



Finance and Economic Development Committee

Tax Supported Programs

Draft BUDGET 2018

Balanced, Affordable and Progressive

Tabled November 8, 2017



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Finance and Economic Development Committee

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Elected Officials

2018 Budget Briefing Note

Description

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 Clerk and Solicitor

2018 Budget Briefing Note

Description

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, Vital Statistics, Council Meetings, etc.).

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

- 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 and the Commemorative Naming Program
- 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 and Council presentations

- Fulfilling legislated and advisory responsibilities relating to elections pursuant to the Municipal Elections Act, 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
- 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, administering corporate copier fleet, delivering internal mail, coordinating courier services and processing external mail
- Legal and procedural advice, including: legislative drafting, interpretation and application of statutes and by-laws; real estate services; legal agreement drafting and review; access to information and privacy law; municipal assessment and taxation legal issues; zoning and official plan legal issues under the Planning Act and the Development Charges Act; tendering and procurement law advice and support under the Purchasing By-law; labour relations advice and services under the relevant federal and provincial labour relations statutes, including collective bargaining; civil litigation; claims processing, investigation and management; city-wide insurance matters; and by-law prosecutions, as well as proceedings under the Building Code Act, Provincial Offences Act and other related provincial statutes

City Manager's Office

2018 Budget Briefing Note

Description

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), the Ontario Municipal Benchmarking Initiative (OMBI), and provincial and federal ministries, etc.

- Legislative Agenda – review and quality control
- Supports Council, Finance and Economic Development Committee, Audit Committee, Member Services Sub-Committee
- Supports and advances the City Manager's community relations
- Proactively supports relations with Council and key stakeholders
- Provides leadership in the strategic management of key corporate projects

Transportation Services Department

O-Train Construction

2018 Budget Briefing Note

Description

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 O-Train Construction office is to lead the O-Train Confederation Line Light Rail Transit (LRT) project. This project represents the implementation of the light rail elements of Phase 1 of the City's Transportation Master Plan (TMP). The O-Train Confederation Line will provide rapid and high quality transit service from Tunney's Pasture Station in the west to Blair Station in the east. The O-Train Construction office administers the contract with Rideau Transit Group, the consortium selected to design-build-finance-maintain the Confederation Line project.

Programs/Services Offered

- Ensure technical compliance with Project Agreement requirements including review of contractor design submissions, construction activities, vehicle requirements, systems, testing and commissioning
- Manage project scope, cost and schedule
- 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
- Manage risk, scope, change and dispute resolution

Transportation Services Department

O-Train Planning

2018 Budget Briefing Note

Description

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 O-Train Planning office is to develop, procure and implement the Stage 2 Light Rail Transit (LRT) project, which 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 Earl Armstrong/Bowesville, as well as a new link to the Macdonald-Cartier International Airport. Highway 417 Expansion work and several municipal infrastructure projects are also being bundled in Stage 2. The bulk of construction of Stage 2 LRT is scheduled to begin in 2019, with revenue service for all extensions to be launched between 2021 and 2023.

Programs/Services Offered

- Develop and achieve program objectives, principles and risk transfer requirements
- Project Management for the Stage 2 LRT project, including the development and management of project elements such as schedule and budget
- Complete preliminary engineering, including design, value engineering, scope definition, constructability analysis, cost estimates, risk registry and transfer analysis, operational analysis, bus network analysis and property definition

- Continue to develop, implement and manage the procurement process for the Confederation and Trillium Line projects through the in-market period to contract award
- As part of the procurement process, continue to develop and refine the Project Specific Output Specifications (PSOS) and the Project Agreement(s)
- Undertake and administrate the expropriation process for property required for the Stage 2 project
- Develop and execute Memorandum of Understandings (MOUs) and agreements with key agencies
- Manage senior government funding requests and associated contribution agreements

Planning, Infrastructure and Economic Development Department

2018 Budget Briefing Note

Description

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

Programs/Services Offered

Economic Development Long Range Planning Services facilitates economic growth in Ottawa by setting the direction and managing the evolution of the City. The service area delivers programs, services, and initiatives that advance job creation and economic diversification while managing the growth of the City through the Official Plan. The following are services offered:

Economic Development: Create and promote economic development strategies to capitalize on assets and opportunities. Developing partnerships with key ED stakeholders to develop and deliver various programs to support investment attraction, business retention/expansion, entrepreneurship, tourism development.

Sponsorship and Advertising: Develop and market sponsorship and advertising for City facilities and develop partnership opportunities to provide supports for Economic Development initiatives.

Research & Forecasting: 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.

Rural Affairs: Provides for the continuation of the rural affairs office services to the rural community while positioning the office to support the development and implementation of a rural Economic Development strategy.

Policy Planning is responsible for developing the planning policy framework for directing and managing the growth of the City through the official Plan, secondary plans, natural systems plans and policies, and community plans and in developing and maintaining regulatory tools including the City's Zoning By-law, DC By-law and others for implementing these.

Zoning & Interpretation is responsible for developing zoning provisions to implement Official Plan policy, undertaking issue-or area-specific zoning amendments at the direction of Council, initiating land use studies and zoning by-law amendments in response to evolving land use issues and undertaking administrative updates to correct errors and ensure the efficient function of the Zoning By-law. Additionally, prepares by-laws for the approval of Council and providing formal interpretations regarding how the Zoning By-law is to be implemented and enforced.

Community Planning is responsible for preparing the City's Official Plan (the blueprint for the City's future growth and evolution), and neighbourhood planning in all its aspects, including but not limited to Community Design Plans, Secondary Plans, Transit-Oriented Development Plans, and Neighbourhood Revitalization Plans.

Natural Systems & Environmental Protection provides strategic policy expertise and coordination to the City in the areas of natural systems & climate change mitigation and adaptation, while delivering clear, consistent environmental policies to support planning and growth management of the City while minimizing negative impacts and building resilience. It also fosters a positive public persona of Ottawa as a healthy liveable city through policy, strategies, public engagement by promoting stewardship of the natural environment and a sustainable, resilient city by developing and facilitating the implementation of watershed strategies, environmental plans, protocols, guidelines, by-laws and other tools to inform and influence the corporation's environmental and city building objectives.

Service Innovation and Performance Department

2018 Budget Briefing Note

Description

This new service area was formed to lead the City in developing new, innovative ways to improve services. This service area will use innovative digital technologies and new industry and community partnerships to enhance the client experience by targeting high-impact processes which are of the greatest value to residents. By analyzing data Service Transformation will be able to assist other service areas to identify opportunities that will improve the client experience for residents. Finally, Service Transformation supports the implementation of new service delivery processes and technology through communication and organizational change strategies.

Programs/Services Offered

Service Analytics and Planning: provides data analytics and strategic planning expertise and project support to improve service delivery, efficiency and decision making.

Service Improvement: establishes and maintains the City's targeted service improvement framework with associated tools and a dedicated team to enable a consistent and straightforward approach. It focuses on high-opportunity, high-impact business process reviews and other improvement methodologies that increase efficiencies and reduce waste targeting our main challenges across the City.

Digital Service Innovation: develops and implements the City's Digital Services Strategy that will identify and deliver the next phase of digital service transformation, including: continuous improvements in digital client-centric service delivery; a culture of innovation; new digital skills and capabilities for City staff; data analytics to support digitization initiatives; an evolving intelligent infrastructure.

Organizational Effectiveness: provides employee communications and organizational development expertise to facilitate employee engagement, share information and advance the organization through the culture shift to One City, One Team.

Service Innovation and Performance Department

Public Information and Media Relations

2018 Budget Briefing Note

Description

The mandate of Public Information and Media Relations (PIMR) is “to ensure communications efforts are aligned with the City’s priorities and plans while providing strategic communications advice and support to the programs, services and initiatives of the corporation.”

The service areas of priority include:

Aligning and integrating communications initiatives across the corporation to provide consistent and clear information to residents

Harnessing new technology to deliver innovative communications to residents in the way they consume information

Communicating with residents during emergencies to help protect public safety, in support of the Office of Emergency Management

Public Information and Media Relations plays a central role in effectively communicating the priorities of the organization to the public, as determined by senior management under the direction of elected officials. Public Information and Media Relations focuses on digital and innovative communications, while continuing some of the traditional communications that are required to serve residents’ diverse needs.

Programs/Services offered

Public Information and Media Relations consists of three functions: Public Information, Media Relations & Outreach, and Legislative Support.

All functions are involved in emergency communications to residents in support of the Office of Emergency Management. The Director of Public Information and Media Relations, or delegate, is the Emergency Information Officer for the City as per the *City of Ottawa Emergency Management Plan*.

Public Information

Public Information develops the Corporate Annual Communications Calendar and communicates City priorities and services to the public. Public Information uses both traditional and innovative digital solutions to provide information to residents on programs, services, events, special projects, and consultation opportunities.

Public Information's role includes the development of media products (PSAs, News Releases and Media Advisories), content for City News, rich media products (video, photography, animation and infographics) and digital and traditional graphics. The function also includes managing the City's Corporate advertising assets and corporate advertising plan, which focuses on finding efficiencies while reaching the intended audience. In addition, Public Information supports the organization through the Public Engagement Strategy to provide innovative solutions to departments for their public engagement and consultation needs.

Media Relations and Outreach

Media Relations and Outreach is responsible for media relations, media monitoring, issues management, outreach to the public via social media, events and the development of speaking notes.

Media Relations co-ordinates media inquiries and interview requests and provides strategic communications advice. In addition, the function manages the City's corporate social media channels (Twitter, Facebook, YouTube and Instagram), which includes engaging the public through a two-way dialogue in both official languages.

Legislative Support

Legislative Support provides provides strategic communications advice on the legislative agenda. The function supports the communications needs of Chairs, Committees and departments and provides information on the legislative activities of the City in a clear and consistent manner. Legislative Support develops Committee Updates and Council Updates for the public.

Service Innovation and Performance Department

Human Resources Services

2018 Budget Briefing Note

Description

Human Resources Services (HR) is a centre of expertise providing for the City's Human Resources needs. HR's focus is on:

- aligning the HR Strategy with corporate priorities by enhancing leadership and employee development, and succession-planning
- enhancing the governance and implementation of control functions in core HR processes
- innovating the City's HR practices, streamlining transactions, and improving HR data integrity and timeliness to support leaders to get the information they need to make sound decisions
- supporting organizational effectiveness through the implementation of health, safety and wellness programs, while ensuring regulatory compliance

Programs/Services Offered

HR Programs and Governance

Supports the organization through the development of effective Corporate HR Programs, enhancement of governance of HR processes, management of diversity programs and initiatives, and implementation of controls ensuring the right tools, systems and processes are in place to manage the people side of the business and to provide reliable data and reporting aligned to financial data.

Employee Health Safety and Wellness

Promotes employee health, safety and wellness in the workplace through occupational and non-occupational injury and illness disability management, supporting workplace accommodations, enhancement of organizational effectiveness and mitigating health and safety risks for regulatory compliance at the Federal and Provincial levels.

Client Relations

Provides functional strategic HR advice, direction and innovative solutions to support departmental business goals and outcomes. Provides expertise, guidance and support on services and programs including organizational design, job evaluation, recruitment, diversity and inclusion, succession management, and performance and attendance management through an account management model.

HR Service Centre

Supports departments, employees and applicants as a first point of contact through on-line, phone and email channels, for the management of structure and positions, recruitment and talent acquisition, and employee life cycle requirements.

Learning and Development

Develops and implements targeted leadership and employee development programs incorporating succession management, coaching, mentoring, onboarding orientation, and language testing and training.

Service Innovation and Performance Department - ServiceOttawa

2018 Budget Briefing Note

Description

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.

Improved services are achieved through continuous improvement, innovation and the use of new technologies to drive efficiency.

Programs/Services Offered

City services are available through ottawa.ca, by calling 3-1-1, through email, or in person 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 2016, ServiceOttawa supported over 10 million individual visits to ottawa.ca, 3-1-1 agents spoke to nearly half a million callers, over a quarter million transactions were completed through the CSC and POA offices, and over \$182 million in revenue was handled by ServiceOttawa.

Corporate Services Department

2018 Budget Briefing Note

Description

The Corporate Services Department (CSD) 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

CSD provides a broad range of services to internal and external clients. The service areas play critical roles throughout the corporation, and share commonalities that will help the department to become more efficient:

Corporate Real Estate Office (CREO)

The Corporate Real Estate Office (CREO) acts as the City's real estate manager, corporate landlord, project manager and developer. CREO strategically manages major assets for the City with a strong corporate and client focus, enabling other departments to deliver programs and services by providing land, buildings and real estate services.

The core services that CREO provides are:

- Acquisition of land and buildings to support 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
- Valuations and appraisals
- Realty initiatives, strategic land development and special projects.

Corporate Revenue, Corporate Finance and Procurement Services

Comprised of Corporate Finance, Procurement, and Corporate Revenue Services, these areas uphold the statutory requirements of the Municipal Act and other Acts of Legislation; provides services and expertise on all financial, payroll, and supply 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 and 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
- 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 the application of the City's Purchasing By-law including preparation of bid solicitations, evaluation, negotiation, contract awards, and reporting to Council
- Responsibility for the accurate pay and benefits for employees, and issuing of T4s and T4As
- Maintaining and monitoring payroll compliance with contractual and legislated requirements

- Responsible for the payments to vendors
- Responsibility for Commodity Tax and Harmonize Sales Tax oversight
- Providing financial support and services to all City Departments and various boards and agencies

Information Technology (IT) Services

IT Services provides access to information for City staff and citizens, and ensures that the technology used to deliver City services is reliable, and secure. IT Services provides core technology infrastructure services to 350 City facilities, supports more than 11,900 clients and 14,500 computers and mobile devices, and maintains several hundred business-specific software and applications in support of the range of services and programs offered across the City.

IT's core services include:

- Workplace essentials such as e-mail system management, telephones, pagers, & smart phones, service desk, walk-in service centre and additional end user support services, hardware & software purchasing, phone, network & email account set-up, printing, fax and scanning support, mobility enablement and computer training
- Advisory services such as business technology planning; enterprise architecture; industry trends & market research; security & risk assessment; and vendor & product assessment
- Application services such as enterprise and business-specific system implementation, integration, support and maintenance; business intelligence tools, reporting & analytics; business process mapping & reengineering; and software application lifecycle management
- Infrastructure services such as network management (voice, data, & remote access); data management (storage & backup); security safeguards & engineering; facility technology fit-ups; investigations and audit support; and telecommunication services

Non-Departmental

2018 Budget Briefing Note

Description

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 Capital Reserves: The yearly contributions from the operating budget to the Capital Reserve Funds
- Endowment Fund: The fund payout policy provides for an annual payout which is the lesser of the earnings in the year or 6.5%, which are used to support the capital program
- Debt Charges: The annual principal and interest payments made to holders of municipal debentures (bonds).
- 100 Constellation Lease Payment

Corporate Common Expenditures

- Election Reserve Fund: Annual contribution to an Election Reserve Fund to offset operating costs of elections
- Self Insurance: Insurance premium costs and the portion the City pays up to the deductible for insurance claims
- One-Time & Unforeseen Provision: Annual provision for unanticipated and one-time operating expenditures
- 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

- Financial Charges & Other: expenditures relating to daily cash management, placing and servicing long term financing, provisions for doubtful accounts and other sundry financial charges

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 \$14 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, funds from Accounts Receivable administration fees, Provincial mineral aggregate program and other various revenues

Tax Related Revenues & Expenditures

- Tax Rebates and Remissions: Includes reimbursement of property taxes, for commercial vacancies and 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

Finance & Economic Development Committee - Operating Resource Requirement

In Thousands (\$000)

	2016	2017		2018	\$ Change over 2017 Budget
	Actual	Forecast	Budget	Estimate	
Expenditures by Program					
Elected Officials	11,763	11,502	11,742	11,952	210
City Clerk & Solicitor	35,318	32,085	32,425	38,073	5,648
City Manager's Office	1,419	1,480	1,480	1,510	30
O-Train Construction	6,264	4,890	4,911	3,531	-1,380
O-Train Planning	1,537	1,921	1,571	2,921	1,350
GM's Office & Business Support Services - Planning, Infrastructure & Economic Development	3,423	4,047	4,047	4,157	110
Economic Development and Long Range Planning	14,954	13,202	13,602	9,446	-4,156
GM's Office & Business Support Services - Service Innovation & Performance	2,257	2,918	3,018	3,078	60
Service Transformation	3,720	3,537	4,037	4,127	90
Public Information & Media Relations	5,020	3,670	3,670	3,745	75
Human Resources	15,942	14,691	14,691	14,926	235
Service Ottawa	13,670	14,687	14,787	15,032	245
GM's Office & Business Support Services - Corporate Services	1,632	3,290	3,290	3,355	65
Revenue	16,763	20,673	20,673	21,313	640
Corporate Finance	20,856	20,531	20,531	20,986	455
Supply Services	6,535	6,380	6,350	6,590	240
Information Technology	64,666	60,673	60,214	63,934	3,720
Corporate Real Estate Office	13,674	14,473	14,573	14,623	50
Non Departmental	354,534	363,502	369,467	374,669	5,202
Gross Expenditure	593,947	598,152	605,079	617,968	12,889
Recoveries & Allocations	-52,366	-58,054	-56,966	-56,983	-17
Revenue	-1,902,888	-1,937,731	-1,936,376	-1,992,600	-56,224
Net Requirement	-1,361,307	-1,397,633	-1,388,263	-1,431,615	-43,352

City of Ottawa
Finance & Economic Development Committee - Operating Resource Requirement
In Thousands (\$000)

	2016	2017		2018	\$ Change over 2017 Budget
	Actual	Forecast	Budget	Estimate	
Expenditures by Type					
Salaries, Wages & Benefits	174,207	169,237	173,731	172,786	-945
Overtime	520	819	820	2,095	1,275
Material & Services	80,114	67,772	66,281	71,092	4,811
Transfers/Grants/Financial Charges	363,086	368,015	371,980	379,756	7,776
Fleet Costs	73	260	260	260	0
Program Facility Costs	1,129	1,276	1,276	1,276	0
Other Internal Costs	-25,182	-9,227	-9,269	-9,297	-28
Gross Expenditures	593,947	598,152	605,079	617,968	12,889
Recoveries & Allocations	-52,366	-58,054	-56,966	-56,983	-17
Net Expenditure	541,581	540,098	548,113	560,985	12,872
Revenues By Type					
Federal	-53,722	-54,667	-54,667	-56,274	-1,607
Provincial	-41,498	-42,441	-42,441	-42,441	0
Municipal	0	0	0	0	0
Own Funds	-18,617	-3,174	-3,174	-6,028	-2,854
Fees and Services	-12,048	-12,859	-13,179	-11,938	1,241
Fines	-30,649	-29,580	-27,380	-27,660	-280
Other	-1,746,354	-1,795,010	-1,795,535	-1,848,259	-52,724
Total Revenue	-1,902,888	-1,937,731	-1,936,376	-1,992,600	-56,224
Net Requirement	-1,361,307	-1,397,633	-1,388,263	-1,431,615	-43,352
Full Time Equivalents			1,454.55	1,442.98	-11.57

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

	2016	2017		2018	\$ Change over 2016 Budget
	Actual	Forecast	Budget	Estimate	
Expenditures by Program					
Mayor's Office	814	838	838	849	11
Constituency Services & Administration	10,949	10,664	11,404	11,603	199
Provision for Surplus	0	0	-500	-500	0
Gross Expenditure	11,763	11,502	11,742	11,952	210
Recoveries & Allocations	-321	0	0	0	0
Revenue	0	0	0	0	0
Net Requirement	11,442	11,502	11,742	11,952	210
Expenditures by Type					
Salaries, Wages & Benefits	9,647	9,945	10,145	10,355	210
Overtime	26	0	0	0	0
Material & Services	1,489	1,371	1,411	1,411	0
Transfers/Grants/Financial Charges	104	0	0	0	0
Fleet Costs	0	0	0	0	0
Program Facility Costs	0	0	0	0	0
Other Internal Costs	497	186	186	186	0
Gross Expenditures	11,763	11,502	11,742	11,952	210
Recoveries & Allocations	-321	0	0	0	0
Net Expenditure	11,442	11,502	11,742	11,952	210
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	11,442	11,502	11,742	11,952	210
Full Time Equivalents			0.00	0.00	0.00

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

	2016	2017		2018	\$ Change over 2017 Budget
	Actual	Forecast	Budget	Estimate	
Expenditures by Program					
City Clerk & Solicitor's Office	416	443	443	447	4
Policy & Technical Solution Services	7,627	5,834	5,904	6,037	133
Legal Services	12,675	11,165	10,965	11,116	151
Protocol	1,068	1,229	1,229	1,265	36
Legislative Services	10,510	10,352	10,822	16,120	5,298
French Language Services	3,022	3,062	3,062	3,088	26
Gross Expenditure	35,318	32,085	32,425	38,073	5,648
Recoveries & Allocations	-7,242	-5,242	-4,942	-4,950	-8
Revenue	-854	-907	-907	-6,037	-5,130
Net Requirement	27,222	25,936	26,576	27,086	510
Expenditures by Type					
Salaries, Wages & Benefits	22,608	22,571	22,571	24,417	1,846
Overtime	68	113	113	1,413	1,300
Material & Services	11,102	7,769	8,109	10,611	2,502
Transfers/Grants/Financial Charges	15	0	0	0	0
Fleet Costs	73	93	93	93	0
Program Facility Costs	1,129	1,276	1,276	1,276	0
Other Internal Costs	323	263	263	263	0
Gross Expenditures	35,318	32,085	32,425	38,073	5,648
Recoveries & Allocations	-7,242	-5,242	-4,942	-4,950	-8
Net Expenditure	28,076	26,843	27,483	33,123	5,640
Revenues By Type					
Federal	-6	0	0	0	0
Provincial	0	0	0	0	0
Municipal	0	0	0	0	0
Own Funds	-833	-898	-898	-6,028	-5,130
Fees and Services	-15	-9	-9	-9	0
Fines	0	0	0	0	0
Other	0	0	0	0	0
Total Revenue	-854	-907	-907	-6,037	-5,130
Net Requirement	27,222	25,936	26,576	27,086	510
Full Time Equivalents			224.55	224.55	0.00

City of Ottawa
City Clerk & Solicitor - User Fees

	2016 Rate \$	2017 Rate \$	2018 Rate \$	% Change Over 2017	% Change Over 2016	Effective Date	2018 Revenue (\$000)
Digital Prints, B&W or Colour							
Up to 8 x 10	18.87	18.87	19.25	2.0%	2.0%	01-Jan-18	
On archival paper (add)	1.79	1.79	1.83	2.2%	2.2%	01-Jan-18	
11 x 14 or 16 x 20	51.00	51.00	52.02	2.0%	2.0%	01-Jan-18	
20 x 24	76.50	76.50	78.03	2.0%	2.0%	01-Jan-18	
On archival paper (add)	6.12	6.12	6.24	2.0%	2.0%	01-Jan-18	
Oversize photographs, black and white (per sq. ft)							
New actively promoted service	2.04	2.04	19.25	843.6%	843.6%	01-Jan-18	
Oversize photographs, col. (per sq. ft)							
New actively promoted service	6.12	6.12	19.25	214.5%	214.5%	01-Jan-18	
Frame (11 x 14) + mat		-	40.00	-	-	01-Jan-18	
Rush surcharge	50%	50%	50%	0.0%	0.0%	01-Jan-18	
Digital Scans							
Up to 8 x 10 target size, 100 dpi	7.40	7.40	7.55	2.0%	2.0%	01-Jan-18	
Up to 4 x 5 target size, 300 dpi	-	-	8.25	-	-	01-Jan-18	
Up to 8 x 10 target size, 300 dpi	13.77	13.77	14.05	2.0%	2.0%	01-Jan-18	
Up to 8 x 10 target size, 600 dpi	35.70	35.70	36.41	2.0%	2.0%	01-Jan-18	
Maps & plans, 300 dpi	15.30	15.30	15.61	2.0%	2.0%	01-Jan-18	
Custom photography / scanning (per hour)	-	-	40.00	-	-	01-Jan-18	
On CD or DVD (add)	2.55	2.55	2.60	2.0%	2.0%	01-Jan-18	
Rush surcharge	50%	50%	50%	0.0%	0.0%	01-Jan-18	
Audio-visual							
Duplication to CD or DVD (supported formats)	20.00	20.00	20.00	0.0%	0.0%	01-Jan-18	
Photocopies							
Photocopying (self-serve)	0.25	0.25	0.25	0.0%	0.0%	01-Jan-18	
Photocopying (large, self-serve)	1.00	1.00	1.00	0.0%	0.0%	01-Jan-18	
Photocopying (by staff)	0.50	0.50	0.50	0.0%	0.0%	01-Jan-18	
Microfilm hardcopy	1.00	1.00	1.00	0.0%	0.0%	01-Jan-18	

City of Ottawa
City Clerk & Solicitor - User Fees

	2016 Rate \$	2017 Rate \$	2018 Rate \$	% Change Over 2017	% Change Over 2016	Effective Date	2018 Revenue (\$000)
Research and Associated Fees							
Research	35.00	35.00	40.00	14.3%	14.3%	01-Jan-18	
Certified True Copy	Free	Free	Free	-	-	01-Jan-18	
Copyright and 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-18	
Fee per image, commercial	50.00	50.00	50.00	0.0%	0.0%	01-Jan-18	
Publications							
Individual titles	Cover price	Cover price	Cover price	-	-	01-Jan-18	
Rentals / Other							
Rooms as per existing Facility schedule	Facility schedule	Facility schedule	Facility schedule	-	-	01-Jan-18	
Gallery space (per day, commercial rental)	Negotiated contract	Negotiated contract	Negotiated contract	-	-	01-Jan-18	
Exhibit / artifact loan fee (per hour - intake / return)	-	-	50.00	-	-	01-Jan-18	
Exhibit case rental (per day)	-	-	250.00	-	-	01-Jan-18	
Exhibition design services (per hour, chargeback)	-	-	50.00	-	-	01-Jan-18	
Archival quality boxes (20 cm box, per lot of 25)	-	-	60.75	-	-	01-Jan-18	
Home Archives Kit	-	-	65.00	-	-	01-Jan-18	
Deluxe Home Archives Kit	-	-	99.00	-	-	01-Jan-18	
Total Departmental							0

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

	2016	2017		2018	\$ Change over 2017 Budget
	Actual	Forecast	Budget	Estimate	
Expenditures by Program					
City Manager's Office	1,419	1,480	1,480	1,510	30
Gross Expenditure	1,419	1,480	1,480	1,510	30
Recoveries & Allocations	0	0	0	0	0
Revenue	0	0	0	0	0
Net Requirement	1,419	1,480	1,480	1,510	30
Expenditures by Type					
Salaries, Wages & Benefits	1,402	1,363	1,363	1,393	30
Overtime	5	0	0	0	0
Material & Services	4	103	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	8	14	13	13	0
Gross Expenditures	1,419	1,480	1,480	1,510	30
Recoveries & Allocations	0	0	0	0	0
Net Expenditure	1,419	1,480	1,480	1,510	30
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	1,419	1,480	1,480	1,510	30
Full Time Equivalents			8.00	8.00	0.00

City of Ottawa
Transportation Services Department
O-Train Construction - Operating Resource Requirement
In Thousands (\$000)

	2016	2017		2018	\$ Change over 2017 Budget
	Actual	Forecast	Budget	Estimate	
Expenditures by Program					
O-Train Construction	6,264	4,890	4,911	3,531	-1,380
Gross Expenditure	6,264	4,890	4,911	3,531	-1,380
Recoveries & Allocations	-2,188	-4,885	-4,906	-3,526	1,380
Revenue	-4,076	-5	-5	-5	0
Net Requirement	0	0	0	0	0
Expenditures by Type					
Salaries, Wages & Benefits	4,732	4,249	4,371	3,041	-1,330
Overtime	89	36	40	30	-10
Material & Services	1,415	538	468	428	-40
Transfers/Grants/Financial Charges	0	0	0	0	0
Fleet Costs	0	0	0	0	0
Program Facility Costs	0	0	0	0	0
Other Internal Costs	28	67	32	32	0
Gross Expenditures	6,264	4,890	4,911	3,531	-1,380
Recoveries & Allocations	-2,188	-4,885	-4,906	-3,526	1,380
Net Expenditure	4,076	5	5	5	0
Revenues By Type					
Federal	0	0	0	0	0
Provincial	0	0	0	0	0
Municipal	0	0	0	0	0
Own Funds	-4,070	0	0	0	0
Fees and Services	-6	-5	-5	-5	0
Fines	0	0	0	0	0
Other	0	0	0	0	0
Total Revenue	-4,076	-5	-5	-5	0
Net Requirement	0	0	0	0	0
Full Time Equivalents			18.00	18.00	0.00

City of Ottawa
Transportation Services Department
O-Train Construction - User Fees

	2016 Rate \$	2017 Rate \$	2018 Rate \$	% Change Over 2017	Effective Date	2018 Revenue (\$000)
Proximity Fees						
Shoring – Design & Monitoring Plan						
Level 1 Fee	500	500	500	0%		
Level 2 Fee	2,000	2,000	2,000	0%		
Level 3 Fee	4,000	4,000	4,000	0%		
Excavation Support System						
Level 2 Fee	500	500	500	0%		
Level 3 Fee	1,500	1,500	1,500	0%		
Geotechnical Hydrogeological Analysis						
Level 2 Fee	1,000	1,000	1,000	0%		
Level 3 Fee	1,000	1,000	1,000	0%		
Groundwater Control Plan						
Level 1 Fee	500	500	500	0%		
Level 2 Fee	2,000	2,000	2,000	0%		
Level 3 Fee	2,000	2,000	2,000	0%		
Waterproofing System						
Level 2 Fee	500	500	500	0%		
Level 3 Fee	1,000	1,000	1,000	0%		
Structural Analysis –Loading						
Level 2 Fee	2,000	2,000	2,000	0%		
Level 3 Fee	2,000	2,000	2,000	0%		
Fire Ventilation						
Level 2 Fee	500	500	500	0%		
Level 3 Fee	1,000	1,000	1,000	0%		
Station Ventilation						
Level 2 Fee	500	500	500	0%		
Level 3 Fee	1,000	1,000	1,000	0%		
Access Requirements (including AODA)						
Level 1 Fee	500	500	500	0%		
Level 2 Fee	500	500	500	0%		
Level 3 Fee	750	750	750	0%		
Noise and Vibration Study						
Level 1 Fee	500	500	500	0%		
Level 2 Fee	1,000	1,000	1,000	0%		
Level 3 Fee	2,000	2,000	2,000	0%		

City of Ottawa
Transportation Services Department
O-Train Construction - User Fees

	2016 Rate \$	2017 Rate \$	2018 Rate \$	% Change Over 2017	Effective Date	2018 Revenue (\$000)
EMI/Stray Current						
Level 2 Fee	500	500	500	0%		
Level 3 Fee	500	500	500	0%		
Construction Coordination Protocols						
Level 1 Fee	500	500	500	0%		
Level 2 Fee	1,500	1,500	1,500	0%		
Level 3 Fee	3,000	3,000	3,000	0%		
Pre-Post Construction Surveys						
Level 1 Fee	500	500	500	0%		
Level 2 Fee	500	500	500	0%		
Level 3 Fee	1,500	1,500	1,500	0%		
Set-Back Requirements from Structures in the Zone of Influence						
Level 1 Fee	500	500	500	0%		
Level 2 Fee	1,000	1,000	1,000	0%		
Level 3 Fee	1,500	1,500	1,500	0%		
Fire/Smoke Dispersion Analysis						
Level 2 Fee	1,500	1,500	1,500	0%		
Level 3 Fee	2,000	2,000	2,000	0%		
Crane Swing and Lifting Loads						
Level 1 Fee	500	500	500	0%		
Level 2 Fee	1,000	1,000	1,000	0%		
Level 3 Fee	1,500	1,500	1,500	0%		
Insurance Requirements						
Level 2 Fee	500	500	500	0%		
Level 3 Fee	500	500	500	0%		
Property – M&L Requirements						
Level 2 Fee	500	500	500	0%		
Level 3 Fee	1,000	1,000	1,000	0%		

City of Ottawa
Transportation Services Department
O-Train Construction - User Fees

	2016 Rate \$	2017 Rate \$	2018 Rate \$	% Change Over 2017	Effective Date	2018 Revenue (\$000)
Utility relocations and Installations						
Level 1 Fee	500	500	500	0%		
Level 2 Fee	1,000	1,000	1,000	0%		
Level 3 Fee	1,500	1,500	1,500	0%		
Entrance Connection Agreement						
Level 2 Fee	4,000	4,000	4,000	0%		
Level 3 Fee	5,000	5,000	5,000	0%		
Security Plan						
Level 2 Fee	1,500	1,500	1,500	0%		
Level 3 Fee	1,500	1,500	1,500	0%		
Construction As-Built Drawings						
Level 2 Fee	500	500	500	0%		
Level 3 Fee	1,500	1,500	1,500	0%		
Total Departmental						

City of Ottawa
Transportation Services Department
O-Train Planning - Operating Resource Requirement
In Thousands (\$000)

	2016	2017		2018	\$ Change over 2017 Budget
	Actual	Forecast	Budget	Estimate	
Expenditures by Program					
O-Train Planning	1,537	1,921	1,571	2,921	1,350
Gross Expenditure	1,537	1,921	1,571	2,921	1,350
Recoveries & Allocations	-1,537	-1,921	-1,571	-2,921	-1,350
Revenue	0	0	0	0	0
Net Requirement	0	0	0	0	0
Expenditures by Type					
Salaries, Wages & Benefits	1,524	1,905	1,571	2,921	1,350
Overtime	4	3	0	0	0
Material & Services	5	8	0	0	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	4	5	0	0	0
Gross Expenditures	1,537	1,921	1,571	2,921	1,350
Recoveries & Allocations	-1,537	-1,921	-1,571	-2,921	-1,350
Net Expenditure	0	0	0	0	0
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	0	0	0	0	0
Full Time Equivalents			1.00	1.00	0.00

City of Ottawa
Planning, Infrastructure & Economic Development Department
GM's Office & Business Support Services - Operating Resource Requirement
In Thousands (\$000)

	2016	2017		2018	\$ Change over 2017 Budget
	Actual	Forecast	Budget	Estimate	
Expenditures by Program					
General Manager's Office	337	349	349	364	15
Business Support Services	3,086	3,698	3,698	3,793	95
Gross Expenditure	3,423	4,047	4,047	4,157	110
Recoveries & Allocations	-582	-1,317	-1,317	-1,320	-3
Revenue	0	0	0	0	0
Net Requirement	2,841	2,730	2,730	2,837	107
Expenditures by Type					
Salaries, Wages & Benefits	3,163	3,506	3,506	3,651	145
Overtime	0	15	15	15	0
Material & Services	206	313	313	278	-35
Transfers/Grants/Financial Charges	33	200	200	200	0
Fleet Costs	0	0	0	0	0
Program Facility Costs	0	0	0	0	0
Other Internal Costs	21	13	13	13	0
Gross Expenditures	3,423	4,047	4,047	4,157	110
Recoveries & Allocations	-582	-1,317	-1,317	-1,320	-3
Net Expenditure	2,841	2,730	2,730	2,837	107
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	2,841	2,730	2,730	2,837	107
Full Time Equivalents			32.00	32.00	0.00

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

	2016	2017		2018	\$ Change over 2017 Budget
	Actual	Forecast	Budget	Estimate	
Expenditures by Program					
Director's Office	24	1,360	1,360	889	-471
High Economic Impact Projects	11,865	9,595	9,995	7,762	-2,233
Research & Forecasting	1,212	590	590	595	5
Markets Management	1,456	1,462	1,462	0	-1,462
Sponsorship & Advertising	397	195	195	200	5
Gross Expenditure	14,954	13,202	13,602	9,446	-4,156
Recoveries & Allocations	-1,461	-166	-166	-172	-6
Revenue	-3,132	-2,819	-3,219	-1,275	1,944
Net Requirement	10,361	10,217	10,217	7,999	-2,218
Expenditures by Type					
Salaries, Wages & Benefits	3,641	3,038	3,168	2,406	-762
Overtime	23	20	20	5	-15
Material & Services	2,091	1,101	1,271	590	-681
Transfers/Grants/Financial Charges	9,062	9,010	9,110	6,440	-2,670
Fleet Costs	0	0	0	0	0
Program Facility Costs	0	0	0	0	0
Other Internal Costs	137	33	33	5	-28
Gross Expenditures	14,954	13,202	13,602	9,446	-4,156
Recoveries & Allocations	-1,461	-166	-166	-172	-6
Net Expenditure	13,493	13,036	13,436	9,274	-4,162
Revenues By Type					
Federal	0	0	0	0	0
Provincial	-178	0	0	0	0
Municipal	0	0	0	0	0
Own Funds	-414	-476	-476	0	476
Fees and Services	-2,540	-2,343	-2,743	-1,275	1,468
Fines	0	0	0	0	0
Other	0	0	0	0	0
Total Revenue	-3,132	-2,819	-3,219	-1,275	1,944
Net Requirement	10,361	10,217	10,217	7,999	-2,218
Full Time Equivalents			29.57	18.00	-11.57

City of Ottawa

Planning, Infrastructure & Economic Development Department

Economic Development and Long Range Planning - User Fees

	2016 Rate \$	2017 Rate \$	2018 Rate \$	% Change Over 2017	% Change Over 2016	Effective Date	2018 Revenue (\$000)
ByWard Market Application and License Renewal fees by Category of Vending Activity							
Selection Committee Reviews Application fee: all categories except SP, SPA & RS	75.00	75.00	76.50	2.0%	2.0%	01-Jan-18	
Annual License renewal: all categories except SP, SPA & RS	75.00	75.00	76.50	2.0%	2.0%	01-Jan-18	
ByWard Market Permit Fees by Category of Vending Activity							
ByWard Market Season & Monthly Permit Fee per square foot per month							
AF-1, AC-1, FS	2.62	2.62	2.67	1.9%	1.9%	01-Jan-18	
AF-2, AC-2, AC-3	3.94	3.94	4.02	2.0%	2.0%	01-Jan-18	
AF-3, AC-4, RK, RP, RS, RV, TS	5.24	5.24	5.34	1.9%	1.9%	01-Jan-18	
Market Season Daily Permit							
AF-1, AC-1, FS Monday - Thursday	13.00	13.00	13.30	2.3%	2.3%	01-Jan-18	
AF-1, AC-1, FS Friday, Saturday, Sunday & Statutory Holidays	26.00	26.00	26.60	2.3%	2.3%	01-Jan-18	
AF-2, AC-2, AC-3 Monday - Thursday	19.00	19.00	19.40	2.1%	2.1%	01-Jan-18	
AF-2, AC-2, AC-3 Friday, Saturday, Sunday & Statutory Holidays	38.00	38.00	38.80	2.1%	2.1%	01-Jan-18	
AF-3, AC-4 Monday - Thursday	26.00	26.00	26.60	2.3%	2.3%	01-Jan-18	
AF-3, AC-4 Friday, Saturday, Sunday & Statutory Holidays	51.00	51.00	52.10	2.2%	2.2%	01-Jan-18	
Holiday Season, Market Off-Season & Monthly Permit Fee per month							
AF-1, AC-1, FS, XT, XD	205.00	205.00	210.00	2.4%	2.4%	01-Jan-18	
AF-2, AC-2, AC-3	308.00	308.00	315.00	2.3%	2.3%	01-Jan-18	
AF-3, AC-4, RK, RP, RS, RV, TS	410.00	410.00	419.00	2.2%	2.2%	01-Jan-18	

City of Ottawa

Planning, Infrastructure & Economic Development Department

Economic Development and Long Range Planning - User Fees

	2016 Rate \$	2017 Rate \$	2018 Rate \$	% Change Over 2017	% Change Over 2016	Effective Date	2018 Revenue (\$000)
Market Off-Season Daily Permit							
AF-1, AC-1, FS Monday - Thursday	10.00	10.00	10.20	2.0%	2.0%	01-Jan-18	
AF-1, AC-1, FS Friday, Saturday, Sunday & Statutory Holidays	21.00	21.00	21.50	2.4%	2.4%	01-Jan-18	
AF-2, AC-2, AC-3 Monday - Thursday	15.00	15.00	15.30	2.0%	2.0%	01-Jan-18	
AF-2, AC-2, AC-3 Friday, Saturday, Sunday & Statutory Holidays	31.00	31.00	31.70	2.3%	2.3%	01-Jan-18	
AF-3, AC-4 Monday - Thursday	21.00	21.00	21.50	2.4%	2.4%	01-Jan-18	
AF-3, AC-4 Friday, Saturday, Sunday & Statutory Holidays	41.00	41.00	41.90	2.2%	2.2%	01-Jan-18	
Additional Charge Stand Permit Fees (listed above) In addition to the permit fees listed above a \$3.00 charge will be added to all daily permit fees and a \$25.00 charge will be added to all categories & seasons of monthly permits, and the revenue from these charges will be granted by the City to the ByWard Market Standholders Association.							
Annual Permit - SP, SPA (50% of rate after August 1st)	150.00	150.00	153.00	2.0%	2.0%	01-Jan-18	
Daily Permit - SP, SPA	10.00	10.00	10.20	2.0%	2.0%	01-Jan-18	

City of Ottawa

Planning, Infrastructure & Economic Development Department

Economic Development and Long Range Planning - User Fees

	2016 Rate \$	2017 Rate \$	2018 Rate \$	% Change Over 2017	% Change Over 2016	Effective Date	2018 Revenue (\$000)
Parkdale Market Application and License Renewal fees by Category of Vending Activity							
Selection Committee Reviews Application fee: all categories	75.00	75.00	76.50	2.0%	2.0%	01-Jan-18	
Annual License renewal: all categories	75.00	75.00	76.50	2.0%	2.0%	01-Jan-18	
Parkdale Market Permit Fees by Category of Vending Activity							
Parkdale Market Season & Monthly Permit Fee per square foot per month							
AF-1, AC-1, FS	1.97	1.97	2.01	2.0%	2.0%	01-Jan-18	
AF-2	2.95	2.95	3.01	2.0%	2.0%	01-Jan-18	
AF-3	3.95	3.95	4.03	2.0%	2.0%	01-Jan-18	
Market Season Daily Permit							
AF-1, AC-1, FS Monday - Thursday	13.00	13.00	13.30	2.3%	2.3%	01-Jan-18	
AF-1, AC-1, FS Friday, Saturday, Sunday & Statutory Holidays	26.00	26.00	26.60	2.3%	2.3%	01-Jan-18	
AF-2 Monday - Thursday	19.00	19.00	19.40	2.1%	2.1%	01-Jan-18	
AF-2 Friday, Saturday, Sunday & Statutory Holidays	38.00	38.00	38.80	2.1%	2.1%	01-Jan-18	
AF-3 Monday - Thursday	26.00	26.00	26.60	2.3%	2.3%	01-Jan-18	
AF-3 Friday, Saturday, Sunday & Statutory Holidays	51.00	51.00	52.10	2.2%	2.2%	01-Jan-18	
Market Off-Season & Monthly Permit Fee per month							
AF-1, AC-1, FS	205.00	205.00	209.10	2.0%	2.0%	01-Jan-18	
AF-2	308.00	308.00	314.20	2.0%	2.0%	01-Jan-18	
Market Off-Season Daily Permit							
AF-1, AC-1, FS Monday - Thursday	10.00	10.00	10.20	2.0%	2.0%	01-Jan-18	
AF-1, AC-1, FS Friday, Saturday, Sunday & Statutory Holidays	21.00	21.00	21.50	2.4%	2.4%	01-Jan-18	
AF-2 Monday - Thursday	15.00	15.00	15.30	2.0%	2.0%	01-Jan-18	
AF-2 Friday, Saturday, Sunday & Statutory Holidays	31.00	31.00	31.70	2.3%	2.3%	01-Jan-18	
AF-3 Monday - Thursday	21.00	21.00	21.50	2.4%	2.4%	01-Jan-18	
AF-3 Friday, Saturday, Sunday & Statutory Holidays	41.00	41.00	41.90	2.2%	2.2%	01-Jan-18	
Total Departmental							

City of Ottawa
Service Innovation & Performance Department
GM's Office & Business Support Services - Operating Resource Requirement
In Thousands (\$000)

	2016	2017		2018	\$ Change over 2017 Budget
	Actual	Forecast	Budget	Estimate	
Expenditures by Program					
General Manager's Office	744	335	335	365	30
Business Support Services	1,513	2,583	2,683	2,713	30
Gross Expenditure	2,257	2,918	3,018	3,078	60
Recoveries & Allocations	0	0	0	0	0
Revenue	0	0	0	0	0
Net Requirement	2,257	2,918	3,018	3,078	60
Expenditures by Type					
Salaries, Wages & Benefits	2,147	2,690	2,790	2,850	60
Overtime	1	1	1	1	0
Material & Services	101	220	220	220	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	8	7	7	7	0
Gross Expenditures	2,257	2,918	3,018	3,078	60
Recoveries & Allocations	0	0	0	0	0
Net Expenditure	2,257	2,918	3,018	3,078	60
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	2,257	2,918	3,018	3,078	60
Full Time Equivalents			24.00	24.00	0.00

City of Ottawa
Service Innovation & Performance Department
Service Transformation - Operating Resource Requirement
In Thousands (\$000)

	2016	2017		2018	\$ Change over 2017 Budget
	Actual	Forecast	Budget	Estimate	
Expenditures by Program					
Director's Office	0	226	326	332	6
Service Improvement	1,718	610	710	738	28
Service Analytics & Planning	502	1,009	1,309	1,341	32
Organizational Effectiveness	1,084	1,555	1,555	1,579	24
Digital Service & Innovation	416	137	137	137	0
Gross Expenditure	3,720	3,537	4,037	4,127	90
Recoveries & Allocations	-460	0	0	0	0
Revenue	0	0	0	0	0
Net Requirement	3,260	3,537	4,037	4,127	90
Expenditures by Type					
Salaries, Wages & Benefits	3,242	3,192	3,692	3,782	90
Overtime	2	2	2	2	0
Material & Services	245	334	334	334	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	231	9	9	9	0
Gross Expenditures	3,720	3,537	4,037	4,127	90
Recoveries & Allocations	-460	0	0	0	0
Net Expenditure	3,260	3,537	4,037	4,127	90
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	3,260	3,537	4,037	4,127	90
Full Time Equivalents			30.50	30.50	0.00

City of Ottawa
Service Innovation & Performance Department
Public Information & Media Relations - Operating Resource Requirement
In Thousands (\$000)

	2016	2017		2018	\$ Change over 2017 Budget
	Actual	Forecast	Budget	Estimate	
Expenditures by Program					
Director's Office	1,977	737	737	770	33
Media Relations & Outreach	31	1,090	1,090	1,111	21
Public Information	3,012	1,843	1,843	1,864	21
Legislative Support	0	0	0	0	0
Gross Expenditure	5,020	3,670	3,670	3,745	75
Recoveries & Allocations	-20	0	0	0	0
Revenue	0	0	0	0	0
Net Requirement	5,000	3,670	3,670	3,745	75
Expenditures by Type					
Salaries, Wages & Benefits	4,857	3,422	3,422	3,497	75
Overtime	37	23	23	23	0
Material & Services	104	207	207	207	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	22	18	18	18	0
Gross Expenditures	5,020	3,670	3,670	3,745	75
Recoveries & Allocations	-20	0	0	0	0
Net Expenditure	5,000	3,670	3,670	3,745	75
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	5,000	3,670	3,670	3,745	75
Full Time Equivalents			31.00	31.00	0.00

City of Ottawa
Service Innovation & Performance Department
Human Resources - Operating Resource Requirement
In Thousands (\$000)

	2016	2017		2018	\$ Change over 2017 Budget
	Actual	Forecast	Budget	Estimate	
Expenditures by Program					
Director's Office	300	387	387	389	2
Client Relations	3,437	2,064	2,064	2,111	47
Programs & Governance	4,489	3,549	3,549	3,615	66
Leadership and Development	2,661	2,956	2,956	2,976	20
HR Service Center	1,434	2,044	2,044	2,090	46
Employee Health & Wellness	3,621	3,691	3,691	3,745	54
Gross Expenditure	15,942	14,691	14,691	14,926	235
Recoveries & Allocations	-746	-740	-740	-740	0
Revenue	0	0	0	0	0
Net Requirement	15,196	13,951	13,951	14,186	235
Expenditures by Type					
Salaries, Wages & Benefits	13,086	11,189	11,189	11,424	235
Overtime	1	3	3	3	0
Material & Services	2,705	3,350	3,350	3,350	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	150	149	149	149	0
Gross Expenditures	15,942	14,691	14,691	14,926	235
Recoveries & Allocations	-746	-740	-740	-740	0
Net Expenditure	15,196	13,951	13,951	14,186	235
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	15,196	13,951	13,951	14,186	235
Full Time Equivalents			106.50	106.50	0.00

City of Ottawa
Service Innovation & Performance Development
Service Ottawa - Operating Resource Requirement
In Thousands (\$000)

	2016	2017		2018	\$ Change over 2017 Budget
	Actual	Forecast	Budget	Estimate	
Expenditures by Program					
Director's Office	1,510	1,024	1,024	1,017	-7
Continuous Improvement	0	55	55	55	0
Web Services	1,223	1,497	1,497	1,527	30
Call Center Services	2,141	3,376	3,376	3,471	95
Counter Services	8,796	8,735	8,835	8,962	127
Gross Expenditure	13,670	14,687	14,787	15,032	245
Recoveries & Allocations	-537	-534	-534	-534	0
Revenue	-1,165	-1,229	-1,229	-1,254	-25
Net Requirement	11,968	12,924	13,024	13,244	220
Expenditures by Type					
Salaries, Wages & Benefits	11,448	10,382	10,482	10,727	245
Overtime	65	157	157	157	0
Material & Services	1,723	3,686	3,686	3,686	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	434	462	462	462	0
Gross Expenditures	13,670	14,687	14,787	15,032	245
Recoveries & Allocations	-537	-534	-534	-534	0
Net Expenditure	13,133	14,153	14,253	14,498	245
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	-1,165	-1,229	-1,229	-1,254	-25
Fines	0	0	0	0	0
Other	0	0	0	0	0
Total Revenue	-1,165	-1,229	-1,229	-1,254	-25
Net Requirement	11,968	12,924	13,024	13,244	220
Full Time Equivalents			117.27	117.27	0.00

City of Ottawa
Service Innovation & Performance Development
Service Ottawa - User Fees

	2016 Rate \$	2017 Rate \$	2018 Rate \$	% Change Over 2017	% Change Over 2016	Effective Date	2018 Revenue (\$000)
Vital Stats Program							
Marriage License	155.30	158.40	161.60	2.0%	4.1%	01-Jan-18	-14
Death Registration	43.65	44.50	45.40	2.0%	4.0%	01-Jan-18	-6
Commission of Oaths (Affidavits)	13.60	13.90	14.20	2.1%	4.4%	01-Jan-18	-1
Express Processing (Xpresspost)	36.50	37.25	38.00	2.0%	4.1%	01-Jan-18	
Civil Marriages							
Option A: M-F (business hours)	135.80	138.50	141.30	2.0%	4.1%	01-Jan-18	-3
Option B: Friday evening & Saturday afternoons	203.70	207.75	212.00	2.0%	4.1%	01-Jan-18	-1
Community and Customer Service							
Photocopies							
First Page	1.20	1.20	1.20	0.0%	0.0%	01-Jan-18	
Each additional page	0.35	0.35	0.35	0.0%	0.0%	01-Jan-18	
Promotional Merchandise							
Badge Holder	1.60	-	-	0.0%	0.0%	01-Jan-18	
Baseball Cap	10.80	-	-	0.0%	0.0%	01-Jan-18	
Flag Large 9x5	189.00	189.00	193.00	2.1%	2.1%	01-Jan-18	
Flag Small 6x3	82.55	82.55	84.00	1.8%	1.8%	01-Jan-18	
Fleece Blanket	16.70	-	-	0.0%	0.0%	01-Jan-18	
Fleece Scarf	16.15	-	-	0.0%	0.0%	01-Jan-18	
Fleece Toque	13.10	-	-	0.0%	0.0%	01-Jan-18	
Keylight Key Chain	3.20	-	-	0.0%	0.0%	01-Jan-18	
Lanyard	2.20	-	-	0.0%	0.0%	01-Jan-18	
Lapel Pins	0.85	0.69	0.70	1.4%	-17.6%	01-Jan-18	
Short Sleeved T-Shirt	10.30	-	-	0.0%	0.0%	01-Jan-18	
Stainless Steel Water Bottle	11.30	-	-	0.0%	0.0%	01-Jan-18	
Total Departmental							-25

City of Ottawa
Corporate Services Department
GM's Office and Business Support Services - Operating Resource Requirement
In Thousands (\$000)

	2016	2017		2018	\$ Change over 2017 Budget
	Actual	Forecast	Budget	Estimate	
Expenditures by Program					
General Manager's Office	412	432	432	440	8
Business Support Services	1,220	2,858	2,858	2,915	57
Gross Expenditure	1,632	3,290	3,290	3,355	65
Recoveries & Allocations	0	0	0	0	0
Revenue	0	0	0	0	0
Net Requirement	1,632	3,290	3,290	3,355	65
Expenditures by Type					
Salaries, Wages & Benefits	1,580	3,144	3,144	3,209	65
Overtime	1	10	10	10	0
Material & Services	48	127	127	127	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	3	9	9	9	0
Gross Expenditures	1,632	3,290	3,290	3,355	65
Recoveries & Allocations	0	0	0	0	0
Net Expenditure	1,632	3,290	3,290	3,355	65
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	1,632	3,290	3,290	3,355	65
Full Time Equivalents			27.00	27.00	0.00

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

	2016	2017		2018	\$ Change over 2017 Budget
	Actual	Forecast	Budget	Estimate	
Expenditures by Program					
Revenue	16,763	20,673	20,673	21,313	640
Gross Expenditure	16,763	20,673	20,673	21,313	640
Recoveries & Allocations	-5,031	-7,855	-7,855	-7,855	0
Revenue	-5,573	-5,767	-5,767	-5,957	-190
Net Requirement	6,159	7,051	7,051	7,501	450
Expenditures by Type					
Salaries, Wages & Benefits	13,341	15,883	15,883	16,433	550
Overtime	85	22	22	22	0
Material & Services	3,108	4,310	4,310	4,400	90
Transfers/Grants/Financial Charges	74	130	130	130	0
Fleet Costs	0	167	167	167	0
Program Facility Costs	0	0	0	0	0
Other Internal Costs	155	161	161	161	0
Gross Expenditures	16,763	20,673	20,673	21,313	640
Recoveries & Allocations	-5,031	-7,855	-7,855	-7,855	0
Net Expenditure	11,732	12,818	12,818	13,458	640
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	-5,573	-5,767	-5,767	-5,957	-190
Fines	0	0	0	0	0
Other	0	0	0	0	0
Total Revenue	-5,573	-5,767	-5,767	-5,957	-190
Net Requirement	6,159	7,051	7,051	7,501	450
Full Time Equivalents			189.45	189.45	0.00

City of Ottawa
Corporate Services Department
Revenue Services - User Fees

	2016 Rate \$	2017 Rate \$	2018 Rate \$	% Change Over 2017	% Change Over 2016	Effective Date	2018 Revenue (\$000)
Finance - User Fees							
Tax Certificates	68.00	69.00	70.00	1.4%	2.9%	01-Jan-18	
Water Certificates	68.00	69.00	70.00	1.4%	2.9%	01-Jan-18	
Reminder Notice: Tax	6.60	7.50	7.75	3.3%	17.4%	01-Jan-18	
Reminder Notice: Water	6.60	7.50	7.75	3.3%	17.4%	01-Jan-18	
New Account Fee: Tax	68.00	69.00	70.00	1.4%	2.9%	01-Jan-18	
New Account Fee: Water	68.00	69.00	70.00	1.4%	2.9%	01-Jan-18	
Tax Change of Ownership/Name	43.00	43.00	44.00	2.3%	2.3%	01-Jan-18	
Water Change of Ownership/Occupancy	43.00	43.00	44.00	2.3%	2.3%	01-Jan-18	
Bill Reprint/Statement of Account History : Tax							
	36.00	37.00	38.00	2.7%	5.6%	01-Jan-18	
Bill Reprint/Statement of Account History : Water							
	36.00	37.00	38.00	2.7%	5.6%	01-Jan-18	
Return Payment Fee: Tax	43.00	44.00	45.00	2.3%	4.7%	01-Jan-18	
Return Payment Fee: Water	43.00	44.00	45.00	2.3%	4.7%	01-Jan-18	
Return Payment Fee: Accounts Receivable	43.00	44.00	45.00	2.3%	4.7%	01-Jan-18	
Return Payment Fee: Overpayment Recovery							
	43.00	44.00	45.00	2.3%	4.7%	01-Jan-18	
Tax Deferral Program: New Application	119.00	121.00	123.00	1.7%	3.4%	01-Jan-18	
Tax Deferral Program: Renewal	41.00	42.00	43.00	2.4%	4.9%	01-Jan-18	
Tax/Water Payment Redistribution	43.00	43.00	28.00	-34.9%	-34.9%	01-Jan-18	
Refund Processing Fee	26.00	27.00	28.00	3.7%	7.7%	01-Jan-18	
Mortgage List and Bulk Maintenance: Tax							
	7.45	9.00	10.00	11.1%	34.2%	01-Jan-18	
Arrears list research for mortgage companies							
	36.00	37.00	38.00	2.7%	5.6%	01-Jan-18	
Water Termination Notice	36.00	37.00	42.00	13.5%	16.7%	01-Jan-18	
Water Consumption Report	36.00	37.00	38.00	2.7%	5.6%	01-Jan-18	

City of Ottawa
Corporate Services Department
Revenue Services - User Fees

	2016 Rate \$	2017 Rate \$	2018 Rate \$	% Change Over 2017	% Change Over 2016	Effective Date	2018 Revenue (\$000)
Tax Sales Fees							
Municipal Tax Sale: Step 1	1,315.00	1,340.00	1,367.00	2.0%	4.0%	01-Jan-18	
Municipal Tax Sale: Step 2	397.00	405.00	413.00	2.0%	4.0%	01-Jan-18	
Extension Agreement	794.00	810.00	826.00	2.0%	4.0%	01-Jan-18	
Survey	Actual cost	Actual cost	Actual cost	0.0%	0.0%	01-Jan-18	
Sale of Land by Tender Process							
Expenses for Tax Sale Proceedings	794.00	850.00	867.00	2.0%	9.2%	01-Jan-18	
After Tender Opening: Mailing Costs	276.00	281.00	287.00	2.1%	4.0%	01-Jan-18	
After Tender Opening: Registration	397.00	405.00	413.00	2.0%	4.0%	01-Jan-18	
After Tender Opening: Distribution of Sale	397.00	405.00	413.00	2.0%	4.0%	01-Jan-18	
Tender Package Purchase	40.00	41.00	42.00	2.4%	5.0%	01-Jan-18	
Advertising Costs	Actual cost	Actual cost	Actual cost	0.0%	0.0%	01-Jan-18	
Legal Cost	Actual cost	Actual cost	Actual cost	0.0%	0.0%	01-Jan-18	
Collection Fees							
Collection Handling Fee	36.00	40.00	42.00	5.0%	16.7%	01-Jan-18	
Private Collection Agency Fee Recovery	Actual %	Actual %	Actual %	0.0%	0.0%	01-Jan-18	
Account Statement Fee: Accounts Receivable	-	37.00	38.00	0.0 %	0.0 %	01-Jan-18	
Additions to Tax Roll	36.00	42.00	43.00	2.4 %	19.4 %	01-Jan-18	
Registered Letter for Arrears on Tax Account	36.00	40.00	42.00	5.0%	16.7%	01-Jan-18	
Corporate Accounts Receivable Interest	1.25% Compounded per month	1.25% Compounded per month	1.25% Compounded per month	0.0%	0.0%	01-Jan-18	
Total Departmental							-190

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

	2016	2017		2018	\$ Change over 2017 Budget
	Actual	Forecast	Budget	Estimate	
Expenditures by Program					
Corporate Finance	20,856	20,531	20,531	20,986	455
Gross Expenditure	20,856	20,531	20,531	20,986	455
Recoveries & Allocations	-1,172	-1,107	-1,107	-1,107	0
Revenue	0	0	0	0	0
Net Requirement	19,684	19,424	19,424	19,879	455
Expenditures by Type					
Salaries, Wages & Benefits	20,099	19,873	19,873	20,328	455
Overtime	105	71	71	71	0
Material & Services	464	420	420	420	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	188	167	167	167	0
Gross Expenditures	20,856	20,531	20,531	20,986	455
Recoveries & Allocations	-1,172	-1,107	-1,107	-1,107	0
Net Expenditure	19,684	19,424	19,424	19,879	455
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	19,684	19,424	19,424	19,879	455
Full Time Equivalents			209.22	209.22	0.00

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

	2016	2017		2018	\$ Change over 2017 Budget
	Actual	Forecast	Budget	Estimate	
Expenditures by Program					
Supply Services	6,535	6,380	6,350	6,590	240
Gross Expenditure	6,535	6,380	6,350	6,590	240
Recoveries & Allocations	-1,611	-1,525	-1,525	-1,525	0
Revenue	-535	-630	-450	-450	0
Net Requirement	4,389	4,225	4,375	4,615	240
Expenditures by Type					
Salaries, Wages & Benefits	6,303	6,154	6,124	6,364	240
Overtime	8	7	7	7	0
Material & Services	164	158	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	60	61	61	61	0
Gross Expenditures	6,535	6,380	6,350	6,590	240
Recoveries & Allocations	-1,611	-1,525	-1,525	-1,525	0
Net Expenditure	4,924	4,855	4,825	5,065	240
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	-535	-630	-450	-450	0
Fines	0	0	0	0	0
Other	0	0	0	0	0
Total Revenue	-535	-630	-450	-450	0
Net Requirement	4,389	4,225	4,375	4,615	240
Full Time Equivalents			64.99	64.99	0.00

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

	2016	2017		2018	\$ Change over 2017 Budget
	Actual	Forecast	Budget	Estimate	
Expenditures by Program					
Office of the CIO	1,207	335	335	341	6
Network Operations	11,691	12,782	12,407	13,597	1,190
Frontline Services	14,477	14,112	13,939	13,985	46
Applications Management	16,948	15,854	15,884	16,160	276
SAP Solutions	6,979	6,634	6,709	7,143	434
Technology Security	2,448	2,523	2,048	2,696	648
Technology Modernization	7,083	3,582	3,584	4,378	794
Technology Project Management	2,420	2,478	2,599	2,852	253
Technology Solutions	1,413	2,373	2,709	2,782	73
Gross Expenditure	64,666	60,673	60,214	63,934	3,720
Recoveries & Allocations	-5,931	-4,774	-4,215	-4,215	0
Revenue	0	0	0	0	0
Net Requirement	58,735	55,899	55,999	59,719	3,720
Expenditures by Type					
Salaries, Wages & Benefits	37,311	31,100	32,706	33,381	675
Overtime	0	309	309	309	0
Material & Services	27,254	29,203	27,139	30,184	3,045
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	101	61	60	60	0
Gross Expenditures	64,666	60,673	60,214	63,934	3,720
Recoveries & Allocations	-5,931	-4,774	-4,215	-4,215	0
Net Expenditure	58,735	55,899	55,999	59,719	3,720
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	58,735	55,899	55,999	59,719	3,720
Full Time Equivalents			296.00	296.00	0.00

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

	2016	2017		2018	\$ Change over 2017 Budget
	Actual	Forecast	Budget	Estimate	
Expenditures by Program					
Director's Office	295	312	312	320	8
Realty Services	7,924	7,857	7,857	7,876	19
Realty Initiatives & Development	5,455	6,304	6,404	6,427	23
Gross Expenditure	13,674	14,473	14,573	14,623	50
Recoveries & Allocations	-4,750	-4,605	-4,705	-4,705	0
Revenue	-311	-289	-289	-299	-10
Net Requirement	8,613	9,579	9,579	9,619	40
Expenditures by Type					
Salaries, Wages & Benefits	5,362	5,373	5,373	5,423	50
Overtime	0	27	27	27	0
Material & Services	3,409	4,668	4,768	4,768	0
Transfers/Grants/Financial Charges	4,085	4,161	4,161	4,161	0
Fleet Costs	0	0	0	0	0
Program Facility Costs	0	0	0	0	0
Other Internal Costs	818	244	244	244	0
Gross Expenditures	13,674	14,473	14,573	14,623	50
Recoveries & Allocations	-4,750	-4,605	-4,705	-4,705	0
Net Expenditure	8,924	9,868	9,868	9,918	50
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	-311	-289	-289	-299	-10
Fines	0	0	0	0	0
Other	0	0	0	0	0
Total Revenue	-311	-289	-289	-299	-10
Net Requirement	8,613	9,579	9,579	9,619	40
Full Time Equivalents			45.50	45.50	0.00

City of Ottawa
Corporate Services Department
Corporate Real Estate Office - User Fees

	2016 Rate \$	2017 Rate \$	2018 Rate \$	% Change Over 2017	% Change Over 2016	Effective Date	2018 Revenue (\$000)
Real Estate Agreements							
Lease agreements	1,040.00	1,061.00	1,082.00	2%	4%	01-Jan-18	
Lease Assignment Amendment	520.00	530.00	541.00	2%	4%	01-Jan-18	
Lease Renewal Agreements	520.00	530.00	541.00	2%	4%	01-Jan-18	
Licence of Occupation Agreements	1,040.00	1,061.00	1,082.00	2%	4%	01-Jan-18	
Licence Assignment	520.00	530.00	541.00	2%	4%	01-Jan-18	
Licence Renewal	520.00	530.00	541.00	2%	4%	01-Jan-18	
Consent to Enter Agreements	260.00	265.00	270.00	2%	4%	01-Jan-18	
Reconveyance of Dedicated Road Widening requirements	520.00	530.00	541.00	2%	4%	01-Jan-18	
Cost of Negotiation of off-site management agreement	1,560.00	1,591.00	1,623.00	2%	4%	01-Jan-18	
Cost of Negotiation fee	1,560.00	1,591.00	1,623.00	2%	4%	01-Jan-18	
Cost of appraisal	actual cost	actual cost	actual cost	n/a	n/a	01-Jan-18	
Cost of appraisal admin fee	1,560.00	1,591.00	1,623.00	2%	4%	01-Jan-18	
Cost of survey	actual cost	actual cost	actual cost	n/a	n/a	01-Jan-18	
Cost of survey admin fee	1,560.00	1,591.00	1,623.00	2%	4%	01-Jan-18	
Recovery of actual costs relating to real estate operations	actual cost	actual cost	actual cost	n/a	n/a	01-Jan-18	
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-18	
Total Departmental							-10

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

	2016	2017		2018	\$ Change over 2017 Budget
	Actual	Forecast	Budget	Estimate	
Corporate Human Resource Provision					
Expenditure					
Sick Leave Banks	2,319	4,920	4,920	3,020	-1,900
Retiree Costs	5,056	3,254	5,354	2,700	-2,654
Employee Benefits	942	1,128	1,128	1,128	0
Benefit Adjustments	30	75	75	75	0
Net Corp HR Provision Requirement	8,347	9,377	11,477	6,923	-4,554
Capital Formation Costs					
Expenditure					
Contribution to City Wide Capital Reserves	80,704	100,833	100,833	108,054	7,221
Contribution to Gas Tax Reserve Fund	88,080	89,030	89,030	90,637	1,607
Transfer to CW Capital from Endowment Earnings	13,000	0	13,000	13,000	0
Transfer to CW Capital from OCLDC	0	5,000	5,000	5,000	0
Transfer to CW Capital from Sale of Surplus Land	1,259	1,500	1,500	1,500	0
Transfer to Environmental Lands Reserve	0	200	200	0	-200
City Wide Debt Charges	87,582	89,347	89,347	91,847	2,500
100 Constellation Lease	6,528	6,413	6,413	6,413	0
Net Expenditure	277,153	292,323	305,323	316,451	11,128
Revenue					
Contribution from City Wide Capital Reserves	-13,300	-1,800	-1,800	0	1,800
One time contribution from Child Care Reserve	0	0	0	0	0
Gas Tax Receipts	-88,080	-89,031	-89,031	-90,638	-1,607
Endowment Fund Earnings	-13,000	0	-13,000	-13,000	0
Ottawa Lands Development Corp (OCLDC)	0	-19,875	-5,000	-5,000	0
Sale of Surplus Land	-1,259	-1,500	-1,500	-1,500	0
City Wide Debt Charge Funding	-10,797	-10,764	-10,764	-10,764	0
Total Revenue	-126,436	-122,970	-121,095	-120,902	193
Net Capital Formation Costs Requirement	150,717	169,353	184,228	195,549	11,321

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

	2016	2017		2018	\$ Change over 2017 Budget
	Actual	Forecast	Budget	Estimate	
Corporate Common Expenditures					
Expenditure					
Contribution to Election Expense Reserve	2,176	2,206	2,206	2,206	0
One-Time & Unforeseen Provision	0	1,885	3,350	1,316	-2,034
Financial Charges & Other	3,189	929	3,429	3,811	382
Gross Expenditure	5,365	5,020	8,985	7,333	-1,652
Recoveries & Allocations - Water/Sewer	-18,777	-23,383	-23,383	-23,413	-30
Net Expenditure	-13,412	-18,363	-14,398	-16,080	-1,682
Net Corporate Common Expenditures Requirement	-13,412	-18,363	-14,398	-16,080	-1,682
Corporate Common Revenues					
Expenditure					
Investment Income	326	326	326	326	0
Provincial Offences Act	160	137	137	137	0
Net Expenditure	799	463	463	463	0
Revenue					
Penalty & Interest	-16,365	-16,259	-14,059	-14,339	-280
Investment Income	-17,802	-15,106	-14,106	-15,006	-900
Hydro Ottawa Dividends	-19,400	-20,600	-20,000	-20,000	0
Provincial Offences Act	-12,591	-12,907	-12,907	-12,907	0
Rideau Carleton Raceway	-4,733	-5,600	-5,600	-5,600	0
Lottery Fees	-845	-904	-1,004	-1,004	0
Other Miscellaneous Revenue	-4,010	-2,759	-2,759	-2,759	0
Total Revenue	-75,746	-74,135	-70,435	-71,615	-1,180
Net Corporate Common Revenues Requirement	-74,947	-73,672	-69,972	-71,152	-1,180

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

	2016	2017		2018	\$ Change over 2017 Budget
	Actual	Forecast	Budget	Estimate	
Tax Related Expenditures and Revenues					
Expenditure					
Tax Rebates & Remissions	49,476	42,942	29,842	29,842	0
Municipal Property Assessment Corp	13,394	13,377	13,377	13,657	280
Net Expenditure	62,870	56,319	43,219	43,499	280
Revenue					
Supplemental Assessment	-27,577	-23,434	-20,434	-20,434	0
Payments-in-Lieu Taxation	-187,069	-180,248	-187,248	-182,573	4,675
Public Institutions	-6,325	-6,361	-6,361	-6,361	0
Property Tax Revenue	-1,464,089	-1,518,937	-1,518,937	-1,575,438	-56,501
Total Revenue	-1,685,060	-1,728,980	-1,732,980	-1,784,806	-51,826
Net Tax Related Expenditures and Revenues	-1,622,190	-1,672,661	-1,689,761	-1,741,307	-51,546
Total Net Requirement	-1,551,485	-1,585,966	-1,578,426	-1,626,067	-47,641

City Of Ottawa
2018 Draft Capital Budget
Finance & Economic Development Committee
Capital Funding Summary
In Thousands (\$000's)

Project Description	Revenues	Capital Reserve Fund	Gas Tax	Development Charges	Debt Funding	Grand Total
General Government						
Renewal of City Assets						
908924 2018 Buildings-General Government	-	2,065	-	-	-	2,065
Renewal of City Assets Total	-	2,065	-	-	-	2,065
Strategic Initiatives						
908935 2018 Accessibility - General Government	-	340	-	-	-	340
Strategic Initiatives Total	-	340	-	-	-	340
General Government Total	-	2,405	-	-	-	2,405
Information Technology						
Renewal of City Assets						
908655 Microsoft Upgrade	96	7,101	-	-	-	7,197
908875 Technology Infrastructure - 2018	-	4,725	-	-	-	4,725
Renewal of City Assets Total	96	11,826	-	-	-	11,922
Information Technology Total	96	11,826	-	-	-	11,922
Real Estate Partnerships & Development						
Strategic Initiatives						
909154 Accommodation Fit-Ups and Renovations	0	500	0	0	0	500
Strategic Initiatives Total	0	500	0	0	0	500
Real Estate Partnerships & Development Total	-	500	-	-	-	500
Service Ottawa						
Strategic Initiatives						
908388 Digital Service Strategy & Implementation	-	1,200	-	-	-	1,200
Strategic Initiatives Total	-	1,200	-	-	-	1,200
Service Ottawa Total	-	1,200	-	-	-	1,200

City Of Ottawa
2018 Draft Capital Budget
Finance & Economic Development Committee
Capital Funding Summary
In Thousands (\$000's)

Project Description	Revenues	Capital Reserve Fund	Gas Tax	Development Charges	Debt Funding	Grand Total
Transit Services						
Growth						
907926 Stage 2 LRT-Preliminary Plan-Procurement	40,000	70	-	4,030	15,900	60,000
Growth Total	40,000	70	-	4,030	15,900	60,000
Transit Services Total	40,000	70	-	4,030	15,900	60,000
Grand Total	40,096	16,001	-	4,030	15,900	76,027