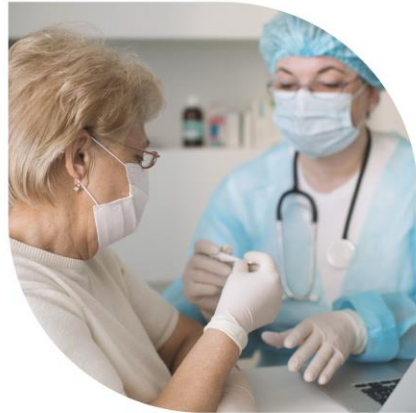




# Draft **BUDGET 2021**

Investing in our community.  
Moving Ottawa forward.

Standing Committee on Environmental Protection,  
Water and Waste Management – Tax Supported



Tabled November 4, 2020



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## Standing Committee on Environmental Protection, Water and Waste Management – Tax

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# **Planning, Infrastructure and Economic Development Department**

## **2021 Service Area Summary - Infrastructure Services**

Infrastructure Services (IS) 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.

### **Vision**

To build a better Ottawa for all to enjoy, today and into the future.

### **Mission**

To implement city-building priorities from planning and delivering infrastructure projects, to managing infrastructure assets and investments.

### **Programs/Services Offered**

#### **Asset Management**

Administer and optimize the lifecycle of municipal infrastructure valued at over \$50 billion, maintain asset inventory, undertake condition and performance assessments, develop risk-based renewal strategies and define investment needs. Lead water resource master planning, source water protection and capital program definition. Manage the City's Comprehensive Asset Management (CAM) Program.

#### **Quality Management**

Provide overall quality management on infrastructure projects in terms of design guidelines and construction standards, material quality and project delivery practices.

#### **Design and Construction**

Manage the design and construction of new and renewal of existing municipal infrastructure, buildings and parks. This is approximately \$500 million in capital projects annually.

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

	2019	2020		2021	\$ Change over 2020 Budget
	Actual	Forecast	Budget	Estimate	
<b>Expenditures by Program</b>					
Director's Office	883	627	694	701	7
Quality Management	2,989	4,187	4,231	4,243	12
Special Projects	1,368	1,412	181	188	7
Design & Construction - Facilities	5,398	5,459	5,220	5,314	94
Design & Construction - Municipal	7,809	7,991	8,278	8,478	200
Asset Management	11,779	13,217	14,103	14,413	310
<b>Gross Expenditure</b>	<b>30,226</b>	<b>32,893</b>	<b>32,707</b>	<b>33,337</b>	<b>630</b>
Recoveries & Allocations	-23,641	-25,930	-25,494	-25,729	-235
Revenue	-16	-16	-16	-16	0
<b>Net Requirement</b>	<b>6,569</b>	<b>6,947</b>	<b>7,197</b>	<b>7,592</b>	<b>395</b>
<b>Expenditures by Type</b>					
Salaries, Wages & Benefits	26,673	27,672	26,943	27,573	630
Overtime	172	241	241	241	0
Material & Services	2,953	3,991	4,558	4,558	0
Transfers/Grants/Financial Charges	0	0	0	0	0
Fleet Costs	138	97	97	97	0
Program Facility Costs	0	0	0	0	0
Other Internal Costs	290	892	868	868	0
<b>Gross Expenditures</b>	<b>30,226</b>	<b>32,893</b>	<b>32,707</b>	<b>33,337</b>	<b>630</b>
Recoveries & Allocations	-23,641	-25,930	-25,494	-25,729	-235
<b>Net Expenditure</b>	<b>6,585</b>	<b>6,963</b>	<b>7,213</b>	<b>7,608</b>	<b>395</b>
<b>Revenues By Type</b>					
Federal	0	0	0	0	0
Provincial	0	0	0	0	0
Own Funds	0	0	0	0	0
Fees and Services	-16	-16	-16	-16	0
Fines	0	0	0	0	0
Other	0	0	0	0	0
<b>Total Revenue</b>	<b>-16</b>	<b>-16</b>	<b>-16</b>	<b>-16</b>	<b>0</b>
<b>Net Requirement</b>	<b>6,569</b>	<b>6,947</b>	<b>7,197</b>	<b>7,592</b>	<b>395</b>
<b>Full Time Equivalents</b>			<b>214.67</b>	<b>214.67</b>	<b>0.00</b>

**City of Ottawa**  
**Planning, Infrastructure & Economic Development Department**  
**Infrastructure Services - User Fees**

	2019 Rate \$	2020 Rate \$	2021 Rate \$	% Change Over 2020	% Change Over 2019	Effective Date	2021 Revenue (\$000)
<b>Road Cut Degradation Fees</b>							
Road Cut Pavement Degradation fees (per square meter)							
2 years or less	37.00	37.90	38.80	2.4%	4.9%	01-Jan-21	
2 to 4 years	30.85	31.60	32.35	2.4%	4.8%	01-Jan-21	
4 to 7 years	24.80	25.40	26.00	2.4%	4.8%	01-Jan-21	
7 to 10 years	15.50	15.87	16.25	2.4%	4.8%	01-Jan-21	
10 years or more	6.15	6.30	6.45	2.4%	4.9%	01-Jan-21	
<b>Accident Inspections</b>							
3 hour minimum (hourly rate)	164.00	168.00	172.00	2.4%	4.9%	01-Jan-21	
Any third party charges (cost recovery)	100%	100%	100%	0.0%	0.0%	01-Jan-21	
<b>Transfer of Review</b>							
Transfer of Review Fees are per the Ministry of Environment and Climate Change							
<b>Administration and Overhead Charge</b>							
Applied to the overall cost recovery for any works undertaken for third parties not covered under other agreements, such as developers, school boards, universities or general parties							
	15%	15%	15%	0.0%	0.0%	01-Jan-21	
<b>Total Departmental</b>							<b>0</b>

## **Planning, Infrastructure and Economic Development Department 2021 Service Area Summary - Natural Systems**

Economic Development and Long-Range Planning – Natural Systems 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.

Natural systems develops policies and delivers programs to support Ottawa's natural environment, urban forest and rural area. Centre of expertise for natural systems, providing guidance to promote sustainable development, fostering a healthy system of natural areas, greenspaces and arable lands. Leverages partnerships, public outreach and stewardship to implement the city's environmental goals.

### **Programs/Services Offered**

- Oversee Urban Forest Management Plan
- Develop and implements policies to support and enhance the City's natural areas
- Administer Environmental and Rural Clean Water Grant Programs
- Events, including Wildlife Speaker Series
- Perform development and infrastructure review (ensures adherence to city's environmental policies)
- Identify natural lands for acquisitions by City



## **Planning, Infrastructure and Economic Development Department 2021 Service Area Summary – Resiliency and Climate Change**

Economic Development and Long-Range Planning – Resiliency and Climate Change 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. This unit is responsible for developing and coordinating strategic policies, programs and plans to reduce greenhouse gas emissions and build resiliency to climate change in Ottawa. As the City's centre of expertise for resiliency and climate change, the team also provides technical expertise on corporate projects and supports community initiatives.

### **Programs/Services Offered**

Resiliency and Climate Change; is responsible for the following city-wide initiatives:

- Climate Change Master Plan
- Energy Evolution: Ottawa's Community Energy Transition Strategy
- Climate Projections, Vulnerability and Risk Assessment, and Climate Resiliency Strategy
- Annual Greenhouse Gas Emissions Inventories

City of Ottawa  
 Planning, Infrastructure & Economic Development Department  
 Resiliency and Natural Systems Policy - Operating Resource Requirement  
 In Thousands (\$000)

	2019	2020		2021	\$ Change over 2020 Budget
	Actual	Forecast	Budget	Estimate	
<b>Expenditures by Program</b>					
Natural Systems	853	1,149	979	1,136	157
Resiliency & Climate Change	904	1,041	896	896	0
<b>Gross Expenditure</b>	<b>1,757</b>	<b>2,190</b>	<b>1,875</b>	<b>2,032</b>	<b>157</b>
Recoveries & Allocations	-86	-380	0	-120	-120
Revenue	0	0	0	0	0
<b>Net Requirement</b>	<b>1,671</b>	<b>1,810</b>	<b>1,875</b>	<b>1,912</b>	<b>37</b>
<b>Expenditures by Type</b>					
Salaries, Wages & Benefits	1,527	2,011	1,556	1,711	155
Overtime	12	11	11	11	0
Material & Services	170	122	257	257	0
Transfers/Grants/Financial Charges	44	45	50	52	2
Fleet Costs	0	0	0	0	0
Program Facility Costs	0	0	0	0	0
Other Internal Costs	4	1	1	1	0
<b>Gross Expenditures</b>	<b>1,757</b>	<b>2,190</b>	<b>1,875</b>	<b>2,032</b>	<b>157</b>
Recoveries & Allocations	-86	-380	0	-120	-120
<b>Net Expenditure</b>	<b>1,671</b>	<b>1,810</b>	<b>1,875</b>	<b>1,912</b>	<b>37</b>
<b>Revenues By Type</b>					
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
<b>Total Revenue</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Requirement</b>	<b>1,671</b>	<b>1,810</b>	<b>1,875</b>	<b>1,912</b>	<b>37</b>
<b>Full Time Equivalents</b>			<b>12.00</b>	<b>12.00</b>	<b>0.00</b>

## **Public Works & Environmental Services Department**

### **2021 Service Area Summary - Solid Waste Services**

Solid Waste Services is responsible for the development, management, and environmentally sound operation of the residential solid waste management system for the City.

This includes:

- Long-term strategic planning of programs and facilities to ensure alignment with future growth and legislative requirements such as: the Solid Waste Master plan, service level reviews and technology and environmental assessments
- Providing services and facilities for the collection, diversion and disposal of residential waste, organics, recycling, and household hazardous waste
- Comprehensive management, operation and maintenance of City-owned landfills

#### **Programs/Services Offered**

- Curbside residential waste collection and disposal
- Multi-residential waste collection and disposal
- Waste collection at City facilities
- Residential waste diversion programs (Green Bin program, Blue/Black Box Program, Household Hazardous Waste depots etc.)
- Landfill operations management
- Yellow Bag program
- Biosolid Land Application program
- Graffiti removal from City assets
- Public space waste and recycling collection and processing

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

	2019	2020		2021	\$ Change over 2020 Budget
	Actual	Forecast	Budget	Estimate	
<b>Expenditures by Program</b>					
Director's Office	493	481	505	510	5
Diversion/Recycling	45,657	48,681	48,304	52,009	3,705
Graffiti Management	879	932	843	858	15
Soil Management	1,022	1,637	665	680	15
Landfill Operations/Disposal	10,097	8,451	8,333	8,453	120
Garbage Collection	18,434	21,053	21,157	24,197	3,040
Long Term Planning/Other	726	515	678	688	10
Solid Waste Non Departmental	5,747	5,747	5,747	7,497	1,750
<b>Gross Expenditure</b>	<b>83,055</b>	<b>87,497</b>	<b>86,232</b>	<b>94,892</b>	<b>8,660</b>
Recoveries & Allocations	-4,067	-2,613	-2,613	-2,613	0
Revenue	-50,492	-58,100	-58,080	-63,000	-4,920
<b>Net Requirement</b>	<b>28,496</b>	<b>26,784</b>	<b>25,539</b>	<b>29,279</b>	<b>3,740</b>
<b>Expenditures by Type</b>					
Salaries, Wages & Benefits	14,235	14,184	14,079	15,114	1,035
Overtime	1,421	1,112	662	710	48
Material & Services	49,812	54,181	53,400	59,092	5,692
Transfers/Grants/Financial Charges	5,038	5,223	5,326	7,076	1,750
Fleet Costs	10,722	11,387	11,387	11,522	135
Program Facility Costs	0	0	0	0	0
Other Internal Costs	1,827	1,410	1,378	1,378	0
<b>Gross Expenditures</b>	<b>83,055</b>	<b>87,497</b>	<b>86,232</b>	<b>94,892</b>	<b>8,660</b>
Recoveries & Allocations	-4,067	-2,613	-2,613	-2,613	0
<b>Net Expenditure</b>	<b>78,988</b>	<b>84,884</b>	<b>83,619</b>	<b>92,279</b>	<b>8,660</b>
<b>Revenues By Type</b>					
Federal	0	0	0	0	0
Provincial	-5,896	-7,296	-5,824	-5,824	0
Own Funds	0	0	0	0	0
Fees and Services	-37,609	-42,394	-43,221	-48,141	-4,920
Fines	0	0	0	0	0
Other	-6,987	-8,410	-9,035	-9,035	0
<b>Total Revenue</b>	<b>-50,492</b>	<b>-58,100</b>	<b>-58,080</b>	<b>-63,000</b>	<b>-4,920</b>
<b>Net Requirement</b>	<b>28,496</b>	<b>26,784</b>	<b>25,539</b>	<b>29,279</b>	<b>3,740</b>
<b>Full Time Equivalents</b>			<b>73.40</b>	<b>73.40</b>	<b>0.00</b>

City of Ottawa  
Public Works and Environmental Services Department  
Solid Waste Services - User Fees

	2019 Rate \$	2020 Rate \$	2021 Rate \$	% Change Over 2020	% Change Over 2019	Effective Date	2021 Revenue (\$000)
<b>Solid Waste - User Fees</b>							-4,695
Single Family Household	88.00	96.00	106.00	10.4%	20.5%	01-Jan-21	
Multi Residential Household	43.00	56.50	71.50	26.5%	66.3%	01-Jan-21	
Yellow Bag per bag fee	3.90	4.00	4.10	2.5%	5.1%	01-Jan-21	
<b>Landfill Operations - Tipping Fees</b>							-10
<b>Waste Materials</b>							
Garbage <=100 kg (minimum) Includes soil mixed with concrete	11.20	11.40	11.65	2.2%	4.0%	01-Feb-21	
Garbage >100 kg (per tonne) Includes soil mixed with concrete	112.00	114.00	116.50	2.2%	4.0%	01-Feb-21	
Mixed garbage & recyclable material <=250 kg (minimum)	56.00	57.00	58.25	2.2%	4.0%	01-Feb-21	
Mixed garbage & recyclable material >250 kg (per tonne)	224.00	228.00	233.00	2.2%	4.0%	01-Feb-21	
Asbestos <=250 kg per load flat rate (minimum)	123.00	126.00	128.75	2.2%	4.7%	01-Feb-21	
Asbestos >250 kg (per tonne)	494.00	504.00	515.00	2.2%	4.3%	01-Feb-21	
<b>Diversions Program - Clean Loads</b>							
Metal /Tires	Free	Free	Free	N/A	N/A		
E-waste	Free	Free	Free	N/A	N/A		
Blue Box Material	Free	Free	Free	N/A	N/A		
Cardboard <=100 kg (minimum)	5.40	5.50	5.60	1.8%	3.7%	01-Feb-21	
Cardboard >100 kg (per tonne)	54.00	55.00	56.00	1.8%	3.7%	01-Feb-21	
Leaf and Yard Waste under 10 cm in diameter <=100 kg (minimum)	3.80	3.85	3.95	2.6%	3.9%	01-Feb-21	
Leaf and Yard Waste >100 kg (per tonne)	38.00	38.50	39.50	2.6%	3.9%	01-Feb-21	
Soil/Fill <=200 kg (minimum) (Top soil, sand, sod)	5.50	5.60	5.70	1.8%	3.6%	01-Feb-21	
Soil/Fill >200 kg (per tonne) (Top soil, sand, sod)	27.50	28.00	28.50	1.8%	3.6%	01-Feb-21	
Fill <=200 kg (per tonne) (Asphalt, masonry, concrete without rebar)	5.50	5.60	11.20	100.0%	103.6%	01-Feb-21	
Fill >200 kg (per tonne) (Asphalt, masonry, concrete without rebar)	27.50	28.00	56.00	100.0%	103.6%	01-Feb-21	
Woodchips <=200 kg (minimum)	5.60	5.70	7.90	38.6%	41.1%	01-Feb-21	
Woodchips >200 kg (per tonne)	28.00	28.50	39.50	38.6%	41.1%	01-Feb-21	

City of Ottawa  
 Public Works and Environmental Services Department  
 Solid Waste Services - User Fees

	2019 Rate \$	2020 Rate \$	2021 Rate \$	% Change Over 2020	% Change Over 2019	Effective Date	2021 Revenue (\$000)
<b>Retail Materials Program</b>							
Municipal Potting Soil <=200 kg (minimum)	8.20	8.40	8.60	2.4%	4.9%	01-Feb-21	
Municipal Potting Soil >200 kg (per tonne)	41.00	42.00	43.00	2.4%	4.9%	01-Feb-21	
<b>Total Departmental</b>							<b>-4,705</b>

## **Public Works & Environmental Services Department**

### **2021 Service Area Summary - Forestry Services**

Forestry Services manages all aspects of the City's 10,000 hectares of urban and rural forests including 346,000 street and park trees in order to preserve, protect, maintain and enhance forest cover in the Nation's Capital.

#### **Programs/Services Offered**

- Tree and forest maintenance, which includes pruning, removal, and stumping, activities
- Invasive pest management (ex.: Emerald Ash Borer and Dutch Elm Disease)
- Tree protection and tree by-law enforcement including Distinctive Tree Permits
- Tree nursery operations, which includes tree planting, watering and establishment pruning activities
- Trees in Trust program
- Streetscape, park, and facility tree planting
- Community planting projects
- Commemorative Tree program
- Green Acres - Ottawa's rural reforestation program
- Schoolyard Tree Planting Grant program

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

	2019	2020		2021	\$ Change over 2020 Budget
	Actual	Forecast	Budget	Estimate	
<b>Expenditures by Program</b>					
Forestry Services	17,432	17,089	19,204	19,889	685
<b>Gross Expenditure</b>	<b>17,432</b>	<b>17,089</b>	<b>19,204</b>	<b>19,889</b>	<b>685</b>
Recoveries & Allocations	-85	0	0	0	0
Revenue	-248	-446	-251	-631	-380
<b>Net Requirement</b>	<b>17,099</b>	<b>16,643</b>	<b>18,953</b>	<b>19,258</b>	<b>305</b>
<b>Expenditures by Type</b>					
Salaries, Wages & Benefits	7,963	8,328	8,471	9,011	540
Overtime	183	177	177	181	4
Material & Services	7,844	7,238	9,195	9,321	126
Transfers/Grants/Financial Charges	0	0	0	0	0
Fleet Costs	1,305	1,332	1,332	1,347	15
Program Facility Costs	0	0	0	0	0
Other Internal Costs	137	14	29	29	0
<b>Gross Expenditures</b>	<b>17,432</b>	<b>17,089</b>	<b>19,204</b>	<b>19,889</b>	<b>685</b>
Recoveries & Allocations	-85	0	0	0	0
<b>Net Expenditure</b>	<b>17,347</b>	<b>17,089</b>	<b>19,204</b>	<b>19,889</b>	<b>685</b>
<b>Revenues By Type</b>					
Federal	0	0	0	0	0
Provincial	-169	0	0	0	0
Own Funds	0	0	0	0	0
Fees and Services	-79	-446	-251	-631	-380
Fines	0	0	0	0	0
Other	0	0	0	0	0
<b>Total Revenue</b>	<b>-248</b>	<b>-446</b>	<b>-251</b>	<b>-631</b>	<b>-380</b>
<b>Net Requirement</b>	<b>17,099</b>	<b>16,643</b>	<b>18,953</b>	<b>19,258</b>	<b>305</b>
<b>Full Time Equivalents</b>			<b>84.32</b>	<b>84.32</b>	<b>0.00</b>



**City of Ottawa**  
**Public Works & Environmental Services Department**  
**Forestry Services - User Fees**

	2019 Rate \$	2020 Rate \$	2021 Rate \$	% Change Over 2020	% Change Over 2019	Effective Date	2021 Revenue (\$000)
Application fee for Distinctive Tree Permit as per Tree Protection By-law (bylaw # TBD). Fee applies to applications where no development is taking place. For properties one hectare or less in size, and multi- residential properties of all sizes, if a landowner wants to remove a private tree that is equal to or greater than 50cm DBH within the urban boundary or equal to or greater than 30cm DBH within the inner urban area or any city-owned tree, they must obtain a Distinctive Tree Permit from the City.	N/A	N/A	150.00	N/A	N/A	01-Jan-21	
Application fee for Distinctive Tree Permit as per Tree Protection By-law (bylaw # TBD). Fee applies to applications where infill development is taking place. For properties one hectare or less in size, and multi- residential properties of all sizes, if a landowner wants to remove a tree that is equal to or greater than 50cm DBH within the urban boundary or equal to or greater than 30cm DBH within the inner urban area or any city-owned tree, they must obtain a Distinctive Tree Permit from the City.	N/A	N/A	500.00	N/A	N/A	01-Jan-21	
Administration and Overhead charge will be applied to the overall cost recovery for any works or accident recoveries undertaken by Forestry Services on behalf of Federal/Provincial governments, Hydro Ottawa, school boards, universities/colleges, municipalities, general persons/parties and developers.	15%	15%	15%	0.0%	0.0%	01-Jan-21	
<b>Total Departmental</b>							<b>0</b>

**City Of Ottawa**  
**2021 Draft Capital Budget**  
**Standing Committee on Environmental Protection, Water and Waste Management - Tax**  
**Funding Summary**  
**In Thousands \$(000's)**

Project Description	Revenues	Gas Tax	Tax Supported/ Dedicated	Develop. Charges	Tax Supported/ Dedicated Debt	Grand Total
<b>Environment</b>						
<b>Service Enhancements</b>						
908894 2018 Natural Area Acquisitions (Rural)	-	-	-	-	2,000	2,000
910169 Energy Management & Invest. Strategy 2021	-	-	3,000	-	-	3,000
<b>Service Enhancements Total</b>	-	-	<b>3,000</b>	-	<b>2,000</b>	<b>5,000</b>
<b>Environment Total</b>	-	-	<b>3,000</b>	-	<b>2,000</b>	<b>5,000</b>
<b>Solid Waste</b>						
<b>Regulatory</b>						
907238 Landfill Disposal Stage 2 Capping	-	-	6,900	-	-	6,900
907352 Landfill Stage 3 Capping	-	-	8,664	-	-	8,664
907659 Leachate Recirculation	-	-	150	-	-	150
907799 Landfill Disposal Stage 5 Development	-	-	800	-	-	800
910198 Small Load Relocation	-	-	250	-	-	250
910199 Trail Road Landfill - Expansion & Development	-	-	950	-	-	950
910210 Trail Road Gas Collection System Expansion	-	-	1,000	-	-	1,000
<b>Regulatory Total</b>	-	-	<b>18,714</b>	-	-	<b>18,714</b>
<b>Service Enhancements</b>						
909431 Long Term Planning	-	-	1,200	-	-	1,200
<b>Service Enhancements Total</b>	-	-	<b>1,200</b>	-	-	<b>1,200</b>
<b>Solid Waste Total</b>	-	-	<b>19,914</b>	-	-	<b>19,914</b>
<b>Grand Total</b>	-	-	<b>22,914</b>	-	<b>2,000</b>	<b>24,914</b>

City of Ottawa  
 Planning, Infrastructure & Economic Development Department  
 Infrastructure 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	
<b>Expenditures by Program</b>									
Director's Office	627	694	0	7	0	0	0	701	7
Quality Management	4,187	4,231	0	12	0	0	0	4,243	12
Special Projects	1,412	181	0	7	0	0	0	188	7
Design & Construction - Facilities	5,459	5,220	0	94	0	0	0	5,314	94
Design & Construction - Municipal	7,991	8,278	0	200	0	0	0	8,478	200
Asset Management	13,217	14,103	0	310	0	0	0	14,413	310
<b>Gross Expenditure</b>	<b>32,893</b>	<b>32,707</b>	<b>0</b>	<b>630</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>33,337</b>	<b>630</b>
Recoveries & Allocations	-25,930	-25,494	0	-235	0	0	0	-25,729	-235
Revenue	-16	-16	0	0	0	0	0	-16	0
<b>Net Requirement</b>	<b>6,947</b>	<b>7,197</b>	<b>0</b>	<b>395</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>7,592</b>	<b>395</b>
<b>Expenditures by Type</b>									
Salaries, Wages & Benefits	27,672	26,943	0	630	0	0	0	27,573	630
Overtime	241	241	0	0	0	0	0	241	0
Material & Services	3,991	4,558	0	0	0	0	0	4,558	0
Transfers/Grants/Financial Charge	0	0	0	0	0	0	0	0	0
Fleet Costs	97	97	0	0	0	0	0	97	0
Program Facility Costs	0	0	0	0	0	0	0	0	0
Other Internal Costs	892	868	0	0	0	0	0	868	0
<b>Gross Expenditures</b>	<b>32,893</b>	<b>32,707</b>	<b>0</b>	<b>630</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>33,337</b>	<b>630</b>
Recoveries & Allocations	-25,930	-25,494	0	-235	0	0	0	-25,729	-235
<b>Net Expenditure</b>	<b>6,963</b>	<b>7,213</b>	<b>0</b>	<b>395</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>7,608</b>	<b>395</b>
<b>Percent of 2020 Net Expenditure Budget</b>			<b>0.0%</b>	<b>5.5%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>5.5%</b>	

City of Ottawa  
 Planning, Infrastructure & Economic Development Department  
 Infrastructure 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	
<b>Revenues By Type</b>									
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	-16	-16	0	0	0	0	0	-16	0
Fines	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0
<b>Total Revenue</b>	<b>-16</b>	<b>-16</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-16</b>	<b>0</b>
<b>Percent of 2020 Revenue Budget</b>			<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	
<b>Net Requirement</b>	<b>6,947</b>	<b>7,197</b>	<b>0</b>	<b>395</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>7,592</b>	<b>395</b>
<b>Percent of 2020 Net Requirement Budget</b>			<b>0.0%</b>	<b>5.5%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>5.5%</b>	
<b>Full Time Equivalents (FTE's)</b>		214.67	0.00	0.00	0.00	0.00	0.00	<b>214.67</b>	<b>0.00</b>
<b>Percent of 2020 FTE's</b>			<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	

City of Ottawa  
 Planning, Infrastructure & Economic Development Department  
 Infrastructure Services - Operating Resource Requirement Explanatory Notes  
 In Thousands (\$000)

2020 Forecast vs. Budget Variance Explanation	Surplus / (Deficit)			
	Expense	Revenue	Net	
Savings due to one-time financial mitigation strategies implemented in 2020 from discretionary spending and staffing pause.	250	0	250	
<b>Total Surplus / (Deficit)</b>	<b>250</b>	<b>0</b>	<b>250</b>	
2021 Pressure Category / Explanation	Increase / (Decrease)			
	Expense	Revenue	Net 2021 Changes	FTE Impact
<b>Maintain Services</b>				
All programs include an adjustment for potential 2021 cost of living, increments and benefit adjustments.	630	0	630	0.00
All programs include an adjustment for potential 2021 cost of living, increments and benefit adjustments - offset with recoveries and allocations.	-235	0	-235	0.00
<b>Total Maintain Services</b>	<b>395</b>	<b>0</b>	<b>395</b>	<b>0.00</b>
<b>User Fees &amp; Revenues</b>				
See following user fee schedule for details on the specific rates.	0	0	0	0.00
<b>Total User Fees &amp; Revenues</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.00</b>
<b>Total Budget Changes</b>	<b>395</b>	<b>0</b>	<b>395</b>	<b>0.00</b>

City of Ottawa  
 Planning, Infrastructure & Economic Development Department  
 Resiliency and Natural Systems Policy - 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	
<b>Expenditures by Program</b>									
Natural Systems	1,149	979	0	157	0	0	0	1,136	157
Resiliency & Climate Change	1,041	896	0	0	0	0	0	896	0
<b>Gross Expenditure</b>	<b>2,190</b>	<b>1,875</b>	<b>0</b>	<b>157</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,032</b>	<b>157</b>
Recoveries & Allocations	-380	0	0	-120	0	0	0	-120	-120
Revenue	0	0	0	0	0	0	0	0	0
<b>Net Requirement</b>	<b>1,810</b>	<b>1,875</b>	<b>0</b>	<b>37</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,912</b>	<b>37</b>
<b>Expenditures by Type</b>									
Salaries, Wages & Benefits	2,011	1,556	0	155	0	0	0	1,711	155
Overtime	11	11	0	0	0	0	0	11	0
Material & Services	122	257	0	0	0	0	0	257	0
Transfers/Grants/Financial Charges	45	50	0	2	0	0	0	52	2
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	1	1	0	0	0	0	0	1	0
<b>Gross Expenditures</b>	<b>2,190</b>	<b>1,875</b>	<b>0</b>	<b>157</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,032</b>	<b>157</b>
Recoveries & Allocations	-380	0	0	-120	0	0	0	-120	-120
<b>Net Expenditure</b>	<b>1,810</b>	<b>1,875</b>	<b>0</b>	<b>37</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,912</b>	<b>37</b>
<b>Percent of 2020 Net Expenditure Budget</b>			<b>0.0%</b>	<b>2.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>2.0%</b>	
<b>Revenues By Type</b>									
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
<b>Total Revenue</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Percent of 2020 Revenue Budget</b>			<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	
<b>Net Requirement</b>	<b>1,810</b>	<b>1,875</b>	<b>0</b>	<b>37</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,912</b>	<b>37</b>
<b>Percent of 2020 Net Requirement Budget</b>			<b>0.0%</b>	<b>2.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>2.0%</b>	
<b>Full Time Equivalents (FTE's)</b>		12.00	0.00	0.00	0.00	0.00	0.00	<b>12.00</b>	<b>0.00</b>
<b>Percent of 2020 FTE's</b>			<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	

**City of Ottawa**  
**Planning, Infrastructure & Economic Development Department**  
**Resiliency and Natural Systems Policy - Operating Resource Requirement Explanatory Notes**  
**In Thousands (\$000)**

2020 Forecast vs. Budget Variance Explanation	Surplus / (Deficit)		
	Expense	Revenue	Net
Savings due to one-time financial mitigation strategies implemented in 2020 from discretionary spending and staffing pause.	65	0	65
<b>Total Surplus / (Deficit)</b>	<b>65</b>	<b>0</b>	<b>65</b>

2021 Pressure Category / Explanation	Increase / (Decrease)			
	Expense	Revenue	Net 2021 Changes	FTE Impact
<b>Maintain Services</b>				
All programs include an adjustment for potential 2021 cost of living, increments and benefit adjustments.	35	0	35	0.00
Temporary position required to support the Tree Protection By-law (ACS2019-PIE-EDP-0052 Tree By-law Review Project carried by Council on January 29, 2020). Funded through Planning Services User Fee revenues.	120	0	120	0.00
Temporary position required to support the Tree Protection By-law (ACS2019-PIE-EDP-0052 Tree By-law Review Project carried by Council on January 29, 2020) - offset by with Planning User Fee revenues.	-120	0	-120	0.00
Inflationary increase for the Community Environmental Projects Grant Program (CEPGP), per the motion carried by Council on at December 11, 2019.	2	0	2	0.00
<b>Total Maintain Services</b>	<b>37</b>	<b>0</b>	<b>37</b>	<b>0.00</b>
<b>Total Budget Changes</b>	<b>37</b>	<b>0</b>	<b>37</b>	<b>0.00</b>

City of Ottawa  
Public Works and Environmental Services Department  
Solid Waste 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	
<b>Expenditures by Program</b>									
Director's Office	481	505	0	5	0	0	0	510	5
Diversion/Recycling	48,681	48,304	0	3,705	0	0	0	52,009	3,705
Graffiti Management	932	843	0	15	0	0	0	858	15
Soil Management	1,637	665	0	15	0	0	0	680	15
Landfill Operations/Disposal	8,451	8,333	0	120	0	0	0	8,453	120
Garbage Collection	21,053	21,157	0	3,040	0	0	0	24,197	3,040
Long Term Planning/Other	515	678	0	10	0	0	0	688	10
Solid Waste Non Departmental	5,747	5,747	0	1,750	0	0	0	7,497	1,750
<b>Gross Expenditure</b>	<b>87,497</b>	<b>86,232</b>	<b>0</b>	<b>8,660</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>94,892</b>	<b>8,660</b>
Recoveries & Allocations	-2,613	-2,613	0	0	0	0	0	-2,613	0
Revenue	-58,100	-58,080	0	0	-215	0	-4,705	-63,000	-4,920
<b>Net Requirement</b>	<b>26,784</b>	<b>25,539</b>	<b>0</b>	<b>8,660</b>	<b>-215</b>	<b>0</b>	<b>-4,705</b>	<b>29,279</b>	<b>3,740</b>
<b>Expenditures by Type</b>									
Salaries, Wages & Benefits	14,184	14,079	0	1,035	0	0	0	15,114	1,035
Overtime	1,112	662	0	48	0	0	0	710	48
Material & Services	54,181	53,400	0	5,692	0	0	0	59,092	5,692
Transfers/Grants/Financial Charges	5,223	5,326	0	1,750	0	0	0	7,076	1,750
Fleet Costs	11,387	11,387	0	135	0	0	0	11,522	135
Program Facility Costs	0	0	0	0	0	0	0	0	0
Other Internal Costs	1,410	1,378	0	0	0	0	0	1,378	0
<b>Gross Expenditures</b>	<b>87,497</b>	<b>86,232</b>	<b>0</b>	<b>8,660</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>94,892</b>	<b>8,660</b>
Recoveries & Allocations	-2,613	-2,613	0	0	0	0	0	-2,613	0
<b>Net Expenditure</b>	<b>84,884</b>	<b>83,619</b>	<b>0</b>	<b>8,660</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>92,279</b>	<b>8,660</b>
<b>Percent of 2020 Net Expenditure Budget</b>			<b>0.0%</b>	<b>10.4%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>10.4%</b>	



City of Ottawa  
 Public Works and Environmental Services Department  
 Solid Waste 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	
<b>Revenues By Type</b>									
Federal	0	0	0	0	0	0	0	0	0
Provincial	-7,296	-5,824	0	0	0	0	0	-5,824	0
Own Funds	0	0	0	0	0	0	0	0	0
Fees and Services	-42,394	-43,221	0	0	-215	0	-4,705	-48,141	-4,920
Fines	0	0	0	0	0	0	0	0	0
Other	-8,410	-9,035	0	0	0	0	0	-9,035	0
<b>Total Revenue</b>	<b>-58,100</b>	<b>-58,080</b>	<b>0</b>	<b>0</b>	<b>-215</b>	<b>0</b>	<b>-4,705</b>	<b>-63,000</b>	<b>-4,920</b>
<b>Percent of 2020 Revenue Budget</b>			<b>0.0%</b>	<b>0.0%</b>	<b>0.4%</b>	<b>0.0%</b>	<b>8.1%</b>	<b>8.5%</b>	
<b>Net Requirement</b>	<b>26,784</b>	<b>25,539</b>	<b>0</b>	<b>8,660</b>	<b>-215</b>	<b>0</b>	<b>-4,705</b>	<b>29,279</b>	<b>3,740</b>
<b>Percent of 2020 Net Requirement Budget</b>			<b>0.0%</b>	<b>33.9%</b>	<b>-0.8%</b>	<b>0.0%</b>	<b>-18.4%</b>	<b>14.6%</b>	
<b>Full Time Equivalents (FTE's)</b>		73.40	0.00	0.00	0.00	0.00	0.00	<b>73.40</b>	<b>0.00</b>
<b>Percent of 2020 FTE's</b>			<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	

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

2020 Forecast vs. Budget Variance Explanation	Surplus / (Deficit)		
	Expense	Revenue	Net
Forecasted deficit mainly due to increased overtime, equipment and personal protective equipment costs due to covid-19.	-1,265	20	-1,245
<b>Total Surplus / (Deficit)</b>	<b>-1,265</b>	<b>20</b>	<b>-1,245</b>

2021 Pressure Category / Explanation	Increase / (Decrease)			
	Expense	Revenue	Net 2021 Changes	FTE Impact
<b>Maintain Services</b>				
All programs include an adjustment for potential 2021 cost of living, increments and benefit adjustments.	340	0	340	0.00
Inflationary increase to curbside and multi res garbage, recycling and green bin collection contracts.	6,065	0	6,065	0.00
Inflationary increase to recycling and organics processing contracts.	370	0	370	0.00
Increase in Fleet costs related to inflation on compensation contracts, parts, fuel, contribution to capital reserve and maintenance.	135	0	135	0.00
Increase to the Pay As You Go contribution to the Solid Waste Capital Reserve Fund	1,750	0	1,750	0.00
<b>Total Maintain Services</b>	<b>8,660</b>	<b>0</b>	<b>8,660</b>	<b>0.00</b>
<b>Growth</b>				
Increase in per household revenues due to growth in number of households	0	-215	-215	0.00
<b>Total Growth</b>	<b>0</b>	<b>-215</b>	<b>-215</b>	<b>0.00</b>
<b>User Fees &amp; Revenues</b>				
See following user fee schedule for details on the specific rates.	0	-4,705	-4,705	0.00
<b>Total User Fees &amp; Revenues</b>	<b>0</b>	<b>-4,705</b>	<b>-4,705</b>	<b>0.00</b>
<b>Total Budget Changes</b>	<b>8,660</b>	<b>-4,920</b>	<b>3,740</b>	<b>0.00</b>

City of Ottawa  
Public Works & Environmental Services Department  
Forestry 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	
<b>Expenditures by Program</b>									
Forestry Services	17,089	19,204	0	685	0	0	0	19,889	685
<b>Gross Expenditure</b>	<b>17,089</b>	<b>19,204</b>	<b>0</b>	<b>685</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>19,889</b>	<b>685</b>
Recoveries & Allocations	0	0	0	0	0	0	0	0	0
Revenue	-446	-251	0	-380	0	0	0	-631	-380
<b>Net Requirement</b>	<b>16,643</b>	<b>18,953</b>	<b>0</b>	<b>305</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>19,258</b>	<b>305</b>
<b>Expenditures by Type</b>									
Salaries, Wages & Benefits	8,328	8,471	0	540	0	0	0	9,011	540
Overtime	177	177	0	4	0	0	0	181	4
Material & Services	7,238	9,195	0	126	0	0	0	9,321	126
Transfers/Grants/Financial Charges	0	0	0	0	0	0	0	0	0
Fleet Costs	1,332	1,332	0	15	0	0	0	1,347	15
Program Facility Costs	0	0	0	0	0	0	0	0	0
Other Internal Costs	14	29	0	0	0	0	0	29	0
<b>Gross Expenditures</b>	<b>17,089</b>	<b>19,204</b>	<b>0</b>	<b>685</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>19,889</b>	<b>685</b>
Recoveries & Allocations	0	0	0	0	0	0	0	0	0
<b>Net Expenditure</b>	<b>17,089</b>	<b>19,204</b>	<b>0</b>	<b>685</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>19,889</b>	<b>685</b>
<b>Percent of 2020 Net Expenditure Budget</b>			<b>0.0%</b>	<b>3.6%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>3.6%</b>	
<b>Revenues By Type</b>									
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	-446	-251	0	-380	0	0	0	-631	-380
Fines	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0
<b>Total Revenue</b>	<b>-446</b>	<b>-251</b>	<b>0</b>	<b>-380</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-631</b>	<b>-380</b>
<b>Percent of 2020 Revenue Budget</b>			<b>0.0%</b>	<b>151.4%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>151.4%</b>	
<b>Net Requirement</b>	<b>16,643</b>	<b>18,953</b>	<b>0</b>	<b>305</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>19,258</b>	<b>305</b>
<b>Percent of 2020 Net Requirement Budget</b>			<b>0.0%</b>	<b>1.6%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>1.6%</b>	
<b>Full Time Equivalents (FTE's)</b>		84.32	0.00	0.00	0.00	0.00	0.00	<b>84.32</b>	<b>0.00</b>
<b>Percent of 2020 FTE's</b>			<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	

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

2020 Forecast vs. Budget Variance Explanation	Surplus / (Deficit)			
	Expense	Revenue	Net	
Forecasted surplus mainly due to reduced maintenance activities and deferral of some programs due to COVID-19.	2,115	195	2,310	
<b>Total Surplus / (Deficit)</b>	<b>2,115</b>	<b>195</b>	<b>2,310</b>	
2021 Pressure Category / Explanation	Increase / (Decrease)			
	Expense	Revenue	Net 2021 Changes	FTE Impact
<b>Maintain Services</b>				
All programs include an adjustment for potential 2021 cost of living, increments and benefit adjustments.	200	0	200	0.00
Increase in Fleet costs related to inflation on compensation contracts, parts, fuel, contribution to capital reserve and maintenance.	15	0	15	0.00
Inflationary increases on contracted services, maintenance agreements and materials and supplies.	90	0	90	0.00
Requirement for 3 temporary positions including Fleet costs to support the changes to the tree by-law approved by Council, offset by an increase in tree permit revenues	380	-380	0	0.00
<b>Total Maintain Services</b>	<b>685</b>	<b>-380</b>	<b>305</b>	<b>0.00</b>
<b>User Fees &amp; Revenues</b>				
See following user fee schedule for details on the specific rates.	0	0	0	0.00
<b>Total User Fees &amp; Revenues</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.00</b>
<b>Total Budget Changes</b>	<b>685</b>	<b>-380</b>	<b>305</b>	<b>0.00</b>

**City of Ottawa**  
**Public Works & Environmental Services Department**  
**Forestry Services - User Fees**

	2019 Rate \$	2020 Rate \$	2021 Rate \$	% Change Over 2020	% Change Over 2019	Effective Date	2021 Revenue (\$000)
Application fee for Distinctive Tree Permit as per Tree Protection By-law (bylaw # TBD). Fee applies to applications where no development is taking place. For properties one hectare or less in size, and multi- residential properties of all sizes, if a landowner wants to remove a private tree that is equal to or greater than 50cm DBH within the urban boundary or equal to or greater than 30cm DBH within the inner urban area or any city-owned tree, they must obtain a Distinctive Tree Permit from the City.	N/A	N/A	150.00	N/A	N/A	01-Jan-21	
Application fee for Distinctive Tree Permit as per Tree Protection By-law (bylaw # TBD). Fee applies to applications where infill development is taking place. For properties one hectare or less in size, and multi- residential properties of all sizes, if a landowner wants to remove a tree that is equal to or greater than 50cm DBH within the urban boundary or equal to or greater than 30cm DBH within the inner urban area or any city-owned tree, they must obtain a Distinctive Tree Permit from the City.	N/A	N/A	500.00	N/A	N/A	01-Jan-21	
Administration and Overhead charge will be applied to the overall cost recovery for any works or accident recoveries undertaken by Forestry Services on behalf of Federal/Provincial governments, Hydro Ottawa, school boards, universities/colleges, municipalities, general persons/parties and developers.	15%	15%	15%	0.0%	0.0%	01-Jan-21	
<b>Total Departmental</b>							<b>0</b>

# Capital Budget

City of Ottawa  
 2021 Draft Capital Budget  
 Environment and Climate Protection Committee-Tax  
 In Thousands (\$000)

Service Area: Environment											
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	0	0	0	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	5,000	0	3,000	0	0	0	2,000	0	0	0	2,000
<b>Total</b>	<b>5,000</b>	<b>0</b>	<b>3,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,000</b>

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

Project Information			Financial Details					
<b>908894</b>	<b>2018 Rural Area Acquisitions (Rural)</b>		<b>Class of Estimate:</b>		<b>Not Applicable</b>			
Dept:	Planning, Infrastructure & Economic Development Department	Category: Service Enhancements	Ward: CW	Year of Completion: 2020				
<p>The City's 2019 - 2022 Strategic Plan identifies Environmental Stewardship as one of its priorities, including the protection and enhancement of Ottawa's natural landscape. Official Plan policies 5.2.1(4) and 5.2.1(5) authorize the City to secure and conserve Natural Environment Areas and other rural natural heritage system lands through a variety of means, including but not limited to management agreements, partnerships, and acquisitions. In some cases, the Official Plan obliges the City to purchase these lands at the request of the owner. The City receives several requests for rural land purchases each year. Funding for environmental land conservation and acquisition fulfills both a corporate long-term strategic goal and Official Plan policy.</p> <p>New year of completion is 2022.</p>			<b>2021 Request</b>	<b>2,000</b>	Projected Yearend Unspent Bal.		251	
			Revenues	0	Debt			
			Tax Supported/ Dedicated	0	Tax Supported/ Dedicated Debt			2,000
			Rate Supported	0	Rate Supported Debt			0
			Develop. Charges	0	Develop. Charges Debt			0
			Gas Tax	0	Gas Tax Debt			0
			<b>Forecast</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	
			Authority	2,000	2,000	2,000	2,000	
			Spending Plan	2,200	2,000	1,000	1,500	
			FTE's	0	0	0	0	
Operating Impact	0	0	0	0				



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

Project Information			Financial Details					
<b>910169 Energy Management &amp; Invest. Strategy 2021</b>			<b>Class of Estimate: Not Applicable</b>					
Dept:	Recreation, Cultural and Facility Operations Department	Category: Service Enhancements	Ward: CW	Year of Completion: 2022				
<p>The Energy Management Investment Strategy is intended to manage the City's increasing growth in demand for energy through the implementation of various energy conservation measures in City facilities.</p> <p>The Energy Management Investment strategy will reduce the City's environmental footprint, ensure the City's compliance under the mandate of the 2009 Green Energy Act, and continue the City's leadership role in respect to energy conservation and demand management.</p> <p>Throughout 2021, RCFS will invest \$3 million into various facility enhancements designed to reduce overall building energy intensity, energy costs and greenhouse gas emissions. The measures are expected to have an average payback of 8 years. .</p>			<b>2021 Request</b>	<b>3,000</b>	Projected Yearend Unspent Bal.		0	
			Revenues	0	Debt			
			Tax Supported/ Dedicated	3,000	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		
			<b>Forecast</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	
			Authority	3,000	3,000	3,000	3,000	
			Spending Plan	3,000	3,000	3,000	3,000	
			FTE's	0	0	0	0	
Operating Impact	0	0	0	0				

**City of Ottawa**  
**2021 Draft Capital Budget**  
**Environment and Climate Protection Committee-Tax**  
**In Thousands (\$000)**

Service Area: Solid Waste											
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	0	0	0	0	0	0	0	0	0	0	0
Growth	0	0	0	0	0	0	0	0	0	0	0
Regulatory	18,714	0	18,714	0	0	0	0	0	0	0	0
Service Enhancements	1,200	0	1,200	0	0	0	0	0	0	0	0
<b>Total</b>	<b>19,914</b>	<b>0</b>	<b>19,914</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

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

Program Information		Financial Details					
<b>Solid Waste Landfill Management</b>		<b>Class of Estimate: D) Conceptual</b>					
Dept: Public Works & Environmental Services Department	Category: Regulatory	Ward: Multiple	Year of Completion: Various				
<p>The Trail Road Solid Waste Landfill requires annual maintenance, repair and upgrade to meet regulatory requirements as specified in the Provincial Certificate of Approval. This program consists of landfill capping of various stages, gas collection systems, groundwater containment solutions, cell expansion and other landfill management projects to keep the landfill operating efficiently, effectively and in compliance.</p>		<b>2021 Request</b>	<b>18,714</b>	Projected Yearend Unspent Bal.		0	
		Revenues	0	Debt			
		Tax Supported/ Dedicated	18,714	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
		<b>Forecast</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	
		Authority	18,714	22,900	54,550	22,570	
		Spending Plan	18,714	22,900	54,550	22,570	
		FTE's	0	0	0	2	
Operating Impact	0	0	0	1,000			

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

Project(s) within a Program Information			\$000's
<b>907238 Landfill Disposal Stage 2 Capping</b>			<b>Class of Estimate: Not Applicable</b>
Category: Regulatory	Ward: CW	Year of Completion: 2021	<b>6,900</b>
<p>Vertical expansion of the Trail Waste Facility was approved in 2005 as part of an Environmental Assessment (EA) Optimization/Expansion Project. The landfilling operation commenced with the vertical expansion of Stage 1 in 2007. Stage 1 capping was completed in 2015/16 and now Stage 2 is being progressively capped.</p> <p>As dictated by the Environmental Assessment, the final cover for Stage 2 is a low permeability geomembrane described conceptually in "Appendix M – Design and Operations Report, Trail Waste Facility Landfill, Optimization/Expansion Project, Environmental Assessment/Environmental Protection Act Document".</p> <p>Stage 2 is being capped over three years. The 1st phase was completed in 2018, the next phase was completed in 2019 and the final phase will be completed in 2021.</p>			
<b>907352 Landfill Stage 3 Capping</b>			<b>Class of Estimate: D) Conceptual</b>
Category: Regulatory	Ward: 21	Year of Completion: 2023	<b>8,664</b>
<p>Vertical expansion of the Trail Waste Facility was approved in 2005 as part of an Environmental Assessment (EA) Optimization/Expansion Project. The landfilling operation commenced with the vertical expansion of Stage 1 in 2007. Stage 1 capping was completed in 2015/16 and now Stage 2 is being progressively capped, with completion slated for Q4 2021.</p> <p>As dictated by the Environmental Assessment, the final cover for Stage 3 is a low permeability geomembrane described conceptually in "Appendix M – Design and Operations Report, Trail Waste Facility Landfill, Optimization/Expansion Project, Environmental Assessment/Environmental Protection Act Document".</p> <p>Stage 3 is being capped over two years. The 1st phase will be completed as a mitigative measure in 2021 due to groundwater migration concerns, and the next phase will commence in 2023.</p>			
<b>907659 Leachate Recirculation</b>			<b>Class of Estimate:</b>
Category: Regulatory	Ward: CW	Year of Completion: 2024	<b>150</b>
<p>Leachate recirculation at the Trail Road Solid Waste Landfill in Stages 3, 4, and 5 for up to five years after waste placement is required as per the commitment outlined in Appendix M – Design and Operations Report, Trail Waste Facility Landfill, Optimization/Expansion Project, Environmental Assessment/Environmental Protection Act Document. This project will incorporate the design and installation of an accepted system for Stage 3B.</p>			

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

Project(s) within a Program Information			\$000's
<b>907799 Landfill Disposal Stage 5 Development</b>		<b>Class of Estimate: 800</b>	
Category: Regulatory	Ward: 21	Year of Completion: 2024	
<p>Stage 5 of the Trail Waste Facility is a new cell approved by the MECP in the 2005 Trail Waste Facility Optimization EA. A leachate liner must be installed over one half of Stage 5 (5a) by 2025 to support ongoing waste management requirements at Trail. To develop this stage a leachate liner must be designed, the site excavated and liner installed. The engineering aspects of this work commenced in 2020 to approve any variance from the proposed EA design.</p>			
<b>910198 Small Load Relocation</b>		<b>Class of Estimate: 250</b>	
Category: Regulatory	Ward: 21	Year of Completion: 2025	
<p>As a result of the Stage 5 development, the Small Loads Facility must be replaced/relocated prior to work commencing in Stage 5b in order to continue serving our onsite residents in a safe and efficient manner while achieving diversion. To construct the new facility, a location must be chosen and approved by the MECP, if necessary. The design and engineering aspects will begin in 2021 with construction planned for 2022.</p>			
<b>910199 Trail Road Landfill - Expansion &amp; Development</b>		<b>Class of Estimate: 950</b>	
Category: Regulatory	Ward: 21	Year of Completion: 2021	
<p>The Trail Road Landfill operates on a continuous basis for disposal of solid waste material. As such annual reinvestment is required to identify and address operational and safety improvements of the site. Required modifications include Signage and Fencing replacement, material stock pile volume measurements and associated design and operations reports</p>			

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

Project(s) within a Program Information			\$000's
<b>910210 Trail Road Gas Collection System Expansion</b>		<b>Class of Estimate: 1,000</b>	
Category: Regulatory	Ward: 21	Year of Completion: 2021	
<p>In accordance with the requirements of the Environmental Protection Act, the City of Ottawa is required to prevent the migration of landfill gas into the environment. The landfill gas collection system was expanded to Stage 3 and 4 as well as around the perimeter of the site over the past several years to compliment landfilling activities and mitigate off-site migration. The City continues to operate under an abatement plan with the Ministry of Environment, Conservation, and Parks (MECP) as a result of exceedence of landfill gas trigger concentrations along the perimeter of the site. Functions associated with the activity include replacement of the temporary perimeter flare, repairs and expansion of the existing gas collection system and installation of a permanent gas collection system on completed portions of Stage 2 and 3 of the Trail Road Solid Waste Landfill. Furthermore, a supplementary enhanced gas collection system will need to be designed and installed in conjunction with the leachate recirculation system. New estimated completion date 2022.</p>			

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

Program Information			Financial Details					
<b>Solid Waste Studies Program</b>			<b>Class of Estimate: D) Conceptual</b>					
Dept: Public Works & Environmental Services Department	Category: Service Enhancements	Ward: Multiple	Year of Completion: Various					
Planning and managing the development, implementation, evaluation and enhancement of the City's long-term Solid Waste plans and related policies, projects and services.			<b>2021 Request</b>	<b>1,200</b>	Projected Yearend Unspent Bal.		0	
			Revenues	0	Debt			
			Tax Supported/ Dedicated	1,200	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
			<b>Forecast</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	
			Authority	1,200	405	428	0	
			Spending Plan	1,200	405	428	0	
			FTE's	0	0	0	0	
Operating Impact	0	0	0	0				

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

Project(s) within a Program Information			\$000's
<b>909431</b>	<b>Long Term Planning</b>	<b>Class of Estimate: Not Applicable</b>	<b>1,200</b>
Category: Service Enhancements	Ward: CW	Year of Completion: 2023	
<p>Planning and managing the development, implementation, evaluation and enhancement of the City's long-term Solid Waste plans and related policies, programs, services and projects that will guide the management of recyclables and garbage over the next thirty years. Planning and reviews began in 2019 and additional funding is required for the projects supporting the Solid Waste Master Plan, review of the waste collection contracts, various recycling pilot projects and other waste management and diversion priorities.</p>			



**City Of Ottawa**  
**2021 Draft Capital Budget**  
**Standing Committee on Environmental Protection, Water and Waste Management - Tax**  
**Four Year Forecast Summary**  
**In Thousands \$(000's)**

Project Description	2021	2022	2023	2024	Total
<b>Environment</b>					
<b>Service Enhancements</b>					
908894 2018 Natural Area Acquisitions (Rural)	2,000	2,000	2,000	2,000	8,000
910169 Energy Management & Invest. Strategy 202	3,000	3,000	3,000	3,000	12,000
<b>Service Enhancements Total</b>	<b>5,000</b>	<b>5,000</b>	<b>5,000</b>	<b>5,000</b>	<b>20,000</b>
<b>Environment Total</b>	<b>5,000</b>	<b>5,000</b>	<b>5,000</b>	<b>5,000</b>	<b>20,000</b>
<b>Solid Waste</b>					
<b>Renewal of City Assets</b>					
907614 Barnsdale Base Preparation	-	600	600	600	1,800
909399 Trail Road Landfill Cap Repair	-	1,000	-	-	1,000
909430 Nepean Landfill Cap Repair	-	1,000	-	-	1,000
<b>Renewal of City Assets Total</b>	<b>-</b>	<b>2,600</b>	<b>600</b>	<b>600</b>	<b>3,800</b>
<b>Regulatory</b>					
907238 Landfill Disposal Stage 2 Capping	6,900	-	-	-	6,900
907352 Landfill Stage 3 Capping	8,664	-	-	8,664	17,328
907659 Leachate Recirculation	150	850	-	456	1,456
907799 Landfill Disposal Stage 5 Development	800	15,000	25,000	1,500	42,300
909894 Trail Road Groundwater Management	-	1,000	5,000	5,000	11,000
910198 Small Load Relocation	250	1,250	1,000	-	2,500
910199 Trail Road Landfill - Expansion & Develo	950	950	950	350	3,200
910210 Trail Road Gas Collection System Expansi	1,000	1,000	1,000	1,000	4,000
<b>Regulatory Total</b>	<b>18,714</b>	<b>20,050</b>	<b>32,950</b>	<b>16,970</b>	<b>88,684</b>
<b>Service Enhancements</b>					
906167 Leachate Treatment Facility	-	250	21,000	5,000	26,250
909431 Long Term Planning	1,200	405	428	-	2,033
<b>Service Enhancements Total</b>	<b>1,200</b>	<b>655</b>	<b>21,428</b>	<b>5,000</b>	<b>28,283</b>
<b>Solid Waste Total</b>	<b>19,914</b>	<b>23,305</b>	<b>54,978</b>	<b>22,570</b>	<b>120,767</b>
<b>Grand Total</b>	<b>24,914</b>	<b>28,305</b>	<b>59,978</b>	<b>27,570</b>	<b>140,767</b>

**City Of Ottawa**  
**2021 Draft Capital Budget**  
**Standing Committee Environmental Protection WasteWater Management - Tax**  
**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
<b>Environment</b>					
905937 2016 Rural Area Acquisitions	1,160	637	523	417	106
906381 AQCCMP Implementation	374	52	322	-	322
907985 Energy Management & Invest. Strategy SI	4,000	4,269	(269)	403	(672)
908017 Green Fleet - 2016	1,222	944	278	218	61
908869 Green Fleet	500	-	500	264	236
908880 Energy Evolution	565	174	392	140	251
908894 2018 Natural Area Acquisitions (Rural)	340	89	251	219	32
909109 2018 Natural Area Acquisitions (Urban)	368	-	368	333	35
909139 AQCCMP National Disaster Mitigation Prog	61	36	25	8	17
909151 Community Energy Initiatives	500	450	50	50	(0)
909255 Renewable Energy Transition Projects	633	393	240	141	99
909452 Energy Mgmt & Investment Strategy 2019	2,000	871	1,129	994	135
909607 Climate Emergency	440	170	270	-	270
909836 Energy Mngmnt & Invest. Strategy 2020	3,000	1,313	1,687	1,624	63
909865 2020 Natural Area Acquisitions (Urban)	2,000	-	2,000	-	2,000
<b>Environment Total</b>	<b>17,163</b>	<b>9,399</b>	<b>7,765</b>	<b>4,810</b>	<b>2,954</b>
<b>Solid Waste</b>					
906167 Leachate Treatment Facility	7,350	6,301	1,049	786	262
906535 Bin Collection Conversion	950	944	6	13	(7)
907043 Springhill Landfill	200	12	188	-	188
907238 Landfill Disposal Stage 2 Capping	17,850	16,826	1,024	3,676	(2,652)
907352 Landfill Stage 3 Capping	400	61	339	186	153
907353 Trail Rd Gas Collection System Expansion	7,500	4,630	2,870	2,365	505
907354 Solid Waste Business Technology	600	65	535	-	535
907611 Trail Road Stormwater Ponds and Ditches	400	112	288	4	284
907614 Barnsdale Base Preparation	300	52	248	-	248
907659 Leachate Recirculation	-	-	-	-	-

907799 Landfill Disposal Stage 5 Development	1,011	38	973	557	416
907815 Trail Road Landfill - Exp & Development	1,500	915	585	88	497
907816 Groundwater Management	1,450	990	460	45	415
908013 Trail Road Scalehouse Rehabilitation	2,100	2,086	14	29	(15)
908686 Solid Waste Fleet Growth - Landfill 2019	450	43	407	256	152
909399 Trail Road Landfill Cap Repair	-	-	-	-	-
909430 Nepean Landfill Cap Repair	-	-	-	-	-
909431 Long Term Planning	3,200	1,176	2,024	1,080	944
909627 Solid Waste Fleet Growth	1,500	-	1,500	1,205	295
909742 Solid Waste Fleet Growth	100	-	100	36	64
909894 Trail Road Groundwater Management	5,150	175	4,975	201	4,774
<b>Solid Waste Total</b>	<b>52,011</b>	<b>34,424</b>	<b>17,586</b>	<b>10,526</b>	<b>7,061</b>
<b>Grand Total</b>	<b>69,174</b>	<b>43,823</b>	<b>25,351</b>	<b>15,336</b>	<b>10,015</b>