

**2020 Operating Budget Corporate Summary - Elected Officials, Office of the Auditor General**

Thousands of dollars (\$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	12,453	0	12,453	12,295	0	12,295	158	0	158
Office of the City Auditor General	2,096	0	2,096	2,036	0	2,036	60	0	60
<b>Total Elected Officials and Office of the Auditor General</b>	<b>14,549</b>	<b>0</b>	<b>14,549</b>	<b>14,331</b>	<b>0</b>	<b>14,331</b>	<b>218</b>	<b>0</b>	<b>218</b>

No significant variance to report.

**2020 Operating Budget Corporate Summary - City Clerk's Office**

Thousands of dollars (\$000)

	Budget			Actual			Surplus/(Deficit)		
	Annual Expense	Annual Revenue	Annual Net	Annual Expense	Annual Revenue	Annual Net	Annual Expense	Annual Revenue	Annual Net
City Clerk	460	0	460	508	0	508	(48)	0	(48)
Policy & Technical Solution Services	4,020	0	4,020	4,291	0	4,291	(271)	0	(271)
Protocol	1,251	0	1,251	892	0	892	359	0	359
Legislative Services	9,502	(9)	9,493	9,454	(2)	9,452	48	(7)	41
French Language Services	4,736	(1,019)	3,717	5,496	(1,590)	3,906	(760)	571	(189)
<b>Total City Clerk</b>	<b>19,969</b>	<b>(1,028)</b>	<b>18,941</b>	<b>20,641</b>	<b>(1,592)</b>	<b>19,049</b>	<b>(672)</b>	<b>564</b>	<b>(108)</b>

No significant variance to report.

**2020 Operating Budget Corporate Summary - Transportation Services Department**

Thousands of dollars (\$000)

	Budget			Actual			Surplus/(Deficit)		
	Annual Expense	Annual Revenue	Annual Net	Annual Expense	Annual Revenue	Annual Net	Annual Expense	Annual Revenue	Annual Net
Rail Construction Program Service	5	-5	0	0	0	0	5	(5)	0
Traffic Services	54,563	(1,932)	52,631	52,256	(1,245)	51,011	2,307	(687)	1,620
Transportation Planning	4,436	(55)	4,381	4,433	(55)	4,378	3	0	3
<b>Total Transportation Services Department</b>	<b>59,004</b>	<b>(1,992)</b>	<b>57,012</b>	<b>56,689</b>	<b>(1,300)</b>	<b>55,389</b>	<b>2,315</b>	<b>(692)</b>	<b>1,623</b>

Surplus is mainly attributable to Traffic Services' compensation savings from vacant positions, and cost savings from fewer than planned Red Light Camera installations, partially offset by expenses related to the implementation of the Automatic Speed Enforcement Program.

**2020 Operating Budget Corporate Summary - Community and Social Services Department**

Thousands of dollars (\$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	409	0	409	414	0	414	(5)	0	(5)
Business Support Services	3,276	0	3,276	3,339	(111)	3,228	(63)	111	48
Employment and Social Services	259,428	(229,959)	29,469	224,178	(196,907)	27,271	35,250	(33,052)	2,198
Children's Services	164,002	(146,079)	17,923	163,788	(146,092)	17,696	214	13	227
Long Term Care	77,091	(53,238)	23,853	91,820	(68,522)	23,298	(14,729)	15,284	555
Housing Services	179,969	(68,866)	111,103	224,155	(111,573)	112,582	(44,186)	42,707	(1,479)
Partner & Stakeholder Initiatives	28,029	0	28,029	27,179	(676)	26,503	850	676	1,526
Social Policy, Research and Analytics	590	0	590	639	(20)	619	(49)	20	(29)
<b>Total Community and Social Services Department</b>	<b>712,794</b>	<b>(498,142)</b>	<b>214,652</b>	<b>735,512</b>	<b>(523,901)</b>	<b>211,611</b>	<b>(22,718)</b>	<b>25,759</b>	<b>3,041</b>

Surplus results from lower demand for employment-related expense benefits, delays in programs in Partner and Stakeholder initiatives, due to resources being prioritized for pandemic response and higher provincial recoveries for housing services, emergency childcare and long-term care. These surpluses are offset by a deficit in Housing Services related to the increase of emergency shelters.

**2020 Operating Budget Corporate Summary - Public Works & Environmental Services**

Thousands of dollars (\$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	210	0	210	335	0	335	(125)	0	(125)
Business and Technical Services Branch	10,916	(34)	10,882	10,827	(69)	10,758	89	35	124
Parks	38,543	(316)	38,227	38,340	(290)	38,050	203	(26)	177
Forestry Services	19,204	(251)	18,953	17,598	1,197	18,795	1,606	(1,448)	158
Solid Waste Services - Tax	48,692	(18,175)	30,517	52,520	(22,331)	30,189	(3,828)	4,156	328
Solid Waste Services - Rate	34,927	(39,906)	(4,979)	35,840	(39,705)	(3,865)	(913)	(201)	(1,114)
Parking Services	16,863	(16,852)	11	16,852	(16,852)	0	11	0	11
Roads Services	118,902	(1,146)	117,756	118,940	(2,323)	116,617	(38)	1,177	1,139
<b>Total Public Works &amp; Environmental Services</b>	<b>288,257</b>	<b>(76,680)</b>	<b>211,577</b>	<b>291,252</b>	<b>(80,373)</b>	<b>210,879</b>	<b>(2,995)</b>	<b>3,693</b>	<b>698</b>

Road Services has surplus in revenues from the Rideau Valley Conservation Authority for the Rideau River Ice Control and a small surplus in contracted costs and materials resulting from reduced winter maintenance activities. Solid Waste has a net deficit of \$786 thousand due to increased compensation, contract and equipment costs associated demand increases with waste, recycling and green bin collection and offset by increased soil revenues from LRT and other construction projects and increased Resource Productivity and Recovery Authority Provincial funding.

**2020 Operating Budget Corporate Summary - City Manager's Office**

Thousands of dollars (\$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>2,135</b>	<b>0</b>	<b>2,135</b>	<b>1,995</b>	<b>0</b>	<b>1,995</b>	<b>140</b>	<b>0</b>	<b>140</b>

No significant variance to report.

**2020 Operating Budget Corporate Summary - Emergency & Protective Services**

Thousands of dollars (\$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 Office	406	0	406	692	0	692	(286)	0	(286)
Business Support Services	3,982	0	3,982	3,601	(66)	3,535	381	66	447
Security and Emergency Management	8,523	(270)	8,253	8,160	(526)	7,634	363	256	619
Fire Services	168,856	(1,208)	167,648	169,580	(1,775)	167,805	(724)	567	(157)
Paramedic Service	108,353	(64,568)	43,785	117,664	(70,286)	47,378	(9,311)	5,718	(3,593)
By-law & Regulatory Services	23,097	(29,467)	(6,370)	22,428	(29,192)	(6,764)	669	(275)	394
Public Policy Development	784	0	784	976	0	976	(192)	0	(192)
<b>Total Emergency &amp; Protective Services</b>	<b>314,001</b>	<b>(95,513)</b>	<b>218,488</b>	<b>323,101</b>	<b>(101,845)</b>	<b>221,256</b>	<b>(9,100)</b>	<b>6,332</b>	<b>(2,768)</b>

The department's net deficit is mainly attributable to a reimbursement of a 2019 related Provincial surplus of \$3.8 million in funding to the Province for Paramedic Services and increased departmental Workplace Safety and Insurance Board costs, partially offset by compensation and discretionary spending savings, fleet cost savings and increased revenues for Community Paramedicine Agreements and Provincial funding for a Neonatal Transport Program.

**2020 Operating Budget Corporate Summary - Recreation, Cultural and Facility Services**

Thousands of dollars (\$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	1,493	(540)	953	5,345	(18,162)	(12,817)	(3,852)	17,622	13,770
Community Recreation & Cultural Programs	110,135	(51,193)	58,942	85,528	(16,933)	68,595	24,607	(34,260)	(9,653)
CW Programs, Aquatics and Specialized Services	34,446	(13,397)	21,049	26,767	(4,443)	22,324	7,679	(8,954)	(1,275)
Parks & Facilities Planning	2,152	(485)	1,667	1,968	(363)	1,605	184	(122)	62
Business & Technical Support Services	24,848	(2,003)	22,845	23,685	(1,170)	22,515	1,163	(833)	330
Facility Operations Services	33,667	(2,231)	31,436	35,442	(1,727)	33,715	(1,775)	(504)	(2,279)
<b>Total Recreation, Cultural and Facility Services</b>	<b>206,741</b>	<b>(69,849)</b>	<b>136,892</b>	<b>178,735</b>	<b>(42,798)</b>	<b>135,937</b>	<b>28,006</b>	<b>(27,051)</b>	<b>955</b>

The department's net surplus of \$955 thousand is mainly due to reduced expenditures as a result of part-time staff placed on emergency leave, facility closures and savings from discretionary spending plus increased HST rebates in relation to prior years were offset by revenue losses from recreational programs, facility rentals and advertising and sponsorship.



**2020 Operating Budget Corporate Summary - Finance Services Department**

Thousands of dollars (\$000)

	Budget			Actual			Surplus/(Deficit)		
	Annual Expense	Annual Revenue	Annual Net	Annual Expense	Annual Revenue	Annual Net	Annual Expense	Annual Revenue	Annual Net
Chief Financial Officer/City Treasurer	459	0	459	435	0	435	24	0	24
Business Support Services	2,059	0	2,059	1,734	0	1,734	325	0	325
Revenue Services	14,182	(6,257)	7,925	13,224	(6,913)	6,311	958	656	1,614
Corporate Finance	15,137	0	15,137	14,575	0	14,575	562	0	562
Payroll, Pensions & Benefits	6,858	0	6,858	6,642	0	6,642	216	0	216
<b>Total Finance Services Department</b>	<b>38,695</b>	<b>(6,257)</b>	<b>32,438</b>	<b>36,610</b>	<b>(6,913)</b>	<b>29,697</b>	<b>2,085</b>	<b>656</b>	<b>2,741</b>

Expenditure savings due to vacancies, various discretionary expenditure savings, and additional revenues associated with water and tax billing services contributed to the overall department surplus.

**2020 Operating Budget Corporate Summary - Planning, Infrastructure & Economic Development**

Thousands of dollars (\$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	318	0	318	422	0	422	(104)	0	(104)
Right of Way, Heritage and Urban Design	12,792	(12,255)	537	12,787	(13,852)	(1,065)	5	1,597	1,602
Infrastructure Services	7,213	(16)	7,197	7,734	(68)	7,666	(521)	52	(469)
Planning Services	11,747	(11,040)	707	10,756	(12,585)	(1,829)	991	1,545	2,536
Building Code Services	27,541	(27,981)	(440)	25,135	(25,738)	(603)	2,406	(2,243)	163
Economic Development and Long-Range Planning	15,664	(4)	15,660	14,575	(243)	14,332	1,089	239	1,328
Business Support Services	2,662	0	2,662	2,314	(3)	2,311	348	3	351
Corporate Real Estate Office	10,363	(319)	10,044	8,266	(219)	8,047	2,097	(100)	1,997
<b>Total Planning, Infrastructure &amp; Economic Development Department</b>	<b>88,300</b>	<b>(51,615)</b>	<b>36,685</b>	<b>81,989</b>	<b>(52,708)</b>	<b>29,281</b>	<b>6,311</b>	<b>1,093</b>	<b>7,404</b>

Expenditure savings due to one-time financial mitigation strategies implemented in 2020 from discretionary spending and staffing pause, increased revenues from inspection, temporary encroachment, pool enclosure, and development fees.

**2020 Operating Budget Corporate Summary - Innovative Client Services**

Thousands of dollars (\$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	561	0	561	621	0	621	(60)	0	(60)
Business Support Services	2,904	0	2,904	2,143	0	2,143	761	0	761
Service Transformation	3,572	0	3,572	3,039	0	3,039	533	0	533
Public Information & Media Relations	4,069	0	4,069	3,930	0	3,930	139	0	139
Human Resources	17,192	(765)	16,427	17,001	(765)	16,236	191	0	191
Service Ottawa	14,570	(1,304)	13,266	12,864	(770)	12,094	1,706	(534)	1,172
Supply Services	5,454	(785)	4,669	6,739	(2,087)	4,652	(1,285)	1,302	17
Information Technology Services	67,290	0	67,290	69,044	(1,945)	67,099	(1,754)	1,945	191
Fleet Services	4,258	(549)	3,709	4,437	(720)	3,717	(179)	171	(8)
Legal Services	9,504	0	9,504	10,014	(26)	9,988	(510)	26	(484)
<b>Total Innovative Client Services Department</b>	<b>129,374</b>	<b>(3,403)</b>	<b>125,971</b>	<b>129,832</b>	<b>(6,313)</b>	<b>123,519</b>	<b>(458)</b>	<b>2,910</b>	<b>2,452</b>

Surplus is attributed to compensation savings from vacancies, discretionary spending, reductions in language training/testing, cancelled training from the Learning Centre, partially offset by increased legal fees.

**2020 Operating Budget Corporate Summary - Non-Departmental - Capital Formation Costs**

Thousands of dollars (\$000)

	Budget			Actual			Surplus/(Deficit)		
	Annual Expense	Annual Revenue	Annual Net	Annual Expense	Annual Revenue	Annual Net	Annual Expense	Annual Revenue	Annual Net
Corporate Benefit Provisions	6,723	0	6,723	6,723	0	6,723	0	0	0
Contributions to/from Capital Reserve Fund	128,597	0	128,597	128,597	0	128,597	0	0	0
Contributions to/from Tax Stabilization Reserve	15,812	(4,880)	10,932	15,812	(4,880)	10,932	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	5,008	(5,008)	0	(8)	8	0
Sale of Surplus Land	1,500	(1,500)	0	6,625	(6,625)	0	(5,125)	5,125	0
Debt Charges	91,387	(11,060)	80,327	90,957	(11,027)	79,930	430	(33)	397
Ray Friel	1,111	(709)	402	1,103	(709)	394	8	0	8
Contribution to Environmental Land Reserve	0	0	0	0		0	0	0	0
100 Constellation Lease	6,413	0	6,413	6,411	0	6,411	2	0	2
<b>Total Capital Formation Costs</b>	<b>262,820</b>	<b>(36,149)</b>	<b>226,671</b>	<b>267,513</b>	<b>(41,249)</b>	<b>226,264</b>	<b>(4,693)</b>	<b>5,100</b>	<b>407</b>

No significant variance to report.

## 2020 Operating Budget Corporate Summary - Non-Departmental - Corporate Common Expenditures and Revenues

Thousands of dollars (\$000)

	Budget			Actual			Surplus/(Deficit)		
	Annual Expense	Annual Revenue	Annual Net	Annual Expense	Annual Revenue	Annual Net	Annual Expense	Annual Revenue	Annual Net
Financial Charges	11,105	0	11,105	9,532	(3,012)	6,520	1,573	3,012	4,585
CW Cost Allocations	(58,397)	0	(58,397)	(58,397)	0	(58,397)	0	0	0
<b>Total Corporate Common Expenditures</b>	<b>(47,292)</b>	<b>0</b>	<b>(47,292)</b>	<b>(48,865)</b>	<b>(3,012)</b>	<b>(51,877)</b>	<b>1,573</b>	<b>3,012</b>	<b>4,585</b>
Automated Speed Enforcement	0	0	0	3	(2,556)	(2,553)	(3)	2,556	2,553
Penalty & Interest	0	(16,904)	(16,904)	321	(17,699)	(17,378)	(321)	795	474
Investment Income	326	(19,887)	(19,561)	326	(18,727)	(18,401)	0	(1,160)	(1,160)
Hydro Ottawa Dividends	0	(20,000)	(20,000)	2,600	(22,600)	(20,000)	(2,600)	2,600	0
Provincial Offences Act	137	(4,757)	(4,620)	233	(5,755)	(5,522)	(96)	998	902
Red Light Camera	0	(9,925)	(9,925)	0	(9,925)	(9,925)	0	0	0
Rideau Carleton Raceway	0	(5,600)	(5,600)	0	(5,600)	(5,600)	0	0	0
Lottery Fees	0	(1,004)	(1,004)	0	(1,004)	(1,004)	0	0	0
Municipal Accommodation Tax	18,000	(18,750)	(750)	5,250	(6,000)	(750)	12,750	(12,750)	0
Other Miscellaneous Revenue	0	(3,843)	(3,843)	0	(3,872)	(3,872)	0	29	29
<b>Total Corporate Common Revenue</b>	<b>18,463</b>	<b>(100,670)</b>	<b>(82,207)</b>	<b>8,733</b>	<b>(93,738)</b>	<b>(85,005)</b>	<b>9,730</b>	<b>(6,932)</b>	<b>2,798</b>

Surplus is attributed to lower financial charges in relation to cost of new debt, merchant fees and bank charges, plus the newly implemented pilot Automated Speed Enforcement (ASE) program that began issuing fines in July 2020. It is also due to higher Provincial Offences Act revenues due to the increased number of tickets issued. This is partially offset by lower investment income due to lower rates of return on investments.

## 2020 Operating Budget Corporate Summary - Non-Departmental - Tax Related Expenses and Revenues

Thousands of dollars (\$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	(18,923)	(18,923)	0	(21,783)	(21,783)	0	2,860	2,860
Payment-in-lieu of Taxation	0	(111,080)	(111,080)	0	(111,573)	(111,573)	0	493	493
Public Institutions	0	(4,593)	(4,593)	0	(4,479)	(4,479)	0	(114)	(114)
Tax Rebates & Remissions	15,729	0	15,729	23,139	0	23,139	(7,410)	0	(7,410)
Property Assessment	8,945	0	8,945	9,039	0	9,039	(94)	0	(94)
Property Tax Revenue	0	(1,088,082)	(1,088,082)	0	(1,089,958)	(1,089,958)	0	1,876	1,876
<b>Total Tax Related Exp &amp; Revenue</b>	<b>24,674</b>	<b>(1,222,678)</b>	<b>(1,198,004)</b>	<b>32,178</b>	<b>(1,227,793)</b>	<b>(1,195,615)</b>	<b>(7,504)</b>	<b>5,115</b>	<b>(2,389)</b>

The net deficit is due to the settlement of multiple year property appeals at the end of the tax cycle resulting in higher tax remission expenditures offset by supplementary assessment revenues that were higher than projected due to a higher number of residential properties being added to the property assessment base.

## 2020 Operating Budget Corporate Summary - External Boards, Commissions and Agencies

Thousands of dollars (\$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	1,109	0	1,109	1,086	0	1,086	23	0	23
Committee of Adjustment	1,450	(1,450)	0	1,190	(1,220)	(30)	260	(230)	30
Public Health	74,367	(50,706)	23,661	90,038	(66,377)	23,661	(15,671)	15,671	0
Conservation Authority	12,990	(12,990)	0	13,110	(13,237)	(127)	(120)	247	127
Transit Services	731,110	(731,110)	0	712,929	(699,744)	13,185	18,181	(31,366)	(13,185)
Police Services	364,062	(364,062)	0	365,163	(364,056)	1,107	(1,101)	(6)	(1,107)
Library Services	54,986	(54,985)	1	47,788	(54,008)	(6,220)	7,198	(977)	6,221
<b>Total External Boards, Commissions and Agencies</b>	<b>1,240,074</b>	<b>(1,215,304)</b>	<b>24,770</b>	<b>1,231,304</b>	<b>(1,198,642)</b>	<b>32,662</b>	<b>8,770</b>	<b>(16,662)</b>	<b>(7,892)</b>

Transit Services: OC Transpo operations, under the Transit Commission mandate, ended the year in a \$11.096 million deficit attributable to O-Train Service mitigation costs, reduced revenues due to a fare freeze as mandated by Council, non-recoverable COVID-19 costs, higher liability claims and a \$2.089 million allocation to the business area from the various taxation related accounts. This was offset by operational savings which resulted in the overall Transit deficit to \$13.185 million.

Police Services: The Police Services deficit is mainly attributed by the various Police taxation accounts that were allocated to the business area. This deficit is then funded by the Tax Stabilization Reserve.

Library Services: This surplus is mainly driven by part-time staff placed on emergency leave due to facility closures that resulted in lower compensation, facility operation and discretionary spending partially offset by related revenue losses. Once the various Library taxation related accounts are allocated to the business area the result is an overall \$6.22 million surplus that will be contributed to the Library Reserve and the new Ottawa Public Library and Library and Archives Canada Joint Facility.

## 2020 Operating Budget Corporate Summary - Rate Supported Programs

Thousands of dollars (\$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	188,478	(188,478)	0	183,834	(188,193)	(4,359)	4,644	(285)	4,359
Wastewater Services	156,197	(156,197)	0	153,555	(153,361)	194	2,642	(2,836)	(194)
Stormwater Services	57,458	(57,458)	0	59,454	(59,018)	436	(1,996)	1,560	(436)
<b>Total Rate Supported Program</b>	<b>402,133</b>	<b>(402,133)</b>	<b>0</b>	<b>396,843</b>	<b>(400,572)</b>	<b>(3,729)</b>	<b>5,290</b>	<b>(1,561)</b>	<b>3,729</b>

Water: Surplus mainly due to vacancies, savings in utility costs, lower debt servicing costs and reduced repair costs as a result of fewer water main breaks due to a mild winter. This was partially offset with decreased revenues due to a shift of consumption between tiers.

Wastewater: Deficit mainly due to decreased revenues due to a shift of consumptions between tiers offset by lower wastewater maintenance as focus was shifted to stormwater systems.

Stormwater: Deficit mainly driven by increased maintenance on the stormwater system offset by higher revenues due to higher growth on the number of properties.