	-411	0
Revenue	-101,076	-68,866	0	0	0	-9,755	0	-78,621	-9,755
Net Requirement	113,325	109,606	0	2,386	0	0	0	111,992	2,386
Expenditures by Type									
Salaries, Wages & Benefits	7,968	7,714	0	180	0	0	0	7,894	180
Overtime	60	60	0	0	0	0	0	60	0
Material & Services	482	482	0	0	0	0	0	482	0
Transfers/Grants/Financial Charges	204,460	168,785	0	2,176	0	9,755	0	180,716	11,931
Fleet Costs	7	7	0	0	0	0	0	7	0
Program Facility Costs	1,046	1,046	0	30	0	0	0	1,076	30
Other Internal Costs	789	789	0	0	0	0	0	789	0
Gross Expenditures	214,812	178,883	0	2,386	0	9,755	0	191,024	12,141
Recoveries & Allocations	-411	-411	0	0	0	0	0	-411	0
Net Expenditure	214,401	178,472	0	2,386	0	9,755	0	190,613	12,141
Percent of 2020 Net Expenditure Budget			0.0%	1.3%	0.0%	5.5%	0.0%	6.8%	

City of Ottawa
Community & Social Services
Housing Services - Operating Resource Requirement Analysis
In Thousands (\$000)

	2020 Baseline			2021 Adjustments				2021	\$ Change over 2020 Budget
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Growth	COVID-19	User Fees & Revenues	Estimate	
Revenues By Type									
Federal	-45,992	-25,027	0	0	0	0	0	-25,027	0
Provincial	-54,451	-43,839	0	0	0	-2,120	0	-45,959	-2,120
Own Funds	0	0	0	0	0	0	0	0	0
Fees and Services	0	0	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0	0	0
Other	-633	0	0	0	0	-7,635	0	-7,635	-7,635
Total Revenue	-101,076	-68,866	0	0	0	-9,755	0	-78,621	-9,755
Percent of 2020 Revenue Budget			0.0%	0.0%	0.0%	14.2%	0.0%	14.2%	
Net Requirement	113,325	109,606	0	2,386	0	0	0	111,992	2,386
Percent of 2020 Net Requirement Budget			0.0%	2.2%	0.0%	0.0%	0.0%	2.2%	
Full Time Equivalentents (FTE's)		64.40	0.00	0.00	0.00	0.00	0.00	64.40	0.00
Percent of 2020 FTE's			0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	

City of Ottawa
 Community & Social Services
 Housing Services - Operating Resource Requirement Explanatory Notes
 In Thousands (\$000)

2020 Forecast vs. Budget Variance Explanation	Surplus / (Deficit)		
	Expense	Revenue	Net
Higher expenditures on emergency shelters offset by one-time provincial revenues.	-9,411	381	-9,030
Lower social housing costs.	5,310	0	5,310
COVID-19 related expenses funded by the Provincial and Federal governments.	-15,139	15,139	0
Expenditures on social housing programs that are 100% provincially funded.	-16,690	16,690	0
Total Surplus / (Deficit)	-35,930	32,210	-3,720

2021 Pressure Category / Explanation	Increase / (Decrease)			FTE Impact
	Expense	Revenue	Net 2021 Changes	
Maintain Services				
All programs include an adjustment for potential 2021 cost of living, increments and benefit adjustments.	180	0	180	0.00
Community Homelessness Prevention Initiative (CHPI) - Inflationary increases of 2% on City portion of agency contribution funding for Homelessness Support and Social Supports to Housing (100% City Funded).	285	0	285	0.00
Housing and Homelessness Investment Plan (H&HIP) programs - Inflationary increase of 2% on the programs and for the service agencies.	290	0	290	0.00
Legislated Social & Public programs & Safer Communities - Cost increase due to provincially mandated indices.	1,600	0	1,600	0.00
Increase in Facility costs related to inflation on compensation and lease contracts and hydro, heating and water increases.	30	0	31	0.00
	0	0	0	0.00
Total Maintain Services	2,385	0	2,386	0.00

City of Ottawa
Community & Social Services
Housing Services - Operating Resource Requirement Explanatory Notes
In Thousands (\$000)

2021 Pressure Category / Explanation	Increase / (Decrease)			
	Expense	Revenue	Net 2021 Changes	FTE Impact
COVID-19				
One-time additional costs and temporary resources required to address Isolation and Distancing Centres in Housing Services partly mitigated by one-time government funding available until March 31 2021.	2,055	-515	1,540	0.00
One-time costs required to address the required Extension / Expansion of Day Programs in Community Centres partly mitigated by one-time government funding available until March 31 2021.	820	-205	615	0.00
One-time additional cost required for a provincially legislated revenue index to support social housing providers.	1,280	0	1,280	0.00
One-time additional costs and temporary resources required to address PPE equipment needs for housing and community agencies partly mitigated by one-time government funding available until March 31 2021.	1,600	-400	1,200	0.00
One-time additional costs required to support extraordinary COVID-19 costs in emergency shelters, homelessness programs and congregate care settings partly mitigated by one-time government funding available until March 31 2021.	4,000	-1,000	3,000	0.00
One-time government funding required to fund COVID-19 costs and pressures in 2021.	0	-7,635	-7,635	0.00
Total COVID-19	9,755	-9,755	0	0
Total Budget Changes	12,140	-9,755	2,386	0.00

City of Ottawa
Community & Social Services
Long Term Care - Operating Resource Requirement Analysis
In Thousands (\$000)

	2020 Baseline			2021 Adjustments				2021	\$ Change over 2020 Budget
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Growth	COVID-19	User Fees & Revenues	Estimate	
Expenditures by Program									
Nursing & Personal Care	60,925	48,020	0	1,043	0	15,015	0	64,078	16,058
Program & Support Services	3,593	3,593	0	79	0	0	0	3,672	79
Food Purchases	2,598	2,598	0	87	0	0	0	2,685	87
Accommodation	22,926	22,926	-1,250	570	0	0	0	22,246	-680
Daycentre Programs	582	582	0	13	0	0	0	595	13
Gross Expenditure	90,624	77,719	-1,250	1,792	0	15,015	0	93,276	15,557
Recoveries & Allocations	-628	-628	0	0	0	0	0	-628	0
Revenue	-56,967	-53,238	0	755	0	-15,015	1,140	-66,358	-13,120
Net Requirement	33,029	23,853	-1,250	2,547	0	0	1,140	26,290	2,437
Expenditures by Type									
Salaries, Wages & Benefits	72,279	62,814	0	1,415	0	10,935	0	75,164	12,350
Overtime	500	500	0	0	0	0	0	500	0
Material & Services	12,193	8,753	0	260	0	4,080	0	13,093	4,340
Transfers/Grants/Financial Charges	1,250	1,250	-1,250	0	0	0	0	0	-1,250
Fleet Costs	0	0	0	0	0	0	0	0	0
Program Facility Costs	4,319	4,319	0	117	0	0	0	4,436	117
Other Internal Costs	83	83	0	0	0	0	0	83	0
Gross Expenditures	90,624	77,719	-1,250	1,792	0	15,015	0	93,276	15,557
Recoveries & Allocations	-628	-628	0	0	0	0	0	-628	0
Net Expenditure	89,996	77,091	-1,250	1,792	0	15,015	0	92,648	15,557
Percent of 2020 Net Expenditure Budget			-1.6%	2.3%	0.0%	19.5%	0.0%	20.2%	

City of Ottawa
Community & Social Services
Long Term Care - Operating Resource Requirement Analysis
In Thousands (\$000)

	2020 Baseline			2021 Adjustments				2021	\$ Change over 2020 Budget
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Growth	COVID-19	User Fees & Revenues	Estimate	
Revenues By Type									
Federal	0	0	0	0	0	0	0	0	0
Provincial	-39,051	-35,514	0	755	0	0	630	-34,129	1,385
Own Funds	0	0	0	0	0	0	0	0	0
Fees and Services	-17,916	-17,724	0	0	0	0	510	-17,214	510
Fines	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	-15,015	0	-15,015	-15,015
Total Revenue	-56,967	-53,238	0	755	0	-15,015	1,140	-66,358	-13,120
Percent of 2020 Revenue Budget			0.0%	-1.4%	0.0%	28.2%	-2.1%	24.6%	
Net Requirement	33,029	23,853	-1,250	2,547	0	0	1,140	26,290	2,437
Percent of 2020 Net Requirement Budget			-5.2%	10.7%	0.0%	0.0%	4.8%	10.2%	
Full Time Equivalentents (FTE's)	629.81	629.81	0.00	0.00	0.00	0.00	0.00	629.81	0.00
Percent of 2020 FTE's			0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	

City of Ottawa
Community & Social Services
Long Term Care - Operating Resource Requirement Explanatory Notes
In Thousands (\$000)

2020 Forecast vs. Budget Variance Explanation	Surplus / (Deficit)		
	Expense	Revenue	Net
One-time government funding for additional COVID-19 costs.	0	979	979
One-time 100% provincially-funded Pandemic Pay.	-2,860	2,860	0
One-time additional costs and temporary resources required for compensation to provide COVID-19 related resident care.	-6,605	0	-6,605
One-time additional costs for Personal Protective Equipment to support COVID-19 requirements.	-3,440	0	-3,440
Lower provincial revenues due to resident rooms taken out of service due to rehabilitation project.	0	-556	-556
Higher resident and provincial revenues	0	446	446
Total Surplus / (Deficit)	-12,905	3,729	-9,176

2020 Baseline Adjustment / Explanation	Increase / (Decrease)			
	Expense	Revenue	Net 2020 Changes	FTE Impact
Reverse contribution to Capital - One-time contribution from the Tax Stabilization Reserve for the Point-of-Care documentation system.	-1,000	0	-1,000	0.00
Reverse contribution to Capital - One-time contribution from the Capital Reserve for resident call bell system replacement.	-250	0	-250	0.00
Total Adjustments to Base Budget	-1,250	0	-1,250	0.00

City of Ottawa
Community & Social Services
Long Term Care - Operating Resource Requirement Explanatory Notes
In Thousands (\$000)

2021 Pressure Category / Explanation	Increase / (Decrease)			
	Expense	Revenue	Net 2021 Changes	FTE Impact
Maintain Services				
All programs include an adjustment for potential 2021 cost of living, increments and benefit adjustments.	1,415	0	1,415	0.00
Inflationary contracted services and maintenance agreement increases.	150	0	150	0.00
Increased licensing costs for staffing software upgrade.	110	0	110	0.00
Increase in Facility costs related to inflation on compensation and lease contracts, and hydro, heating and water increases.	117	0	117	0.00
Decrease in provincial revenues due to the cancellation of the High-Wage Transition Fund effective December 31, 2020.	0	755	755	0.00
	0	0	0	0.00
Total Maintain Services	1,792	755	2,547	0.00
COVID-19				
One-time additional costs and temporary resources required for compensation to provide COVID-19 related resident care.	10,110	0	10,110	0.00
One-time additional costs for Personal Protective Equipment to support COVID-19	4,080	0	4,080	0.00
One-time additional costs and temporary resources required for infection prevention and control management.	535	0	535	0.00
One-time additional costs and temporary resources required for operations support.	290	0	290	0.00
One-time government funding required to fund additional COVID-19 costs and pressures in 2021.	0	-15,015	-15,015	0.00
	0	0	0	0.00
Total COVID-19	15,015	-15,015	0	0.00
User Fees & Revenues				
Increase in anticipated Provincial per diem funding.	0	-435	-435	0.00
Decrease in provincial and resident revenues due to resident rooms taken out of service due to construction.	0	1,575	1,575	0.00
	0	0	0	0.00
Total User Fees & Revenues	0	1,140	1,140	0.00
Total Budget Changes	15,557	-13,120	2,437	0.00

City of Ottawa
Community & Social Services
Partner & Stakeholder Initiatives - Operating Resource Requirement Analysis
In Thousands (\$000)

	2020 Baseline			2021 Adjustments				2021	\$ Change over 2020 Budget
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Growth	COVID-19	User Fees & Revenues	Estimate	
Expenditures by Program									
Manager's Office	289	289	0	5	0	0	0	294	5
Client Service Strategies	1,755	1,855	-100	25	50	0	0	1,830	-25
Community Funding	25,385	25,885	-500	1,010	0	0	0	26,395	510
Gross Expenditure	27,429	28,029	-600	1,040	50	0	0	28,519	490
Recoveries & Allocations	0	0	0	0	0	0	0	0	0
Revenue	0	0	0	0	0	0	0	0	0
Net Requirement	27,429	28,029	-600	1,040	50	0	0	28,519	490
Expenditures by Type									
Salaries, Wages & Benefits	2,483	2,483	0	55	0	0	0	2,538	55
Overtime	0	0	0	0	0	0	0	0	0
Material & Services	718	818	-100	0	50	0	0	768	-50
Transfers/Grants/Financial Charges	24,228	24,728	-500	985	0	0	0	25,213	485
Fleet Costs	0	0	0	0	0	0	0	0	0
Program Facility Costs	0	0	0	0	0	0	0	0	0
Other Internal Costs	0	0	0	0	0	0	0	0	0
Gross Expenditures	27,429	28,029	-600	1,040	50	0	0	28,519	490
Recoveries & Allocations	0	0	0	0	0	0	0	0	0
Net Expenditure	27,429	28,029	-600	1,040	50	0	0	28,519	490
Percent of 2020 Net Expenditure Budget			-2.1%	3.7%	0.2%	0.0%	0.0%	1.7%	
Revenues By Type									
Federal	0	0	0	0	0	0	0	0	0
Provincial	0	0	0	0	0	0	0	0	0
Own Funds	0	0	0	0	0	0	0	0	0
Fees and Services	0	0	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0
Total Revenue	0	0	0	0	0	0	0	0	0
Percent of 2020 Revenue Budget			0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Net Requirement	27,429	28,029	-600	1,040	50	0	0	28,519	490
Percent of 2020 Net Requirement Budget			-2.1%	3.7%	0.2%	0.0%	0.0%	1.7%	
Full Time Equivalents (FTE's)		21.00	0.00	0.00	0.00	0.00	0.00	21.00	0.00
Percent of 2020 FTE's			0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	

City of Ottawa
Community & Social Services
Partner & Stakeholder Initiatives - Operating Resource Requirement Explanatory Notes
In Thousands (\$000)

2020 Forecast vs. Budget Variance Explanation	Surplus / (Deficit)				
	Expense	Revenue	Net		
Lower expenditures on one-time transitional costs for the revised funding framework due to COVID-19 related delays in program implementation.	500	0	500		
Lower expenditures on one-time implementation costs for the Anti-Racism Equity Strategy due to COVID-19 related delays in program implementation.	100		100		
Total Surplus / (Deficit)	600	0	600		
Increase / (Decrease)					
2020 Baseline Adjustment / Explanation	Expense	Revenue	Net 2020 Changes	FTE Impact	
Adjust expenditures on one-time transitional costs for the revised funding framework to reflect COVID-19 related delays in program implementation.	-500	0	-500	0.00	
Adjust expenditures on one-time implementation costs for the Anti-Racism Equity Strategy to reflect COVID-19 related delays in program implementation.	-100	0	-100	0.00	
Total Adjustments to Base Budget	-600	0	-600	0.00	
Increase / (Decrease)					
2021 Pressure Category / Explanation	Expense	Revenue	Net 2021 Changes	FTE Impact	
Maintain Services					
All programs include an adjustment for potential 2021 cost of living, increments and benefit adjustments.	55	0	55	0.00	
Renewable Funding - Inflationary increase of 2% in funding to community agencies.	485	0	485	0.00	
One-time transitional funding to support the Community Funding Framework implementation.	500	0	500	0.00	
Total Maintain Services	1,040	0	1,040	0.00	
Growth					
One-time funding to support Anti-Racism Equity Strategy	50	0	50	0.00	
Total Budget Changes	490	0	490	0.00	

City of Ottawa
Recreation, Cultural and Facility Services
GM's Office & Business Support Services - Operating Resource Requirement Analysis
In Thousands (\$000)

	2020 Baseline			2021 Adjustments				2021	\$ Change over 2020 Budget
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Growth	COVID-19	User Fees & Revenues	Estimate	
Expenditures by Program									
General Manager's Office	6,993	1,505	0	9	0	650	0	2,164	659
Business & Technical Support Services	23,410	25,153	-50	525	0	0	0	25,628	475
Gross Expenditure	30,403	26,658	-50	534	0	650	0	27,792	1,134
Recoveries & Allocations	-380	-380	0	0	0	0	0	-380	0
Revenue	-1,793	-2,543	0	0	0	-650	0	-3,193	-650
Net Requirement	28,230	23,735	-50	534	0	0	0	24,219	484
Expenditures by Type									
Salaries, Wages & Benefits	11,521	9,011	0	265	0	0	0	9,276	265
Overtime	50	5	0	0	0	0	0	5	0
Material & Services	4,743	3,499	0	0	0	650	0	4,149	650
Transfers/Grants/Financial Charges	12,858	12,858	-50	260	0	0	0	13,068	210
Fleet Costs	0	0	0	0	0	0	0	0	0
Program Facility Costs	300	354	0	9	0	0	0	363	9
Other Internal Costs	931	931	0	0	0	0	0	931	0
Gross Expenditures	30,403	26,658	-50	534	0	650	0	27,792	1,134
Recoveries & Allocations	-380	-380	0	0	0	0	0	-380	0
Net Expenditure	30,023	26,278	-50	534	0	650	0	27,412	1,134
Percent of 2020 Net Expenditure Budget			-0.2%	2.0%	0.0%	2.5%	0.0%	4.3%	
Revenues By Type									
Federal	-20	-540	0	0	0	0	0	-540	0
Provincial	-20	0	0	0	0	-650	0	-650	-650
Own Funds	0	0	0	0	0	0	0	0	0
Fees and Services	-1,753	-2,003	0	0	0	0	0	-2,003	0
Fines	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0
Total Revenue	-1,793	-2,543	0	0	0	-650	0	-3,193	-650
Percent of 2020 Revenue Budget			0.0%	0.0%	0.0%	25.6%	0.0%	25.6%	
Net Requirement	28,230	23,735	-50	534	0	0	0	24,219	484
Percent of 2020 Net Requirement Budget			-0.2%	2.2%	0.0%	0.0%	0.0%	2.0%	
Full Time Equivalents (FTE's)		80.59	0.00	0.00	0.00	0.00	0.00	80.59	0.00
Percent of 2020 FTE's			0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	

City of Ottawa

Recreation, Cultural and Facility Services

GM's Office & Business Support Services - Operating Resource Requirement Explanatory Notes

In Thousands (\$000)

2020 Forecast vs. Budget Variance Explanation	Surplus / (Deficit)			
	Expense	Revenue	Net	
Loss of revenue for arena rentals (P3), leases, vending and advertising in closed facilities	0	-750	-750	
Estimated deficit as a result of COVID-19 costs	-3,745	0	-3,745	
Total Surplus / (Deficit)	-3,745	-750	-4,495	
2020 Baseline Adjustment / Explanation	Increase / (Decrease)			
	Expense	Revenue	Net 2020 Changes	FTE Impact
Reverse 2020 Kanata 50th Anniversary funded from one-time Tax Stabilization	-50	0	-50	0.00
Total Adjustments to Base Budget	-50	0	-50	0.00
Maintain Services				
All programs include an adjustment for potential 2021 cost of living, increments and benefit adjustments.	265	0	265	0.00
Inflationary increase of 2% for Cultural and Recreation Community grants.	260	0	260	0.00
Increase in Facility costs related to inflation on compensation contracts, hydro increases, security and maintenance contracts.	9	0	9	0.00
Total Maintain Services	534	0	534	0.00
COVID-19				
One-time additional costs and temporary resources required to address protective equipment and enhanced cleaning mitigated by one-time government funding.	650	-650	0	0.00
Total COVID-19	650	-650	0	0.00
User Fees & Revenues				
See following user fee schedule for details on the specific rates.	0	0	0	0.00
Total User Fees & Revenues	0	0	0	0.00
Total Budget Changes	1,134	-650	484	0.00

City of Ottawa
Recreation, Cultural and Facility Services
Community Recreation and Cultural Programs - Operating Resource Requirement Analysis
In Thousands (\$000)

	2020 Baseline			2021 Adjustments				2021	\$ Change over 2020 Budget
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Growth	COVID-19	User Fees & Revenues	Estimate	
Expenditures by Program									
Community Recreation and Cultural Programs	98,600	111,703	0	3,611	0	-3,776	0	111,538	-165
Gross Expenditure	98,600	111,703	0	3,611	0	-3,776	0	111,538	-165
Recoveries & Allocations	-604	-1,207	0	0	0	0	0	-1,207	0
Revenue	-10,693	-51,193	0	-435	0	3,776	-400	-48,252	2,941
Net Requirement	87,303	59,303	0	3,176	0	0	-400	62,079	2,776
Expenditures by Type									
Salaries, Wages & Benefits	34,645	44,938	0	1,135	0	-3,776	0	42,297	-2,641
Overtime	98	0	0	0	0	0	0	0	0
Material & Services	2,548	5,096	0	0	0	0	0	5,096	0
Transfers/Grants/Financial Charges	400	469	0	0	0	0	0	469	0
Fleet Costs	55	55	0	0	0	0	0	55	0
Program Facility Costs	60,167	60,458	0	2,476	0	0	0	62,934	2,476
Other Internal Costs	687	687	0	0	0	0	0	687	0
Gross Expenditures	98,600	111,703	0	3,611	0	-3,776	0	111,538	-165
Recoveries & Allocations	-604	-1,207	0	0	0	0	0	-1,207	0
Net Expenditure	97,996	110,496	0	3,611	0	-3,776	0	110,331	-165
Percent of 2020 Net Expenditure Budget			0.0%	3.3%	0.0%	-3.4%	0.0%	-0.1%	
Revenues By Type									
Federal	-20	0	0	0	0	0	0	0	0
Provincial	-700	-377	0	0	0	-15,880	0	-16,257	-15,880
Own Funds	0	0	0	0	0	0	0	0	0
Fees and Services	-9,973	-50,816	0	-435	0	19,656	-400	-31,995	18,821
Fines	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0
Total Revenue	-10,693	-51,193	0	-435	0	3,776	-400	-48,252	2,941
Percent of 2020 Revenue Budget			0.0%	0.8%	0.0%	-7.4%	0.8%	-5.7%	
Net Requirement	87,303	59,303	0	3,176	0	0	-400	62,079	2,776
Percent of 2020 Net Requirement Budget			0.0%	5.4%	0.0%	0.0%	-0.7%	4.7%	
Full Time Equivalents (FTE's)		705.52	0.00	0.00	0.00	0.00	0.00	705.52	0.00
Percent of 2020 FTE's		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	

City of Ottawa

Recreation, Cultural and Facility Services

Community Recreation and Cultural Programs - Operating Resource Requirement Explanatory Notes

In Thousands (\$000)

2020 Forecast vs. Budget Variance Explanation	Surplus / (Deficit)		
	Expense	Revenue	Net
Savings on PT staff costs and other costs related to facility closures	12,500	0	12,500
Loss of recreation revenue due to facility closures	0	-40,500	-40,500
Total Surplus / (Deficit)	12,500	-40,500	-28,000

2021 Pressure Category / Explanation	Increase / (Decrease)			FTE Impact
	Expense	Revenue	Net 2021 Changes	
Maintain Services				
All programs include an adjustment for potential 2021 cost of living, increments and benefit adjustments.	1,135	0	1,135	0.00
Cost of Living increases on recreation facility long term leases	0	-435	-435	0.00
Increase in Facility costs related to inflation on compensation and lease contracts, and hydro, heating and water increases.	2,476	0	2,476	0.00
Total Maintain Services	3,611	-435	3,176	0.00
COVID-19				
One-time revenue and expenditure reductions due to changes in program offerings as a result of COVID-19 measures.	-3,776	19,656	15,880	0.00
One-time government funding required to fund additional COVID-19 costs and pressures in 2021	0	-15,880	-15,880	0.00
Total COVID-19	-3,776	3,776	0	0.00
User Fees & Revenues				
See following user fee schedule for details on the specific rates.	0	-400	-400	0.00
Total User Fees & Revenues	0	-400	-400	0.00
Total Budget Changes	-165	2,941	2,776	0.00

City of Ottawa
Recreation, Cultural and Facility Services
City Wide Programs, Aquatics and Specialized Services - Operating Resource Requirement Analysis
In Thousands (\$000)

	2020 Baseline			2021 Adjustments				2021	\$ Change over 2020 Budget
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Growth	COVID-19	User Fees & Revenues	Estimate	
Expenditures by Program									
City Wide Programs, Aquatics and Specialized Services	30,243	34,656	0	988	0	-944	0	34,700	44
Gross Expenditure	30,243	34,656	0	988	0	-944	0	34,700	44
Recoveries & Allocations	-253	-506	0	0	0	0	0	-506	0
Revenue	-5,102	-13,397	0	0	0	944	-100	-12,553	844
Net Requirement	24,888	20,753	0	988	0	0	-100	21,641	888
Expenditures by Type									
Salaries, Wages & Benefits	15,513	19,142	0	390	0	-944	0	18,588	-554
Overtime	46	0	0	0	0	0	0	0	0
Material & Services	893	1,784	0	0	0	0	0	1,784	0
Transfers/Grants/Financial Charges	857	857	0	0	0	0	0	857	0
Fleet Costs	100	39	0	50	0	0	0	89	50
Program Facility Costs	12,730	12,730	0	548	0	0	0	13,278	548
Other Internal Costs	104	104	0	0	0	0	0	104	0
Gross Expenditures	30,243	34,656	0	988	0	-944	0	34,700	44
Recoveries & Allocations	-253	-506	0	0	0	0	0	-506	0
Net Expenditure	29,990	34,150	0	988	0	-944	0	34,194	44
Percent of 2020 Net Expenditure Budget			0.0%	2.9%	0.0%	-2.8%	0.0%	0.1%	
Revenues By Type									
Federal	-10	0	0	0	0	0	0	0	0
Provincial	-1,056	-1,322	0	0	0	944	0	-378	944
Own Funds	0	0	0	0	0	0	0	0	0
Fees and Services	-4,036	-12,074	0	0	0	0	-100	-12,174	-100
Fines	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0
Total Revenue	-5,102	-13,397	0	0	0	944	-100	-12,553	844
Percent of 2020 Revenue Budget			0.0%	0.0%	0.0%	-7.0%	0.7%	-6.3%	
Net Requirement	24,888	20,753	0	988	0	0	-100	21,641	888
Percent of 2020 Net Requirement Budget			0.0%	4.8%	0.0%	0.0%	-0.5%	4.3%	
Full Time Equivalents (FTE's)		327.22	0.00	0.00	0.00	0.00	0.00	327.22	0.00
Percent of 2020 FTE's			0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	

City of Ottawa

Recreation, Cultural and Facility Services

City Wide Programs, Aquatics and Specialized Services - Operating Resource Requirement Explanatory Notes

In Thousands (\$000)

		Surplus / (Deficit)			
2020 Forecast vs. Budget Variance Explanation		Expense	Revenue	Net	
Loss of recreation revenue due to facility closures		0	-8,295	-8,295	
Savings on PT staff costs and other costs related to facility closures		4,160	0	4,160	
Total Surplus / (Deficit)		4,160	-8,295	-4,135	
		Increase / (Decrease)			
2021 Pressure Category / Explanation		Expense	Revenue	Net 2021 Changes	FTE Impact
Maintain Services					
All programs include an adjustment for potential 2021 cost of living, increments and benefit adjustments.		390	0	390	0.00
Increase in Facility costs related to inflation on compensation and lease contracts and hydro, heating and water increases.		548	0	548	0.00
Increase in Fleet costs related to inflation on compensation contracts, hydro increases, security and maintenance contracts		50	0	50	0.00
Total Maintain Services		988	0	988	0.00
COVID-19					
One-time revenue and expenditure reductions due to changes in program offerings as a result of COVID-19 measures.		-944	4,914	3,970	0.00
One-time government funding required to fund additional COVID-19 costs and pressures in 2021		0	-3,970	-3,970	0.00
Total COVID-19		-944	944	0	0.00
User Fees & Revenues					
See following user fee schedule for details on the specific rates.		0	-100	-100	0.00
Total User Fees & Revenues		0	-100	-100	0.00
Total Budget Changes		44	844	888	0.00

City of Ottawa
Recreation, Cultural and Facility Services
Parks & Facilities Planning - Operating Resource Requirement Analysis
In Thousands (\$000)

	2020 Baseline			2021 Adjustments				2021	\$ Change over 2020 Budget
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Growth	COVID-19	User Fees & Revenues	Estimate	
Expenditures by Program									
Parks & Facilities Planning	1,952	2,152	0	50	0	0	0	2,202	50
Gross Expenditure	1,952	2,152	0	50	0	0	0	2,202	50
Recoveries & Allocations	0	0	0	0	0	0	0	0	0
Revenue	-285	-485	0	0	0	0	0	-485	0
Net Requirement	1,667	1,667	0	50	0	0	0	1,717	50
Expenditures by Type									
Salaries, Wages & Benefits	1,920	1,920	0	50	0	0	0	1,970	50
Overtime	2	2	0	0	0	0	0	2	0
Material & Services	30	230	0	0	0	0	0	230	0
Transfers/Grants/Financial Charges	0	0	0	0	0	0	0	0	0
Fleet Costs	0	0	0	0	0	0	0	0	0
Program Facility Costs	0	0	0	0	0	0	0	0	0
Other Internal Costs	0	0	0	0	0	0	0	0	0
Gross Expenditures	1,952	2,152	0	50	0	0	0	2,202	50
Recoveries & Allocations	0	0	0	0	0	0	0	0	0
Net Expenditure	1,952	2,152	0	50	0	0	0	2,202	50
Percent of 2020 Net Expenditure Budget			0.0%	2.3%	0.0%	0.0%	0.0%	2.3%	
Revenues By Type									
Federal	0	0	0	0	0	0	0	0	0
Provincial	0	0	0	0	0	0	0	0	0
Own Funds	0	0	0	0	0	0	0	0	0
Fees and Services	-285	-485	0	0	0	0	0	-485	0
Fines	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0
Total Revenue	-285	-485	0	0	0	0	0	-485	0
Percent of 2020 Revenue Budget			0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Net Requirement	1,667	1,667	0	50	0	0	0	1,717	50
Percent of 2020 Net Requirement Budget			0.0%	3.0%	0.0%	0.0%	0.0%	3.0%	
Full Time Equivalents (FTE's)		15.00	0.00	0.00	0.00	0.00	0.00	15.00	0.00
Percent of 2020 FTE's			0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	

City of Ottawa
 Recreation, Cultural and Facility Services
 Parks & Facilities Planning - Operating Resource Requirement Explanatory Notes
 In Thousands (\$000)

2020 Forecast vs. Budget Variance Explanation	Surplus / (Deficit)			
	Expense	Revenue	Net	
Underbudget in Review & Inspection fee revenues offset by capital recoveries	200	-200	0	
Total Surplus / (Deficit)	200	-200	0	
2021 Pressure Category / Explanation	Increase / (Decrease)			
	Expense	Revenue	Net 2021 Changes	FTE Impact
Maintain Services All programs include an adjustment for potential 2021 cost of living, increments and benefit adjustments.	50	0	50	0.00
Total Maintain Services	50	0	50	0.00
User Fees & Revenues See following user fee schedule for details on the specific rates.	0	0	0	0.00
Total User Fees & Revenues	0	0	0	0.00
Total Budget Changes	50	0	50	0.00

City of Ottawa
Recreation, Cultural and Facility Services
Facility Operations Services - Operating Resource Requirement Analysis
In Thousands (\$000)

	2020 Baseline			2021 Adjustments				2021	\$ Change over 2020 Budget
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Growth	COVID-19	User Fees & Revenues	Estimate	
Expenditures by Program									
Facility Operations Services	61,409	84,174	655	2,730	400	550	0	88,509	4,335
Gross Expenditure	61,409	84,174	655	2,730	400	550	0	88,509	4,335
Recoveries & Allocations	-46,507	-50,507	0	-2,261	0	0	0	-52,768	-2,261
Revenue	-976	-2,231	0	-5	0	-550	0	-2,786	-555
Net Requirement	13,926	31,436	655	464	400	0	0	32,955	1,519
Expenditures by Type									
Salaries, Wages & Benefits	45,704	55,705	0	2,130	0	0	0	57,835	2,130
Overtime	910	910	0	0	0	0	0	910	0
Material & Services	10,465	22,251	0	391	400	550	0	23,592	1,341
Transfers/Grants/Financial Charges	654	454	0	0	0	0	0	454	0
Fleet Costs	655	655	0	5	0	0	0	660	5
Program Facility Costs	-756	-756	0	0	0	0	0	-756	0
Other Internal Costs	3,777	4,955	655	204	0	0	0	5,814	859
Gross Expenditures	61,409	84,174	655	2,730	400	550	0	88,509	4,335
Recoveries & Allocations	-46,507	-50,507	0	-2,261	0	0	0	-52,768	-2,261
Net Expenditure	14,902	33,667	655	469	400	550	0	35,741	2,074
Percent of 2020 Net Expenditure Budget			1.9%	1.4%	1.2%	1.6%	0.0%	6.2%	
Revenues By Type									
Federal	0	0	0	0	0	0	0	0	0
Provincial	0	0	0	0	0	-550	0	-550	-550
Own Funds	0	0	0	0	0	0	0	0	0
Fees and Services	-976	-2,231	0	-5	0	0	0	-2,236	-5
Fines	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0
Total Revenue	-976	-2,231	0	-5	0	-550	0	-2,786	-555
Percent of 2020 Revenue Budget			0.0%	0.2%	0.0%	24.7%	0.0%	24.9%	
Net Requirement	13,926	31,436	655	464	400	0	0	32,955	1,519
Percent of 2020 Net Requirement Budget			2.1%	1.5%	1.3%	0.0%	0.0%	4.8%	
Full Time Equivalents (FTE's)		611.93	0.00	0.00	0.00	0.00	0.00	611.93	0.00
Percent of 2020 FTE's			0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	

City of Ottawa
 Recreation, Cultural and Facility Services
 Facility Operations Services - Operating Resource Requirement Explanatory Notes
 In Thousands (\$000)

2020 Forecast vs. Budget Variance Explanation	Surplus / (Deficit)			
	Expense	Revenue	Net	
Savings in PT staff, utilities, materials & services due to facility closures	18,765	0	18,765	
Lease revenue deficit due to facility closures		-1,255	-1,255	
Total Surplus / (Deficit)	18,765	-1,255	17,510	
2020 Baseline Adjustment / Explanation	Increase / (Decrease)			
	Expense	Revenue	Net 2020 Changes	FTE Impact
Increase in Security Guard contract	655	0	655	0.00
Total Adjustments to Base Budget	655	0	655	0.00
Maintain Services				
All programs include an adjustment for potential 2021 cost of living, increments and benefit adjustments.	2,130	0	2,130	0.00
Inflationary impacts on hydro, heating, water rates, leases and service contracts.	2,180	-5	2,175	0.00
Facility Allocation to clients related to inflation on compensation, lease & service contracts, hydro, heating and water rate increases.	-3,926	0	-3,926	0.00
Increase in Fleet costs related to inflation on compensation contracts, parts, fuel, contribution to capital reserve and maintenance.	5	0	5	0.00
Backflow Prevention Program preventative maintenance as required under existing legislation	80	0	80	0.00
Total Maintain Services	469	-5	464	0.00
Growth				
Arts Court - Additional Staffing Hours required for OAG agreement for 24/7 operations	400	0	400	0.00
Total Growth	400	0	400	0.00
COVID-19				
One-time additional costs and temporary resources required to address protective equipment and enhanced cleaning mitigated by one-time government funding.	550	-550	0	0.00
Total COVID-19	550	-550	0	0.00
User Fees & Revenues				
See following user fee schedule for details on the specific rates.	0	0	0	0.00
Total User Fees & Revenues	0	0	0	0.00
Total Budget Changes	2,074	-555	1,519	0.00

City of Ottawa
Public Works and Environmental Services Department
Parks - Operating Resource Requirement Analysis
In Thousands (\$000)

	2020 Baseline			2021 Adjustments				2021	\$ Change over 2020 Budget
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Growth	COVID-19	User Fees & Revenues	Estimate	
Expenditures by Program									
Parks	38,451	39,176	0	715	0	0	0	39,891	715
Gross Expenditure	38,451	39,176	0	715	0	0	0	39,891	715
Recoveries & Allocations	-633	-633	0	0	0	0	0	-633	0
Revenue	-326	-316	0	0	0	0	0	-316	0
Net Requirement	37,492	38,227	0	715	0	0	0	38,942	715
Expenditures by Type									
Salaries, Wages & Benefits	21,190	22,250	0	504	0	0	0	22,754	504
Overtime	583	583	0	11	0	0	0	594	11
Material & Services	8,322	8,335	0	80	0	0	0	8,415	80
Transfers/Grants/Financial Charges	6	0	0	0	0	0	0	0	0
Fleet Costs	7,218	7,218	0	120	0	0	0	7,338	120
Program Facility Costs	0	0	0	0	0	0	0	0	0
Other Internal Costs	1,132	790	0	0	0	0	0	790	0
Gross Expenditures	38,451	39,176	0	715	0	0	0	39,891	715
Recoveries & Allocations	-633	-633	0	0	0	0	0	-633	0
Net Expenditure	37,818	38,543	0	715	0	0	0	39,258	715
Percent of 2020 Net Expenditure Budget			0.0%	1.9%	0.0%	0.0%	0.0%	1.9%	
Revenues By Type									
Federal	0	0	0	0	0	0	0	0	0
Provincial	0	0	0	0	0	0	0	0	0
Own Funds	0	0	0	0	0	0	0	0	0
Fees and Services	-326	-316	0	0	0	0	0	-316	0
Fines	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0
Total Revenue	-326	-316	0	0	0	0	0	-316	0
Percent of 2020 Revenue Budget			0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Net Requirement	37,492	38,227	0	715	0	0	0	38,942	715
Percent of 2020 Net Requirement Budget			0.0%	1.9%	0.0%	0.0%	0.0%	1.9%	
Full Time Equivalents (FTE's)		284.91	0.00	0.00	0.00	0.00	0.00	284.91	0.00
Percent of 2020 FTE's			0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	

City of Ottawa
 Public Works and Environmental Services Department
 Parks - Operating Resource Requirement Explanatory Notes
 In Thousands (\$000)

2020 Forecast vs. Budget Variance Explanation	Surplus / (Deficit)		
	Expense	Revenue	Net
Surplus mainly due to savings as a result of cancellation of summer student program as well as maintenance savings from park closures due to COVID-19.	725	10	735
Total Surplus / (Deficit)	725	10	735

2021 Pressure Category / Explanation	Increase / (Decrease)			
	Expense	Revenue	Net 2021 Changes	FTE Impact
Maintain Services All programs include an adjustment for potential 2021 cost of living, increments and benefit adjustments.	515	0	515	0.00
Increase in Fleet costs related to inflation on compensation contracts, parts, fuel, contribution to capital reserve and maintenance.	120	0	120	0.00
Inflationary increases on contracted services, maintenance agreements and materials and supplies.	80	0	80	0.00
User Fees & Revenues See following user fee schedule for details.	0	0	0	0.00
Total User Fees & Revenues	0	0	0	0.00
Total Budget Changes	715	0	715	0.00

Capital Budget

City of Ottawa
2021 Draft Capital Budget
Community & Protective Services Committee
In Thousands (\$000)

Service Area: By-law & Regulatory Services											
Category	2021 Capital Budget	Revenues	Tax Supported/ Dedicated Reserves	Rate Supported Reserves	Develop. Charges	Gas Tax	Debt				
							Tax/ Dedicated	Rate	Develop. Charges	Gas Tax	Total Debt
Renewal of City Assets	500	0	500	0	0	0	0	0	0	0	0
Growth	0	0	0	0	0	0	0	0	0	0	0
Regulatory	0	0	0	0	0	0	0	0	0	0	0
Service Enhancements	0	0	0	0	0	0	0	0	0	0	0
Total	500	0	500	0	0	0	0	0	0	0	0

City of Ottawa
2021 Draft Capital Budget
Service Area: By-law & Regulatory Services
 In Thousands (\$000)

Program Information		Financial Details					
Life Cycle Renewal - By-law		Class of Estimate: Not Applicable					
Dept: Emergency & Protective Services Department	Category: Renewal of City Assets	Ward: Multiple	Year of Completion: Various				
<p>The program includes the annual lifecycle replacement of communication, technology and other equipment and any unexpected loss due to operational incidents, which ensures that equipment is current, safe and reliable for effective day-to-day operations.</p>		2021 Request	375	Projected Yearend Unspent Bal.		0	
		Revenues	0	Debt			
		Tax Supported/ Dedicated	375	Tax Supported/ Dedicated Debt			0
		Rate Supported	0	Rate Supported Debt			0
		Develop. Charges	0	Develop. Charges Debt			0
		Gas Tax	0	Gas Tax Debt			0
		Forecast	2021	2022	2023	2024	
		Authority	375	60	65	145	
		Spending Plan	375	60	65	145	
		FTE's	0	0	0	0	
Operating Impact	0	0	0	0			

City of Ottawa
2021 Draft Capital Budget
Service Area: By-law & Regulatory Services
 In Thousands (\$000)

Project(s) within a Program Information			\$000's
909119	By-law Field Technology Systems	Class of Estimate: Not Applicable	315
Category: Renewal of City Assets	Ward: CW	Year of Completion: 2028	
<p>The project includes upgrades to aging equipment as well as new purchases for license plate recognition technology. In addition it incorporates replacement and expansion of technology software and hardware in support of the dispatch modernization initiative and the Parking Control Official Ticket notice system.</p>			
910071	Bylaw Equipment Replacement (2021)	Class of Estimate: Not Applicable	60
Category: Renewal of City Assets	Ward: CW	Year of Completion: 2023	
<p>The project includes communication and technology equipment such as computer-aided dispatch devices and operational equipment such as noise meters, safety vests, cages, bite sticks and other miscellaneous items.</p>			

City of Ottawa
2021 Draft Capital Budget
Service Area: By-Law & Regulatory Services
 In Thousands (\$000)

Program Information		Financial Details	
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Buildings-By-Law Services		Class of Estimate: C) Planning	
Dept: Planning, Infrastructure & Economic Development Department	Category: Renewal of City Assets	Ward: Multiple	Year of Completion: Various

The Building and Park programs provide for life cycle renewal and replacement works to existing building and park assets. Detailed scope of work for specific projects extends to a wide assortment of work, such as roof replacement, building preservation, building mechanical and electrical systems, parks playgrounds and property elements, hard landscaping, arena and pool equipment and unplanned emergency work.

Forecasts are based on bulk allocations that will be detailed in future budget submissions. Project cost group summaries are provided following this program summary.

Annual programming provides allocations as required for each of the service areas as follows:

Service Area	Buildings	Parks
By-Law Services	125	
Child Care Services	175	
Cultural Services	550	
Fire Services	1,950	
General Government	4,025	
Library	2,225	
Long Term Care	6,950	
Parks & Recreation	18,791	6,000
Road Services	3,375	
Social Services	400	
Transit Services	3,600	
Water Services	50	
Total Authority Request	42,216	6,000

2021 Request	125	Projected Yearend Unspent Bal.			0
Revenues	0	Debt			
Tax Supported/ Dedicated	125	Tax Supported/ Dedicated Debt			0
Rate Supported	0	Rate Supported Debt			0
Develop. Charges	0	Develop. Charges Debt			0
Gas Tax	0	Gas Tax Debt			0
Forecast	2021	2022	2023	2024	
Authority	125	500	500	550	
Spending Plan	75	400	500	530	
FTE's	0	0	0	0	
Operating Impact	0	0	0	0	

City of Ottawa
2021 Draft Capital Budget
Community & Protective Services Committee
In Thousands (\$000)

Service Area: Child Care											
Category	2021 Capital Budget	Revenues	Tax Supported/ Dedicated Reserves	Rate Supported Reserves	Develop. Charges	Gas Tax	Debt				
							Tax/ Dedicated	Rate	Develop. Charges	Gas Tax	Total Debt
Renewal of City Assets	275	0	275	0	0	0	0	0	0	0	0
Growth	0	0	0	0	0	0	0	0	0	0	0
Regulatory	0	0	0	0	0	0	0	0	0	0	0
Service Enhancements	60	0	60	0	0	0	0	0	0	0	0
Total	335	0	335	0	0	0	0	0	0	0	0

City of Ottawa
2021 Draft Capital Budget
Service Area: Child Care
 In Thousands (\$000)

Program Information			Financial Details																																														
Buildings-Child Care Services			Class of Estimate: C) Planning																																														
Dept: Planning, Infrastructure & Economic Development Department	Category: Renewal of City Assets		Ward: Multiple		Year of Completion: Various																																												
<p>The Building and Park programs provide for life cycle renewal and replacement works to existing building and park assets. Detailed scope of work for specific projects extends to a wide assortment of work, such as roof replacement, building preservation, building mechanical and electrical systems, parks playgrounds and property elements, hard landscaping, arena and pool equipment and unplanned emergency work.</p> <p>Forecasts are based on bulk allocations that will be detailed in future budget submissions. Project cost group summaries are provided following this program summary.</p> <p>Annual programming provides allocations as required for each of the service areas as follows:</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: left;">Service Area</th> <th style="text-align: right;">Buildings</th> <th style="text-align: right;">Parks</th> </tr> </thead> <tbody> <tr><td>By-Law Services</td><td style="text-align: right;">125</td><td></td></tr> <tr><td>Child Care Services</td><td style="text-align: right;">175</td><td></td></tr> <tr><td>Cultural Services</td><td style="text-align: right;">550</td><td></td></tr> <tr><td>Fire Services</td><td style="text-align: right;">1,950</td><td></td></tr> <tr><td>General Government</td><td style="text-align: right;">4,025</td><td></td></tr> <tr><td>Library</td><td style="text-align: right;">2,225</td><td></td></tr> <tr><td>Long Term Care</td><td style="text-align: right;">6,950</td><td></td></tr> <tr><td>Parks & Recreation</td><td style="text-align: right;">18,791</td><td style="text-align: right;">6,000</td></tr> <tr><td>Road Services</td><td style="text-align: right;">3,375</td><td></td></tr> <tr><td>Social Services</td><td style="text-align: right;">400</td><td></td></tr> <tr><td>Transit Services</td><td style="text-align: right;">3,600</td><td></td></tr> <tr><td>Water Services</td><td style="text-align: right;">50</td><td></td></tr> <tr> <td>Total Authority Request</td> <td style="text-align: right;">42,216</td> <td style="text-align: right;">6,000</td> </tr> </tbody> </table>			Service Area	Buildings	Parks	By-Law Services	125		Child Care Services	175		Cultural Services	550		Fire Services	1,950		General Government	4,025		Library	2,225		Long Term Care	6,950		Parks & Recreation	18,791	6,000	Road Services	3,375		Social Services	400		Transit Services	3,600		Water Services	50		Total Authority Request	42,216	6,000	2021 Request	175	Projected Yearend Unspent Bal.		0
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City of Ottawa
2021 Draft Capital Budget
Service Area: Child Care
 In Thousands (\$000)

Program Information		Financial Details																																																																																				
Accessibility - Child Care Services		Class of Estimate: C) Planning																																																																																				
Dept: Planning, Infrastructure & Economic Development Department	Category: Service Enhancements	Ward: Multiple	Year of Completion: Various																																																																																			
<p>The Accessibility program provides for barrier removals to existing building and park assets based on ongoing condition assessments. Detailed scope of work for specific projects extends to a wide assortment of planned and/or emergency works, such as: installation of ramps, elevators, power door operators, signage, handrails in arena stands, removal of barriers in exterior and interior paths of travels, washroom / changeroom / kitchen remedial work, and parks playgrounds.</p> <p>Annual programming provides allocations as required for each of the service areas as follows:</p> <table border="1"> <thead> <tr> <th>Service Area</th> <th>Accessibility</th> </tr> </thead> <tbody> <tr> <td>Child Care Services</td> <td>60</td> </tr> <tr> <td>Cultural Services</td> <td>60</td> </tr> <tr> <td>General Government</td> <td>175</td> </tr> <tr> <td>Library</td> <td>60</td> </tr> <tr> <td>Long Term Care</td> <td>60</td> </tr> <tr> <td>Parks & Recreation</td> <td>2,025</td> </tr> <tr> <td>Social Services</td> <td>60</td> </tr> <tr> <td>Total Authority Request</td> <td>2,500</td> </tr> </tbody> </table>		Service Area	Accessibility	Child Care Services	60	Cultural Services	60	General Government	175	Library	60	Long Term Care	60	Parks & Recreation	2,025	Social Services	60	Total Authority Request	2,500	<table border="1"> <thead> <tr> <th>2021 Request</th> <th>60</th> <th colspan="3">Projected Yearend Unspent Bal.</th> <th>0</th> </tr> </thead> <tbody> <tr> <td>Revenues</td> <td>0</td> <td colspan="3">Debt</td> <td></td> </tr> <tr> <td>Tax Supported/ Dedicated</td> <td>60</td> <td>Tax Supported/ Dedicated Debt</td> <td colspan="2"></td> <td>0</td> </tr> <tr> <td>Rate Supported</td> <td>0</td> <td>Rate Supported Debt</td> <td colspan="2"></td> <td>0</td> </tr> <tr> <td>Develop. Charges</td> <td>0</td> <td>Develop. Charges Debt</td> <td colspan="2"></td> <td>0</td> </tr> <tr> <td>Gas Tax</td> <td>0</td> <td>Gas Tax Debt</td> <td colspan="2"></td> <td>0</td> </tr> <tr> <th>Forecast</th> <th>2021</th> <th>2022</th> <th>2023</th> <th colspan="2">2024</th> </tr> <tr> <td>Authority</td> <td>60</td> <td>60</td> <td>60</td> <td colspan="2">70</td> </tr> <tr> <td>Spending Plan</td> <td>30</td> <td>50</td> <td>60</td> <td colspan="2">70</td> </tr> <tr> <td>FTE's</td> <td>0</td> <td>0</td> <td>0</td> <td colspan="2">0</td> </tr> <tr> <td>Operating Impact</td> <td>0</td> <td>0</td> <td>0</td> <td colspan="2">0</td> </tr> </tbody> </table>	2021 Request	60	Projected Yearend Unspent Bal.			0	Revenues	0	Debt				Tax Supported/ Dedicated	60	Tax Supported/ Dedicated Debt			0	Rate Supported	0	Rate Supported Debt			0	Develop. Charges	0	Develop. Charges Debt			0	Gas Tax	0	Gas Tax Debt			0	Forecast	2021	2022	2023	2024		Authority	60	60	60	70		Spending Plan	30	50	60	70		FTE's	0	0	0	0		Operating Impact	0	0	0	0	
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City of Ottawa
2021 Draft Capital Budget
Service Area: Child Care
 In Thousands (\$000)

Project Information			Financial Details						
910238	2021 Municipal Child Care Centre Upgrades		Class of Estimate:		Not Applicable				
Dept:	Community and Social Services Department	Category: Renewal of City Assets	Ward: CW		Year of Completion: 2024				
<p>These funds are to address capital requirements in upgrading or adding new infrastructure in the municipal child care centres to provide a safe and high quality child care environment. The funds will be used to ensure that enhancements be carried out in order to meet the needs of children, parents and staff.</p>			2021 Request		100		Projected Yearend Unspent Bal.	0	
			Revenues		0		Debt		
			Tax Supported/ Dedicated		100		Tax Supported/ Dedicated Debt		0
			Rate Supported		0		Rate Supported Debt		0
			Develop. Charges		0		Develop. Charges Debt		0
			Gas Tax		0		Gas Tax Debt		0
			Forecast		2021	2022	2023	2024	
			Authority		100	100	100	100	
			Spending Plan		100	100	100	100	
			FTE's		0	0	0	0	
Operating Impact		0	0	0	0				

City of Ottawa
 2021 Draft Capital Budget
 Community & Protective Services Committee
 In Thousands (\$000)

Service Area: Fire Services											
Category	2021 Capital Budget	Revenues	Tax Supported/ Dedicated Reserves	Rate Supported Reserves	Develop. Charges	Gas Tax	Debt				
							Tax/ Dedicated	Rate	Develop. Charges	Gas Tax	Total Debt
Renewal of City Assets	4,500	0	4,500	0	0	0	0	0	0	0	0
Growth	7,500	0	0	0	6,750	0	750	0	0	0	750
Regulatory	0	0	0	0	0	0	0	0	0	0	0
Service Enhancements	550	550	0	0	0	0	0	0	0	0	0
Total	12,550	550	4,500	0	6,750	0	750	0	0	0	750

City of Ottawa
2021 Draft Capital Budget
Service Area: Fire Services
 In Thousands (\$000)

Program Information		Financial Details					
Lifecycle Renewal - Fire		Class of Estimate: Not Applicable					
Dept: Emergency & Protective Services Department	Category: Renewal of City Assets	Ward: Multiple	Year of Completion: Various				
<p>Fire Services Life Cycle Renewal Program provides Fire Services with equipment that is both current and reliable which reduces the possibility of failure during operations. This allows for the continued quality and reliable services in the area of emergency response while providing due consideration to the safety of fire personnel (in satisfying the provisions of the Occupational Health and Safety Act), the general public and the protection of property.</p> <p>The program requires ongoing capital funding for the annual lifecycle replacement of equipment, maintenance and development of systems and unexpected loss due to operational incidents to ensure effective day-to-day operations for Fire Services.</p>		2021 Request	2,550	Projected Yearend Unspent Bal.		200	
		Revenues	0	Debt			
		Tax Supported/ Dedicated	2,550	Tax Supported/ Dedicated Debt			0
		Rate Supported	0	Rate Supported Debt			0
		Develop. Charges	0	Develop. Charges Debt			0
		Gas Tax	0	Gas Tax Debt			0
		Forecast	2021	2022	2023	2024	
		Authority	2,550	2,380	2,630	2,995	
		Spending Plan	2,750	2,380	2,630	2,995	
		FTE's	0	0	0	0	
Operating Impact	0	0	0	0			

City of Ottawa
2021 Draft Capital Budget
Service Area: Fire Services
In Thousands (\$000)

Project(s) within a Program Information			\$000's
908883	Fire Back-Up Generators	Class of Estimate: Not Applicable	200
Category: Renewal of City Assets	Ward: CW	Year of Completion: 2023	
<p>Ottawa Fire Services has indentified a requirement to increase the resiliency of the agency during major or prolonged emergencies. The Tornado events of 2018 magnified the need for key stations that include specialities (such as water/ice rescue and rope rescue) to have proper back-up power generation in the event of sustained power outages where Ottawa Fire Services call volumes increase and stations are expected to be able to function and provide standard levels of response. These funds will be used to outfit fire stations that currently do not have any back-up power with generators to increase station and response reliability.</p>			
910027	Fire Tech. Development & Equipment-2021	Class of Estimate: Not Applicable	500
Category: Renewal of City Assets	Ward: CW	Year of Completion: 2023	
<p>This project is used to support the Ottawa Fire Services' technological requirements. Ottawa Fire Services has 8 large technological systems: Computer Aided Dispatch, Radio, Paging, Station Alerting, Records management for incident data collection, in-station training systems and Mobile Data Terminals (which include GPS-Global Positioning Systems and AVL-Automatic Vehicle Location). OFS is presenting working on the implementation of a new Rostering solution and the implementation of a new Business Intellegence framework.</p>			
910028	Specialty Fire Equip. Replacement-2021	Class of Estimate: Not Applicable	500
Category: Renewal of City Assets	Ward: CW	Year of Completion: 2023	
<p>The scope of this project covers an annual replacement program relating to specialty fire equipment such as ice rescue, water rescue, technical rescue, thermal imaging cameras, auto extrication, hazardous materials response equipment, Light Rail Transit equipment and other specialty equipment, etc.</p>			

City of Ottawa
2021 Draft Capital Budget
Service Area: Fire Services
In Thousands (\$000)

Project(s) within a Program Information			\$000's
910029 Fire Equipment Replacement Prog.-2021		Class of Estimate: Not Applicable	500
Category: Renewal of City Assets	Ward: CW	Year of Completion: 2023	
<p>The scope of this project covers an annual replacement program relating to fire equipment such as hand tools, ladders, chain saws, pumps, accessory equipment, generators, hose equipment, hoses and nozzles.</p>			
910030 Fire Safety Equipment Replacement-2021		Class of Estimate: Not Applicable	500
Category: Renewal of City Assets	Ward: CW	Year of Completion: 2023	
<p>This project is intended to enhance employee and public safety. The scope of this project covers a replacement program relating to fire safety equipment. This program includes funds that will be utilized for Rapid Intervention Team (RIT) training and Occupational Health and Safety issues.</p>			
910031 Fire Facility Equipment Replacement-2021		Class of Estimate: Not Applicable	350
Category: Renewal of City Assets	Ward: CW	Year of Completion: 2023	
<p>This replacement project supports the on-going replacement of fire facility items such as; tables and chairs for training purposes, appliances, blinds, health and wellness initiative etc. Continued capital funding is allocated to support required replacement of station facility equipment in 45 fire stations and the 9 support facilities (Training centre, Communications centre, 2 Prevention offices, 4 rural administrative offices and Headquarters).</p>			

City of Ottawa
2021 Draft Capital Budget
Service Area: Fire Services
In Thousands (\$000)

Project Information			Financial Details							
908031 Kanata North Fire Station			Class of Estimate: A) Pre-Tender							
Dept:	Emergency & Protective Services Department	Category: Growth	Ward: 4	Year of Completion: 2024						
<p>The Kanata North station is a growth station that is required to service the area of Kanata North and South March. The increase in population density and building risk is directly related to the most recent change in the urban boundary. Ottawa Fire Services completed a station location study in 2015, which was approved by Council, which identified the need for a new composite station in this area to meet the required Commission on Fire Accreditation International (CFAI) response targets. Ottawa Fire Services will be closing the current station 45 located on Riddell Drive and moving the career and volunteer staff to the new location as well as upstaffing with more career firefighters to meet the response requirements of this growing community. Land acquisition was completed in Q3 2020 and the design build process will commence once the 2021 capital funding is approved.</p>			2021 Request		7,500		Projected Yearend Unspent Bal.	1,947		
			Revenues		0		Debt			
			Tax Supported/Dedicated		0		Tax Supported/Dedicated Debt		750	
			Rate Supported		0		Rate Supported Debt			0
			Develop. Charges		6,750		Develop. Charges Debt		0	
			Gas Tax		0		Gas Tax Debt			0
			Forecast		2021	2022	2023	2024		
			Authority		7,500	0	0	0		
			Spending Plan		9,447	0	0	0		
			FTE's		0	10	0	0		
Operating Impact		0	2,440	0	0					
910025 CBRN Grant-2021			Class of Estimate: Not Applicable							
Dept:	Emergency & Protective Services Department	Category: Service Enhancements	Ward: CW	Year of Completion: 2022						
<p>This project is 100% Provincially funded for specialized equipment and training required for incidents involving Chemical, Biological, Radiological and Nuclear (CBRN) hazardous materials.</p>			2021 Request		150		Projected Yearend Unspent Bal.	0		
			Revenues		150		Debt			
			Tax Supported/Dedicated		0		Tax Supported/Dedicated Debt		0	
			Rate Supported		0		Rate Supported Debt			0
			Develop. Charges		0		Develop. Charges Debt		0	
			Gas Tax		0		Gas Tax Debt			0
			Forecast		2021	2022	2023	2024		
			Authority		150	150	150	150		
			Spending Plan		150	150	150	150		
			FTE's		0	0	0	0		
Operating Impact		0	0	0	0					

City of Ottawa
2021 Draft Capital Budget
Service Area: Fire Services
In Thousands (\$000)

Project Information			Financial Details					
910026 USAR Grant-2021			Class of Estimate: Not Applicable					
Dept:	Emergency & Protective Services Department	Category: Service Enhancements	Ward: CW	Year of Completion: 2022				
<p>This provincially funded grant supports the City of Ottawa Urban Search and Rescue Program (USAR). This is a program provided through the Office of the Fire Marshal and Emergency Management which supports the City of Ottawa in providing a provincially deployable, medium urban search and rescue capacity as required to aid in large scale emergencies. The team is made up of 80 personnel from various branches and departments across the City. The funding is used directly for equipment and training in order to ensure the team is ready to be deployed if required.</p>			2021 Request	400	Projected Yearend Unspent Bal.		0	
			Revenues	400	Debt			
			Tax Supported/ Dedicated	0	Tax Supported/ Dedicated Debt			0
			Rate Supported	0	Rate Supported Debt			0
			Develop. Charges	0	Develop. Charges Debt			0
			Gas Tax	0	Gas Tax Debt			0
			Forecast	2021	2022	2023	2024	
			Authority	400	400	400	400	
			Spending Plan	400	400	400	400	
			FTE's	0	0	0	0	
Operating Impact	0	0	0	0				

City of Ottawa
2021 Draft Capital Budget
Service Area: Fire Services
 In Thousands (\$000)

Program Information			Financial Details																																																																					
Buildings-Fire Services			Class of Estimate: C) Planning																																																																					
Dept: Planning, Infrastructure & Economic Development Department	Category: Renewal of City Assets		Ward: Multiple		Year of Completion: Various																																																																			
<p>The Building and Park programs provide for life cycle renewal and replacement works to existing building and park assets. Detailed scope of work for specific projects extends to a wide assortment of work, such as roof replacement, building preservation, building mechanical and electrical systems, parks playgrounds and property elements, hard landscaping, arena and pool equipment and unplanned emergency work.</p> <p>Forecasts are based on bulk allocations that will be detailed in future budget submissions. Project cost group summaries are provided following this program summary.</p> <p>Annual programming provides allocations as required for each of the service areas as follows:</p>			<table border="1"> <tr> <td>2021 Request</td> <td>1,950</td> <td colspan="3">Projected Yearend Unspent Bal.</td> <td>0</td> </tr> <tr> <td>Revenues</td> <td>0</td> <td colspan="4">Debt</td> </tr> <tr> <td>Tax Supported/ Dedicated</td> <td>1,950</td> <td>Tax Supported/ Dedicated Debt</td> <td colspan="3">0</td> </tr> <tr> <td>Rate Supported</td> <td>0</td> <td>Rate Supported Debt</td> <td colspan="3">0</td> </tr> <tr> <td>Develop. Charges</td> <td>0</td> <td>Develop. Charges Debt</td> <td colspan="3">0</td> </tr> <tr> <td>Gas Tax</td> <td>0</td> <td>Gas Tax Debt</td> <td colspan="3">0</td> </tr> <tr> <td>Forecast</td> <td>2021</td> <td>2022</td> <td>2023</td> <td colspan="2">2024</td> </tr> <tr> <td>Authority</td> <td>1,950</td> <td>500</td> <td>500</td> <td colspan="2">550</td> </tr> <tr> <td>Spending Plan</td> <td>1,250</td> <td>600</td> <td>500</td> <td colspan="2">530</td> </tr> <tr> <td>FTE's</td> <td>0</td> <td>0</td> <td>0</td> <td colspan="2">0</td> </tr> <tr> <td>Operating Impact</td> <td>0</td> <td>0</td> <td>0</td> <td colspan="2">0</td> </tr> </table>				2021 Request	1,950	Projected Yearend Unspent Bal.			0	Revenues	0	Debt				Tax Supported/ Dedicated	1,950	Tax Supported/ Dedicated Debt	0			Rate Supported	0	Rate Supported Debt	0			Develop. Charges	0	Develop. Charges Debt	0			Gas Tax	0	Gas Tax Debt	0			Forecast	2021	2022	2023	2024		Authority	1,950	500	500	550		Spending Plan	1,250	600	500	530		FTE's	0	0	0	0		Operating Impact	0	0	0	0	
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City of Ottawa
2021 Draft Capital Budget
Service Area: Fire Services
 In Thousands (\$000)

Project Information		Location/Description	\$000's
910058 2021 Buildings-Fire Services		Class of Estimate: C) Planning	1,950
Category: Renewal of City Assets Ward: CW		Year of Completion: 2024	
<p>This program provides for life cycle renewal and replacement works to existing building assets and is a component of the corporate Buildings and Parks Program.</p>			
04	Fire Station 42 - Beaverbrook	Replace Three Overhead Doors - Apparatus Bays	
05	Fire Station 61/Paramedic Post - Kinburn	Apparatus Bay Drainage, Water Storage Tank Investigations	
05	Fire Station 61/Paramedic Post - Kinburn	Replace Apparatus Bay Floor Membrane	
05	Fire Station 62 - Fitzroy Harbour	Siding Replacement	
05	West Carleton Fire Training Building	Type II Building Condition Audit	
06	Fire Station 81/Paramedic Post - Stittsville	Fuel Tank Deficiencies	
08	Fire Station 21 - CentrepoinTE	Replace Asphalt and Curbs - Parking Lot and Drive Aisle	
09	Fire Station 25 - Manordale	Fuel Tank Deficiencies	
13	Fire Station 56 - Overbrook	Captain's Washroom Slab Remediation, Replace Windows/Skylights	
15	Fire Administration Building	Elevator Modernization	
15	Fire Station 23 - Hampton Park	Fuel Tank Deficiencies, Replace Roof Mounted Condensing Units	
16	Fire Station 33 - Hunt Club	Replace 3 Overhead Doors	
17	Fire Station 12 - Glebe	Replace AHU #2 - 2nd Floor	
18	Fire Station 36 - Elmvale Acres	Replace Windows, Repair Brick Wall	
19	Fire Station 53 - Fallingbrook	Fuel Tank Deficiencies, Replace Natural Gas-Fired Boilers (2) & DHW Heater	
21	Fire Station 83 - North Gower	Install Parapet Guardrail, Investigation Roof Parapet & Water Storage Cistern	
22	Fire Station 32 - Leitrim	Fuel Tank Deficiencies, Investigation Concrete Masonry Wall Cracks	
CW	City Wide: Fire Services Facilities	Unscheduled Works : Fire Services Facilities	

City of Ottawa
2021 Draft Capital Budget
Community & Protective Services Committee
In Thousands (\$000)

Service Area: Long Term Care											
Category	2021 Capital Budget	Revenues	Tax Supported/ Dedicated Reserves	Rate Supported Reserves	Develop. Charges	Gas Tax	Debt				
							Tax/ Dedicated	Rate	Develop. Charges	Gas Tax	Total Debt
Renewal of City Assets	7,535	285	7,250	0	0	0	0	0	0	0	0
Growth	0	0	0	0	0	0	0	0	0	0	0
Regulatory	0	0	0	0	0	0	0	0	0	0	0
Service Enhancements	60	0	60	0	0	0	0	0	0	0	0
Total	7,595	285	7,310	0	0	0	0	0	0	0	0

City of Ottawa
2021 Draft Capital Budget
Service Area: Long Term Care
 In Thousands (\$000)

Program Information			Financial Details																																													
Buildings-Long Term Care			Class of Estimate: C) Planning																																													
Dept: Planning, Infrastructure & Economic Development Department	Category: Renewal of City Assets		Ward: Multiple		Year of Completion: Various																																											
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Forecast		2021	2022	2023	2024																																											
Authority		6,950	1,000	1,000	1,100																																											
Spending Plan		3,500	3,800	1,000	1,050																																											
FTE's		0	0	0	0																																											
Operating Impact		0	0	0	0																																											

City of Ottawa
2021 Draft Capital Budget
Service Area: Long Term Care
 In Thousands (\$000)

Project Information		Location/Description	\$000's
910041 2021 Buildings-Long Term Care		Class of Estimate: C) Planning	6,950
Category: Renewal of City Assets		Ward: CW	Year of Completion: 2024
<p>This program provides for life cycle renewal and replacement works to existing building assets and is a component of the corporate Buildings and Parks Program.</p>			
08	Peter D Clark Centre: The Bungalows	Replace Kitec Piping and Radiant Panels	
08	Peter D Clark Centre: The Houses	Sprinkler System Modifications, Fuel Tank Deficiencies, Replace Flooring	
08	Peter D Clark Centre: The Houses	Building Envelope Rehabilitation, Replace Heating Boilers (2)	
08	Peter D Clark Centre: The Houses	Replace Kitec Piping and Radiant Panels, Replace Rooftop Units (8)	
08	Peter D Clark Centre: The Houses	Replace Humidifier Systems (6)	
12	Centre D'Accueil Champlain	Replace Elevators (2), Review Refurbishment of Heat Recovery Units	
12	Centre D'Accueil Champlain	Thermographic Survey of Electrical Equipment	
12	Garry J. Armstrong Long Term Care Centre	Replace Gas Humidifiers (5)	
CW	City Wide: Long Term Care Facilities	Unscheduled Works : Long Term Care Facilities	

City of Ottawa
2021 Draft Capital Budget
Service Area: Long Term Care
 In Thousands (\$000)

Program Information		Financial Details																																																																																				
Accessibility - Long Term Care		Class of Estimate: C) Planning																																																																																				
Dept: Planning, Infrastructure & Economic Development Department	Category: Service Enhancements	Ward: Multiple	Year of Completion: Various																																																																																			
<p>The Accessibility program provides for barrier removals to existing building and park assets based on ongoing condition assessments. Detailed scope of work for specific projects extends to a wide assortment of planned and/or emergency works, such as: installation of ramps, elevators, power door operators, signage, handrails in arena stands, removal of barriers in exterior and interior paths of travels, washroom / changeroom / kitchen remedial work, and parks playgrounds.</p> <p>Annual programming provides allocations as required for each of the service areas as follows:</p> <table border="1"> <thead> <tr> <th>Service Area</th> <th>Accessibility</th> </tr> </thead> <tbody> <tr> <td>Child Care Services</td> <td>60</td> </tr> <tr> <td>Cultural Services</td> <td>60</td> </tr> <tr> <td>General Government</td> <td>175</td> </tr> <tr> <td>Library</td> <td>60</td> </tr> <tr> <td>Long Term Care</td> <td>60</td> </tr> <tr> <td>Parks & Recreation</td> <td>2,025</td> </tr> <tr> <td>Social Services</td> <td>60</td> </tr> <tr> <td>Total Authority Request</td> <td>2,500</td> </tr> </tbody> </table>		Service Area	Accessibility	Child Care Services	60	Cultural Services	60	General Government	175	Library	60	Long Term Care	60	Parks & Recreation	2,025	Social Services	60	Total Authority Request	2,500	<table border="1"> <thead> <tr> <th>2021 Request</th> <th>60</th> <th colspan="3">Projected Yearend Unspent Bal.</th> <th>0</th> </tr> </thead> <tbody> <tr> <td>Revenues</td> <td>0</td> <td colspan="3">Debt</td> <td></td> </tr> <tr> <td>Tax Supported/ Dedicated</td> <td>60</td> <td>Tax Supported/ Dedicated Debt</td> <td colspan="2"></td> <td>0</td> </tr> <tr> <td>Rate Supported</td> <td>0</td> <td>Rate Supported Debt</td> <td colspan="2"></td> <td>0</td> </tr> <tr> <td>Develop. Charges</td> <td>0</td> <td>Develop. Charges Debt</td> <td colspan="2"></td> <td>0</td> </tr> <tr> <td>Gas Tax</td> <td>0</td> <td>Gas Tax Debt</td> <td colspan="2"></td> <td>0</td> </tr> <tr> <th>Forecast</th> <th>2021</th> <th>2022</th> <th>2023</th> <th colspan="2">2024</th> </tr> <tr> <td>Authority</td> <td>60</td> <td>60</td> <td>60</td> <td colspan="2">70</td> </tr> <tr> <td>Spending Plan</td> <td>30</td> <td>50</td> <td>60</td> <td colspan="2">70</td> </tr> <tr> <td>FTE's</td> <td>0</td> <td>0</td> <td>0</td> <td colspan="2">0</td> </tr> <tr> <td>Operating Impact</td> <td>0</td> <td>0</td> <td>0</td> <td colspan="2">0</td> </tr> </tbody> </table>	2021 Request	60	Projected Yearend Unspent Bal.			0	Revenues	0	Debt				Tax Supported/ Dedicated	60	Tax Supported/ Dedicated Debt			0	Rate Supported	0	Rate Supported Debt			0	Develop. Charges	0	Develop. Charges Debt			0	Gas Tax	0	Gas Tax Debt			0	Forecast	2021	2022	2023	2024		Authority	60	60	60	70		Spending Plan	30	50	60	70		FTE's	0	0	0	0		Operating Impact	0	0	0	0	
Service Area	Accessibility																																																																																					
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Authority	60	60	60	70																																																																																		
Spending Plan	30	50	60	70																																																																																		
FTE's	0	0	0	0																																																																																		
Operating Impact	0	0	0	0																																																																																		

City of Ottawa
2021 Draft Capital Budget
Service Area: Long Term Care
In Thousands (\$000)

Project Information			Financial Details							
910237	2021 Furniture & Equip. - Long Term Care		Class of Estimate:		Not Applicable					
Dept:	Community and Social Services Department	Category: Renewal of City Assets	Ward: CW	Year of Completion: 2021						
<p>These funds are required for the replacement of furniture and equipment through lifecycle at the City's four long-term care homes for the safety of residents and staff and compliance with Ministry of Long-Term Care standards.</p> <p>This annual municipal investment is required in light of the cancellation of the provincial Structural Compliance Premium program which previously provided \$350 thousand of funding per year and which ended on March 31, 2020.</p>			2021 Request		300	Projected Yearend Unspent Bal.		0		
			Revenues		0	Debt				
			Tax Supported/Dedicated		300	Tax Supported/Dedicated Debt				0
			Rate Supported		0	Rate Supported Debt				0
			Develop. Charges		0	Develop. Charges Debt				0
			Gas Tax		0	Gas Tax Debt				0
			Forecast		2021	2022	2023	2024		
			Authority		300	300	300	300		
			Spending Plan		300	300	300	300		
			FTE's		0	0	0	0		
Operating Impact		0	0	0	0					
910239	2021 Minor Capital Program - Long Term Care		Class of Estimate:		Not Applicable					
Dept:	Community and Social Services Department	Category: Renewal of City Assets	Ward: CW	Year of Completion: 2021						
<p>This is a provincially-funded program for capital repairs or replacements that are required to maintain the LTC home and/or properties in a state of good repair; respond to new and/or updated LTC regulatory standards; promote resident comfort, safety and security; and/or protect the integrity of LTC programs and services.</p>			2021 Request		285	Projected Yearend Unspent Bal.		0		
			Revenues		285	Debt				
			Tax Supported/Dedicated		0	Tax Supported/Dedicated Debt				0
			Rate Supported		0	Rate Supported Debt				0
			Develop. Charges		0	Develop. Charges Debt				0
			Gas Tax		0	Gas Tax Debt				0
			Forecast		2021	2022	2023	2024		
			Authority		285	0	0	0		
			Spending Plan		285	0	0	0		
			FTE's		0	0	0	0		
Operating Impact		0	0	0	0					

City of Ottawa
 2021 Draft Capital Budget
 Community & Protective Services Committee
 In Thousands (\$000)

Service Area: Paramedic Service											
Category	2021 Capital Budget	Revenues	Tax Supported/ Dedicated Reserves	Rate Supported Reserves	Develop. Charges	Gas Tax	Debt				
							Tax/ Dedicated	Rate	Develop. Charges	Gas Tax	Total Debt
Renewal of City Assets	1,300	0	1,300	0	0	0	0	0	0	0	0
Growth	2,490	0	721	0	1,769	0	0	0	0	0	0
Regulatory	0	0	0	0	0	0	0	0	0	0	0
Service Enhancements	0	0	0	0	0	0	0	0	0	0	0
Total	3,790	0	2,021	0	1,769	0	0	0	0	0	0

City of Ottawa
2021 Draft Capital Budget
Service Area: Paramedic Service
 In Thousands (\$000)

Program Information		Financial Details				
Life Cycle Renewal - Paramedic		Class of Estimate: Not Applicable				
Dept: Emergency & Protective Services Department	Category: Renewal of City Assets	Ward: Multiple	Year of Completion: Various			
<p>The program includes the annual lifecycle replacement of medical equipment, technology and systems and any unexpected loss due to operational incidents, which ensures that equipment is current, safe and reliable for effective day-to-day operations.</p>		2021 Request	1,300	Projected Yearend Unspent Bal.	0	
		Revenues	0	Debt		
		Tax Supported/ Dedicated	1,300	Tax Supported/ Dedicated Debt	0	
		Rate Supported	0	Rate Supported Debt	0	
		Develop. Charges	0	Develop. Charges Debt	0	
		Gas Tax	0	Gas Tax Debt	0	
		Forecast	2021	2022	2023	2024
		Authority	1,300	3,200	1,580	1,235
		Spending Plan	1,300	3,200	1,580	1,235
		FTE's	0	0	0	0
Operating Impact	0	0	0	0		

City of Ottawa
2021 Draft Capital Budget
Service Area: Paramedic Service
In Thousands (\$000)

Project(s) within a Program Information			\$000's
910037 Paramedic Equipment Replacement (2021)		Class of Estimate: Not Applicable	
Category: Renewal of City Assets	Ward: CW	Year of Completion: 2023	
<p>This project covers an annual life cycle replacement of the assets relating to Paramedic Service equipment. The program includes, but is not limited to, medical equipment including: cardiac monitors, power stretchers, back boards, automatic chest compression devices and oxygen tank regulators.</p>			
910038 Paramedic Technology & Equipment (2021)		Class of Estimate: Not Applicable	
Category: Renewal of City Assets	Ward: CW	Year of Completion: 2023	
<p>This project covers an annual life cycle replacement of technology and infrastructure relating to Paramedic Service. The program includes, but is not limited to, technology equipment including: mobile and portable radios, in-vehicle laptops, electronic patient care record (ePCR) devices, automated vehicle locator (AVL) system, real-time data and business intelligence systems, staff scheduling system (Telestaff) and asset and preventative maintenance tracking system (FDM).</p>			
910039 Paramedic Facilities/Post Equipment Replacement (2021)		Class of Estimate: Not Applicable	
Category: Renewal of City Assets	Ward: CW	Year of Completion: 2023	
<p>This project covers an annual life cycle replacement of the assets relating to Paramedic Service Posts and Headquarters equipment including: clinical diagnostic tools, shop equipment and office furniture.</p>			

City of Ottawa
2021 Draft Capital Budget
Service Area: Paramedic Service
 In Thousands (\$000)

Project(s) within a Program Information			\$000's
910211 Paramedic Defibrillator Replacement (2021)		Class of Estimate: Not Applicable	650
Category: Renewal of City Assets	Ward: CW	Year of Completion: 2023	
<p>This project covers an annual life cycle replacement of the assets relating to professional cardiac monitors/defibrillators as part of front-line paramedic care and the Public Access Defibrillation (PAD) Program. The PAD program has placed over 800 defibrillators in our community. The defibrillators are located in city facilities such as libraries, arenas, community centres and with first responders such as Ottawa Police, Fire Services and OC Transpo Security.</p>			

City of Ottawa
2021 Draft Capital Budget
Service Area: Paramedic Service
In Thousands (\$000)

Project Information			Financial Details							
909076 Paramedic West End Deployment Facility			Class of Estimate: D) Conceptual							
Dept:	Emergency & Protective Services Department	Category: Growth	Ward: CW	Year of Completion: 2022						
<p>This was previously identified in the long-term plan to address staff growth, fleet growth, and vehicle processing challenges as a result of the increasing call volumes. This will allow Paramedic Service to define the project goals and objectives, constraints and potential risks as the project progresses.</p>			2021 Request		2,000		Projected Yearend Unspent Bal.	1,500		
			Revenues		0		Debt			
			Tax Supported/Dedicated		650		Tax Supported/Dedicated Debt		0	
			Rate Supported		0		Rate Supported Debt		0	
			Develop. Charges		1,350		Develop. Charges Debt		0	
			Gas Tax		0		Gas Tax Debt		0	
			Forecast		2021	2022	2023	2024		
			Authority		2,000	0	0	0		
			Spending Plan		3,500	0	0	0		
			FTE's		0	0	0	0		
Operating Impact		0	0	4,400	0					
910036 Paramedic Vehicles & Equipment (2021)			Class of Estimate: Not Applicable							
Dept:	Emergency & Protective Services Department	Category: Growth	Ward: CW	Year of Completion: 2024						
<p>This project covers the growth in call volume and the required vehicles and equipment in support of the request for additional staff in 2021, per the Council approved report ACS2016-EPS-GEN-0005 Ottawa Paramedic Service Review.</p> <p>Paramedics and Paramedic Superintendents provide direct patient care and are deployed and respond to calls for service in emergency response vehicles. This project is for the purchase of emergency response vehicles and required equipment. Provincial legislation stipulates stringent vehicle standards and equipment requirements.</p>			2021 Request		490		Projected Yearend Unspent Bal.	0		
			Revenues		0		Debt			
			Tax Supported/Dedicated		71		Tax Supported/Dedicated Debt		0	
			Rate Supported		0		Rate Supported Debt		0	
			Develop. Charges		419		Develop. Charges Debt		0	
			Gas Tax		0		Gas Tax Debt		0	
			Forecast		2021	2022	2023	2024		
			Authority		490	490	241	241		
			Spending Plan		490	490	241	241		
			FTE's		14	14	14	0		
Operating Impact		150	150	75	75					

City of Ottawa
2021 Draft Capital Budget
Community & Protective Services Committee
In Thousands (\$000)

Parks, Buildings, & Grounds											
Category	2021 Capital Budget	Revenues	Tax Supported/Dedicated Reserves	Rate Supported Reserves	Develop. Charges	Gas Tax	Debt				
							Tax/Dedicated	Rate	Develop. Charges	Gas Tax	Total Debt
Renewal of City Assets	6,000	0	6,000	0	0	0	0	0	0	0	0
Growth	0	0	0	0	0	0	0	0	0	0	0
Regulatory	0	0	0	0	0	0	0	0	0	0	0
Service Enhancements	0	0	0	0	0	0	0	0	0	0	0
Total	6,000	0	6,000	0	0	0	0	0	0	0	0

City of Ottawa
2021 Draft Capital Budget
Service Area: Parks, Buildings, & Grounds
 In Thousands (\$000)

Program Information			Financial Details																																														
Parks - Parks & Recreation			Class of Estimate: C) Planning																																														
Dept: Planning, Infrastructure & Economic Development Department	Category: Renewal of City Assets		Ward: Multiple		Year of Completion: Various																																												
<p>The Building and Park programs provide for life cycle renewal and replacement works to existing building and park assets. Detailed scope of work for specific projects extends to a wide assortment of work, such as roof replacement, building preservation, building mechanical and electrical systems, parks playgrounds and property elements, hard landscaping, arena and pool equipment and unplanned emergency work.</p> <p>Forecasts are based on bulk allocations that will be detailed in future budget submissions. Project cost group summaries are provided following this program summary.</p> <p>Annual programming provides allocations as required for each of the service areas as follows:</p> <table border="1" data-bbox="63 1006 630 1461"> <thead> <tr> <th>Service Area</th> <th>Buildings</th> <th>Parks</th> </tr> </thead> <tbody> <tr><td>By-Law Services</td><td>125</td><td></td></tr> <tr><td>Child Care Services</td><td>175</td><td></td></tr> <tr><td>Cultural Services</td><td>550</td><td></td></tr> <tr><td>Fire Services</td><td>1,950</td><td></td></tr> <tr><td>General Government</td><td>4,025</td><td></td></tr> <tr><td>Library</td><td>2,225</td><td></td></tr> <tr><td>Long Term Care</td><td>6,950</td><td></td></tr> <tr><td>Parks & Recreation</td><td>18,791</td><td>6,000</td></tr> <tr><td>Road Services</td><td>3,375</td><td></td></tr> <tr><td>Social Services</td><td>400</td><td></td></tr> <tr><td>Transit Services</td><td>3,600</td><td></td></tr> <tr><td>Water Services</td><td>50</td><td></td></tr> <tr><td>Total Authority Request</td><td>42,216</td><td>6,000</td></tr> </tbody> </table>			Service Area	Buildings	Parks	By-Law Services	125		Child Care Services	175		Cultural Services	550		Fire Services	1,950		General Government	4,025		Library	2,225		Long Term Care	6,950		Parks & Recreation	18,791	6,000	Road Services	3,375		Social Services	400		Transit Services	3,600		Water Services	50		Total Authority Request	42,216	6,000	2021 Request	6,000	Projected Yearend Unspent Bal.		0
			Service Area	Buildings	Parks																																												
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Total Authority Request	42,216	6,000																																															
Revenues	0	Debt																																															
Tax Supported/ Dedicated	6,000	Tax Supported/ Dedicated Debt			0																																												
Rate Supported	0	Rate Supported Debt			0																																												
Develop. Charges	0	Develop. Charges Debt			0																																												
Gas Tax	0	Gas Tax Debt			0																																												
Forecast	2021	2022	2023	2024																																													
Authority	6,000	7,000	7,000	7,000																																													
Spending Plan	3,000	5,300	6,800	7,000																																													
FTE's	0	0	0	0																																													
Operating Impact	0	0	0	0																																													

City of Ottawa
2021 Draft Capital Budget
Service Area: Parks, Buildings, & Grounds
In Thousands (\$000)

Project Information		Location/Description	\$000's
910067 2021 Parks - Parks & Rec		Class of Estimate: C) Planning	
Category: Renewal of City Assets	Ward: CW	Year of Completion: 2024	
<p>This program provides for life cycle renewal and replacement works to existing building assets and is a component of the corporate Buildings and Parks Program.</p>			
03	Burnett Park: Playground	Advance Design - Replace Junior Playstructure	
04	Bethune Park	Replace Morality/Pathway Lighting (10)	
05	Egbert Reitsma Parkette: Playground	Replace Senior Playstructure and Play Equipment	
05	Greenbriar Park: Playground	Replace Senior Playstructure and Play Equipment	
06	Village Square Park: Playground	Replace Senior Playstructure and Play Equipment	
07	Britannia Park: Playground	Advance Design - Replace Junior Playstructure	
07	Lakeview Park: Playground	Replace Senior Playstructure and Play Equipment	
08	Briargreen Park: Playground	Replace Senior Playstructure and Play Equipment	
10	Ghosh Park: Playground	Advance Design - Replace Play Equipment	
10	Greenboro Park	Replace Morality/Pathway Lighting (63)	
10	Greenboro Park Pavilion: Playground	Replace Play Equipment	
11	Carson Grove Park: Tennis Courts (2)	Replace Asphalt	
11	Cyrville Park: Water Spray Pad	Replace Water Feature	
11	Whiterock Park: Playground	Replace Jr/Sr Playstructures and Play Equipment	
12	Bingham Park: Tennis Court (1)	Replace Asphalt	
12	Strathcona Park: Playground	Advance Design - Replace Play Equipment	
13	St. Laurent Don Gamble Complex: Playground	Replace Senior Playstructure	
14	McNabb Park: Gazebo	Replace Gazebo	
16	Harrold Place Park: Gazebo	Replace Shade Structure	
16	Pauline Vanier Park: Playground	Replace Swings and Protective Surfacing	
16	Raven Park: Wading Pool	Replace Pool Chamber	
17	Kaladar Park: Spray Pad	Replace Spray Pad	
17	Springhurst Park: Playground	Replace Junior Playstructure and Play Equipment	
19	Leslie Armstrong Park: Playground	Replace Junior Playstructure and Play Equipment	
20	Bramble Lane Park: Playground	Replace Senior Playstructure	

City of Ottawa
 2021 Draft Capital Budget
 Community & Protective Services Committee
 In Thousands (\$000)

Service Area: Parks, Recreation & Culture											
Category	2021 Capital Budget	Revenues	Tax Supported/Dedicated Reserves	Rate Supported Reserves	Develop. Charges	Gas Tax	Debt				
							Tax/Dedicated	Rate	Develop. Charges	Gas Tax	Total Debt
Renewal of City Assets	22,841	0	22,841	0	0	0	0	0	0	0	0
Growth	12,907	1,635	191	0	11,081	0	0	0	0	0	0
Regulatory	0	0	0	0	0	0	0	0	0	0	0
Service Enhancements	3,115	0	3,115	0	0	0	0	0	0	0	0
Total	38,863	1,635	26,147	0	11,081	0	0	0	0	0	0

City of Ottawa
2021 Draft Capital Budget
Service Area: Parks, Recreation & Culture
In Thousands (\$000)

Project Information			Financial Details						
909104 Beach Pavillion Upgrade/Renewal			Class of Estimate: Not Applicable						
Dept:	Recreation, Cultural and Facility Operations Department	Category: Renewal of City Assets	Ward: CW	Year of Completion: 2025					
Design stage for a project to replace existing pavilion with new beach and community facility, with new services to Riverside Drive; add park operations garage and washrooms to serve Canada 150 Playground.			2021 Request		933	Projected Yearend Unspent Bal.		0	
			Revenues		0	Debt			
			Tax Supported/Dedicated		933	Tax Supported/Dedicated Debt		0	
			Rate Supported		0	Rate Supported Debt		0	
			Develop. Charges		0	Develop. Charges Debt		0	
			Gas Tax		0	Gas Tax Debt		0	
			Forecast		2021	2022	2023	2024	
			Authority		933	921	581	0	
			Spending Plan		933	921	581	0	
			FTE's		0	0	0	0	
Operating Impact		0	0	0	0				
909107 Facility Minor Capital Front of House Repairs			Class of Estimate: Not Applicable						
Dept:	Recreation, Cultural and Facility Operations Department	Category: Renewal of City Assets	Ward: CW	Year of Completion: 2021					
Provides funds for repairs costing less than 10K per project, that will improve public access and service at RCFS facilities. New Year of Completion requested to 2025.			2021 Request		300	Projected Yearend Unspent Bal.		317	
			Revenues		0	Debt			
			Tax Supported/Dedicated		300	Tax Supported/Dedicated Debt		0	
			Rate Supported		0	Rate Supported Debt		0	
			Develop. Charges		0	Develop. Charges Debt		0	
			Gas Tax		0	Gas Tax Debt		0	
			Forecast		2021	2022	2023	2024	
			Authority		300	300	300	300	
			Spending Plan		617	300	300	300	
			FTE's		0	0	0	0	
Operating Impact		0	0	0	0				

City of Ottawa
2021 Draft Capital Budget
Service Area: Parks, Recreation & Culture
In Thousands (\$000)

Project Information			Financial Details						
910128 Park Redevelopment 2021			Class of Estimate: Not Applicable						
Dept:	Recreation, Cultural and Facility Operations Department	Category: Renewal of City Assets	Ward: CW	Year of Completion: 2024					
<p>This program provides the ability to re-develop parks that no longer meet community needs due to changes to the neighbourhood demographics and are not achievable through the Lifecycle Replacement Program.</p>			2021 Request		500		Projected Yearend Unspent Bal.	0	
			Revenues		0		Debt		
			Tax Supported/Dedicated		500		Tax Supported/Dedicated Debt		0
			Rate Supported		0		Rate Supported Debt		0
			Develop. Charges		0		Develop. Charges Debt		0
			Gas Tax		0		Gas Tax Debt		0
			Forecast		2021	2022	2023	2024	
			Authority		500	0	500	0	
			Spending Plan		250	250	250	250	
			FTE's		0	0	0	0	
Operating Impact		0	0	0	0				
910167 Museum Sustainability Plan 2021			Class of Estimate: Not Applicable						
Dept:	Recreation, Cultural and Facility Operations Department	Category: Renewal of City Assets	Ward: CW	Year of Completion: 2024					
<p>Supports the operation and storage of Museum and historical assets. Museums provide direct services to residents and the Museum Sustainability Plan allows for ongoing repair and maintenance to equipment and program building improvements to meet health and safety standards and accessibility requirements. This funding includes program equipment replacement, system upgrades, building program improvements, conservation, and renovations.</p>			2021 Request		200		Projected Yearend Unspent Bal.	0	
			Revenues		0		Debt		
			Tax Supported/Dedicated		200		Tax Supported/Dedicated Debt		0
			Rate Supported		0		Rate Supported Debt		0
			Develop. Charges		0		Develop. Charges Debt		0
			Gas Tax		0		Gas Tax Debt		0
			Forecast		2021	2022	2023	2024	
			Authority		200	200	200	200	
			Spending Plan		200	200	200	200	
			FTE's		0	0	0	0	
Operating Impact		0	0	0	0				

City of Ottawa
2021 Draft Capital Budget
Service Area: Parks, Recreation & Culture
In Thousands (\$000)

Project Information			Financial Details						
910168 Artifact & Art Collection Restore & Maint 2021			Class of Estimate: Not Applicable						
Dept:	Recreation, Cultural and Facility Operations Department	Category: Renewal of City Assets	Ward: CW	Year of Completion: 2024					
Supports the professional care and management of 300,000+ objects of irreplaceable historical and cultural significance in the City's art, artefact, and archaeological collections.			2021 Request		50	Projected Yearend Unspent Bal.		0	
			Revenues		0	Debt			
			Tax Supported/Dedicated		50	Tax Supported/Dedicated Debt		0	
			Rate Supported		0	Rate Supported Debt		0	
			Develop. Charges		0	Develop. Charges Debt		0	
			Gas Tax		0	Gas Tax Debt		0	
			Forecast		2021	2022	2023	2024	
			Authority		50	50	50	50	
			Spending Plan		50	50	50	50	
			FTE's		0	0	0	0	
Operating Impact		0	0	0	0				
910186 Cultural Building & Equip 2021			Class of Estimate: Not Applicable						
Dept:	Recreation, Cultural and Facility Operations Department	Category: Renewal of City Assets	Ward: CW	Year of Completion: 2025					
Supports the operation of cultural facilities/spaces that provide direct services to residents and allows for ongoing repair and maintenance to equipment and building improvements to meet health and safety standards and accessibility			2021 Request		125	Projected Yearend Unspent Bal.		0	
			Revenues		0	Debt			
			Tax Supported/Dedicated		125	Tax Supported/Dedicated Debt		0	
			Rate Supported		0	Rate Supported Debt		0	
			Develop. Charges		0	Develop. Charges Debt		0	
			Gas Tax		0	Gas Tax Debt		0	
			Forecast		2021	2022	2023	2024	
			Authority		125	125	125	125	
			Spending Plan		125	125	125	125	
			FTE's		0	0	0	0	
Operating Impact		0	0	0	0				

City of Ottawa
2021 Draft Capital Budget
Service Area: Parks, Recreation & Culture
In Thousands (\$000)

Project Information			Financial Details						
910190 Fitness and Program Equipment 2021			Class of Estimate: Not Applicable						
Dept:	Recreation, Cultural and Facility Operations Department	Category: Renewal of City Assets	Ward: CW	Year of Completion: 2025					
<p>Supports the operation physical activity and fitness services to residents. Allows for ongoing lifecycle purchase and replacement of cardio, balance and strength equipment in community recreation facilities. Timely planned replacement of equipment is required to meet health and safety standard and accessibility requirements while promoting effective program delivery and ensuring client satisfaction. Bulk purchases improve cost effectiveness while a replacement program protects city assets and prevents loss of revenues.</p>			2021 Request		250	Projected Yearend Unspent Bal.		0	
			Revenues		0	Debt			
			Tax Supported/Dedicated		250	Tax Supported/Dedicated Debt		0	
			Rate Supported		0	Rate Supported Debt		0	
			Develop. Charges		0	Develop. Charges Debt		0	
			Gas Tax		0	Gas Tax Debt		0	
			Forecast		2021	2022	2023	2024	
			Authority		250	0	250	0	
			Spending Plan		125	125	125	125	
			FTE's		0	0	0	0	
Operating Impact		0	0	0	0				
910191 Minor Park Improvement 2021			Class of Estimate: Not Applicable						
Dept:	Recreation, Cultural and Facility Operations Department	Category: Renewal of City Assets	Ward: CW	Year of Completion: 2026					
<p>The Minor Park Improvement Program enables staff to respond to priority community requests for minor capital improvements and to add specific elements to parks independent of full redevelopment. Examples of minor elements include park furniture such as benches, picnic tables, litter containers, bike racks or single park components such as a set of swings, spring toys, etc. The program provides the flexibility required to respond promptly to community requests resulting from recreation trend changes, population increases or demographic changes in the service area of a park.</p>			2021 Request		250	Projected Yearend Unspent Bal.		0	
			Revenues		0	Debt			
			Tax Supported/Dedicated		250	Tax Supported/Dedicated Debt		0	
			Rate Supported		0	Rate Supported Debt		0	
			Develop. Charges		0	Develop. Charges Debt		0	
			Gas Tax		0	Gas Tax Debt		0	
			Forecast		2021	2022	2023	2024	
			Authority		250	250	250	250	
			Spending Plan		250	250	250	250	
			FTE's		0	0	0	0	
Operating Impact		0	0	0	0				

City of Ottawa
2021 Draft Capital Budget
Service Area: Parks, Recreation & Culture
 In Thousands (\$000)

Project Information			Financial Details						
910193 Infrastructure Upgrades 2021			Class of Estimate: Not Applicable						
Dept:	Recreation, Cultural and Facility Operations Department	Category: Renewal of City Assets	Ward: CW	Year of Completion: 2024					
RCFS currently oversees 1275 properties and 867 facilities, which require upgrades to add functionality and meet emerging community needs.			2021 Request		682		Projected Yearend Unspent Bal.	0	
			Revenues		0		Debt		
			Tax Supported/Dedicated		682		Tax Supported/Dedicated Debt		0
			Rate Supported		0		Rate Supported Debt		0
			Develop. Charges		0		Develop. Charges Debt		0
			Gas Tax		0		Gas Tax Debt		0
			Forecast		2021	2022	2023	2024	
			Authority		682	644	934	925	
			Spending Plan		682	644	934	925	
			FTE's		0	0	0	0	
Operating Impact		0	0	0	0				
910194 Signage for City Assets			Class of Estimate: Not Applicable						
Dept:	Recreation, Cultural and Facility Operations Department	Category: Renewal of City Assets	Ward: CW	Year of Completion: 2024					
Provides funds for the acquisition and installation of signage for City assets, including those assets renamed under the Council-approved Commemorative Naming program.			2021 Request		10		Projected Yearend Unspent Bal.	0	
			Revenues		0		Debt		
			Tax Supported/Dedicated		10		Tax Supported/Dedicated Debt		0
			Rate Supported		0		Rate Supported Debt		0
			Develop. Charges		0		Develop. Charges Debt		0
			Gas Tax		0		Gas Tax Debt		0
			Forecast		2021	2022	2023	2024	
			Authority		10	10	10	10	
			Spending Plan		10	10	10	10	
			FTE's		0	0	0	0	
Operating Impact		0	0	0	0				

City of Ottawa
2021 Draft Capital Budget
Service Area: Parks, Recreation & Culture
In Thousands (\$000)

Project Information			Financial Details					
910195 Outdoor Pool Security Upgrades 2021			Class of Estimate: Not Applicable					
Dept:	Recreation, Cultural and Facility Operations Department	Category: Renewal of City Assets	Ward: CW	Year of Completion: 2022				
To upgrade outdoor security for the City's Outdoor Pools. Such measures include improved fencing and perimeter protection, and monitoring equipment.			2021 Request		200	Projected Yearend Unspent Bal.	0	
			Revenues		0	Debt		
			Tax Supported/Dedicated		200	Tax Supported/Dedicated Debt		0
			Rate Supported		0	Rate Supported Debt		0
			Develop. Charges		0	Develop. Charges Debt		0
			Gas Tax		0	Gas Tax Debt		0
			Forecast		2021	2022	2023	2024
			Authority		200	0	0	0
			Spending Plan		200	0	0	0
			FTE's		0	0	0	0
Operating Impact		0	0	0	0			
907430 Urban Parks Manual			Class of Estimate: Not Applicable					
Dept:	Recreation, Cultural and Facility Operations Department	Category: Growth	Ward: CW	Year of Completion: 2022				
The Urban Parks Manual will be developed as companion document to the Park Development Manual. The Urban Park Manual will be developed primarily to define, standardize and improve urban park design and development for both City-built and developer-built or front-ended projects within the Greenbelt and urban core area of the City.			2021 Request		214	Projected Yearend Unspent Bal.	144	
			Revenues		0	Debt		
			Tax Supported/Dedicated		50	Tax Supported/Dedicated Debt		0
			Rate Supported		0	Rate Supported Debt		0
			Develop. Charges		164	Develop. Charges Debt		0
			Gas Tax		0	Gas Tax Debt		0
			Forecast		2021	2022	2023	2024
			Authority		214	0	0	0
			Spending Plan		144	214	0	0
			FTE's		0	0	0	0
Operating Impact		0	0	0	0			

City of Ottawa
2021 Draft Capital Budget
Service Area: Parks, Recreation & Culture
In Thousands (\$000)

Project Information			Financial Details							
909840	Community Centre - Central (Ottawa East)		Class of Estimate:		C) Planning					
Dept:	Recreation, Cultural and Facility Operations Department	Category: Growth	Ward: 17	Year of Completion: 2024						
As identified in the Development Charges background study and advanced through Council, a new community centre is to be developed in the community of Old Ottawa East.			2021 Request		9,450	Projected Yearend Unspent Bal.		1,125		
			Revenues		1,418	Debt				
			Tax Supported/Dedicated		0	Tax Supported/Dedicated Debt		0		
			Rate Supported		0	Rate Supported Debt		0		
			Develop. Charges		8,033	Develop. Charges Debt		0		
			Gas Tax		0	Gas Tax Debt		0		
			Forecast		2021	2022	2023	2024		
			Authority		9,450	0	0	0		
			Spending Plan		3,712	3,713	3,150	0		
			FTE's		0	0	0	0		
Operating Impact		0	0	0	0					
909842	Field House - Wateridge Village Subtotal Area-Specific Facilities		Class of Estimate:		C) Planning					
Dept:	Recreation, Cultural and Facility Operations Department	Category: Growth	Ward: 13	Year of Completion: 2023						
As identified in the Development Charges background study and advanced through Council, a new community fieldhouse is to be developed in Wateridge Community Park.			2021 Request		1,500	Projected Yearend Unspent Bal.		0		
			Revenues		218	Debt				
			Tax Supported/Dedicated		0	Tax Supported/Dedicated Debt		0		
			Rate Supported		0	Rate Supported Debt		0		
			Develop. Charges		1,283	Develop. Charges Debt		0		
			Gas Tax		0	Gas Tax Debt		0		
			Forecast		2021	2022	2023	2024		
			Authority		1,500	0	0	0		
			Spending Plan		250	625	625	0		
			FTE's		0	0	0	0		
Operating Impact		0	0	0	0					

City of Ottawa
2021 Draft Capital Budget
Service Area: Parks, Recreation & Culture
In Thousands (\$000)

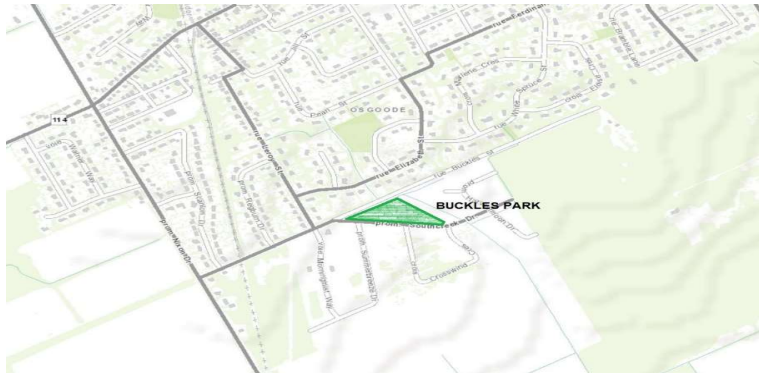
Project Information			Financial Details						
910187 Major Capital Partnership 2021			Class of Estimate: Not Applicable						
Dept:	Recreation, Cultural and Facility Operations Department	Category: Service Enhancements	Ward: CW	Year of Completion: 2025					
<p>The Community Partnership Major Capital Program provides funding to community groups to enter into partnerships with the City to implement major capital projects for new development, renovations and expansions to parks and recreation facilities.</p>			2021 Request		730	Projected Yearend Unspent Bal.		0	
			Revenues		0	Debt			
			Tax Supported/Dedicated		730	Tax Supported/Dedicated Debt		0	
			Rate Supported		0	Rate Supported Debt		0	
			Develop. Charges		0	Develop. Charges Debt		0	
			Gas Tax		0	Gas Tax Debt		0	
			Forecast		2021	2022	2023	2024	
			Authority		730	730	811	905	
			Spending Plan		730	730	811	905	
			FTE's		0	0	0	0	
			Operating Impact		0	0	0	0	
			910188 Minor Capital Partnership 2021			Class of Estimate: Not Applicable			
Dept:	Recreation, Cultural and Facility Operations Department	Category: Service Enhancements	Ward: CW	Year of Completion: 2023					
<p>The Community Partnership Minor Capital Program provides funding to community groups to implement minor capital improvements to parks and recreation facilities on a cost-sharing basis with the City to a maximum City contribution of \$10,000. This program enables the City to upgrade its recreational assets incrementally, as the community requires, thereby reducing the frequency for capital development projects. As neighbourhoods change, socially and demographically, the program is able to respond quickly to the changing requirements of the local residents. Community participation in fundraising, planning and installation of recreational facilities promotes community pride, ownership and stewardship of asset.</p>			2021 Request		300	Projected Yearend Unspent Bal.		0	
			Revenues		0	Debt			
			Tax Supported/Dedicated		300	Tax Supported/Dedicated Debt		0	
			Rate Supported		0	Rate Supported Debt		0	
			Develop. Charges		0	Develop. Charges Debt		0	
			Gas Tax		0	Gas Tax Debt		0	
			Forecast		2021	2022	2023	2024	
			Authority		300	300	300	300	
			Spending Plan		300	300	300	300	
			FTE's		0	0	0	0	
			Operating Impact		0	0	0	0	

City of Ottawa
2021 Draft Capital Budget
Service Area: Parks, Recreation & Culture
 In Thousands (\$000)

Project Information			Financial Details			
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908531	Buckles St. Neighbourhood Park		Class of Estimate:	D) Conceptual		
Dept:	Recreation, Cultural and Facility Operations Department	Category: Growth	Ward: 20	Year of Completion: 2022		

Buckles St. Neighborhood Park is a 1.8ha park that will provide active and passive recreation opportunities and a local gathering space within walking distance of local residents. Design and amenities to be determined – with input through public consultation.



2021 Request	214	Projected Yearend Unspent Bal.			1,000
Revenues	0	Debt			
Tax Supported/ Dedicated	0	Tax Supported/ Dedicated Debt	0		
Rate Supported	0	Rate Supported Debt	0		
Develop. Charges	214	Develop. Charges Debt	0		
Gas Tax	0	Gas Tax Debt	0		
Forecast	2021	2022	2023	2024	
Authority	214	0	0	0	
Spending Plan	607	607	0	0	
FTE's	0	0	0	0	
Operating Impact	0	0	0	0	

City of Ottawa
2021 Draft Capital Budget
Service Area: Parks, Recreation & Culture
 In Thousands (\$000)

Project Information			Financial Details	
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908533	Cedar Lakes (1566 Stagecoach Rd-Ripley)	Class of Estimate:	D) Conceptual	
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Dept:	Recreation, Cultural and Facility Operations Department	Category:	Growth	Ward:	20	Year of Completion:	2023
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Cedarlakes Park is a 1.4 ha neighbourhood park.


This park will have both passive and active recreation amenities. Design and amenities to be determined – with input through public consultation.

New Year of Completion is requested to 2022.




2021 Request	305	Projected Yearend Unspent Bal.			0
Revenues	0	Debt			
Tax Supported/ Dedicated	30	Tax Supported/ Dedicated Debt	0		
Rate Supported	0	Rate Supported Debt	0		
Develop. Charges	275	Develop. Charges Debt	0		
Gas Tax	0	Gas Tax Debt	0		
Forecast	2021	2022	2023	2024	
Authority	305	0	0	0	
Spending Plan	305	0	0	0	
FTE's	0	0	0	0	
Operating Impact	0	0	0	0	

City of Ottawa
2021 Draft Capital Budget
Service Area: Parks, Recreation & Culture
 In Thousands (\$000)

Project Information			Financial Details					
908543 Tom Schonberg Park			Class of Estimate: D) Conceptual					
Dept:	Recreation, Cultural and Facility Operations Department	Category: Growth	Ward: 3	Year of Completion: 2023				
<p>Tom Schonberg Park is a 1.29 ha neighbourhood park.</p> <p>This park will have both passive and active recreation amenities. The park is adjacent to a storm pond, therefore a pathway system which connects to the storm pond access road will be incorporated.</p> <p>Design and amenities to be determined – with input through public consultation.</p> <p>New Year of Completion is requested to 2024.</p> 			2021 Request	120	Projected Yearend Unspent Bal.		114	
			Revenues	0	Debt			
			Tax Supported/Dedicated	0	Tax Supported/Dedicated Debt	0		
			Rate Supported	0	Rate Supported Debt	0		
			Develop. Charges	120	Develop. Charges Debt	0		
			Gas Tax	0	Gas Tax Debt	0		
			Forecast	2021	2022	2023	2024	
			Authority	120	120	120	7	
			Spending Plan	177	177	120	7	
			FTE's	0	0	0	0	
Operating Impact	0	0	0	0				

City of Ottawa
2021 Draft Capital Budget
Service Area: Parks, Recreation & Culture
 In Thousands (\$000)

Project Information			Financial Details					
908545 Quinn Farm Park: Cadieux Land & Farm Sub			Class of Estimate: D) Conceptual					
Dept: Recreation, Cultural and Facility Operations Department	Category: Growth	Ward: 20	Year of Completion: 2024					
<p>Quinn Farm Park is a 3.3 ha community park.</p> <p>This park will have both passive and active recreation amenities. Design and amenities to be determined – with input through public consultation.</p> <p>New Year of Completion is requested to 2023.</p> 			2021 Request	120	Projected Yearend Unspent Bal.		0	
			Revenues	0	Debt			
			Tax Supported/ Dedicated	23	Tax Supported/ Dedicated Debt			0
			Rate Supported	0	Rate Supported Debt			0
			Develop. Charges	97	Develop. Charges Debt			0
			Gas Tax	0	Gas Tax Debt			0
			Forecast	2021	2022	2023	2024	
			Authority	120	1,084	0	0	
			Spending Plan	120	1,084	0	0	
			FTE's	0	0	0	0	
Operating Impact	0	0	0	0				

City of Ottawa
2021 Draft Capital Budget
Service Area: Parks, Recreation & Culture
 In Thousands (\$000)

Project Information			Financial Details	
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909503	Spring Valley Trails Community Park		Class of Estimate:	A) Pre-Tender
Dept:	Recreation, Cultural and Facility Operations Department	Category: Growth	Ward: 2	Year of Completion: 2024

This funding represents City financial contribution to the construction of community park that is currently under way using the "Developer Build" model. Ottawa did collect Park Development DC for the construction of this park prior to 2014 when the DC by-law was updated to exclude new suburban parks outside the greenbelt. This budget represents repayment of collected DC revenue from this subdivision to Claridge Homes who has currently undertaken the full construction of this community park.

New Year of Completion is requested to 2022.




2021 Request	400	Projected Yearend Unspent Bal.			0
Revenues	0	Debt			
Tax Supported/ Dedicated	58	Tax Supported/ Dedicated Debt			0
Rate Supported	0	Rate Supported Debt			0
Develop. Charges	342	Develop. Charges Debt			0
Gas Tax	0	Gas Tax Debt			0
Forecast	2021	2022	2023	2024	
Authority	400	0	0	0	
Spending Plan	400	0	0	0	
FTE's	0	0	0	0	
Operating Impact	0	0	0	0	

City of Ottawa
2021 Draft Capital Budget
Service Area: Parks, Recreation & Culture
 In Thousands (\$000)

Project Information			Financial Details							
909504 Montfort Parkette			Class of Estimate: D) Conceptual							
Dept: Recreation, Cultural and Facility Operations Department	Category: Growth	Ward: 16	Year of Completion: 2025							
<p>Montfort Parkette is a 0.54 ha neighbourhood park.</p> <p>This park will have active recreation amenities. Design and amenities to be determined – with input through public consultation.</p> <p>New Year of Completion is requested to 2023.</p>			2021 Request		400	Projected Yearend Unspent Bal.		0		
			Revenues		0		Debt			
			Tax Supported/Dedicated		0		Tax Supported/Dedicated Debt		0	
			Rate Supported		0		Rate Supported Debt		0	
			Develop. Charges		400		Develop. Charges Debt		0	
			Gas Tax		0		Gas Tax Debt		0	
			Forecast		2021	2022	2023	2024		
			Authority		400	0	0	0		
			Spending Plan		400	0	0	0		
FTE's		0	0	0	0					
Operating Impact		0	0	0	0					



City of Ottawa
2021 Draft Capital Budget
Service Area: Parks, Recreation & Culture
In Thousands (\$000)

Project Information			Financial Details					
910189 Greystone Village Forecourt			Class of Estimate: D) Conceptual					
Dept: Recreation, Cultural and Facility Operations Department	Category: Growth	Ward: 17	Year of Completion: 2023					
<p>Greystone Village Forecourt Park is a 0.8 ha neighbourhood park located in the Greystone Village development on Main Street in the Old Ottawa East community.</p> <p>This park will have both active and passive amenities. Design and amenities to be determined – with input through public consultation.</p> 			2021 Request	123	Projected Yearend Unspent Bal.		0	
			Revenues	0	Debt			
			Tax Supported/Dedicated	18	Tax Supported/Dedicated Debt	0		
			Rate Supported	0	Rate Supported Debt	0		
			Develop. Charges	105	Develop. Charges Debt	0		
			Gas Tax	0	Gas Tax Debt	0		
			Forecast	2021	2022	2023	2024	
			Authority	123	1,108	0	0	
			Spending Plan	123	1,108	0	0	
			FTE's	0	0	0	0	
Operating Impact	0	0	0	0				

City of Ottawa
2021 Draft Capital Budget
Service Area: Parks, Recreation & Culture
 In Thousands (\$000)

Project Information		Financial Details	
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910200	400 Albert Street - 1 Urban Park	Class of Estimate:	C) Planning
Dept:	Recreation, Cultural and Facility Operations Department	Category: Growth	Ward: 14
		Year of Completion: 2024	

The 400 Albert Street Urban Park is a 400 sq. m. park located at the northwest intersection of Albert and Lyons Streets. The park is being designed and constructed by the developer of a mixed use project at 400 Albert Street and will feature both passive and active recreation amenities. Design is underway with input through public consultation.



2021 Request	61	Projected Yearend Unspent Bal.			0
Revenues	0	Debt			
Tax Supported/ Dedicated	12	Tax Supported/ Dedicated Debt	0		
Rate Supported	0	Rate Supported Debt	0		
Develop. Charges	49	Develop. Charges Debt	0		
Gas Tax	0	Gas Tax Debt	0		
Forecast	2021	2022	2023	2024	
Authority	61	0	0	0	
Spending Plan	61	0	0	0	
FTE's	0	0	0	0	
Operating Impact	0	0	0	0	

City of Ottawa
2021 Draft Capital Budget
Service Area: Parks, Recreation & Culture
 In Thousands (\$000)

Program Information			Financial Details																																																																					
Buildings-Cultural Services			Class of Estimate: C) Planning																																																																					
Dept: Planning, Infrastructure & Economic Development Department	Category: Renewal of City Assets		Ward: Multiple		Year of Completion: Various																																																																			
<p>The Building and Park programs provide for life cycle renewal and replacement works to existing building and park assets. Detailed scope of work for specific projects extends to a wide assortment of work, such as roof replacement, building preservation, building mechanical and electrical systems, parks playgrounds and property elements, hard landscaping, arena and pool equipment and unplanned emergency work.</p> <p>Forecasts are based on bulk allocations that will be detailed in future budget submissions. Project cost group summaries are provided following this program summary.</p> <p>Annual programming provides allocations as required for each of the service areas as follows:</p>			<table border="1"> <tr> <td>2021 Request</td> <td>550</td> <td colspan="3">Projected Yearend Unspent Bal.</td> <td>0</td> </tr> <tr> <td>Revenues</td> <td>0</td> <td colspan="4">Debt</td> </tr> <tr> <td>Tax Supported/ Dedicated</td> <td>550</td> <td>Tax Supported/ Dedicated Debt</td> <td colspan="3">0</td> </tr> <tr> <td>Rate Supported</td> <td>0</td> <td>Rate Supported Debt</td> <td colspan="3">0</td> </tr> <tr> <td>Develop. Charges</td> <td>0</td> <td>Develop. Charges Debt</td> <td colspan="3">0</td> </tr> <tr> <td>Gas Tax</td> <td>0</td> <td>Gas Tax Debt</td> <td colspan="3">0</td> </tr> <tr> <td>Forecast</td> <td>2021</td> <td>2022</td> <td>2023</td> <td colspan="2">2024</td> </tr> <tr> <td>Authority</td> <td>550</td> <td>800</td> <td>800</td> <td colspan="2">880</td> </tr> <tr> <td>Spending Plan</td> <td>300</td> <td>640</td> <td>800</td> <td colspan="2">840</td> </tr> <tr> <td>FTE's</td> <td>0</td> <td>0</td> <td>0</td> <td colspan="2">0</td> </tr> <tr> <td>Operating Impact</td> <td>0</td> <td>0</td> <td>0</td> <td colspan="2">0</td> </tr> </table>				2021 Request	550	Projected Yearend Unspent Bal.			0	Revenues	0	Debt				Tax Supported/ Dedicated	550	Tax Supported/ Dedicated Debt	0			Rate Supported	0	Rate Supported Debt	0			Develop. Charges	0	Develop. Charges Debt	0			Gas Tax	0	Gas Tax Debt	0			Forecast	2021	2022	2023	2024		Authority	550	800	800	880		Spending Plan	300	640	800	840		FTE's	0	0	0	0		Operating Impact	0	0	0	0	
2021 Request	550	Projected Yearend Unspent Bal.			0																																																																			
Revenues	0	Debt																																																																						
Tax Supported/ Dedicated	550	Tax Supported/ Dedicated Debt	0																																																																					
Rate Supported	0	Rate Supported Debt	0																																																																					
Develop. Charges	0	Develop. Charges Debt	0																																																																					
Gas Tax	0	Gas Tax Debt	0																																																																					
Forecast	2021	2022	2023	2024																																																																				
Authority	550	800	800	880																																																																				
Spending Plan	300	640	800	840																																																																				
FTE's	0	0	0	0																																																																				
Operating Impact	0	0	0	0																																																																				
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City of Ottawa

2021 Draft Capital Budget

Service Area: Parks, Recreation & Culture

In Thousands (\$000)

Project Information		Location/Description	\$000's
910057 2021 Buildings-Cultural Services		Class of Estimate: C) Planning	550
Category: Renewal of City Assets Ward: CW		Year of Completion: 2024	
<p>This program provides for life cycle renewal and replacement works to existing building assets and is a component of the corporate Buildings and Parks Program.</p>			
07	Fairfields House	Exterior Foundation Repointing & Drainage Installation	
08	Nepean Museum and Community Building	Advance Design - Replace Roof - North End (Offices)	
18	Billings Estate Museum : Gate House	Wood Windows and Cladding Restoration	
CW	City Wide: Community and Cultural Facilities	Unscheduled Works : Cultural Facilities - General Buildings	
CW	City Wide: Community and Cultural Facilities	Unscheduled Works : Cultural Facilities - Heritage Buildings	

City of Ottawa
2021 Draft Capital Budget
Service Area: Parks, Recreation & Culture
 In Thousands (\$000)

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Dept: Planning, Infrastructure & Economic Development Department	Category: Service Enhancements	Ward: Multiple	Year of Completion: Various																																																																																			
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City of Ottawa
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Service Area: Parks, Recreation & Culture
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Dept: Planning, Infrastructure & Economic Development Department	Category: Renewal of City Assets		Ward: Multiple		Year of Completion: Various																																												
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Authority	18,791	36,851	32,500	33,150																																													
Spending Plan	16,330	18,230	33,846	33,691																																													
FTE's	0		0		0																																												
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City of Ottawa
2021 Draft Capital Budget
Service Area: Parks, Recreation & Culture
In Thousands (\$000)

Project Information		Location/Description	\$000's
910042 2021 Buildings-Parks & Rec		Class of Estimate: C) Planning	18,791
Category: Renewal of City Assets	Ward: CW	Year of Completion: 2024	
<p>This program provides for life cycle renewal and replacement works to existing building assets and is a component of the corporate Buildings and Parks Program.</p>			
01	Bob Macquarrie Recreation Complex - Orleans	Replace Warm and Cold Brine Headers, Replace Electrical Equipment	
01	Bob Macquarrie Recreation Complex - Orleans	Replace Ice Plant Compressor, Provide Lateral Support to Block Wall	
01	Ray Friel Recreation Complex	Repair Roofs, Replace Condensers, Replace Rooftop Units 4 & 14	
02	Bearbrook Park: Pool Building	Type II Building Condition Audit	
02	Notre Dame Des Champs Community Centre	Replace Filter Media For Ecoflow Septic System	
03	Ken Ross Park: Community Centre	Type II Building Condition Audit	
03	Ken Ross Park: Eagles Nest Media Building	Type II Building Condition Audit	
03	Minto Recreation Complex	Investigations - Fire Separation and Upper Roof Access Water Seepage	
03	Walter Baker Sports Centre	Fuel Tank Deficiencies, Fire Stopping Review, Pool Tanks Structural Review	
03	Walter Baker Sports Centre	Replace Parking Lot Asphalt, Curbs and Lighting	
04	J.G. Mlacak Centre	Replace Rink Floor, Type II Building Condition Audit	
04	March Tennis Club House	Building Foundation - Replace Wood Framing	
04	Richcraft Recreation Centre - Kanata	Designated Substance Review	
05	Dunrobin Community Centre	Type II Building Condition Audit	
05	Erskine Johnston Arena	Replace Scoreboard, Replace Hot Water Tanks, Structural Adequacy Review	
05	Erskine Johnston Arena	Thermographic Survey of Electrical Equipment	
06	CardelRec Recreation Complex	Replace Roof Membrane, Replace Rooftop AC Units (1&3)	
06	CardelRec Recreation Complex	Investigation - Pool Slide Platform, Replace Dehumidifier in Rink A	
07	Michele Heights Community Centre	Type II Building Condition Audit	
07	Olde Forge Community Centre	Structural Assessment, Building Envelope Assessment	
07	Ron Kolbus Centre	Replace Upper and Main Roofs, Replace AHU, Scope Interior Sanitary Lines	
08	Agincourt Park Fieldhouse	Type II Building Condition Audit	
08	Bell Arena	Roof Replacement	
08	Lynwood Community Building	Type II Building Condition Audit	
08	Pinecrest Recreation Complex	Structural Adequacy Review, Elec Equipment Thermographic Survey	

City of Ottawa
2021 Draft Capital Budget
Service Area: Parks, Recreation & Culture
In Thousands (\$000)

Project Information		Location/Description	\$000's
Category:	Ward:	Year of Completion:	
2021 Buildings-Parks & Rec - Continued			
08	Valleystream Park Tennis Clubhouse	Type II Building Condition Audit	
09	General Burns Community Building	Type II Building Condition Audit	
09	Nepean Sportsplex	Replace Rink 1 Lighting, Replace Lighting in Halls A and B	
09	Nepean Sportsplex	Advance Design - Replace Dehumidifiers - Rink 3,	
09	Nepean Sportsplex	Replace Dehumidifiers (2) - Yzerman, Replace AC1 and AC2 (Serving NVAC)	
09	Nepean Sportsplex	Structural Review of Pool Tanks, Structural Review of Arena 1 Stairs	
10	Sawmill Creek Pool	Repair Roof Rafters Connections	
11	Beacon Hill North Community Centre	Drainage Assessment	
11	Earl Armstrong Arena	Replace Condenser, Replace Sprinkler System, Structural Adequacy Review	
11	Splash Wave Pool	Thermographic Survey of Electrical Equipment	
12	Centre Richelieu Vanier	Paint Masonry Lintels, Repaint Pavilion Exterior and Roof	
12	Champagne Bath	Repair Foundation Walls, Replace Electrical Distribution Panel M	
12	Lowertown Complex	Structural Adequacy Review	
12	Routhier Community Centre	Thermographic Survey of Electrical Equipment	
12	Sandy Hill Arena	Investigations - Entrance Canopy/Wall Framing of Shower Wall	
12	Sandy Hill Arena	Lifesafety and Code Assessment, Structural Review - Arena Stands	
12	Sandy Hill Park Comfort Station	Type II Building Condition Audit	
13	Gil O Julien Park: Fieldhouse	Advance Design - Replace Hydro Vault Equipment and Panels	
13	Raymond Chabot Grant Thornton Park	Replace Joints	
14	Jack Purcell Recreation Complex	Replace Mod Bit Roof Over Main Building	
14	McNabb Arena	Structural Adequacy Review, Repair Column Pilaster Blocks	
14	Plouffe Park: Plant Recreation Centre	Structural Adequacy Review, Masonry Restoration	
15	Dovercourt Recreation Complex	Replace Asphalt in Parking Lot, Replace DHW Storage Tank	
15	Laroche Community Centre	Life Cycle Renewal Contribution - New Facility	
15	McKellar Park Community Centre	Type II Building Condition Audit	

City of Ottawa
2021 Draft Capital Budget
Service Area: Parks, Recreation & Culture
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Project Information		Location/Description	\$000's
Category:		Ward:	Year of Completion:
2021 Buildings-Parks & Rec - Continued			
15	Tom Brown Arena	Replace Sections of Brine Piping and Reinsulate	
16	Alexander Park Community Centre	Advance Design - Roof Deck Remediation	
16	Deborah Anne Kirwan Leisure Pool	Replace Pool Dehumidification System	
16	Mooneys Bay Complex: Terry Fox North Bldg	Foundation Structural Assessment	
16	Pauline Vanier Fieldhouse	Type II Building Condition Audit	
16	Rideauview Park: Comfort Station	Replace Natural Gas Furnace	
17	Brantwood Park: Fieldhouse	Type II Building Condition Audit	
17	Brewer Arena	Replace Canopy Roof, Structural Adequacy, Review Water Shedding	
17	Lansdowne Park: Horticultural Building	Replace Split Ductless Heat Pumps	
18	Alta Vista Park: Fieldhouse	Structural Investigation of Columns	
18	Canterbury Pool	Replace Air Handling Units, Replace MCC and Mechanical Room Splitter	
18	Canterbury Pool	Replace Heat Exchanger, Replace Sand Filter System	
18	Canterbury Pool	Replace Pool Dehumidifiers, Replace Entrance Door, Repair Concrete Slab	
18	Dempsey Community Centre	Fuel Tank Deficiencies	
18	Jim Durrell Recreation Complex	Structural Adequacy, Advance Design - Replace Brine Headers, Assessment	
19	Francois Dupuis Recreation Centre	Structural Pool Rehabilitation	
19	Navan Memorial Centre	Fuel Tank Deficiencies, Replace Brine/NH3 Chiller	
20	Osgoode CC and Stuart Holmes Arena	Replace Rink Floor and Rink Boards	
21	Dickinson House Manotick	Foundation Wall Remediation, Type II Building Condition Audit	
21	Kars Community Centre	Septic System Audit, Type II Building Condition Audit	
21	Millers Oven Tea Room	Restore Windows, Paint Building Exterior	
21	Richmond Arena and Community Centre	Fuel Tank Deficiencies, Advance Design - Replace Brine Chiller, Assessment	
22	Rideauview Community Centre	Replace Rooftop Units #2 & 3, Type II Building Condition Audit	
22	Southpointe Community Building	Roof Leak Investigation	
23	Glen Cairn Pool: Change Pavilion	Type II Building Condition Audit	

City of Ottawa
2021 Draft Capital Budget
Service Area: Parks, Recreation & Culture
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Project Information		Location/Description	\$000's
Category: Ward: Year of Completion:			
2021 Buildings-Parks & Rec - Continued			
23	Jack Charron Arena	Replace AC Unit Serving the Sports Club	
23	Kanata Leisure and Wave Pool Centre	Fuel Tank Deficiencies	
23	Kanata Recreation Complex	Replace Evaporative Condenser	
CW	City Wide: Parks and Recreation Facilities	Unscheduled Works : Parks & Rec Buildings, Underground Services	
CW	City Wide: Parks and Recreation Facilities	Condition Audits/Advance Design	
CW	City Wide: Parks and Recreation Facilities	Site Specific : Parking Lot Remediation	
CW	City Wide: Parks and Recreation Facilities	Unscheduled Works : Parks & Rec Heritage Buildings	

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Project Information		Location/Description	\$000's
910034	2021 Accessibility - Parks & Rec	Class of Estimate: C) Planning	2,025
Category: Service Enhancements	Ward: CW	Year of Completion: 2024	
<p>This program provides for barrier removal works to existing building assets and is a component of the corporate Buildings and Parks Program.</p>			
03	Minto Recreation Complex	Install Handrails in Arena Stands	
08	Pinecrest Recreation Complex	Install Handrails in Arena Stands	
09	Nepean Sportsplex	Various Barrier Removals - Phase 2 (As Per Advance Design)	
21	Manotick Arena and Community Centre	Install Handrails in Arena Stands	
23	Kanata Recreation Complex	Various Barrier Removals, Install Handrails in Arena Stands	
CW	City Wide: Parks and Recreation Facilities	Unscheduled Works: Parks & Rec (Accessibility)	
CW	City Wide: Parks and Recreation Facilities	Accessibility Advance Design, Accessibility Rating Tool	

City of Ottawa
2021 Draft Capital Budget
Community & Protective Services Committee
In Thousands (\$000)

Service Area: Security & Emergency Management											
Category	2021 Capital Budget	Revenues	Tax Supported/Dedicated Reserves	Rate Supported Reserves	Develop. Charges	Gas Tax	Debt				
							Tax/Dedicated	Rate	Develop. Charges	Gas Tax	Total Debt
Renewal of City Assets	500	0	500	0	0	0	0	0	0	0	0
Growth	0	0	0	0	0	0	0	0	0	0	0
Regulatory	0	0	0	0	0	0	0	0	0	0	0
Service Enhancements	0	0	0	0	0	0	0	0	0	0	0
Total	500	0	500	0	0	0	0	0	0	0	0

City of Ottawa
2021 Draft Capital Budget
Service Area: Security & Emergency Management
 In Thousands (\$000)

Program Information		Financial Details				
Life Cycle Renewal - SEM		Class of Estimate: Not Applicable				
Dept: Emergency & Protective Services Department	Category: Renewal of City Assets	Ward: Multiple	Year of Completion: Various			
<p>Security and Emergency Management's Life Cycle Renewal Program ensures equipment that is both current and reliable, which reduces the possibility of failure during operations. This allows for the continued quality and timely replacement of technology and equipment related to Security Operations, Corporate Radio System and the Emergency Operations Centre (EOC).</p> <p>The program requires ongoing capital funding for the annual lifecycle replacement of equipment, maintenance and development of systems and unexpected loss due to operational incidents to ensure effective day-to-day operation.</p>		2021 Request	500	Projected Yearend Unspent Bal.		0
		Revenues	0	Debt		
		Tax Supported/ Dedicated	500	Tax Supported/ Dedicated Debt		0
		Rate Supported	0	Rate Supported Debt		0
		Develop. Charges	0	Develop. Charges Debt		0
		Gas Tax	0	Gas Tax Debt		0
		Forecast	2021	2022	2023	2024
		Authority	500	550	555	555
		Spending Plan	500	550	555	555
		FTE's	0	0	0	0
		Operating Impact	0	0	0	0

City of Ottawa
2021 Draft Capital Budget
Service Area: Security & Emergency Management
In Thousands (\$000)

Project(s) within a Program Information			\$000's
909832	Emergency Operations Centre Upgrade	Class of Estimate: Not Applicable	50
Category: Renewal of City Assets	Ward: CW	Year of Completion: 2023	
<p>The Office of Emergency Management (OEM) operates an Emergency Operations Centre (EOC) as required by the Provincial Emergency Management Civil Protection Act (EMCPA). The EOC requires a renewal to meet service and operational demands. A new EOC is required in the near future. An EOC upgrade (to the existing site or a new facility) may require an assessment of existing program requirements and a determination on a new EOC outside the City downtown area. Preliminary site selection and design works is also contemplated.</p>			
910072	IMCMS Equipment (2021)	Class of Estimate: Not Applicable	50
Category: Renewal of City Assets	Ward: CW	Year of Completion: 2023	
<p>Security and Emergency Management is the City's responsible Service for the Corporate Radio System: Interoperable Mobile Communications Managed Services (IMCMS). The radio system infrastructure is managed by an external contractor. The City is required to purchase, maintain and lifecycle system hardware such as portable radios, mobile radios, repeaters, voice recorders.</p>			
910073	Security Operations Eqpt Replacement (2021)	Class of Estimate: Not Applicable	300
Category: Renewal of City Assets	Ward: CW	Year of Completion: 2023	
<p>Corporate Security (CS) operates and maintains a Security Operations Centre (SOC). In addition, CS operates and maintains the Closed Circuit Television (CCTV) system for the City. Both the SOC and CCTV equipment requires annual lifecycle maintenance and/or replacement. Corporate Security equipment includes safety equipment to protect staff and city assets.</p>			

City of Ottawa
2021 Draft Capital Budget
Service Area: Security & Emergency Management
 In Thousands (\$000)

Project(s) within a Program Information		\$000's
910074 Emergency Operations Eqpt Replacement (2021)		Class of Estimate: Not Applicable
Category: Renewal of City Assets	Ward: CW	Year of Completion: 2023
<p>The Office of Emergency Management (OEM) operates an Emergency Operations Centre (EOC) as required by the Provincial Emergency Management Civil Protection Act (EMCPA). EOC equipment requires annual lifecycle maintenance and/or replacement.</p>		

City of Ottawa
 2021 Draft Capital Budget
 Community & Protective Services Committee
 In Thousands (\$000)

Service Area: Social Services											
Category	2021 Capital Budget	Revenues	Tax Supported/ Dedicated Reserves	Rate Supported Reserves	Develop. Charges	Gas Tax	Debt				
							Tax/ Dedicated	Rate	Develop. Charges	Gas Tax	Total Debt
Renewal of City Assets	400	0	400	0	0	0	0	0	0	0	0
Growth	0	0	0	0	0	0	0	0	0	0	0
Regulatory	0	0	0	0	0	0	0	0	0	0	0
Service Enhancements	60	0	60	0	0	0	0	0	0	0	0
Total	460	0	460	0	0	0	0	0	0	0	0

City of Ottawa
2021 Draft Capital Budget
Service Area: Social Services
 In Thousands (\$000)

Program Information			Financial Details																																														
Buildings-Social Services			Class of Estimate: C) Planning																																														
Dept: Planning, Infrastructure & Economic Development Department	Category: Renewal of City Assets		Ward: Multiple		Year of Completion: Various																																												
<p>The Building and Park programs provide for life cycle renewal and replacement works to existing building and park assets. Detailed scope of work for specific projects extends to a wide assortment of work, such as roof replacement, building preservation, building mechanical and electrical systems, parks playgrounds and property elements, hard landscaping, arena and pool equipment and unplanned emergency work.</p> <p>Forecasts are based on bulk allocations that will be detailed in future budget submissions. Project cost group summaries are provided following this program summary.</p> <p>Annual programming provides allocations as required for each of the service areas as follows:</p> <table border="1" data-bbox="73 1015 651 1469"> <thead> <tr> <th>Service Area</th> <th>Buildings</th> <th>Parks</th> </tr> </thead> <tbody> <tr><td>By-Law Services</td><td>125</td><td></td></tr> <tr><td>Child Care Services</td><td>175</td><td></td></tr> <tr><td>Cultural Services</td><td>550</td><td></td></tr> <tr><td>Fire Services</td><td>1,950</td><td></td></tr> <tr><td>General Government</td><td>4,025</td><td></td></tr> <tr><td>Library</td><td>2,225</td><td></td></tr> <tr><td>Long Term Care</td><td>6,950</td><td></td></tr> <tr><td>Parks & Recreation</td><td>18,791</td><td>6,000</td></tr> <tr><td>Road Services</td><td>3,375</td><td></td></tr> <tr><td>Social Services</td><td>400</td><td></td></tr> <tr><td>Transit Services</td><td>3,600</td><td></td></tr> <tr><td>Water Services</td><td>50</td><td></td></tr> <tr><td>Total Authority Request</td><td>42,216</td><td>6,000</td></tr> </tbody> </table>			Service Area	Buildings	Parks	By-Law Services	125		Child Care Services	175		Cultural Services	550		Fire Services	1,950		General Government	4,025		Library	2,225		Long Term Care	6,950		Parks & Recreation	18,791	6,000	Road Services	3,375		Social Services	400		Transit Services	3,600		Water Services	50		Total Authority Request	42,216	6,000	2021 Request	400	Projected Yearend Unspent Bal.		0
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Forecast	2021	2022	2023	2024																																													
Authority	400	250	250	280																																													
Spending Plan	130	210	250	260																																													
FTE's	0	0	0	0																																													
Operating Impact	0	0	0	0																																													

City of Ottawa
2021 Draft Capital Budget
Service Area: Social Services
 In Thousands (\$000)

Project Information			Location/Description	\$000's
910044 2021 Buildings-Social Services			Class of Estimate: C) Planning	400
Category: Renewal of City Assets		Ward: CW	Year of Completion: 2024	
<p>This program provides for life cycle renewal and replacement works to existing building assets and is a component of the corporate Buildings and Parks Program.</p>				
07	Carling Family Shelter	Fuel Tank Deficiencies, Repair Concrete Walls		
CW	City Wide: Social and Housing Facilities	Unscheduled Works : Social and Housing Facilities		
CW	City Wide: Public Health Facilities	Unscheduled Works : Public Health Facilities		

City of Ottawa
2021 Draft Capital Budget
Service Area: Social Services
 In Thousands (\$000)

Program Information		Financial Details																																																																																				
Accessibility - Social Services		Class of Estimate: C) Planning																																																																																				
Dept: Planning, Infrastructure & Economic Development Department	Category: Service Enhancements	Ward: Multiple	Year of Completion: Various																																																																																			
<p>The Accessibility program provides for barrier removals to existing building and park assets based on ongoing condition assessments. Detailed scope of work for specific projects extends to a wide assortment of planned and/or emergency works, such as: installation of ramps, elevators, power door operators, signage, handrails in arena stands, removal of barriers in exterior and interior paths of travels, washroom / changeroom / kitchen remedial work, and parks playgrounds.</p> <p>Annual programming provides allocations as required for each of the service areas as follows:</p> <table border="1"> <thead> <tr> <th>Service Area</th> <th>Accessibility</th> </tr> </thead> <tbody> <tr> <td>Child Care Services</td> <td>60</td> </tr> <tr> <td>Cultural Services</td> <td>60</td> </tr> <tr> <td>General Government</td> <td>175</td> </tr> <tr> <td>Library</td> <td>60</td> </tr> <tr> <td>Long Term Care</td> <td>60</td> </tr> <tr> <td>Parks & Recreation</td> <td>2,025</td> </tr> <tr> <td>Social Services</td> <td>60</td> </tr> <tr> <td>Total Authority Request</td> <td>2,500</td> </tr> </tbody> </table>		Service Area	Accessibility	Child Care Services	60	Cultural Services	60	General Government	175	Library	60	Long Term Care	60	Parks & Recreation	2,025	Social Services	60	Total Authority Request	2,500	<table border="1"> <thead> <tr> <th>2021 Request</th> <th>60</th> <th colspan="3">Projected Yearend Unspent Bal.</th> <th>0</th> </tr> </thead> <tbody> <tr> <td>Revenues</td> <td>0</td> <td colspan="3">Debt</td> <td></td> </tr> <tr> <td>Tax Supported/ Dedicated</td> <td>60</td> <td>Tax Supported/ Dedicated Debt</td> <td colspan="2"></td> <td>0</td> </tr> <tr> <td>Rate Supported</td> <td>0</td> <td>Rate Supported Debt</td> <td colspan="2"></td> <td>0</td> </tr> <tr> <td>Develop. Charges</td> <td>0</td> <td>Develop. Charges Debt</td> <td colspan="2"></td> <td>0</td> </tr> <tr> <td>Gas Tax</td> <td>0</td> <td>Gas Tax Debt</td> <td colspan="2"></td> <td>0</td> </tr> <tr> <th>Forecast</th> <th>2021</th> <th>2022</th> <th>2023</th> <th colspan="2">2024</th> </tr> <tr> <td>Authority</td> <td>60</td> <td>60</td> <td>60</td> <td colspan="2">70</td> </tr> <tr> <td>Spending Plan</td> <td>30</td> <td>50</td> <td>60</td> <td colspan="2">70</td> </tr> <tr> <td>FTE's</td> <td>0</td> <td>0</td> <td>0</td> <td colspan="2">0</td> </tr> <tr> <td>Operating Impact</td> <td>0</td> <td>0</td> <td>0</td> <td colspan="2">0</td> </tr> </tbody> </table>	2021 Request	60	Projected Yearend Unspent Bal.			0	Revenues	0	Debt				Tax Supported/ Dedicated	60	Tax Supported/ Dedicated Debt			0	Rate Supported	0	Rate Supported Debt			0	Develop. Charges	0	Develop. Charges Debt			0	Gas Tax	0	Gas Tax Debt			0	Forecast	2021	2022	2023	2024		Authority	60	60	60	70		Spending Plan	30	50	60	70		FTE's	0	0	0	0		Operating Impact	0	0	0	0	
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City Of Ottawa
2021 Draft Capital Budget
Community & Protective Services Committee
Four Year Forecast Summary
In Thousands \$(000's)

Project Description	2021	2022	2023	2024	Total
By-Law & Regulatory Services					
Renewal of City Assets					
909118 By-law Ballistic Vest Replacement	-	-	-	80	80
909119 By-law Field Technology Systems	315	-	-	-	315
910055 2021 Buildings-By-Law Services	125	500	500	550	1,675
910071 Bylaw Equipment Replacement (2021)	60	60	65	65	250
Renewal of City Assets Total	500	560	565	695	2,320
By-Law & Regulatory Services Total	500	560	565	695	2,320
Child Care					
Renewal of City Assets					
910056 2021 Buildings-Child Care Services	175	150	150	170	645
910238 2021 Municipal Child Care Centre Upgrade	100	100	100	100	400
Renewal of City Assets Total	275	250	250	270	1,045
Service Enhancements					
910068 2021 Accessibility - Child Care Services	60	60	60	70	250
Service Enhancements Total	60	60	60	70	250
Child Care Total	335	310	310	340	1,295
Fire Services					
Renewal of City Assets					
908656 Fire SCBA Replacement	-	-	155	1,055	1,210
908883 Fire Back-Up Generators	200	-	-	-	200
910027 Fire Tech. Development & Equipment-2021	500	510	510	360	1,880
910028 Specialty Fire Equip. Replacement-2021	500	550	520	450	2,020
910029 Fire Equipment Replacement Prog.-2021	500	480	510	370	1,860
910030 Fire Safety Equipment Replacement-2021	500	480	520	440	1,940
910031 Fire Facility Equipment Replacement-2021	350	360	415	320	1,445
910058 2021 Buildings-Fire Services	1,950	500	500	550	3,500
Renewal of City Assets Total	4,500	2,880	3,130	3,545	14,055

City Of Ottawa
2021 Draft Capital Budget
Community & Protective Services Committee
Four Year Forecast Summary
In Thousands \$(000's)

Project Description	2021	2022	2023	2024	Total
Growth					
904333 Ottawa West Fire Station Expansion	-	-	3,000	-	3,000
904334 Ottawa South Fire Station Expansion	-	-	-	3,000	3,000
906832 Fire Vehicles & Equipment	-	500	500	500	1,500
908031 Kanata North Fire Station	7,500	-	-	-	7,500
Growth Total	7,500	500	3,500	3,500	15,000
Service Enhancements					
910025 CBRN Grant-2021	150	150	150	150	600
910026 USAR Grant-2021	400	400	400	400	1,600
Service Enhancements Total	550	550	550	550	2,200
Fire Services Total	12,550	3,930	7,180	7,595	31,255
Long Term Care					
Renewal of City Assets					
910041 2021 Buildings-Long Term Care	6,950	1,000	1,000	1,100	10,050
910237 2021 Furniture & Equip. - Long Term Care	300	300	300	300	1,200
910239 2021 Minor Capital Prg - Long Term Care	285	-	-	-	285
Renewal of City Assets Total	7,535	1,300	1,300	1,400	11,535
Service Enhancements					
910033 2021 Accessibility - Long Term Care	60	60	60	70	250
Service Enhancements Total	60	60	60	70	250
Long Term Care Total	7,595	1,360	1,360	1,470	11,785
Paramedic Service					
Renewal of City Assets					
910037 Paramedic Equipment Replacement (2021)	250	440	440	490	1,620
910038 Paramedic Technology & Equipment (2021)	300	350	200	150	1,000
910039 Paramedic Facilities/Post Eqp Repl(2021)	100	110	110	125	445
910211 Paramedic Defibrillator Replacement 2021	650	2,300	830	470	4,250
Renewal of City Assets Total	1,300	3,200	1,580	1,235	7,315

City Of Ottawa
2021 Draft Capital Budget
Community & Protective Services Committee
Four Year Forecast Summary
In Thousands \$(000's)

Project Description	2021	2022	2023	2024	Total
Growth					
903350 Paramedic Post - West (2024)	-	-	-	1,525	1,525
909076 Paramedic West End Deployment Facility	2,000	-	-	-	2,000
910036 Paramedic Vehicles & Equipment (2021)	490	490	241	241	1,462
Growth Total	2,490	490	241	1,766	4,987
Paramedic Service Total	3,790	3,690	1,821	3,001	12,302
Parks, Buildings, & Grounds					
Renewal of City Assets					
910067 2021 Parks - Parks & Rec	6,000	7,000	7,000	7,000	27,000
Renewal of City Assets Total	6,000	7,000	7,000	7,000	27,000
Parks, Buildings, & Grounds Total	6,000	7,000	7,000	7,000	27,000
Parks, Recreation & Culture					
Renewal of City Assets					
909104 Beach Pavillion Upgrade/Renewal	933	921	581	-	2,435
909107 Facility Minor Cap Front of House Repair	300	300	300	300	1,200
910042 2021 Buildings-Parks & Rec	18,791	36,851	32,500	33,150	121,292
910057 2021 Buildings-Cultural Services	550	800	800	880	3,030
910128 Park Redevelopment 2021	500	-	500	-	1,000
910129 Park Pathway Lighting 2022	-	250	-	300	550
910167 Museum Sustainability Plan 2021	200	200	200	200	800
910168 Artifact & Art Collection Restore & Main	50	50	50	50	200
910185 Outdoor Sports Court Redevelopment 2022	-	200	-	200	400
910186 Cultural Building & Equip 2021	125	125	125	125	500
910190 Fitness and Program Equipment 2021	250	-	250	-	500
910191 Minor Park Improvement 2021	250	250	250	250	1,000
910192 Infrastruct Support - Outdoor Rinks 2022	-	400	-	400	800
910193 Infrastructure Upgrades 2021	682	644	934	925	3,185
910194 Signage for City Assets	10	10	10	10	40

City Of Ottawa
2021 Draft Capital Budget
Community & Protective Services Committee
Four Year Forecast Summary
In Thousands \$(000's)

Project Description	2021	2022	2023	2024	Total
910195 Outdoor Pool Security Upgrades 2021	200	-	-	-	200
910196 Meridian Theatre Cap Renewal Fund 2022	-	168	168	168	504
910197 Shenkman Arts Ctre Renewal Fund 2022	-	40	40	40	120
Renewal of City Assets Total	22,841	41,209	36,708	36,998	137,756
Growth					
907430 Urban Parks Manual	214	-	-	-	214
908531 Buckles St. Neighbourhood Park	214	-	-	-	214
908532 Carp Airport Community Park	-	500	384	-	884
908533 Cedar Lakes (1566 Stagecoach Rd-Ripley)	305	-	-	-	305
908535 EUC District Park	-	-	751	752	1,503
908536 Fernbank District Park - Richcraft	-	-	645	645	1,290
908539 Kanata West District Park	-	550	550	550	1,650
908540 Lebreton Park	-	-	1,252	1,252	2,504
908542 Ogilvie Cummings Parkette	-	313	-	-	313
908543 Tom Schonberg Park	120	120	120	7	367
908544 Place des Gouverneurs Park	-	-	87	85	172
908545 Quinn Farm Park: Cadieux Land & Farm Sub	120	1,084	-	-	1,204
908547 Riverside South North District Pk (Empl)	-	-	-	977	977
908548 Train Lands TOD	-	-	120	120	240
909126 Riverside South Recreation Complex Const	-	-	-	10,298	10,298
909503 Spring Valley Trails Community Park	400	-	-	-	400
909504 Montfort Parkette	400	-	-	-	400
909818 Cyrville Station TOD Area-1/3 Urban Park	-	337	-	-	337
909820 Parks Growth Projects	-	1,313	1,493	3,851	6,657
909839 Community Centre - East (EUC)	-	1,050	9,450	-	10,500
909840 Community Centre - Central (Ottawa East)	9,450	-	-	-	9,450
909841 Comm. Ctr Space Upgrd Sawmill Cr, & Alex	-	12,772	-	-	12,772
909842 Field House - Wateridge Village	1,500	-	-	-	1,500
909843 Outdoor Aquatic Facility 1	-	-	-	2,232	2,232
909846 Indoor Major Aquatic Facility - 50M Pool	-	-	-	3,900	3,900
910189 Greystone Village Forecourt	123	1,108	-	-	1,231
910200 400 Albert Street - 1 Urban Park	61	-	-	-	61
Growth Total	12,907	19,147	14,852	24,669	71,575

City Of Ottawa
2021 Draft Capital Budget
Community & Protective Services Committee
Four Year Forecast Summary
In Thousands \$(000's)

Project Description	2021	2022	2023	2024	Total
Service Enhancements					
910034 2021 Accessibility - Parks & Rec	2,025	1,395	1,395	1,400	6,215
910069 2021 Accessibility - Cultural Services	60	60	60	70	250
910187 Major Capital Partnership 2021	730	730	811	905	3,176
910188 Minor Capital Partnership 2021	300	300	300	300	1,200
Service Enhancements Total	3,115	2,485	2,566	2,675	10,841
Parks, Recreation & Culture Total	38,863	62,841	54,126	64,342	220,172
Security & Emergency Management					
Renewal of City Assets					
909832 Emergency Operations Centre Upgrade	50	50	50	50	200
910072 Interoperable Mobile Communications Mgmt	50	50	50	50	200
910073 Security Operations Eqpt Replacement	300	350	355	355	1,360
910074 Emergency Operations Eqpt Replacement	100	100	100	100	400
Renewal of City Assets Total	500	550	555	555	2,160
Security & Emergency Management Total	500	550	555	555	2,160
Social Services					
Renewal of City Assets					
910044 2021 Buildings-Social Services	400	250	250	280	1,180
Renewal of City Assets Total	400	250	250	280	1,180
Service Enhancements					
910075 2021 Accessibility - Social Services	60	60	60	70	250
Service Enhancements Total	60	60	60	70	250
Social Services Total	460	310	310	350	1,430
Grand Total	70,593	80,551	73,227	85,348	309,719

City Of Ottawa
2021 Draft Capital Budget
Community & Protective Service
Works-In-Progress
In Thousands \$(000's)

Project Description	Authority	Expenditures as of August 31, 2020	August 31, 2020 Unspent Cash Balance	Total Contractual Obligations	Unspent Balance including Contractuals
By-Law & Regulatory Services					
908920 2018 Buildings-By-Law Services	180	179	1	-	1
909118 By-law Ballistic Vest Replacement	75	-	75	-	75
909360 2019 Buildings-By-Law Services	155	5	150	81	69
909436 By-law Equipment Replacement (2019)	194	123	72	45	27
909666 2020 Buildings -By-Law Services	75	-	75	-	75
909817 By-law Equipment Replacement (2020)	60	-	60	-	60
By-Law & Regulatory Services Total	739	307	433	126	307
Child Care					
904935 Mun. Child Care Outdoor Facilities	200	154	46	-	46
905638 Mun. Child Care Infrastructure	400	306	94	10	84
907885 Child Care Facilities	4,529	2,730	1,800	-	1,800
908456 2017 Accessibility - Child Care	80	37	43	-	43
908921 2018 Buildings-Child Care Services	80	15	65	28	37
908933 2018 Accessibility - Child Care	165	2	163	-	163
909236 2019 Accessibility - Child Care Services	60	-	60	-	60
909361 2019 Buildings-Child Care Services	370	40	330	217	114
909667 2020 Buildings-Child Care Services	450	-	450	-	450
909684 2020 Accessibility - Child Care Services	60	-	60	-	60
909859 2020 Municipal Child Care Centre Upgrade	100	-	100	-	100
Child Care Total	6,494	3,283	3,211	255	2,956
Fire Services					
903142 Ottawa East Fire Station	7,000	5,854	1,146	185	962
904333 Ottawa West Fire Station Expansion	-	-	-	-	-
908030 Cyrville Fire Station	6,951	6,427	524	351	173
908031 Kanata North Fire Station	2,000	53	1,947	1,363	585
908883 Fire Back-Up Generators	200	-	200	-	200
908895 Fire Station Alerting & Paging System Up	1,793	31	1,762	24	1,738
908923 2018 Buildings-Fire Services	760	745	15	2	13
909130 Fire Rural Water Supply	357	12	345	31	314
909324 Fire Tech. Development & Equipment-2019	300	147	153	80	72
909326 Fire Equipment Replacement Prog.-2019	300	280	20	20	(0)

City Of Ottawa
2021 Draft Capital Budget
Community & Protective Service
Works-In-Progress
In Thousands \$(000's)

Project Description	Authority	Expenditures as of August 31, 2020	August 31, 2020 Unspent Cash Balance	Total Contractual Obligations	Unspent Balance including Contractuals
909329 CBRN Grant-2019	150	151	(1)	-	(1)
909363 2019 Buildings-Fire Services	2,000	1,242	758	509	250
909581 USAR Grant-2019	400	403	(3)	38	(41)
909654 CBRN Grant - 2020	150	36	114	7	107
909660 USAR Grant - 2020	400	72	328	518	(190)
909661 Fire Tech. Development & Equip. - 2020	475	173	302	57	245
909662 Specialty Fire Equip. Replacement - 2020	500	220	280	-	280
909663 Fire Equip. Replacement Program - 2020	540	28	512	39	472
909664 Fire Safety Equipment Replacement - 2020	400	92	308	315	(7)
909665 Fire Facility Equip. Replacement - 2020	375	70	305	74	231
909669 2020 Buildings - Fire Services	1,825	119	1,706	653	1,053
Fire Services Total	26,876	16,154	10,722	4,267	6,456
GM Comm & Social Svcs					
908305 Section 37 Ward 14 Community Garden Proj	90	90	0	-	0
GM Comm & Social Svcs Total	90	90	0	-	0
Infrastructure Svcs & Commtly S					
908929 2018 Buildings-Social Services	600	137	463	353	110
Infrastructure Svcs & Commtly S Total	600	137	463	353	110
Long Term Care					
908566 Accessibility - Long Term Care	90	-	90	-	90
908926 2018 Buildings-Long Term Care	4,055	2,243	1,812	207	1,605
908937 2018 Accessibility - Long Term Care	60	-	60	-	60
909233 LTC - Technology & Equipment Upgrades	1,000	984	16	-	16
909366 2019 Buildings-Long Term Care	645	210	435	119	316
909477 2019 Accessibility - Long Term Care	60	-	60	-	60
909545 2019 Furniture & Equip. - Long Term Care	650	418	232	146	85
909677 2020 Buildings - Long Term Care	1,853	6	1,847	1,031	816
909688 2020 Accessibility - Long Term Care	60	-	60	-	60
909857 Call Bell System	250	-	250	-	250
909858 2020 Furniture & Equipment - LTC	300	38	262	94	169
Long Term Care Total	9,023	3,899	5,124	1,597	3,527

City Of Ottawa
2021 Draft Capital Budget
Community & Protective Service
Works-In-Progress
In Thousands \$(000's)

Project Description	Authority	Expenditures as of August 31, 2020	August 31, 2020 Unspent Cash Balance	Total Contractual Obligations	Unspent Balance including Contractuals
Paramedic Service					
905210 Paramedic CACC Facility (Don Reid Dr.)	12,446	12,374	71	38	33
908315 Buildings-Paramedic Services (P3)	522	522	0	-	0
908631 Paramedic Technology & Equipment (2017)	518	442	76	20	55
909047 Paramedic Vehicles & Equipment (2018)	245	236	9	1	8
909073 Paramedic Facilities/Post Equipment Repl	620	8	612	108	505
909076 Paramedic West End Deployment Facility	1,500	-	1,500	77	1,423
909419 Paramedic Vehicles & Equipment (2019)	490	452	38	-	38
909420 Paramedic Equipment Replacement (2019)	798	472	326	46	279
909421 Paramedic Technology & Equipment (2019)	432	410	22	8	14
909753 Paramedic Vehicles & Equipment (2020)	490	346	144	-	144
909755 Paramedic Equipment Replacement (2020)	360	-	360	-	360
909761 Paramedic Technology & Equipment (2020)	254	85	169	25	143
909768 Paramedic Facilities/Post Eq. Rpl 2020	100	-	100	15	85
909770 Paramedic Defibrillator Replacement 2020	550	-	550	-	550
Paramedic Service Total	19,324	15,347	3,978	339	3,639
Parks, Buildings, & Grounds					
909240 2019 Accessibility - Cultural Services	60	-	60	-	60
909683 2020 Parks-Parks & Rec	8,250	923	7,327	2,982	4,345
Parks, Buildings, & Grounds Total	8,310	923	7,387	2,982	4,405
Parks, Recreation & Culture					
902396 Rock Knoll Land Acquisition	200	(21)	221	-	221
902412 Beryl Gaffney Park	684	732	(48)	33	(80)
903115 Manotick Park Development	368	20	348	-	348
903622 Riverside South Recreation Complex Land	4,500	4	4,496	-	4,496
903623 District Skate Board Park-East	750	59	691	60	631
903624 Minto Recreation Complex	53,502	53,355	148	11	137
904373 ENCB*North Kanata Recreation Complex	43,472	42,402	1,070	-	1,070
904699 Brewer Park	100	0	100	-	100
905848 Laroche Park and Fieldhouse Redevelopmen	5,855	303	5,552	231	5,320
906232 Sports Development - Lansdown extra 2011	5,023	3,056	1,967	16	1,951
906277 Broughton Park	418	373	44	-	44

City Of Ottawa
2021 Draft Capital Budget
Community & Protective Service
Works-In-Progress
In Thousands \$(000's)

Project Description	Authority	Expenditures as of August 31, 2020	August 31, 2020 Unspent Cash Balance	Total Contractual Obligations	Unspent Balance including Contractuals
906279 Kristina Kiss Park	1,374	1,324	50	-	50
906296 Lalande Conservation Park	355	250	105	-	105
906546 Community Centre East - FDRC	5,456	5,209	247	-	247
906993 Emerald Links Park	400	-	400	-	400
906994 Greely Village Centre Park	3,121	3,103	18	6	12
906995 Kizell Pond Pathway	1,000	57	943	48	894
907147 Reid Park Redevelopment - Design Phase	1,576	1,467	109	15	94
907412 Blackstone Community Park	720	55	665	-	665
907413 Cardinal Creek Park (18A)	1,938	1,306	632	62	570
907417 Dr. Taite Linear Park	104	3	101	-	101
907424 Millennium Park	8,055	7,982	73	3	69
907426 George Nelms Park Fieldhouse-Major Cap.	475	(93)	568	-	568
907430 Urban Parks Manual	190	46	144	-	144
907524 Fosterbrook Park	50	45	5	-	5
907549 DCA-Joseph Vezina Park Phase II	338	-	338	-	338
907842 Community Centre South	19,334	29	19,305	-	19,305
907844 Park Pathway Lighting 2018	497	30	467	144	323
907933 Centrepointhe Theatre Cap Renewal Fund	327	321	5	-	5
907935 Sarah McCarthy Park	507	478	29	2	27
907937 Kings Grant	870	576	294	-	294
907953 Shefford Road Sports Park - Field Replac	657	608	48	-	48
907986 PRCS Facility Upgrades 2015	798	746	52	54	(2)
907993 Accessibility - Parks & Rec	1,530	1,539	(9)	0	(9)
908213 PRCS Facility Upgrades 2016	1,943	1,758	185	13	172
908295 Manor Park Community Cntr Interior Reno	620	551	69	-	69
908346 CLS Mooney's Bay Playground	1,156	1,128	28	-	28
908355 Canterbury Comm Outdoor Covered Rink Fac	5,850	4,919	931	-	931
908373 Diamond Jubilee Park Phase 2	1,649	633	1,016	385	631
908374 Carp Highlands Pathway	122	-	122	-	122
908389 Booking & Registration System Replace.	5,040	1,736	3,304	937	2,366
908423 Backflow Prevention Project	2,150	1,900	250	107	143
908460 2017 Accessibility - Parks & Rec	1,925	1,759	166	36	130
908464 2017 Buildings-Cultural Services	1,895	1,873	22	10	12
908469 2017 Buildings-Parks & Rec	14,468	14,308	160	49	111

City Of Ottawa
2021 Draft Capital Budget
Community & Protective Service
Works-In-Progress
In Thousands \$(000's)

Project Description	Authority	Expenditures as of August 31, 2020	August 31, 2020 Unspent Cash Balance	Total Contractual Obligations	Unspent Balance including Contractuals
908531 Buckles St. Neighbourhood Park	1,000	-	1,000	-	1,000
908532 Carp Airport Community Park	500	-	500	-	500
908534 Cobble Hill Park Strandherd Meadows	1,338	31	1,307	30	1,278
908537 Hill Side Vista Park	386	-	386	-	386
908538 Humanics Linear Park	141	-	141	-	141
908539 Kanata West District Park	1,158	-	1,158	-	1,158
908541 Manotick Estates Park	106	-	106	-	106
908543 Onessa Springs Park	120	6	114	38	76
908546 Riverside South District Parks	7,810	-	7,810	-	7,810
908635 PRCS Facility Upgrades 2017	410	308	102	-	102
908636 Minor Park Improvement 2017	238	96	142	8	134
908638 Park Redevelopment 2017	55	-	55	-	55
908641 Centrepointhe Theatre Cap Renewal Fund	60	44	16	-	16
908719 Featherston Park - play equipment improv	153	153	-	-	-
908815 Village Square Park - Drinking Fountain	64	33	31	-	31
908828 C W Funded Public Art Commission 2017	551	87	464	318	146
908829 Devonian Park - Tennis Courts	60	-	60	-	60
908857 Ward 21 Cash-in-lieu 2017	40	-	40	-	40
908865 Rate Funded Public Art Commissions 2017	279	0	279	-	279
908873 Central Park East Lighting project	100	100	-	-	-
908882 2017 Parks Growth	600	724	(124)	-	(124)
908891 CIP150 - Pat Clarke Community Centre Ren	2,793	2,764	29	22	7
908913 Ward 8 Cash-in-lieu 2017	25	15	10	-	10
908922 2018 Buildings-Cultural Services	1,490	1,318	172	105	68
908927 2018 Buildings-Parks & Rec	15,960	11,932	4,028	1,551	2,477
908932 2018 Parks - Parks & Rec	6,925	6,654	271	123	148
908934 2018 Accessibility - Cultural Services	50	-	50	-	50
908938 2018 Accessibility - Parks & Rec	2,525	1,763	762	204	558
908992 Lynwood Park - Sitting Area	64	60	5	-	5
909004 Dovercourt Phase 2 Expansion	886	851	35	-	35
909077 RCFS Facility Upgrades 2018	1,060	10	1,050	312	738
909078 Major Capital Partnership 2018	589	(35)	624	-	624
909102 Community Centre Upgrades	330	-	330	-	330
909103 Infrastruct Support - Outdoor Rinks 2018	289	234	55	-	55

City Of Ottawa
2021 Draft Capital Budget
Community & Protective Service
Works-In-Progress
In Thousands \$(000's)

Project Description	Authority	Expenditures as of August 31, 2020	August 31, 2020 Unspent Cash Balance	Total Contractual Obligations	Unspent Balance including Contractuals
909107 Facility Minor Cap Front of House Repair	600	283	317	26	292
909110 Minor Park Improvement 2018	381	30	351	70	281
909111 Park Redevelopment 2018	156	-	156	-	156
909113 Centrepointhe Theatre Cap Renew Fund 2018	60	21	39	-	39
909127 Shenkman Arts Ctre Renewal Fund 2019	40	40	-	-	-
909138 Sylvia Holden Park Rink Upgrades	99	2	97	-	97
909160 190 Richmond S37 Park Development	400	-	400	-	400
909188 Gordon & Ivy Scharf Park Play Equipment	110	80	30	-	30
909190 Ward 5 Cash-in-Lieu 2017	12	3	9	-	9
909193 Langstaff Park Fitness Equipment	38	3	35	4	31
909194 Arcadia Park Splash Pad	300	-	300	-	300
909197 Ward 7 Cash-in-Lieu 2018	70	59	11	-	11
909206 Rate Funded Public Art Commissions 2018	706	151	555	127	429
909207 Mountain Meadows Pk -Umbrellas & benches	60	32	28	-	28
909212 Ward 9 Cash-in-Lieu 2018	10	-	10	-	10
909213 W.C. Bowes Park Splash Pad	435	364	70	4	67
909230 Ward 4 Cash-in-Lieu 2018	34	22	12	-	12
909232 Carlington Park - Mountain Bike Track	153	154	(1)	-	(1)
909244 Ward 1 Cash-in-Lieu 2018	66	51	16	-	16
909246 C W Funded Public Art Commission 2018	115	7	108	-	108
909247 Constance Buckham's Bay CC -Kitchen Reno	160	81	79	75	4
909250 Alexander Park - Improvements	152	137	15	9	6
909252 Nepean Sportsplex Football Lighting Proj	600	345	255	1	254
909253 Infrastructure Strategy	150	-	150	-	150
909254 Confederation Field	210	27	183	0	182
909260 Ward 3 Cash-in-Lieu 2018	51	17	33	-	33
909269 Ward 23 Cash-in-lieu 2018	16	1	15	-	15
909281 Gladstone Lands Park Development	1,000	-	1,000	-	1,000
909286 Ward 19 Cash-In-Lieu 2018	20	1	19	1	19
909287 Petrie Island Picnic Gazebo	90	-	90	-	90
909289 Clarity Park	620	59	560	732	(172)
909340 Ward 11 Cash-in-lieu 2018	15	-	15	-	15
909345 Lola Park	270	213	57	0	56
909362 2019 Buildings-Cultural Services	905	688	217	93	124

City Of Ottawa
2021 Draft Capital Budget
Community & Protective Service
Works-In-Progress
In Thousands \$(000's)

Project Description	Authority	Expenditures as of August 31, 2020	August 31, 2020 Unspent Cash Balance	Total Contractual Obligations	Unspent Balance including Contractuals
909367 2019 Buildings-Parks & Rec	14,659	7,574	7,085	3,999	3,086
909372 2019 Parks - Parks & Rec	5,000	3,904	1,096	299	798
909439 Bill Teron Park	165	55	110	0	110
909440 Outdoor Pool Security Upgrades 2019	100	19	81	18	63
909441 Outdoor Sports Court Redevelopment 2019	179	-	179	-	179
909442 Minor Park Improvement 2019	150	-	150	-	150
909443 Park Redevelopment 2019	300	-	300	-	300
909445 Infrastructure Upgrades 2019	508	32	476	198	278
909446 Major Capital Partnerships 2019	472	(158)	630	156	474
909448 Artifact & Art Collection Restore & Maint	50	-	50	34	16
909449 Centrepointhe Theatre Cap Renew Fund 2019	192	82	110	-	110
909450 Cultural Building & Equip 2019	100	-	100	12	88
909478 2019 Accessibility - Parks & Rec	1,395	417	978	310	668
909490 Jockvale River District Park	2,000	-	2,000	-	2,000
909546 Meridian Naming Rights Enhancements	191	4	187	-	187
909549 Blackburn Arena Upgrades	4,065	207	3,858	2,763	1,095
909556 Riverain Park	2,250	181	2,069	2,240	(171)
909565 Lindenlea Park	50	34	16	3	13
909566 Ward 12 Cash-in-lieu 2019	47	2	45	-	45
909575 Ward 9 Cash-in-lieu 2019	57	38	19	-	19
909584 Pinecrest Park Batting Cage	90	7	83	8	75
909588 Ward 21 Cash-in-lieu 2019	18	15	3	-	3
909590 Ward 11 Cash-in-lieu 2019	4	-	4	-	4
909591 Howard A. Maguire Park	60	-	60	-	60
909592 Ward 4 Cash-in-lieu 2019	10	2	7	-	7
909600 Uplands Riverside Pathway & Park	387	-	387	-	387
909601 Quarry Park	200	193	8	-	8
909605 Greystone Village Parks	196	-	196	-	196
909606 Richcraft Recreation Complex Volleyball	168	1	167	18	150
909608 Bob MacQuarrie Pool Climbing Wall	100	70	30	1	29
909610 Bordeleau Park Tennis Courts	75	-	75	74	1
909611 Beach Operation Storage Facility	165	82	83	23	60
909618 Bairds Park Swings	50	5	45	3	42
909624 Ward 20 Cash-in-lieu 2019	10	-	10	10	0

City Of Ottawa
2021 Draft Capital Budget
Community & Protective Service
Works-In-Progress
In Thousands \$(000's)

Project Description	Authority	Expenditures as of August 31, 2020	August 31, 2020 Unspent Cash Balance	Total Contractual Obligations	Unspent Balance including Contractuals
909650 Ward 6 Cash-in-lieu 2019	9	5	3	-	3
909659 Charing Park - Splash Pad	200	95	105	17	88
909668 2020 Buildings-Cultural Services	850	26	824	121	703
909670 Nepean Sportsplex - Marquee Sign	120	3	117	109	8
909678 2020 Buildings - Parks & Rec	22,790	960	21,830	3,734	18,096
909685 2020 Accessibility - Cultural Services	60	-	60	-	60
909689 2020 Accessibility - Parks & Rec	1,850	126	1,724	510	1,214
909741 Ward 15 Cash-in-lieu 2019	40	21	19	-	19
909818 Cyrville Station TOD Area-1/3 Urban Park	338	-	338	-	338
909819 Urban DC Grand Allee	498	-	498	-	498
909821 Outdoor Sports Court Redevelopment 2020	200	-	200	-	200
909824 Minor Park Improvement 2020	250	-	250	-	250
909826 Infrast. Support - Outdoor Rinks 2020	400	-	400	-	400
909828 Infrastructure Upgrades 2020	774	-	774	-	774
909830 Outdoor Pool Security Upgrades 2020	100	-	100	1	99
909831 Meridian Theatre Cap Renewal Fund 2020	168	-	168	-	168
909833 Cultural Building & Equip. 2020	126	0	126	4	122
909834 Museum Sustainability Plan 2020	200	-	200	-	200
909835 Artifact & Art Coll. Restore & Main 2020	50	-	50	-	50
909838 Minor Capital Partnership 2020	300	13	287	7	280
909840 Community Centre - Central (Ottawa East)	1,125	-	1,125	-	1,125
909845 Indoor Skateboard Park Partnership	3,225	-	3,225	-	3,225
909847 Rec Plnng Studies City Wide Facilities	446	-	446	-	446
909848 Shenkman Arts Ctre Renewal Fund 2020	40	7	33	-	33
909893 Solar Charging Stations - Barrhaven	46	27	18	0	18
909897 Ward 19 Cash-in-lieu 2019	43	5	39	6	33
909910 Field Hockey Nepean	1,000	-	1,000	-	1,000
909911 MIFO Mouvement d'impl. Franco d'Orleans	529	-	529	-	529
909920 Orleans Village Park Ph 2	422	-	422	-	422
909925 Fairmile View Park	200	16	184	13	171
909939 Ward 3 Cash-In-Lieu 2020	30	-	30	27	3
909950 Aura Park	230	-	230	-	230
909951 Alexander CC Renovation/Expansion	60	-	60	-	60
909952 Ward 11 Solar Charging Stations	25	15	10	2	9

City Of Ottawa
2021 Draft Capital Budget
Community & Protective Service
Works-In-Progress
In Thousands \$(000's)

Project Description	Authority	Expenditures as of August 31, 2020	August 31, 2020 Unspent Cash Balance	Total Contractual Obligations	Unspent Balance including Contractuals
909971 Medhurst Park - Sports Redevelopment	150	-	150	-	150
909982 Ward 6 Cash-in-lieu 2020	7	7	(1)	-	(1)
909985 Ward 1Cash-in-lieu 2020	1	1	0	-	0
909986 Doug Frobels Park Ball Diamond Upgrade	320	-	320	272	48
909987 Ward 13 Cash-in-lieu 2020	31	-	31	-	31
909991 Ward 21 Cash-in-lieu 2020	15	-	15	-	15
909995 Shadow Ridge Park Phase 2	183	-	183	-	183
910005 Ward 21 Cash-in-lieu 2020	1	-	1	-	1
Parks, Recreation & Culture Total	328,532	200,036	128,496	21,067	107,429
Security & Emergency Mgmt					
905916 SEM - Corporate Radio System	9,583	9,366	217	442	(225)
908684 Emergency Operations Eqpt Replacem 2019	100	18	82	-	82
909105 CBRNE/USAR Equipment and Training	50	-	50	-	50
909434 IMCMS Equipment (2019)	50	-	50	45	5
909825 IMCMS Equipment 2020	50	-	50	-	50
909827 Security Operations Equip Replace 2020	300	247	53	29	23
909829 Emergency Operations Equip Replace 2020	100	-	100	-	100
909832 Emergency Operations Centre Upgrade	50	12	38	-	38
Security & Emergency Mgmt Total	10,283	9,644	639	517	123
Social Services					
907042 CSSD Client & Community Hub Design&Build	400	343	57	-	57
908939 2018 Accessibility - Social Services	60	23	37	-	37
909369 2019 Buildings-Social Services	1,230	122	1,108	157	951
909479 2019 Accessibility - Social Services	60	-	60	-	60
909680 2020 Buildings - Social Services	750	-	750	-	750
909690 2020 Accessibility - Social Services	60	-	60	-	60
Social Services Total	2,560	488	2,072	157	1,915
Grand Total	412,832	250,306	162,525	31,660	130,866