



Draft **BUDGET 2021**

Investing in our community.
Moving Ottawa forward.

Finance and Economic Development Committee



Tabled November 4, 2020

Table of Contents

Finance and Economic Development Committee

Elected Officials	1
Service Area Summary	1
Operating Resource Requirement	2
City Clerk	3
Service Area Summary	3
Operating Resource Requirement	5
User Fees	6
City Solicitor	8
Service Area Summary	8
Operating Resource Requirement	10
City Manager's Office	11
Service Area Summary	11
Operating Resource Requirement	13
Rail Construction Program	14
Service Area Summary	14
Operating Resource Requirement	16
User Fees	17
GM's Office & Business and Technical Support - Planning, Infrastructure and Economic Development	20
Operating Resource Requirement	20
Economic Development and Long Range Planning	21
Service Area Summary	21
Operating Resource Requirement	23
User Fees	24
GM's Office and Business Support Services - Innovative Client Services	25
Operating Resource Requirement	25

Service Transformation	26
Service Area Summary	26
Operating Resource Requirement	27
Public Information and Media Relations	28
Service Area Summary	28
Operating Resource Requirement	29
Human Resources	30
Service Area Summary	30
Operating Resource Requirement	31
Service Ottawa	32
Service Area Summary	32
Operating Resource Requirement	33
User Fees	34
Chief Financial Officer/Treasurer & Business Support Services - Finance Services Department	35
Operating Resource Requirement	35
Revenue Service	36
Service Area Summary	36
Operating Resource Requirement	37
User Fees	38
Corporate Finance	40
Service Area Summary	40
Operating Resource Requirement	41
Payroll	42
Service Area Summary	42
Operating Resource Requirement	43
Supply Services	44
Service Area Summary	44

Operating Resource Requirement	45
Corporate Real Estate Office	46
Service Area Summary	46
Operating Resource Requirement	47
User Fees	48
Non-Departmental	49
Service Area Summary	49
Operating Resource Requirement	51
Capital Funding Summary.....	54

Elected Officials

2021 Service Area Summary

The Mayor and all 23 City Councillors are given a Constituency Services Budget with which to run their offices. The Constituency Services Budget is used for such things as community events, sponsorships and donations, advertising and office supplies. The budget is also used to pay political staff and individuals who provide professional assistance to a Member's Office. Expenditures are governed by the Council Expense Policy.

Programs/Services Offered

In accordance with the Municipal Act, 2001

- Support the Statutory Role of Council:
 - Represent the public and consider the well-being and interests of the municipality
 - Develop and evaluate policies and programs and determine which services the municipality provides
 - Maintain the financial integrity of the municipality
 - Administrative and controllership policies to implement decisions of Council, and
 - Accountability and transparency of City's operations including the activities of senior management
- Support the Statutory Role of the Mayor:
 - Preside over Council meetings to ensure business is carried out efficiently and effectively
 - Provide information and recommendations to Council with respect to the role of Council concerning its administrative and controllership policies as well as the accountability and transparency of the City's operations; and
 - Uphold and promote purposes of the municipality as a representative of the municipality locally, nationally and internationally

City of Ottawa
Elected Officials - Operating Resource Requirement
In Thousands (\$000)

	2019	2020		2021	\$ Change over 2020 Budget
	Actual	Forecast	Budget	Estimate	
Expenditures by Program					
Mayor's Office	878	895	895	960	65
Constituency Services & Administration	11,417	11,258	12,058	12,348	290
Provision for Surplus	0	0	-500	-550	-50
Gross Expenditure	12,295	12,153	12,453	12,758	305
Recoveries & Allocations	-146	0	0	0	0
Revenue	0	0	0	0	0
Net Requirement	12,149	12,153	12,453	12,758	305
Expenditures by Type					
Salaries, Wages & Benefits	10,478	10,687	10,987	11,232	245
Overtime	18	0	0	0	0
Material & Services	1,422	1,280	1,280	1,340	60
Transfers/Grants/Financial Charges	165	0	0	0	0
Fleet Costs	0	0	0	0	0
Program Facility Costs	0	0	0	0	0
Other Internal Costs	212	186	186	186	0
Gross Expenditures	12,295	12,153	12,453	12,758	305
Recoveries & Allocations	-146	0	0	0	0
Net Expenditure	12,149	12,153	12,453	12,758	305
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	12,149	12,153	12,453	12,758	305
Full Time Equivalents			0.00	0.00	0.00

Office of the City Clerk

2021 Service Area Summary

The City Clerk function ensures that all statutory obligations are administered to fully comply with Provincial legislation (Elections, Access to Information and Privacy, Information Management, Accessibility, Intergovernmental Affairs, French Language Services, Archives, Council Meetings, etc.).

Programs/Services Offered

- Support to City Council meetings and provision of staff resources to Standing and Advisory Committees as well as several boards, pursuant to the *Municipal Act, 2001*, the *City of Ottawa Act, 1999* and related provincial statutes.
- Administration of the Accountability Framework (e.g. the Lobbyist Registry, Public Disclosure of Elected Officials' Office Expenses, support to Integrity Commissioner, etc.), governance policies and procedures.
- Point of contact on all matters of protocol between the City and federal, provincial and municipal governments, offices of government officials, diplomatic missions, military, civic, cultural and religious organizations as well as responsibility for a wide range of Protocol activities that include events, issuance of proclamations, courtesy calls with the Mayor, visiting delegations, flag protocol, gift bank and Council presentations.
- Point of contact for intergovernmental matters, applying a strategic lens to issues in order to communicate effectively to senior decision makers.
- Fulfilling legislated and advisory responsibilities relating to elections pursuant to the *Municipal Elections Act, 1996* as well as access to information and protection of privacy in accordance with the *Municipal Freedom of Information and Protection of Privacy Act*, the *Personal Health Information Protection Act* and related provincial statutes and regulations.
- Providing advice and monitoring matters of accessibility, disability and the *Accessibility for Ontarians with Disabilities Act, 2005*.
- Identifying, preserving, and providing public access to archival records through the City of Ottawa Archives.
- Providing administrative support to elected officials, particularly in areas of finance, human resources, information technology and access to information requests.

- Providing advice to City staff on the implementation of the Bilingualism Policy; assisting departments in developing, implementing and evaluating programs and services offered in French; working with internal stakeholders to ensure a Francophone lens is applied when planning for municipal projects; providing advice on best practices related to French-language services delivery in support of the Service Excellence Through Innovation Council priority.
- Handling City-wide complaints pertaining to French-language services and providing Translation and Interpretation Services to the corporation.
- Developing, monitoring and maintaining Corporate and Departmental Information Management policies; design and maintenance of the corporate records classifications and the City's Retention and Disposition By-law pursuant to the *Municipal Act, 2001*.
- Processing printing requests, delivering internal mail, coordinating courier services and processing external mail.

City of Ottawa
City Clerk - Operating Resource Requirement
In Thousands (\$000)

	2019	2020		2021	\$ Change over 2020 Budget
	Actual	Forecast	Budget	Estimate	
Expenditures by Program					
City Clerk's Office	469	460	460	470	10
Policy & Technical Solution Services	6,661	6,510	6,510	6,179	-331
Council & Committee Services	2,486	2,515	2,515	2,739	224
Protocol	1,504	1,381	1,381	1,383	2
Legislative Services	6,982	7,132	7,132	7,208	76
Election & French Language Services	6,328	4,739	4,739	4,429	-310
Gross Expenditure	24,430	22,737	22,737	22,408	-329
Recoveries & Allocations	-3,884	-2,768	-2,768	-2,768	0
Revenue	-69	-1,028	-1,028	-649	379
Net Requirement	20,477	18,941	18,941	18,991	50
Expenditures by Type					
Salaries, Wages & Benefits	14,328	14,010	14,010	14,370	360
Overtime	238	82	82	82	0
Material & Services	7,205	6,796	6,796	6,402	-394
Transfers/Grants/Financial Charges	988	320	320	0	-320
Fleet Costs	102	93	93	93	0
Program Facility Costs	1,172	1,242	1,242	1,267	25
Other Internal Costs	397	194	194	194	0
Gross Expenditures	24,430	22,737	22,737	22,408	-329
Recoveries & Allocations	-3,884	-2,768	-2,768	-2,768	0
Net Expenditure	20,546	19,969	19,969	19,640	-329
Revenues By Type					
Federal	-32	-123	-123	-44	79
Provincial	0	0	0	0	0
Own Funds	0	-897	-897	-597	300
Fees and Services	-37	0	0	0	0
Fines	0	-8	-8	-8	0
Other	0	0	0	0	0
Total Revenue	-69	-1,028	-1,028	-649	379
Net Requirement	20,477	18,941	18,941	18,991	50
Full Time Equivalents			142.55	142.55	0.00

City of Ottawa
City Clerk - User Fees

	2019 Rate \$	2020 Rate \$	2021 Rate \$	% Change Over 2020	% Change Over 2019	Effective Date	2021 Revenue (\$000)
Digital Prints, B&W or Colour							
Up to 8 x 10	19.64	20.03	20.43	2%	4%	01-Jan-21	
On archival paper (add)	1.87	1.90	1.94	2%	4%	01-Jan-21	
11 x 14 or 16 x 20	53.06	54.12	55.20	2%	4%	01-Jan-21	
20 x 24	79.59	81.18	82.80	2%	4%	01-Jan-21	
On archival paper (add)	6.36	6.49	6.62	2%	4%	01-Jan-21	
Oversize photographs, black and white (per sq. ft)	19.64	20.03	20.43	2%	4%	01-Jan-21	
Oversize photographs, col. (per sq. ft)	19.64	20.03	20.43	2%	4%	01-Jan-21	
Frame (11 x 14) + mat	40.00	40.00	40.80	2%	2%	01-Jan-21	
Rush surcharge	50%	50%	50%	0%	0%	01-Jan-21	
Digital Scans							
Up to 8 x 10 target size, 100 dpi	7.70	7.86	8.02	2%	4%	01-Jan-21	
Up to 4 x 5 target size, 300 dpi	8.42	8.58	8.75	2%	4%	01-Jan-21	
Up to 8 x 10 target size, 300 dpi	14.33	14.62	14.91	2%	4%	01-Jan-21	
Up to 8 x 10 target size, 600 dpi	37.14	37.88	38.64	2%	4%	01-Jan-21	
Maps & plans, 300 dpi	15.92	16.24	16.56	2%	4%	01-Jan-21	
Custom photography / scanning (per hour)	40.00	40.00	40.80	2%	2%	01-Jan-21	
On CD or DVD (add)	2.65	2.71	2.76	2%	4%	01-Jan-21	
Rush surcharge	50%	50%	50%	0%	0%	01-Jan-21	
Audio-visual						01-Jan-21	
Duplication to CD or DVD (supported formats)	20.00	20.00	20.40	2%	2%	01-Jan-21	
Photocopiers						01-Jan-21	
Photocopying (self-serve)	0.25	0.25	0.25	0%	0%	01-Jan-21	
Photocopying (large, self-serve)	1.00	1.00	1.00	0%	0%	01-Jan-21	
Photocopying (by staff)	0.50	0.50	0.50	0%	0%	01-Jan-21	
Microfilm hardcopy	-	-	-	-	-	01-Jan-21	

City of Ottawa
City Clerk - User Fees

	2019 Rate \$	2020 Rate \$	2021 Rate \$	% Change Over 2020	% Change Over 2019	Effective Date	2021 Revenue (\$000)
Research and Associated Fees							
Research	40.00	40.00	40.80	2%	2%	01-Jan-21	
Certified True Copy	Free	Free	Free	0%	0%	01-Jan-21	
Usage fees, commercial / internet publication, still images used in publication per image, non-exclusive, non-transferable, one-time only, single-language							
Fee per image, NFP	Free	Free	Free	-	-	01-Jan-21	
Fee per image, commercial	50.00	50.00	50.00	0%	0%	01-Jan-21	
Publications							
Individual titles	Cover price	Cover price	Cover price	-	-	01-Jan-21	
Rentals / Other							
Rooms as per existing Facility schedule	Facility schedule	Facility schedule	Facility schedule	-	-	01-Jan-21	
Room rental contract change fee	-	10.00	10.00	n/a	n/a	01-Jan-21	
Gallery space (commercial rental)	Negotiated contract	Negotiated contract	Negotiated contract	-	-	01-Jan-21	
Exhibit / artifact loan fee (per hour - intake / return)	50.00	50.00	50.00	0%	0%	01-Jan-21	
Exhibit case rental (per day)	250.00	250.00	250.00	0%	0%	01-Jan-21	
Exhibition design services (per hour)	50.00	50.00	50.00	0%	0%	01-Jan-21	
Archival quality boxes (20 cm box, per lot of 25)	60.75	60.75	60.75	0%	0%	01-Jan-21	
Home Archives Kit	65.00	65.00	65.00	0%	0%	01-Jan-21	
Deluxe Home Archives Kit	99.00	99.00	99.00	0%	0%	01-Jan-21	
Total Departmental							0

Innovative Client Services Department

2021 Service Area Summary - Legal Services

The Legal Services function utilizes both in-house and external legal resources to provide a full range of core legal services, in addition to labour relations (i.e. collective bargaining, grievance management, etc.) as well as claims and insurance management.

Programs/Services Offered

- Legal and procedural advice, including: legislative drafting, interpretation and application of statutes and by-laws; access to information and privacy law; financial and governance matters; municipal assessment and taxation legal issues; etc.
- Corporate and commercial law support, including: review and drafting of contracts, funding agreements, etc.; tendering and procurement law advice and support under the *Purchasing By-law*; representation of the City in construction-related disputes, etc.
- Labour relations support, including: advice and support for management relating to employee/union obligations under federal and provincial labour and employment-related statutes; leading collective bargaining on behalf of the City; administration of the grievance process; and, representation of the City in rights and interest arbitrations
- Advocacy on behalf of the City in all forms of litigation, including: civil litigation; prosecutions of charges laid pursuant to the City's by-laws and in respect of other provincial offences (e.g. Highway Traffic Act, Compulsory Automobile Insurance Act, etc.) pursuant to the Memorandum of Understanding with the Ministry of the Attorney General; receipt, investigation and adjudication of non-litigated claims against the City (e.g. potholes; flooding; etc.); administrative proceedings before provincial and federal tribunals (e.g. Ontario Human Rights Tribunal, Ontario Assessment Review Board, etc.)

- Planning and Development law advice, including: preparation and review of development-related agreements; zoning and official plan legal issues under the *Planning Act* and the *Development Charges Act*; conduct of real estate transactions involving the City; and, representation of the City in matters before the Local Planning Appeals Tribunal
- Ethics advice and guidance, including the provision of educational resources in support of the City's *Employee Code of Conduct*/ethics program

City of Ottawa
 Innovative Client Services Department
 City Solicitor - Operating Resource Requirement
 In Thousands (\$000)

	2019	2020		2021	\$ Change over 2020 Budget
	Actual	Forecast	Budget	Estimate	
Expenditures by Program					
Legal Services	13,023	11,673	11,703	11,973	270
Gross Expenditure	13,023	11,673	11,703	11,973	270
Recoveries & Allocations	0	-2,200	-2,200	-2,200	0
Revenue	0	0	0	0	0
Net Requirement	13,023	9,473	9,503	9,773	270
Expenditures by Type					
Salaries, Wages & Benefits	9,512	9,982	9,982	10,252	270
Overtime	2	31	31	31	0
Material & Services	3,440	1,603	1,633	1,633	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	69	57	57	57	0
Gross Expenditures	13,023	11,673	11,703	11,973	270
Recoveries & Allocations	0	-2,200	-2,200	-2,200	0
Net Expenditure	13,023	9,473	9,503	9,773	270
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	13,023	9,473	9,503	9,773	270
Full Time Equivalents			86.00	86.00	0.00

City Manager's Office

2021 Budget Service Area Summary

The City Manager connects the values and priorities of Council with the administrative resources, operations, and alignment needed to meet those priorities. The City Manager acts as the primary agent of Council by establishing vision and corporate strategies for producing results; aligning people to the vision; motivating and inspiring people to overcome challenges and producing the change needed to achieve results.

Programs/Services Offered

- The City Manager's Office supports the City Manager in:
 - Leading the implementation of City Council decisions
 - Facilitating responsiveness and access in all areas of programs, services and policy development
 - Providing leadership by working to maintain the integrity of the organization
 - Promoting and advancing Council direction to other levels of government and external organizations
 - Providing advice and information to Council, staff and senior management
- Supports the corporation's governance structure and processes
- Provides policy and strategic advice to the City Manager and Council in key areas and activities, including upper-tier legislation and its implications on City operations
- Supports the City Manager and Council with intergovernmental relations including participation in provincial, national and international municipal associations such as the Association of Ontario Municipalities (AMO), the Federation of Canadian Municipalities (FCM), the Mayors and Regional Chairs of Ontario (MARCO), the Regional Chief Administrative Officers (CAOs), and provincial and federal ministries, etc.
- Legislative Agenda – review and quality control

- Supports Council, Finance and Economic Development Committee and Audit Committee
- Supports and advances the City Manager's community relations
- Proactively supports relations with Council and key stakeholders
- Proactively supports the City Manager's internal communications and outreach
- Provides leadership in the strategic management of key corporate projects

City of Ottawa
City Manager's Office - Operating Resource Requirement
In Thousands (\$000)

	2019	2020		2021	\$ Change over 2020 Budget
	Actual	Forecast	Budget	Estimate	
Expenditures by Program					
City Manager's Office	1,986	2,110	2,135	2,160	25
Gross Expenditure	1,986	2,110	2,135	2,160	25
Recoveries & Allocations	0	0	0	0	0
Revenue	0	0	0	0	0
Net Requirement	1,986	2,110	2,135	2,160	25
Expenditures by Type					
Salaries, Wages & Benefits	1,849	2,018	2,018	2,043	25
Overtime	0	0	0	0	0
Material & Services	127	79	104	104	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	10	13	13	13	0
Gross Expenditures	1,986	2,110	2,135	2,160	25
Recoveries & Allocations	0	0	0	0	0
Net Expenditure	1,986	2,110	2,135	2,160	25
Revenues By Type					
Federal	0	0	0	0	0
Provincial	0	0	0	0	0
Municipal	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	1,986	2,110	2,135	2,160	25
Full Time Equivalents			13.00	13.00	0.00

Transportation Services Department

2021 Service Area Summary - Rail Construction Program

The Transportation Services Department brings together all services related to the mobility of the city, integrating the planning, implementation, operations and delivery of all modes of transportation. Every service and project delivered by the department impacts how people commute – whether by train, bus, car, bicycle, walking or a combination of these – both now and in years to come.

The role of the Rail Construction Program is to lead the close-out of the Stage 1 O-Train Confederation Line Light Rail Transit (LRT) project and lead the construction and implementation of the Stage 2 LRT project.

The O-Train Confederation Line provides rapid and high-quality transit service from Tunney's Pasture Station in the west to Blair Station in the east. The Stage 2 Project will extend the Confederation Line from Tunney's Pasture to Baseline Station and Moodie Station in the west and from Blair Station to Trim Road in the east. Stage 2 LRT will also extend the existing Trillium Line farther south to Limebank Road, with a new rail link to the Ottawa Macdonald-Cartier International Airport. Several municipal infrastructure projects are also bundled with the Stage 2 project along with the delivery of works and activities associated with the City's Memorandum of Understanding with Rideau Transit Group (RTG) to support and maintain the expanded Confederation Line. The Rail Construction Program administers the contracts with the Stage 1 construction consortium, RTG, and the Stage 2 project consortiums, East West Connectors (EWC) and TransitNEXT for the O-Train Confederation Line and Trillium Line expansion project respectively.

Programs/Services Offered

- Ensure technical compliance with the Project Agreements requirements for each project
- Lead the design and construction of the O-Train Confederation and Trillium Line extensions, civil works, environmental controls, traffic and facilities, including stations, tracks and tunnels, rail systems, vehicles, testing and commissioning and integration with the existing system
- Manage the projects scope, cost and schedule

- Manage risk, scope, change and dispute resolution
- Identify land and property requirements
- Coordinate planning works to support Official Plan (OP) land use goals, Transportation Master Plan (TMP) goals, and arts and culture
- Coordinate urban design and support business development opportunities
- Lead all rail related City bundled projects
- Manage communications for all projects associated with light rail construction, including stakeholder relations and community engagement
- Administer the Public Art Program for light rail capital projects
- Administer senior government contribution agreements
- Oversee completion and administration of related property acquisitions, easements (both temporary and permanent), as well as third party agreements

City of Ottawa
Transportation Services Department
Rail Construction Program Service - Operating Resource Requirement
In Thousands (\$000)

	2019	2020		2021	\$ Change over 2020 Budget
	Actual	Forecast	Budget	Estimate	
Expenditures by Program					
O-Train Construction	2,200	788	677	0	-677
Rail Construction Program Service	4,876	7,760	9,091	10,321	1,230
Gross Expenditure	7,076	8,548	9,768	10,321	553
Recoveries & Allocations	-7,068	-8,543	-9,763	-10,316	-553
Revenue	-7	-5	-5	-5	0
Net Requirement	1	0	0	0	0
Expenditures by Type					
Salaries, Wages & Benefits	6,982	8,422	9,623	10,106	483
Overtime	41	121	140	210	70
Material & Services	53	5	5	5	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	0	0	0	0	0
Gross Expenditures	7,076	8,548	9,768	10,321	553
Recoveries & Allocations	-7,068	-8,543	-9,763	-10,316	-553
Net Expenditure	8	5	5	5	0
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	-7	-5	-5	-5	0
Fines	0	0	0	0	0
Other	0	0	0	0	0
Total Revenue	-7	-5	-5	-5	0
Net Requirement	1	0	0	0	0
Full Time Equivalents			12.00	12.00	0.00

City of Ottawa
 Transportation Services Department
 Rail Construction Program Service - User Fees

	2019 Rate \$	2020 Rate \$	2021 Rate \$	% Change Over 2020	Effective Date	2021 Revenue (\$000)
Proximity Fees						
Shoring – Design & Monitoring Plan						
Level 1 Fee	500	500	563	11%	01-Jan-21	
Level 2 Fee	2,000	2,000	2,252	11%	01-Jan-21	
Level 3 Fee	4,000	4,000	4,505	11%	01-Jan-21	
Excavation Support System						
Level 2 Fee	500	500	563	11%	01-Jan-21	
Level 3 Fee	1,500	1,500	1,689	11%	01-Jan-21	
Geotechnical Hydrogeological Analysis						
Level 2 Fee	1,000	1,000	1,126	11%	01-Jan-21	
Level 3 Fee	1,000	1,000	1,126	11%	01-Jan-21	
Groundwater Control Plan						
Level 1 Fee	500	500	563	11%	01-Jan-21	
Level 2 Fee	2,000	2,000	2,252	11%	01-Jan-21	
Level 3 Fee	2,000	2,000	2,252	11%	01-Jan-21	
Waterproofing System						
Level 2 Fee	500	500	563	11%	01-Jan-21	
Level 3 Fee	1,000	1,000	1,126	11%	01-Jan-21	
Structural Analysis –Loading						
Level 2 Fee	2,000	2,000	2,252	11%	01-Jan-21	
Level 3 Fee	2,000	2,000	2,252	11%	01-Jan-21	
Fire Ventilation						
Level 2 Fee	500	500	563	11%	01-Jan-21	
Level 3 Fee	1,000	1,000	1,126	11%	01-Jan-21	
Station Ventilation						
Level 2 Fee	500	500	563	11%	01-Jan-21	
Level 3 Fee	1,000	1,000	1,126	11%	01-Jan-21	
Access Requirements (including AODA)						
Level 1 Fee	500	500	563	11%	01-Jan-21	
Level 2 Fee	500	500	563	11%	01-Jan-21	
Level 3 Fee	750	750	845	11%	01-Jan-21	
Noise and Vibration Study						
Level 1 Fee	500	500	563	11%	01-Jan-21	
Level 2 Fee	1,000	1,000	1,126	11%	01-Jan-21	
Level 3 Fee	2,000	2,000	2,252	11%	01-Jan-21	

City of Ottawa
 Transportation Services Department
 Rail Construction Program Service - User Fees

	2019 Rate \$	2020 Rate \$	2021 Rate \$	% Change Over 2020	Effective Date	2021 Revenue (\$000)
EMI/Stray Current						
Level 2 Fee	500	500	563	11%	01-Jan-21	
Level 3 Fee	500	500	563	11%	01-Jan-21	
Construction Coordination Protocols						
Level 1 Fee	500	500	563	11%	01-Jan-21	
Level 2 Fee	1,500	1,500	1,689	11%	01-Jan-21	
Level 3 Fee	3,000	3,000	3,378	11%	01-Jan-21	
Pre-Post Construction Surveys						
Level 1 Fee	500	500	563	11%	01-Jan-21	
Level 2 Fee	500	500	563	11%	01-Jan-21	
Level 3 Fee	1,500	1,500	1,689	11%	01-Jan-21	
Set-Back Requirements from Structures in the Zone of Influence						
Level 1 Fee	500	500	563	11%	01-Jan-21	
Level 2 Fee	1,000	1,000	1,126	11%	01-Jan-21	
Level 3 Fee	1,500	1,500	1,689	11%	01-Jan-21	
Fire/Smoke Dispersion Analysis						
Level 2 Fee	1,500	1,500	1,689	11%	01-Jan-21	
Level 3 Fee	2,000	2,000	2,252	11%	01-Jan-21	
Crane Swing and Lifting Loads						
Level 1 Fee	500	500	563	11%	01-Jan-21	
Level 2 Fee	1,000	1,000	1,126	11%	01-Jan-21	
Level 3 Fee	1,500	1,500	1,689	11%	01-Jan-21	
Insurance Requirements						
Level 2 Fee	500	500	563	11%	01-Jan-21	
Level 3 Fee	500	500	563	11%	01-Jan-21	
Property – M&L Requirements						
Level 2 Fee	500	500	563	11%	01-Jan-21	
Level 3 Fee	1,000	1,000	1,126	11%	01-Jan-21	

City of Ottawa
 Transportation Services Department
 Rail Construction Program Service - User Fees

	2019 Rate \$	2020 Rate \$	2021 Rate \$	% Change Over 2020	Effective Date	2021 Revenue (\$000)
Utility relocations and Installations						
Level 1 Fee	500	500	563	11%	01-Jan-21	
Level 2 Fee	1,000	1,000	1,126	11%	01-Jan-21	
Level 3 Fee	1,500	1,500	1,689	11%	01-Jan-21	
Entrance Connection Agreement						
Level 2 Fee	4,000	4,000	4,505	11%	01-Jan-21	
Level 3 Fee	5,000	5,000	5,631	11%	01-Jan-21	
Security Plan						
Level 2 Fee	1,500	1,500	1,689	11%	01-Jan-21	
Level 3 Fee	1,500	1,500	1,689	11%	01-Jan-21	
Construction As-Built Drawings						
Level 2 Fee	500	500	563	11%	01-Jan-21	
Level 3 Fee	1,500	1,500	1,689	11%	01-Jan-21	
Total Departmental						

City of Ottawa
 Planning, Infrastructure & Economic Development Department
 GM's Office & Business and Technical 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	392	561	461	476	15
Business and Technical Support Services	3,543	4,148	4,388	4,283	-105
Gross Expenditure	3,935	4,709	4,849	4,759	-90
Recoveries & Allocations	-1,627	-1,729	-1,869	-1,909	-40
Revenue	0	0	0	0	0
Net Requirement	2,308	2,980	2,980	2,850	-130
Expenditures by Type					
Salaries, Wages & Benefits	3,662	4,263	4,217	4,307	90
Overtime	9	15	15	15	0
Material & Services	193	408	554	374	-180
Transfers/Grants/Financial Charges	25	0	50	50	0
Fleet Costs	0	0	0	0	0
Program Facility Costs	0	0	0	0	0
Other Internal Costs	46	23	13	13	0
Gross Expenditures	3,935	4,709	4,849	4,759	-90
Recoveries & Allocations	-1,627	-1,729	-1,869	-1,909	-40
Net Expenditure	2,308	2,980	2,980	2,850	-130
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	2,308	2,980	2,980	2,850	-130
Full Time Equivalents			36.00	36.00	0.00

Planning, Infrastructure and Economic Development Department 2021 Service Area Summary - Community, Policy and Partnerships

Economic Development and Long-Range Planning – The Community, Policy and Partnerships branch is part of the Planning, Infrastructure and Economic Development (PIED) Department, a department that champions the city-building priorities from planning and delivering growth opportunities and infrastructure, to managing City assets and investments, to fostering economic prosperity.

Community, Policy and Partnerships: responsible for implementing policies, strategies, projects and programs to grow and diversify the City’s economy. Collaborates with key economic development partners in developing and implementing economic development policies, strategies and programs under the umbrella of the City’s overarching Economic Development Strategy to capitalize on assets and opportunities in growing and diversifying the City’s economy as a key element of broader city building.

Programs/Services Offered

Community and Cultural Economic Development: Works with partners in advancing the development and implementation of initiatives in support of the Creative, Cultural and Tourism industries and Urban Services/Main Streets pillars.

Economic Policy and Partnerships: Works with partners in advancing the development and implementation of initiatives in support of Knowledge Based industries and Rural Economy pillars.

Planning, Infrastructure and Economic Development Department 2021 Service Area Summary – Forecasting and Monitoring

Economic Development and Long-Range Planning – Forecasting and Monitoring is part of the Planning, Infrastructure and Economic Development (PIED) Department, a department that champions the city-building priorities from planning and delivering growth opportunities and infrastructure, to managing City assets and investments, to fostering economic prosperity.

Programs/Services Offered

Forecasting and Monitoring: the centre of expertise for population, employment, land use, development of travel demand input data, and for monitoring and forecasting related to population, employment and housing to inform the development of economic and planning policy and to monitor development and economic activity within the City.

City of Ottawa
 Planning, Infrastructure & Economic Development Department
 Economic Development and Long Range Planning - Operating Resource Requirement
 In Thousands (\$000)

	2019	2020		2021	\$ Change over 2020 Budget
	Actual	Forecast	Budget	Estimate	
Expenditures by Program					
Director's Office	888	300	317	328	11
Community, Policy and Partnerships	8,239	8,902	8,690	8,843	153
Forecasting and Monitoring	615	622	627	643	16
Gross Expenditure	9,742	9,824	9,634	9,814	180
Recoveries & Allocations	-7	0	0	0	0
Revenue	0	0	0	-125	-125
Net Requirement	9,735	9,824	9,634	9,689	55
Expenditures by Type					
Salaries, Wages & Benefits	2,357	2,171	2,146	2,201	55
Overtime	3	6	6	6	0
Material & Services	261	252	282	407	125
Transfers/Grants/Financial Charges	7,112	7,140	7,195	7,195	0
Fleet Costs	0	0	0	0	0
Program Facility Costs	0	0	0	0	0
Other Internal Costs	9	255	5	5	0
Gross Expenditures	9,742	9,824	9,634	9,814	180
Recoveries & Allocations	-7	0	0	0	0
Net Expenditure	9,735	9,824	9,634	9,814	180
Revenues By Type					
Federal	0	0	0	0	0
Provincial	0	0	0	-125	-125
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	-125	-125
Net Requirement	9,735	9,824	9,634	9,689	55
Full Time Equivalents			17.00	17.00	0.00

City of Ottawa
 Planning, Infrastructure & Economic Development Department
 Economic Development and Long Range Planning - User Fees

	2019 Rate \$	2020 Rate \$	2021 Rate \$	% Change Over 2020	% Change Over 2019	Effective Date	2021 Revenue (\$000)
Retail Business Holidays Act exemption application fee	2,500.00	2,500.00	2,560.00	2.4%	2.4%	01-Jan-21	
Total							0

City of Ottawa
 Innovative Client Services Department
 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	387	610	610	662	52
Business Support Services	2,580	2,404	2,854	2,892	38
Gross Expenditure	2,967	3,014	3,464	3,554	90
Recoveries & Allocations	-29	0	0	0	0
Revenue	0	0	0	0	0
Net Requirement	2,938	3,014	3,464	3,554	90
Expenditures by Type					
Salaries, Wages & Benefits	2,892	2,870	3,305	3,395	90
Overtime	5	0	1	1	0
Material & Services	51	118	132	132	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	19	26	26	26	0
Gross Expenditures	2,967	3,014	3,464	3,554	90
Recoveries & Allocations	-29	0	0	0	0
Net Expenditure	2,938	3,014	3,464	3,554	90
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	2,938	3,014	3,464	3,554	90
Full Time Equivalents			26.00	26.00	0.00

Innovative Client Services Department

2021 Service Area Summary - Service Transformation

Service Transformation executes enterprise-wide transformation projects and programs to support the client and employee experience.

Programs/Services Offered

Service Analytics and Planning: Supports the organization by delivering data analytics focused transformation projects, managing the City’s open data program, and leading the corporate strategic planning process.

Business Transformation: Supports the organization by working with service areas to provide specialized business architecture and service design expertise (including operating models, process redesign, and digital solution application).

Organizational Development: Provide strategic advice and guidance to inspire people centered, meaningful change leadership in service of the organization's vision. Culture mindsets & maturity through proactive future planning, understanding purpose, co-creating vision, values, guiding principles, strategy frameworks and goals. Facilitate system-oriented conversations, sessions and events to support enterprise collaboration to shift collectively, design and thrive in our “next normal”.

City of Ottawa
 Innovative Client Services Department
 Service Transformation - Operating Resource Requirement
 In Thousands (\$000)

	2019	2020		2021	\$ Change over 2020 Budget
	Actual	Forecast	Budget	Estimate	
Expenditures by Program					
Service Transformation	3,426	3,322	3,572	3,587	15
Gross Expenditure	3,426	3,322	3,572	3,587	15
Recoveries & Allocations	0	0	0	0	0
Revenue	0	0	0	0	0
Net Requirement	3,426	3,322	3,572	3,587	15
Expenditures by Type					
Salaries, Wages & Benefits	3,338	3,113	3,303	3,318	15
Overtime	5	2	2	2	0
Material & Services	146	198	258	258	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	-63	9	9	9	0
Gross Expenditures	3,426	3,322	3,572	3,587	15
Recoveries & Allocations	0	0	0	0	0
Net Expenditure	3,426	3,322	3,572	3,587	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	0	0	0	0	0
Total Revenue	0	0	0	0	0
Net Requirement	3,426	3,322	3,572	3,587	15
Full Time Equivalents			25.00	25.00	0.00

Innovative Client Services Department

2021 Service Area Summary - Public Information and Media Relations

Public Information and Media Relations informs and engages Ottawa residents on programs, services and issues that are paramount to their participation as citizens and that help improve their quality of life. It guides strategic communications that align with the City's priorities, focus on inclusivity and provide critical information during times of emergency that safeguard residents' trust and confidence in the City.

Programs/Services offered

Public Information and Media Relations consists of three branches:

Public Information – Outreach: leads the Public Engagement Strategy, engages with citizens via the City's social media channels, leads the communications and stakeholder relations for major City-building projects, manages the City's advertising and measures the effectiveness of communications plans and projects.

Public Information – Communications: develops the Corporate Annual Communications Calendar, communicates City priorities and services to the public, creates content such as videos, photos and graphics, and develops media products.

Media Relations and Legislative Support: is responsible for media relations, media monitoring, issues management, events and the development of speaking notes, provides strategic communications advice on the legislative agenda, supports the communications needs of Chairs, Committees and departments, and develops Committee and Council updates for the public

City of Ottawa
 Innovative Client Services Department
 Public Information & Media Relations - Operating Resource Requirement
 In Thousands (\$000)

	2019	2020		2021	\$ Change over 2020 Budget
	Actual	Forecast	Budget	Estimate	
Expenditures by Program					
Director's Office	430	365	365	379	14
Media Relations & Outreach	1,367	1,247	1,257	1,270	13
Public Information	2,126	2,387	2,572	2,840	268
0	0	0	0	0	0
Gross Expenditure	3,923	3,999	4,194	4,489	295
Recoveries & Allocations	0	-125	-125	-125	0
Revenue	0	0	0	-250	-250
Net Requirement	3,923	3,874	4,069	4,114	45
Expenditures by Type					
Salaries, Wages & Benefits	3,670	3,750	3,886	3,931	45
Overtime	55	15	29	29	0
Material & Services	163	217	262	512	250
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	35	17	17	17	0
Gross Expenditures	3,923	3,999	4,194	4,489	295
Recoveries & Allocations	0	-125	-125	-125	0
Net Expenditure	3,923	3,874	4,069	4,364	295
Revenues By Type					
Federal	0	0	0	0	0
Provincial	0	0	0	-250	-250
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	-250	-250
Net Requirement	3,923	3,874	4,069	4,114	45
Full Time Equivalents			33.00	33.00	0.00

Innovative Client Services Department

2021 Service Area Summary - Human Resources Services

Human Resources Services (HR) supports a thriving organization by partnering with our clients to deliver a full range of services to meet employee and business needs with the goal of maximizing the workforce potential to deliver excellent service. As an integrated team, HR Services provides:

- Forward-thinking human resource expertise tailored to the unique business and strategic needs of our clients
- Expertise and services to create an inclusive, healthy, safe and collaborative workforce
- Support for the development of a high performing workforce with a seamless experience for the City's talent throughout their career with an employer of choice
- An explicit governance framework that enables management decision-making through clear roles and responsibilities

Programs/Services Offered

Business Services - Portfolio-focused HR service hubs provide departments with a dedicated team of cross disciplinary HR professionals who provide tailored HR solutions to meet operational needs and achieve unique business goals.

Innovative Solutions - Oversees HR systems strategy, systems maintenance and information management to enable process improvement and strategic decision-making.

Programs & Planning - Develops HR programs and plans to ensure our workforce is healthy, diverse, adaptive and engaged.

Total Rewards - Comprised of the plans and programs that are designed to effectively attract, motivate and retain employees.

City of Ottawa
 Innovative Client Services Department
 Human Resources - Operating Resource Requirement
 In Thousands (\$000)

	2019	2020		2021	\$ Change over 2020 Budget
	Actual	Forecast	Budget	Estimate	
Expenditures by Program					
Director's Office	695	741	691	731	40
Innovative Solutions	2,504	2,103	2,133	2,194	61
Total Rewards	2,431	3,155	3,315	3,380	65
HR Programs & Planning	4,144	3,818	4,818	4,891	73
HR Business Services	7,013	7,155	6,965	7,101	136
Gross Expenditure	16,788	16,972	17,922	18,297	375
Recoveries & Allocations	-1,041	-730	-730	-730	0
Revenue	-10	-765	-765	-765	0
Net Requirement	15,737	15,477	16,427	16,802	375
Expenditures by Type					
Salaries, Wages & Benefits	13,470	13,760	13,460	13,835	375
Overtime	1	0	3	3	0
Material & Services	3,224	3,066	4,313	4,313	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	93	146	146	146	0
Gross Expenditures	16,788	16,972	17,922	18,297	375
Recoveries & Allocations	-1,041	-730	-730	-730	0
Net Expenditure	15,747	16,242	17,192	17,567	375
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	-10	-765	-765	-765	0
Total Revenue	-10	-765	-765	-765	0
Net Requirement	15,737	15,477	16,427	16,802	375
Full Time Equivalents			117.80	117.80	0.00

Innovative Client Services Department

2021 Service Area Summary - ServiceOttawa

ServiceOttawa is the first stop for City information and services for residents, businesses, visitors and internal partners, through a choice of channels providing reliable and high-quality information and services. As the service responsible for the front-end customer experience, a consistent and positive client experience is provided across multiple channels.

Programs/Services Offered

City services are available through ottawa.ca and other key websites, email, by calling 3-1-1, or by visiting one of the seven Client Service Centres (CSC) or three Provincial Offences Act (POA) counter sites.

Information and services are provided on behalf of city departments and various levels of government. Additionally, ServiceOttawa plays a key role in liaising with, and dispatching critical services. ServiceOttawa supports departments through expertise in web tools and technology, processes and practices to support the on-line self-service channel, and the oversight and day-to-day operations of ottawa.ca. Additionally, ServiceOttawa works closely with partner departments to ensure that the right information and services are available to residents, businesses and visitors 24/7.

In 2019, ServiceOttawa supported over 8 million online visits to ottawa.ca, 3-1-1 agents answered approximately 463,100 client inquiries over the phone, responded to 18,300 emails from residents, businesses and visitors, and 143,800 in-person transactions were completed through the CSC and POA offices. This ultimately generated \$241 million in revenue that was handled by ServiceOttawa.

City of Ottawa
 Innovative Client Services Department
 Service Ottawa - Operating Resource Requirement
 In Thousands (\$000)

	2019	2020		2021	\$ Change over 2020 Budget
	Actual	Forecast	Budget	Estimate	
Expenditures by Program					
Director's Office	991	913	973	1,001	28
Web Services	1,409	1,313	1,473	1,486	13
Call Center Services	3,698	3,665	3,625	3,682	57
Counter Services	8,610	8,187	9,017	9,219	202
Gross Expenditure	14,708	14,078	15,088	15,388	300
Recoveries & Allocations	-528	-518	-518	-518	0
Revenue	-1,281	-704	-1,304	-1,304	0
Net Requirement	12,899	12,856	13,266	13,566	300
Expenditures by Type					
Salaries, Wages & Benefits	11,093	11,055	11,355	11,655	300
Overtime	192	247	157	157	0
Material & Services	2,882	2,320	3,120	3,120	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	541	456	456	456	0
Gross Expenditures	14,708	14,078	15,088	15,388	300
Recoveries & Allocations	-528	-518	-518	-518	0
Net Expenditure	14,180	13,560	14,570	14,870	300
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	-1,281	-704	-1,304	-1,304	0
Fines	0	0	0	0	0
Other	0	0	0	0	0
Total Revenue	-1,281	-704	-1,304	-1,304	0
Net Requirement	12,899	12,856	13,266	13,566	300
Full Time Equivalents			120.07	120.07	0.00

City of Ottawa
 Innovative Client Services Department
 Service Ottawa - User Fees

	2019 Rate \$	2020 Rate \$	2021 Rate \$	% Change Over 2020	% Change Over 2019	Effective Date	2021 Revenue (\$000)
Vital Stats Program							
Marriage License	164.80	168.10	171.50	2%	4%	01-Jan-21	
Death Registration	46.30	47.20	48.15	2%	4%	01-Jan-21	
Commission of Oaths (Affidavits)	14.50	14.80	15.10	2%	4%	01-Jan-21	
Express Processing (Xpresspost)	38.75	39.50	40.30	2%	4%	01-Jan-21	
Civil Marriages							
Option A: M-F (business hours)	144.10	147.00	150.00	2%	4%	01-Jan-21	
Option B: Friday evening & Saturday afternoons	216.25	220.60	225.00	2%	4%	01-Jan-21	
Community and Customer Service							
Photocopies							
First Page	1.20	1.20	1.20	0%	0%	01-Jan-21	
Each additional page	0.35	0.35	0.35	0%	0%	01-Jan-21	
Promotional Merchandise							
Flag Large 9x5	193.00	193.00	193.00	0%	0%	01-Jan-21	
Flag Small 6x3	84.00	84.00	84.00	0%	0%	01-Jan-21	
Lapel Pins	0.70	0.70	0.70	0%	0%	01-Jan-21	
Total Departmental							0

City of Ottawa
 Finance Services Department
 Chief Financial Officer/Treasurer & Business Support Services - Operating Resource Requirement
 In Thousands (\$000)

	2019	2020		2021	\$ Change over 2020 Budget
	Actual	Forecast	Budget	Estimate	
Expenditures by Program					
Chief Financial Officer/Treasurer	446	444	459	464	5
Business Support Services	1,660	1,934	2,059	2,064	5
Gross Expenditure	2,106	2,378	2,518	2,528	10
Recoveries & Allocations	0	0	0	0	0
Revenue	0	0	0	0	0
Net Requirement	2,106	2,378	2,518	2,528	10
Expenditures by Type					
Salaries, Wages & Benefits	2,052	2,153	2,153	2,163	10
Overtime	0	10	10	10	0
Material & Services	41	187	327	327	0
Transfers/Grants/Financial Charges	13	0	0	0	0
Fleet Costs	0	0	0	0	0
Program Facility Costs	0	0	0	0	0
Other Internal Costs	0	28	28	28	0
Gross Expenditures	2,106	2,378	2,518	2,528	10
Recoveries & Allocations	0	0	0	0	0
Net Expenditure	2,106	2,378	2,518	2,528	10
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	2,106	2,378	2,518	2,528	10
Full Time Equivalents			17.00	17.00	0.00

Finance Services Department

2021 Service Area Summary - Revenue Service Area

The Revenue service area (“Revenue”) supports the delivery of City services by: providing excellent service to the public and City departments; partnering with clients to develop innovative solutions to business needs; and ensuring compliance with all legislation, by-laws and other governance requirements.

Programs/Services Offered

Revenue Services provides a broad range of services to internal and external clients. The service area plays a critical role throughout the corporation, and shares commonalities that will help the department to become more efficient. Revenue Services upholds the statutory requirements of the Municipal Act and other Acts of Legislation; provides services and expertise on all financial revenue matters within the organization; and establishes policies that support the City in its goal to become financially sustainable.

Core services include:

- Developing the City’s tax policies, issuing and collecting all City tax bills, administering the assessment roll, managing assessment appeals, administering tax mitigation programs, and maintaining all customer tax accounts
- Responsibility for the maintenance of the water meters, setting water meter standards as well as oversight of the automated meter reading infrastructure across the City
- Issuing and collecting on all City water bills as well as maintaining all customer water accounts
- Provides billing and collection services for all accounts receivable (corporate accounts receivable, provincial offences fines, payment in lieu of taxation, etc.)
- Oversight of the Municipal Accommodation Tax and the City’s corporate cash handling policies and procedures
- Oversees the City’s customer payment strategy and Resident payment experience by managing and offering multiple payment channel options.

City of Ottawa
Finance Services Department
Revenue Services - Operating Resource Requirement
In Thousands (\$000)

	2019	2020		2021	\$ Change over 2020 Budget
	Actual	Forecast	Budget	Estimate	
Expenditures by Program					
Revenue Services	22,178	21,529	22,259	22,689	430
Gross Expenditure	22,178	21,529	22,259	22,689	430
Recoveries & Allocations	-9,300	-8,077	-8,077	-10,577	-2,500
Revenue	-6,894	-5,857	-6,257	-6,757	-500
Net Requirement	5,984	7,595	7,925	5,355	-2,570
Expenditures by Type					
Salaries, Wages & Benefits	17,685	16,805	17,525	17,955	430
Overtime	410	22	22	22	0
Material & Services	3,619	4,173	4,183	4,183	0
Transfers/Grants/Financial Charges	67	130	130	130	0
Fleet Costs	233	243	243	243	0
Program Facility Costs	0	0	0	0	0
Other Internal Costs	164	156	156	156	0
Gross Expenditures	22,178	21,529	22,259	22,689	430
Recoveries & Allocations	-9,300	-8,077	-8,077	-10,577	-2,500
Net Expenditure	12,878	13,452	14,182	12,112	-2,070
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	-6,894	-5,857	-6,257	-6,757	-500
Fines	0	0	0	0	0
Other	0	0	0	0	0
Total Revenue	-6,894	-5,857	-6,257	-6,757	-500
Net Requirement	5,984	7,595	7,925	5,355	-2,570
Full Time Equivalents			192.45	192.45	0.00

City of Ottawa
Finance Services Department
Revenue Services - User Fees

	2019 Rate \$	2020 Rate \$	2021 Rate \$	% Change Over 2020	% Change Over 2019	Effective Date	2021 Revenue (\$000)
Revenue - User Fees							
Tax Certificates	71.00	72.50	72.50	0%	2%	01-Jan-21	-75
Water Certificates	71.00	72.50	72.50	0%	2%	01-Jan-21	
Reminder Notice: Tax	8.00	8.15	8.40	3%	5%	01-Jan-21	-115
Reminder Notice: Water	8.00	8.15	8.40	3%	5%	01-Jan-21	
New Account Fee: Tax	71.00	72.50	75.00	3%	6%	01-Jan-21	-90
New Account Fee: Water	71.00	72.50	75.00	3%	6%	01-Jan-21	
Tax Change of Ownership/Name	44.00	45.00	46.00	2%	5%	01-Jan-21	
Water Change of Ownership/Occupancy	44.00	44.00	46.00	5%	5%	01-Jan-21	-60
Bill Reprint/Statement of Account History : Tax							
	38.00	38.75	38.75	0%	2%	01-Jan-21	
Bill Reprint/Statement of Account History : Water							
	38.00	38.75	38.75	0%	2%	01-Jan-21	
Return Cheque Fee: Tax	46.00	47.00	48.00	2%	4%	01-Jan-21	
Return Cheque Fee: Water	46.00	47.00	48.00	2%	4%	01-Jan-21	
Return PTP/PAD Fee: Tax	46.00	47.00	48.00	2%	4%	01-Jan-21	
Return PTP/PAD Fee: Water	46.00	35.00	36.00	3%	-22%	01-Jan-21	
Return Payment Fee: Accounts Receivable	46.00	47.00	48.00	2%	4%	01-Jan-21	
Return Payment Fee: Overpayment Recovery							
	46.00	47.00	48.00	2%	4%	01-Jan-21	
Deferral Program: New Application	141.00	144.00	148.00	3%	5%	01-Jan-21	
Deferral Program: Renewal	50.00	51.00	52.00	2%	4%	01-Jan-21	
Tax/Water Payment Redistribution	28.00	28.50	29.00	2%	4%	01-Jan-21	
Refund Processing Fee	28.00	28.50	29.00	2%	4%	01-Jan-21	
Mortgage List and Bulk Maintenance: Tax							
	12.00	12.25	15.00	22%	25%	01-Jan-21	-160
Arrears list research for mortgage companies							
	39.00	39.75	39.75	0%	2%	01-Jan-21	
Water Termination Notice	43.00	44.00	45.50	3%	6%	01-Jan-21	
Water Consumption Report	40.00	41.00	42.00	2%	5%	01-Jan-21	

City of Ottawa
Finance Services Department
Revenue Services - User Fees

	2019 Rate \$	2020 Rate \$	2021 Rate \$	% Change Over 2020	% Change Over 2019	Effective Date	2021 Revenue (\$000)
Tax Sales Fees							
Municipal Tax Sale: Step 1	1,394.00	1,422.00	1,465.00	3%	5%	01-Jan-21	
Municipal Tax Sale: Step 2	421.00	430.00	443.00	3%	5%	01-Jan-21	
Extension Agreement	843.00	860.00	886.00	3%	5%	01-Jan-21	
Survey	Actual cost	Actual cost	Actual cost	0%	0%	01-Jan-21	
Sale of Land by Tender Process							
Expenses for Tax Sale Proceedings	884.00	902.00	930.00	3%	5%	01-Jan-21	
After Tender Opening: Mailing Costs	293.00	300.00	300.00	0%	2%	01-Jan-21	
After Tender Opening: Registration	421.00	430.00	443.00	3%	5%	01-Jan-21	
After Tender Opening: Distribution of Sale	421.00	430.00	443.00	3%	5%	01-Jan-21	
Tender Package Purchase	43.00	44.00	45.50	3%	6%	01-Jan-21	
Advertising Costs	Actual cost	Actual cost	Actual cost	0%	0%	01-Jan-21	
Legal Cost	Actual cost	Actual cost	Actual cost	0%	0%	01-Jan-21	
Collection Fees							
Collection Handling Fee	43.00	44.00	45.00	2%	5%	01-Jan-21	
Private Collection Agency Fee Recovery	Actual %	Actual %	Actual %	0%	0%	01-Jan-21	
Account Statement Fee: Accounts Receivable	38.00	38.75	38.75	0%	0%	01-Jan-21	
Additions to Tax Roll	43.00	44.00	48.00	9%	12%	01-Jan-21	
Registered Letter for Arrears on Tax Account	43.00	44.00	45.00	2%	5%	01-Jan-21	
Corporate Accounts Receivable Interest	1.25% Compounded per month	1.25% Compounded per month	1.25% Compounded per month	0%	0%	01-Jan-21	
Water Bill Interest Applied after the due date, every 15 days thereafter and before each bill.	0.0417% Daily Rate	0.0417% Daily Rate	0.0417% Daily Rate	0%	0%	01-Jan-21	
Credit Card/Mastercard Visa Debit Service fee	1.99%	1.99%	1.99%	0%	0%	01-Jan-21	
Total Departmental							-500

Finance Services Department

2021 Service Area Summary - Corporate Finance Service Area

The Corporate Finance service area supports the delivery of city services by providing excellent service to the public and City departments; partnering with clients to develop innovative solutions to business needs; and ensuring compliance with all legislation, by-laws and other governance requirements.

Programs/Services Offered

Comprised of Financial Services, Planning & Budgeting, Accounting, Treasury, Financial Reporting and Systems and Commodity Tax Compliance, these areas uphold the statutory requirements of the Municipal Act and other Acts of Legislation; provides services and expertise on all financial matters within the organization; and establishes policies that support the City in its goal to become financially sustainable.

Core services include:

- Developing, presenting and monitoring the City of Ottawa's operating, capital, and rate budgets
- Preparing the City's annual financial statements and related reporting
- Responsibility for Commodity Tax and Harmonize Sales Tax oversight
- Manage the issuance of City debt, sinking funds and investment portfolios
- Providing financial support and services to all City Departments and various boards and agencies

City of Ottawa
Finance Services Department
Corporate Finance - Operating Resource Requirement
In Thousands (\$000)

	2019	2020		2021	\$ Change over 2020 Budget
	Actual	Forecast	Budget	Estimate	
Expenditures by Program					
Corporate Finance	15,232	15,770	15,810	16,155	345
Gross Expenditure	15,232	15,770	15,810	16,155	345
Recoveries & Allocations	-1,109	-901	-901	-901	0
Revenue	0	0	0	0	0
Net Requirement	14,123	14,869	14,909	15,254	345
Expenditures by Type					
Salaries, Wages & Benefits	14,258	15,103	15,103	15,448	345
Overtime	70	51	51	51	0
Material & Services	531	562	602	602	0
Transfers/Grants/Financial Charges	2	0	0	0	0
Fleet Costs	0	0	0	0	0
Program Facility Costs	0	0	0	0	0
Other Internal Costs	371	54	54	54	0
Gross Expenditures	15,232	15,770	15,810	16,155	345
Recoveries & Allocations	-1,109	-901	-901	-901	0
Net Expenditure	14,123	14,869	14,909	15,254	345
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	14,123	14,869	14,909	15,254	345
Full Time Equivalents			147.89	147.89	0.00

Finance Services Department

2021 Service Area Summary – Payroll, Pensions, and Benefits Service Area

The Payroll, Pensions, and Benefits service area supports the delivery of city services by providing excellent service to employees of City departments, Ottawa Police Services, Ottawa Public Library, and Ottawa Public Health; partnering with clients to develop innovative solutions to business needs; and ensuring compliance with all federal and provincial regulatory legislation, collective agreements and other governance requirements.

Programs/Services Offered

Comprised of Pay and Benefits Production, SAP Systems and Time Management, Pension Administration and Financial Management, and Compliance Oversight. Provides services and expertise on all payroll, benefits and pensions matters within the organization; and establishes programs and policies that support all employees on a daily basis and the City in its goal to be financially sustainable.

Core services include:

- Producing accurate pay for employees
- Administering employee benefit programs
- Administering Employers Pension plan responsibilities including OMERs, OC Transpo, COSF
- Providing oversight for centralized and decentralized time and attendance management
- Preparing and reporting all 3rd party payroll, pension and benefits remittances
- Providing expertise for SAP pay and time solutions
- Developing policies to promote equitable payroll practises across the corporation
- Managing the reimbursement of many employee expenses
- Maintaining and monitoring payroll compliance with contractual and legislated requirements

City of Ottawa
Finance Services Department
Payroll, Pensions & Benefits Service - Operating Resource Requirement
In Thousands (\$000)

	2019	2020		2021	\$ Change over 2020 Budget
	Actual	Forecast	Budget	Estimate	
Expenditures by Program					
Payroll	6,843	7,164	7,074	7,214	140
Gross Expenditure	6,843	7,164	7,074	7,214	140
Recoveries & Allocations	-510	-216	-216	-216	0
Revenue	0	0	0	0	0
Net Requirement	6,333	6,948	6,858	6,998	140
Expenditures by Type					
Salaries, Wages & Benefits	6,703	6,821	6,731	6,871	140
Overtime	4	20	20	20	0
Material & Services	33	210	210	210	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	103	113	113	113	0
Gross Expenditures	6,843	7,164	7,074	7,214	140
Recoveries & Allocations	-510	-216	-216	-216	0
Net Expenditure	6,333	6,948	6,858	6,998	140
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	6,333	6,948	6,858	6,998	140
Full Time Equivalents			66.33	66.33	0.00

Innovative Client Services Department

2021 Service Area Summary - Supply Services

The Supply Services area administers the procurement and payment activities of the City, Ottawa Police and Ottawa Public Library in accordance with the City of Ottawa Procurement By-law, Federal and Provincial Legislation, and established policies and procedures to ensure:

- The competitive process is cost-effective and used whenever possible
- Fair, open and equitable treatment to all suppliers
- Best value for taxpayer dollars

Programs/Services Offered

Responsible for managing and directing the strategic procurement of all goods, services and construction for the City of Ottawa, Ottawa Police Service and Library Board (approximately \$1B annually), focusing on best value, industry-accepted best practices and managed risk.

Strategic Sourcing

Responsible for managing the City's supply chain, including the payment of all goods, services, and construction for the City of Ottawa, Ottawa Police Services, Ottawa Public Library, and the Business Improvement Areas (approximately \$3B annually).

Energy Management and Strategy Branch

Responsible for compliance monitoring and performance data analytics, in addition to a broad range of energy-related initiatives that are currently decentralized, including the strategic oversight of energy project delivery and managing financial and reporting processes.

City of Ottawa
 Innovative Client Services Department
 Supply Services - Operating Resource Requirement
 In Thousands (\$000)

	2019	2020		2021	\$ Change over 2020 Budget
	Actual	Forecast	Budget	Estimate	
Expenditures by Program					
Supply Services	8,006	8,179	6,979	7,149	170
Gross Expenditure	8,006	8,179	6,979	7,149	170
Recoveries & Allocations	-1,695	-1,525	-1,525	-1,525	0
Revenue	-1,660	-1,985	-785	-785	0
Net Requirement	4,651	4,669	4,669	4,839	170
Expenditures by Type					
Salaries, Wages & Benefits	6,794	6,753	6,753	6,923	170
Overtime	21	7	7	7	0
Material & Services	269	1,358	158	158	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	922	61	61	61	0
Gross Expenditures	8,006	8,179	6,979	7,149	170
Recoveries & Allocations	-1,695	-1,525	-1,525	-1,525	0
Net Expenditure	6,311	6,654	5,454	5,624	170
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	-1,660	-1,985	-785	-785	0
Fines	0	0	0	0	0
Other	0	0	0	0	0
Total Revenue	-1,660	-1,985	-785	-785	0
Net Requirement	4,651	4,669	4,669	4,839	170
Full Time Equivalents			65.99	65.99	0.00

Planning, Infrastructure and Economic Development Department 2021 Service Area Summary- Corporate Real Estate Office

Corporate Real Estate Office (CREO) is part of the Planning, Infrastructure and Economic Development (PIED) Department, a department that champions the city-building priorities from planning and delivering growth opportunities and infrastructure, managing City assets and investments to fostering economic prosperity. CREO acts as the City's real estate manager, corporate landlord, project manager and developer. As the City's centre of real estate expertise, CREO strategically manages major assets for the City, enabling other departments to deliver programs and services by providing land, buildings and real estate services.

Programs/Services Offered

CREO provides one-stop shopping for real estate matters through the following services:

- Acquisition of land and buildings to support a wide variety of City services and initiatives
- Corporate accommodation
- Disposal of property that is surplus to the City's needs
- Environmental assessment, remediation and soil management of City-owned land
- Leasing, oversight of interim portfolio and property tax assessment review of City-owned properties
- Valuation and appraisal
- Realty initiatives, strategic land development and special projects

City of Ottawa
 Planning, Infrastructure & Economic Development Department
 Corporate Real Estate Office - Operating Resource Requirement
 In Thousands (\$000)

	2019	2020		2021	\$ Change over 2020 Budget
	Actual	Forecast	Budget	Estimate	
Expenditures by Program					
Director's Office	429	290	290	315	25
Realty Services	2,848	3,022	3,222	3,239	17
Realty Initiatives & Development	10,877	11,756	12,556	12,589	33
Gross Expenditure	14,154	15,068	16,068	16,143	75
Recoveries & Allocations	-4,759	-5,705	-5,705	-5,705	0
Revenue	-338	-319	-319	-329	-10
Net Requirement	9,057	9,044	10,044	10,109	65
Expenditures by Type					
Salaries, Wages & Benefits	5,975	6,002	6,002	6,077	75
Overtime	3	27	27	27	0
Material & Services	2,542	3,634	4,634	4,634	0
Transfers/Grants/Financial Charges	5,314	5,161	5,161	5,161	0
Fleet Costs	9	0	0	0	0
Program Facility Costs	0	0	0	0	0
Other Internal Costs	311	244	244	244	0
Gross Expenditures	14,154	15,068	16,068	16,143	75
Recoveries & Allocations	-4,759	-5,705	-5,705	-5,705	0
Net Expenditure	9,395	9,363	10,363	10,438	75
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	-338	-319	-319	-329	-10
Fines	0	0	0	0	0
Other	0	0	0	0	0
Total Revenue	-338	-319	-319	-329	-10
Net Requirement	9,057	9,044	10,044	10,109	65
Full Time Equivalents			48.50	48.50	0.00

City of Ottawa
Planning, Infrastructure & Economic Development Department
Corporate Real Estate Office - User Fees

	2019 Rate \$	2020 Rate \$	2021 Rate \$	% Change Over 2020	% Change Over 2019	Effective Date	2021 Revenue (\$000)
Real Estate Agreements							
Lease agreements	1,082.00	1,104.00	1,126.00	2.0%	4.1%	01-Jan-21	
Lease Assignment Amendment	541.00	552.00	563.00	2.0%	4.1%	01-Jan-21	
Lease Renewal Agreements	541.00	552.00	563.00	2.0%	4.1%	01-Jan-21	
License of Occupation Agreements	1,082.00	1,104.00	1,126.00	2.0%	4.1%	01-Jan-21	
License Assignment	541.00	552.00	563.00	2.0%	4.1%	01-Jan-21	
License Renewal	541.00	552.00	563.00	2.0%	4.1%	01-Jan-21	
Consent to Enter Agreements	270.00	275.00	280.00			01-Jan-21	
Reconveyance of Dedicated Road Widening requirements	541.00	552.00	563.00	2.0%	4.1%	01-Jan-21	
Cost of Negotiation of off-site management agreement	1,623.00	1,655.00	1,688.00	2.0%	4.0%	01-Jan-21	
Cost of Negotiation fee	1,623.00	1,655.00	1,688.00	2.0%	4.0%	01-Jan-21	
Cost of appraisal	actual cost	actual cost	actual cost	n/a	n/a	01-Jan-21	
Cost of appraisal admin fee	1,623.00	1,655.00	1,688.00	2.0%	4.0%	01-Jan-21	
Cost of survey	actual cost	actual cost	actual cost	n/a	n/a	01-Jan-21	
Cost of survey admin fee	1,623.00	1,655.00	1,688.00	2.0%	4.0%	01-Jan-21	
Recovery of actual costs relating to real estate operations	actual cost	actual cost	actual cost	n/a	n/a	01-Jan-21	
Administration and overhead charge for third party requests wherein the benefit is for the party's sole interest.	15%	15%	15%	n/a	n/a	01-Jan-21	
Total Departmental							-10

Non-Departmental 2021 Service Area Summary

Programs/Services Offered

Corporate Human Resource Provision

- Sick Leave Banks: Applies only to staff hired before the introduction of income protection plans in the late 1970's
- Retiree Costs: Includes Benefits for Retirees and Pension Supplementation
- Employee Benefits: Includes Past Service Pension and Disability Accommodation Provision

Capital Formation Costs

- Contribution to Reserves: The yearly contributions from the operating budget to various reserves
- Endowment Fund: The fund payout policy provides for an annual payout which is the lesser of the earnings in the year or 6.5 per cent, which are used to support the capital program
- Debt Charges: The annual principal and interest payments made to holders of municipal debentures (bonds).
- Sale of Surplus Lands: Income generated by the sale of lands identified by the City as surplus
- Ottawa Lands Development: Council-approved land sales generated by the Ottawa Community Lands Development Corporation
- 100 Constellation lease payment

Corporate Common Expenditures

- Financial Charges & Other: expenditures relating to daily cash management, placing and servicing long term financing, and other sundry financial charges
- Community Improvement Grants: Brownfield assistance programs to provide financial incentives for redevelopment of contaminated sites

Corporate Common Revenues

- Penalties & Interest: Revenue earned from accounts in arrears on their taxes, water bills and accounts receivable
- Investment Income: Income generated by the City's positive cash flow not required for current operations
- Hydro Ottawa – Dividend Payment: Annual payment to the City in the amount, which is the greater of \$20 million or 60% of Hydro Ottawa's net income
- Other: Includes the City's share of Provincial Offence Act fine revenue, net proceeds from Rideau Carleton Raceway and Lottery Fees, Municipal Accommodation Tax revenue and other various revenues

Tax Related Revenues & Expenditures

- Tax Rebates and Remissions: Includes reimbursement of property taxes for charities
- Municipal Property Assessment Corporation (MPAC): The City's proportionate share of the annual MPAC operating costs
- Supplementary Assessment: Tax revenue from new properties assessed after the return of the annual assessment roll
- Payments in lieu of Taxation: Payments made by Federal and Provincial government institutions on their properties including the taxes for education raised from these properties but retained by the City
- Public Institutions: Payments made by the Provincial government for payment in lieu of taxes for hospitals, universities and penitentiaries
- Local Improvement Revenue: Taxes raised to reimburse the costs incurred by the City for works constructed on behalf of benefiting taxpayers
- Property Taxes: The main source of revenue for funding municipal services

City of Ottawa
 Non Departmental - Operating Resource Requirement
 In Thousands (\$000)

	2019	2020		2021	\$ Change over 2020 Budget
	Actual	Forecast	Budget	Estimate	
Corporate Human Resource Provision Expenditure					
Sick Leave Banks	3,020	3,020	3,020	3,020	0
Retiree Costs	2,700	2,500	2,500	2,500	0
Employee Benefits	1,128	1,128	1,128	1,128	0
Benefit Adjustments	75	75	75	75	0
Net Corp HR Provision Requirement	6,923	6,723	6,723	6,723	0
Capital Formation Costs Expenditure					
Contribution to City Wide Capital Reserve	120,151	128,395	128,395	137,465	9,070
Contribution to Tax Stabilization Reserve	7,608	15,812	15,812	10,161	-5,651
Contribution to Gas Tax Reserve Fund	150,532	93,211	93,211	93,211	0
Transfer to CW Capital from Endowment Earnings	13,411	7,000	13,000	13,000	0
Transfer to CW Capital from OCLDC	5,211	5,000	5,000	5,000	0
Transfer to CW Capital from Sale of Surplus Land	5,539	5,000	1,500	1,500	0
City Wide Debt Charges	92,642	93,218	92,498	92,498	0
100 Constellation Lease	6,411	6,413	6,413	6,413	0
Gross Expenditure	401,505	354,049	355,829	359,248	3,419
Recoveries & Allocations	0	0	0	0	0
Net Expenditure	401,505	354,049	355,829	359,248	3,419
Revenue					
Contribution from Tax Stabilization Reserve	-10,647	-4,880	-4,880	0	4,880
Gas Tax Receipts	-150,532	-93,211	-93,211	-93,211	0
Endowment Fund Earnings	-13,411	-7,000	-13,000	-13,000	0
Ottawa Lands Development Corp (OCLDC)	-5,211	-5,000	-5,000	-5,000	0
Sale of Surplus Land	-5,539	-5,000	-1,500	-1,500	0
City Wide Debt Charge Funding	-11,291	-11,768	-11,768	-11,768	0
Total Revenue	-196,631	-126,859	-129,359	-124,479	4,880
Net Capital Formation Costs Requirement	204,874	227,190	226,470	234,769	8,299

City of Ottawa
Non Departmental - Operating Resource Requirement
In Thousands (\$000)

	2019	2020		2021	\$ Change over 2020 Budget
	Actual	Forecast	Budget	Estimate	
Corporate Common Expenditures					
Expenditure					
Financial Charges & Other	19,331	13,311	11,161	16,521	5,360
Gross Expenditure	19,331	13,311	11,161	16,521	5,360
Recoveries & Allocations	-41,194	-43,898	-43,898	-44,058	-160
Net Expenditure	-21,863	-30,587	-32,737	-27,537	5,200
Net Corporate Common Expenditures Requirement	-21,863	-30,587	-32,737	-27,537	5,200
Corporate Common Revenues					
Expenditure					
Penalty & Interest	332	0	0	0	0
Investment Income	326	326	326	326	0
Provincial Offences Act	218	137	137	137	0
Hydro Ottawa Dividends	250	0	0	0	0
Municipal Accommodation Tax	16,900	6,000	18,000	18,000	0
Gross Expenditure	18,026	6,463	18,463	18,463	0
Recoveries & Allocations	0	0	0	0	0
Net Expenditure	18,026	6,463	18,463	18,463	0
Revenue					
Penalty & Interest	-19,107	-14,904	-16,904	-16,904	0
Investment Income	-20,866	-19,887	-19,887	-22,987	-3,100
Hydro Ottawa Dividends	-22,300	-22,600	-20,000	-20,000	0
Provincial Offences Act	-8,476	-4,757	-4,757	-4,757	0
Red Light Camera	-9,364	-5,725	-9,925	-11,725	-1,800
Automated Speed Enforcement	0	-1,000	0	-6,000	-6,000
Rideau Carleton Raceway	-6,563	-2,500	-5,600	-5,600	0
Lottery Fees	-656	-404	-1,004	-1,004	0
Municipal Accommodation Tax	-18,229	-6,350	-18,750	-18,750	0
Other Miscellaneous Revenue	-8,869	-3,844	-3,844	-3,844	0
Total Revenue	-114,430	-81,971	-100,671	-111,571	-10,900
Net Corporate Common Revenues Requirement	-96,404	-75,508	-82,208	-93,108	-10,900

City of Ottawa
Non Departmental - Operating Resource Requirement
In Thousands (\$000)

	2019	2020		2021	\$ Change over 2020 Budget
	Actual	Forecast	Budget	Estimate	
Tax Related Expenditures and Revenues					
Expenditure					
Tax Rebates & Remissions	17,710	17,768	23,768	23,768	0
Municipal Property Assessment Corp	13,587	13,587	13,587	13,697	110
Net Expenditure	31,297	31,355	37,355	37,465	110
Revenue					
Supplemental Assessment	-29,536	-22,934	-28,934	-28,934	0
Payments-in-Lieu Taxation	-167,859	-166,833	-168,833	-168,833	0
Public Institutions	-6,797	-6,801	-6,801	-6,801	0
Property Tax Revenue	-1,658,498	-1,743,384	-1,743,384	-1,822,294	-78,910
Total Revenue	-1,862,690	-1,939,952	-1,947,952	-2,026,862	-78,910
Net Tax Related Expenditures and Revenues	-1,831,393	-1,908,597	-1,910,597	-1,989,397	-78,800
Total Net Requirement	-1,737,863	-1,780,779	-1,792,349	-1,868,550	-76,201

City Of Ottawa
 2021 Draft Capital Budget
 Finance & Economic Development Committee
 Funding Summary
 In Thousands \$(000's)

Project Description	Revenues	Gas Tax	Tax Supported/ Dedicated	Develop. Charges	Tax Supported/ Dedicated Debt	Grand Total
Finance						
Renewal of City Assets						
909738 Point of Sale Software	-	-	1,000	-	-	1,000
Renewal of City Assets Total	-	-	1,000	-	-	1,000
Finance Total	-	-	1,000	-	-	1,000
General Government						
Renewal of City Assets						
910059 2021 Buildings-General Government	-	-	4,025	-	-	4,025
Renewal of City Assets Total	-	-	4,025	-	-	4,025
Service Enhancements						
910070 2021 Accessibility - General Government	-	-	175	-	-	175
Service Enhancements Total	-	-	175	-	-	175
General Government Total	-	-	4,200	-	-	4,200
Real Estate Partnerships & Development						
Service Enhancements						
909154 Accommodation Fit-Ups and Renovations	-	-	500	-	-	500
Service Enhancements Total	-	-	500	-	-	500
Real Estate Partnerships & Development Total	-	-	500	-	-	500
Grand Total	-	-	5,700	-	-	5,700