

**2016 Operating Budget Corporate Summary - Elected Officials, Office of the Auditor General,  
City Clerk & Solicitor**

In Thousands ('000)

	Budget			Actual			Surplus/(Deficit)		
	Annual Expense	Annual Revenue	Annual Net	Annual Expense	Annual Revenue	Annual Net	Annual Expense	Annual Revenue	Annual Net
Elected Officials	11,522	0	11,522	11,442	0	11,442	80	0	80
Office of the City Auditor General	1,790	0	1,790	1,754	0	1,754	36	0	36
<b>Total Elected Officials and Office of the Auditor General</b>	<b>13,312</b>	<b>0</b>	<b>13,312</b>	<b>13,196</b>	<b>0</b>	<b>13,196</b>	<b>116</b>	<b>0</b>	<b>116</b>
<b>City Clerk &amp; Solicitor</b>	<b>32,641</b>	<b>-521</b>	<b>32,120</b>	<b>32,080</b>	<b>-854</b>	<b>31,226</b>	<b>561</b>	<b>333</b>	<b>894</b>

City Clerk & Solicitor:

Expenditure savings due to more competitive standing offer rates and recoveries for Translation Services as well as Courthouse and POA administrative savings related to parking fines.

**2016 Operating Budget Corporate Summary - Transportation Services****Department**

In Thousands ('000)

	Budget			Actual			Surplus/(Deficit)		
	Annual Expense	Annual Revenue	Annual Net	Annual Expense	Annual Revenue	Annual Net	Annual Expense	Annual Revenue	Annual Net
Light Rail Planning & Implementation Office	4,542	-4,542	0	4,076	-4,076	0	466	-466	0
Traffic Services	43,641	-1,143	42,498	44,567	-2,171	42,396	-926	1,028	102
Transportation Planning	3,204	-55	3,149	2,913	-55	2,858	291	0	291
<b>Total Transportation Services Department</b>	<b>51,387</b>	<b>-5,740</b>	<b>45,647</b>	<b>51,556</b>	<b>-6,302</b>	<b>45,254</b>	<b>-169</b>	<b>562</b>	<b>393</b>

Transportation Services:

Savings resulting from lower expenditures in Transportation Planning and additional development growth revenue in Traffic Services.

**2016 Operating Budget Corporate Summary - Community and Social Services Department**

In Thousands ('000)

	Budget			Actual			Surplus/(Deficit)		
	Annual Expense	Annual Revenue	Annual Net	Annual Expense	Annual Revenue	Annual Net	Annual Expense	Annual Revenue	Annual Net
General Manager's Office	2,588	0	2,588	3,895	0	3,895	-1,307	0	-1,307
Social Services	212,688	-178,529	34,159	232,934	-200,377	32,557	-20,246	21,848	1,602
Child Care Services	121,053	-103,183	17,870	118,281	-98,204	20,077	2,772	-4,979	-2,207
Long Term Care	61,894	-50,684	11,210	66,060	-51,770	14,290	-4,166	1,086	-3,080
Housing Services	166,997	-65,209	101,788	168,905	-67,087	101,818	-1,908	1,878	-30
Strategic Community Initiatives	2,161	-44	2,117	1,656	-45	1,611	505	1	506
Community Funding	22,934	0	22,934	22,884	0	22,884	50	0	50
<b>Total Community and Social Services Department</b>	<b>590,315</b>	<b>-397,649</b>	<b>192,666</b>	<b>614,615</b>	<b>-417,483</b>	<b>197,132</b>	<b>-24,300</b>	<b>19,834</b>	<b>-4,466</b>

Community and Social Services:

Compensation savings as a result of the staffing freeze were offset by an increase in child care subsidy placements due the implementation of a new fee subsidy model that supports parental choice, lower parental revenues reflecting the priority placed on subsidized children and increased staff replacement costs in Long Term Care due to sick leave.

## 2016 Operating Budget Corporate Summary - Public Works & Environmental Services Department

In Thousands ('000)

	Budget			Actual			Surplus/(Deficit)		
	Annual Expense	Annual Revenue	Annual Net	Annual Expense	Annual Revenue	Annual Net	Annual Expense	Annual Revenue	Annual Net
General Manager's Office	440	0	440	437	0	437	3	0	3
Business Services Branch	6,810	-34	6,776	6,989	-29	6,960	-179	-5	-184
Roads Services	102,345	-1,022	101,323	117,492	-1,335	116,157	-15,147	313	-14,834
Parks	35,892	-431	35,461	37,140	-526	36,614	-1,248	95	-1,153
Forestry	18,412	-45	18,367	19,040	-257	18,783	-628	212	-416
Parking Services	16,077	-16,077	0	15,991	-15,991	0	86	-86	0
<b>Total Public Works</b>	<b>179,536</b>	<b>-17,609</b>	<b>161,927</b>	<b>196,652</b>	<b>-18,138</b>	<b>178,514</b>	<b>-17,116</b>	<b>529</b>	<b>-16,587</b>
Solid Waste Services - Tax	41,876	-13,754	28,122	41,528	-16,217	25,311	348	2,463	2,811
Solid Waste Services - Rate	25,517	-32,556	-7,039	24,022	-34,820	-10,798	1,495	2,264	3,759
Environmental Policy and Programs	546	0	546	412	0	412	134	0	134
<b>Total Public Works &amp; Environmental Services</b>	<b>247,915</b>	<b>-63,919</b>	<b>183,996</b>	<b>263,051</b>	<b>-69,175</b>	<b>193,876</b>	<b>-15,136</b>	<b>5,256</b>	<b>-9,880</b>

### Public Works & Environmental Services:

Additional costs in winter maintenance operations associated with the winter storms and clean-up in the first quarter of 2016 along with above normal winter conditions in the second half of 2016 were partially offset by expenditure savings and revenue increases in Solid Waste. The Solid Waste Tax Supported Programs resulted in a surplus of \$2.811 million due to savings in processing costs and higher recycling revenues. The Solid Waste Rate Supported Program had a surplus of \$3.759 million primarily due to increased tipping fees and recoveries for increased soil tonnage. The Rate Supported surplus has been contributed to the Solid Waste Reserve Fund in accordance with Council policy.

**2016 Operating Budget Corporate Summary - City Manager's Office and Parks, Recreation & Cultural Services**

In Thousands ('000)

	Budget			Actual			Surplus/(Deficit)		
	Annual Expense	Annual Revenue	Annual Net	Annual Expense	Annual Revenue	Annual Net	Annual Expense	Annual Revenue	Annual Net
<b>City Manager's Office</b>	<b>1,468</b>	<b>0</b>	<b>1,468</b>	<b>1,419</b>	<b>0</b>	<b>1,419</b>	<b>49</b>	<b>0</b>	<b>49</b>
<b>Recreation, Cultural and Facility Operations</b>	<b>190,787</b>	<b>-65,577</b>	<b>125,210</b>	<b>187,619</b>	<b>-64,861</b>	<b>122,758</b>	<b>3,168</b>	<b>-716</b>	<b>2,452</b>

Recreation, Cultural and Facility Operations:

Expenditure savings resulting from operational services primarily due to the hiring and spending freeze and a more efficient deployment of operational staffing. Departmental savings initiatives to reduce costs more than offset anticipated shortfalls in some of the budgeted revenues categories.

## 2016 Operating Budget Corporate Summary - Emergency & Protective Services

In Thousands ('000)

	Budget			Actual			Surplus/(Deficit)		
	Annual Expense	Annual Revenue	Annual Net	Annual Expense	Annual Revenue	Annual Net	Annual Expense	Annual Revenue	Annual Net
General Manager's Office	939	0	939	930	0	930	9	0	9
Security and Emergency Management	8,976	-208	8,768	8,337	-352	7,985	639	144	783
Fire Services	155,955	-1,148	154,807	157,461	-1,244	156,217	-1,506	96	-1,410
Paramedic Service	86,742	-53,093	33,649	87,109	-52,770	34,339	-367	-323	-690
By-Law & Regulatory Services	19,019	-25,979	-6,960	18,819	-25,089	-6,270	200	-890	-690
2017 Operations	605	0	605	703	-64	639	-98	64	-34
<b>Total Emergency &amp; Protective Services</b>	<b>272,236</b>	<b>-80,428</b>	<b>191,808</b>	<b>273,359</b>	<b>-79,519</b>	<b>193,840</b>	<b>-1,123</b>	<b>-909</b>	<b>-2,032</b>

### Emergency & Protective Services:

Security & Emergency Management expenditure savings due to delays with implementation in the Corporate Radio System were offset by increased compensation in Fire Services due to the inability to achieve the vacancy allowance target, increased medical supply costs due to call volumes and a Provincial revenue shortfall in Paramedic Services in addition to reduced Parking Fines and Business Licences Fees in By-Law Services. The 2017 Approved Budget included adjustments to lower the vacancy allowance target in Fire and increase the medical supplies for Paramedics.

**2016 Operating Budget Corporate Summary - Corporate Services****Department**

In Thousands ('000)

	Budget			Actual			Surplus/(Deficit)		
	Annual Expense	Annual Revenue	Annual Net	Annual Expense	Annual Revenue	Annual Net	Annual Expense	Annual Revenue	Annual Net
General Manager & City Treasurer	372	0	372	412	0	412	-40	0	-40
Finance	37,775	-5,852	31,923	37,802	-6,108	31,694	-27	256	229
Information Technology Services	57,458	0	57,458	58,740	0	58,740	-1,282	0	-1,282
Real Estate Partnerships & Development	9,862	-284	9,578	8,924	-311	8,613	938	27	965
Fleet Services	3,542	-609	2,933	3,525	-542	2,983	17	-67	-50
<b>Total Corporate Services Department</b>	<b>109,009</b>	<b>-6,745</b>	<b>102,264</b>	<b>109,403</b>	<b>-6,961</b>	<b>102,442</b>	<b>-394</b>	<b>216</b>	<b>-178</b>

## Corporate Services:

Expenditures related to administrative restructuring, offset with savings related to professional realty services, property leases and environmental remediation program savings.

## 2016 Operating Budget Corporate Summary - Planning, Infrastructure & Economic Development Department

In Thousands ('000)

	Budget			Actual			Surplus/(Deficit)		
	Annual Expense	Annual Revenue	Annual Net	Annual Expense	Annual Revenue	Annual Net	Annual Expense	Annual Revenue	Annual Net
General Manager's Office	3,462	0	3,462	3,030	0	3,030	432	0	432
Infrastructure Services	10,096	-731	9,365	9,839	-742	9,097	257	11	268
Planning and Growth Management	25,338	-20,112	5,226	25,263	-21,658	3,605	75	1,546	1,621
Ontario Building Code	23,587	-23,587	0	21,499	-21,499	0	2,088	-2,088	0
Economic Development and Innovation	12,713	-3,580	9,133	12,475	-3,077	9,398	238	-503	-265
<b>Total Planning, Infrastructure &amp; Economic Development Department</b>	<b>75,196</b>	<b>-48,010</b>	<b>27,186</b>	<b>72,106</b>	<b>-46,976</b>	<b>25,130</b>	<b>3,090</b>	<b>-1,034</b>	<b>2,056</b>

Planning Infrastructure & Economic Development:

Expenditure savings due to delays in implementation of two Council Priorities, Revitalization of Byward & Parkdale Markets and Revitalized Neighbourhoods. These accounts are being carried forward into 2017 for completion. In addition, increased Engineering Fee revenues resulting from a large number of complex agreements registered.



## 2016 Operating Budget Corporate Summary - Service Innovation & Performance Department

In Thousands ('000)

	Budget			Actual			Surplus/(Deficit)		
	Annual Expense	Annual Revenue	Annual Net	Annual Expense	Annual Revenue	Annual Net	Annual Expense	Annual Revenue	Annual Net
General Manager's Office	748	0	748	743	0	743	5	0	5
Corporate Communications	4,641	0	4,641	5,000	0	5,000	-359	0	-359
Corporate Programs & Business Services	2,042	0	2,042	2,221	0	2,221	-179	0	-179
Human Resources	15,307	0	15,307	15,196	0	15,196	111	0	111
Service Ottawa	11,856	-1,234	10,622	11,681	-1,165	10,516	175	-69	106
<b>Total Service Innovation &amp; Performance Department</b>	<b>34,594</b>	<b>-1,234</b>	<b>33,360</b>	<b>34,841</b>	<b>-1,165</b>	<b>33,676</b>	<b>-247</b>	<b>-69</b>	<b>-316</b>

Service Innovation & Performance:

Administrative restructuring cost offset with savings due to the staffing freeze.

## 2016 Operating Budget Corporate Summary - Capital Formation Costs

In Thousands ('000)

	Budget			Actual			Surplus/(Deficit)		
	Annual Expense	Annual Revenue	Annual Net	Annual Expense	Annual Revenue	Annual Net	Annual Expense	Annual Revenue	Annual Net
<b>Corporate Benefit Provisions</b>	<b>13,450</b>	<b>0</b>	<b>13,450</b>	<b>8,346</b>	<b>0</b>	<b>8,346</b>	<b>5,104</b>	<b>0</b>	<b>5,104</b>
Contribution To Reserve Funds	83,034	-13,300	69,734	80,704	-13,300	67,404	2,330	0	2,330
Contribution to Gas Tax Reserves	0	0	0	0	0	0	0	0	0
Endowment Fund	13,000	-13,000	0	13,000	-13,000	0	0	0	0
Ottawa Lands Development	5,000	-5,000	0	0	0	0	5,000	-5,000	0
Sale of Surplus Land	1,500	-1,500	0	1,259	-1,259	0	241	-241	0
Debt Charges	86,521	-10,090	76,431	86,471	-10,088	76,383	50	-2	48
Ray Friel debt charges	1,111	-709	402	1,111	-709	402	0	0	0
100 Constellation Lease	6,528	0	6,528	6,528	0	6,528	0	0	0
<b>Total Capital Formation Costs</b>	<b>196,694</b>	<b>-43,599</b>	<b>153,095</b>	<b>189,073</b>	<b>-38,356</b>	<b>150,717</b>	<b>7,621</b>	<b>-5,243</b>	<b>2,378</b>

Capital Formation Costs:

No significant variance to report.

**2016 Operating Budget Corporate Summary - Corporate Common Expenditures**

In Thousands ('000)

	Budget			Actual			Surplus/(Deficit)		
	Annual Expense	Annual Revenue	Annual Net	Annual Expense	Annual Revenue	Annual Net	Annual Expense	Annual Revenue	Annual Net
Election Reserve Fund	2,176	0	2,176	2,176	0	2,176	0	0	0
One-Time Unforeseen Provision	1,188	0	1,188	0	0	0	1,188	0	1,188
Financial Charges	13,626	0	13,626	9,283	0	9,283	4,343	0	4,343
CW Cost Allocations	-42,562	0	-42,562	-42,562	0	-42,562	0	0	0
<b>Total Corporate Common Expenditures</b>	<b>-25,572</b>	<b>0</b>	<b>-25,572</b>	<b>-31,103</b>	<b>0</b>	<b>-31,103</b>	<b>5,531</b>	<b>0</b>	<b>5,531</b>

Corporate Common Expenditures:

Additional growth in assessment related to 2016, previously outlined in the 2016 Tax Ratios and Other Tax Policies report.

## 2016 Operating Budget Corporate Summary - Corporate Common Revenue

In Thousands ('000)

	Budget			Actual			Surplus/(Deficit)		
	Annual Expense	Annual Revenue	Annual Net	Annual Expense	Annual Revenue	Annual Net	Annual Expense	Annual Revenue	Annual Net
Penalty & Interest	0	-13,784	-13,784	313	-16,365	-16,052	-313	2,581	2,268
Investment Income	326	-13,716	-13,390	326	-17,802	-17,476	0	4,086	4,086
Hydro Ottawa Dividends	0	-17,000	-17,000	0	-19,400	-19,400	0	2,400	2,400
Provincial Offences Act	137	-12,107	-11,970	160	-12,591	-12,431	-23	484	461
Rideau Carleton Raceway	0	-5,600	-5,600	0	-4,733	-4,733	0	-867	-867
Lottery Fees	0	-1,004	-1,004	0	-845	-845	0	-159	-159
Other Miscellaneous Revenue	0	-2,760	-2,760	0	-4,011	-4,011	0	1,251	1,251
<b>Total Corporate Common Revenue</b>	<b>463</b>	<b>-65,971</b>	<b>-65,508</b>	<b>799</b>	<b>-75,747</b>	<b>-74,948</b>	<b>-336</b>	<b>9,776</b>	<b>9,440</b>

Corporate Common Revenue:

Investment revenue is higher than budgeted due to increasing investment fund balances and higher rates of return, in addition to higher Ottawa Hydro earnings.

## 2016 Operating Budget Corporate Summary - Tax Related Expenses and Revenues

In Thousands ('000)

	Budget			Actual			Surplus/(Deficit)		
	Annual Expense	Annual Revenue	Annual Net	Annual Expense	Annual Revenue	Annual Net	Annual Expense	Annual Revenue	Annual Net
Supplemental Assessment	0	-13,452	-13,452	0	-18,221	-18,221	0	4,769	4,769
Payment-in-lieu of Taxation	0	-123,251	-123,251	0	-124,192	-124,192	0	941	941
Public Institutions	0	-4,192	-4,192	0	-4,192	-4,192	0	0	0
Tax Rebates & Remissions	15,338	0	15,338	32,610	0	32,610	-17,272	0	-17,272
Municipal Property Assessment Corporation	11,800	0	11,800	11,362	0	11,362	438	0	438
Property Tax Revenue	0	-924,344	-924,344	0	-924,344	-924,344	0	0	0
<b>Total Tax Related Exp &amp; Revenue</b>	<b>27,138</b>	<b>-1,065,239</b>	<b>-1,038,101</b>	<b>43,972</b>	<b>-1,070,949</b>	<b>-1,026,977</b>	<b>-16,834</b>	<b>5,710</b>	<b>-11,124</b>

### Tax Related Expense & Revenue:

Tax remissions were higher than projected as a result of a number of appeals in the multi-residential tax class dating back a number of years, as well as office and retail class appeals. Vacancy tax rebates were higher than projected mainly due the increasing office space vacancy in the City's Urban core. Supplementary assessment revenues were higher than projected resulting from additional residential and commercial properties being added to the property assessment base in late 2016.

## 2016 Operating Budget Corporate Summary - External Boards, Commissions and Agencies

In Thousands ('000)

	Budget			Actual			Surplus/(Deficit)		
	Annual Expense	Annual Revenue	Annual Net	Annual Expense	Annual Revenue	Annual Net	Annual Expense	Annual Revenue	Annual Net
Crime Prevention Centre	989	0	989	989	0	989	0	0	0
Committee of Adjustment	1,409	-1,409	0	1,208	-1,265	-57	201	-144	57
Public Health	56,488	-43,878	12,610	56,765	-44,568	12,197	-277	690	413
Conservation Authority	10,820	-10,820	0	10,820	-10,820	0	0	0	0
Transit Services	600,408	-600,408	0	594,093	-592,212	1,881	6,315	-8,196	-1,881
Police Services	310,092	-310,092	0	323,710	-317,266	6,444	-13,618	7,174	-6,444
Library Services	49,019	-49,019	0	49,294	-49,402	-108	-275	383	108
<b>Total External Boards, Commissions and Agencies</b>	<b>1,029,225</b>	<b>-1,015,626</b>	<b>13,599</b>	<b>1,036,879</b>	<b>-1,015,533</b>	<b>21,346</b>	<b>-7,654</b>	<b>-93</b>	<b>-7,747</b>

### Transit:

OC Transpo operations under the Transit Commission mandate ended the year in a \$561 thousand surplus. Lower compensation costs and diesel fuel savings offset the Fare revenue shortfall. Higher than budgeted property tax rebates and remissions in the non departmental accounts resulted in an overall deficit in the Transit business area.

### Police:

The Police operational budget that falls under the Police Services Board mandate finished 2016 with a \$2.749 million deficit as result of additional overtime, retirement and self insurance expenditures. The various taxation related accounts are allocated to the business area, which has resulted in a \$6.444 million deficit.

## 2016 Operating Budget Corporate Summary - Rate Supported Programs

In Thousands ('000)

	Budget			Actual			Surplus/(Deficit)		
	Annual Expense	Annual Revenue	Annual Net	Annual Expense	Annual Revenue	Annual Net	Annual Expense	Annual Revenue	Annual Net
Drinking Water Services	159,501	-159,501	0	157,970	-164,466	-6,496	1,531	4,965	6,496
Wastewater and Drainage Services	171,129	-171,129	0	168,079	-175,283	-7,204	3,050	4,154	7,204
<b>Total Rate Supported Program</b>	<b>330,630</b>	<b>-330,630</b>	<b>0</b>	<b>326,049</b>	<b>-339,749</b>	<b>-13,700</b>	<b>4,581</b>	<b>9,119</b>	<b>13,700</b>

### Drinking Water Services:

Increased Water revenues due to the extended hot dry summer weather conditions. Consumption was 102.4% of forecasted volume in 2016. In addition, expenditure savings were realized in road reinstatement costs due to fewer watermain breaks/repairs than budgeted, and in chemical and fleet cost.

### Wastewater and Drainage Services:

Sewer surcharge revenue was higher as a result of the increased water consumption. Lower expenditures in Wastewater Collection and Treatment for repairs and maintenance due to contractor and planned maintenance delays in addition to biosolids disposal savings due to lower volumes.