



Draft **BUDGET 2020**

An affordable approach for
responsible growth, mobility
and housing

Finance and Economic Development
Committee

Tabled November 6, 2019

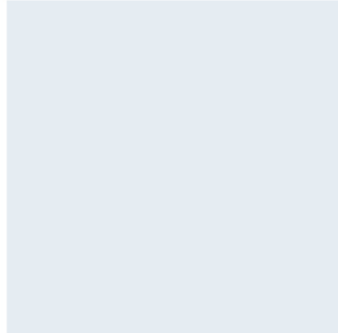


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Elected Officials

2020 Service Area Summary

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

Programs/Services Offered

Support the Statutory Role of Council:

- Represent the public and consider the well-being and interests of the municipality
- Develop and evaluate policies and programs and determine which services the municipality provides
- Maintain the financial integrity of the municipality
- Administrative and controllership policies to implement decisions of Council, and
- Accountability and transparency of City's operations including the activities of senior management

Support the Statutory Role of the Mayor:

- Preside over Council meetings to ensure business is carried out efficiently and effectively
- Provide information and recommendations to Council with respect to the role of Council concerning its administrative and controllership policies as well as the accountability and transparency of the City's operations; and
- Uphold and promote purposes of the municipality as a representative of the municipality locally, nationally and internationally

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

	2018	2019		2020	\$ Change over 2019 Budget
	Actual	Forecast	Budget	Estimate	
Expenditures by Program					
Mayor's Office	912	880	880	895	15
Constituency Services & Administration	12,247	10,928	11,828	12,058	230
Provision for Surplus	0	0	-500	-500	0
Gross Expenditure	13,159	11,808	12,208	12,453	245
Recoveries & Allocations	-450	0	0	0	0
Revenue	0	0	0	0	0
Net Requirement	12,709	11,808	12,208	12,453	245
Expenditures by Type					
Salaries, Wages & Benefits	10,939	10,342	10,742	10,987	245
Overtime	88	0	0	0	0
Material & Services	1,456	1,280	1,280	1,280	0
Transfers/Grants/Financial Charges	103	0	0	0	0
Fleet Costs	0	0	0	0	0
Program Facility Costs	0	0	0	0	0
Other Internal Costs	573	186	186	186	0
Gross Expenditures	13,159	11,808	12,208	12,453	245
Recoveries & Allocations	-450	0	0	0	0
Net Expenditure	12,709	11,808	12,208	12,453	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	0	0	0	0	0
Fines	0	0	0	0	0
Other	0	0	0	0	0
Total Revenue	0	0	0	0	0
Net Requirement	12,709	11,808	12,208	12,453	245
Full Time Equivalents			0.00	0.00	0.00

Office of the City Clerk

2020 Service Area Summary

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

Programs/Services Offered

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

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

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

	2018	2019		2020	\$ Change over 2019 Budget
	Actual	Forecast	Budget	Estimate	
Expenditures by Program					
City Clerk & Solicitor's Office	422	465	465	478	13
Policy & Technical Solution Services	6,816	6,133	6,133	6,533	400
Protocol	1,445	1,359	1,359	1,381	22
Legislative Services	16,479	12,323	12,323	11,137	-1,186
French Language Services	3,109	3,180	3,180	3,250	70
Gross Expenditure	28,271	23,460	23,460	22,779	-681
Recoveries & Allocations	-4,241	-2,764	-2,764	-2,764	0
Revenue	-55	-68	-68	-132	-64
Net Requirement	23,975	20,628	20,628	19,883	-745
Expenditures by Type					
Salaries, Wages & Benefits	14,699	14,119	14,119	14,010	-109
Overtime	1,623	82	82	82	0
Material & Services	9,591	7,422	7,422	6,815	-607
Transfers/Grants/Financial Charges	0	300	300	320	20
Fleet Costs	109	93	93	93	0
Program Facility Costs	1,205	1,227	1,227	1,242	15
Other Internal Costs	1,044	217	217	217	0
Gross Expenditures	28,271	23,460	23,460	22,779	-681
Recoveries & Allocations	-4,241	-2,764	-2,764	-2,764	0
Net Expenditure	24,030	20,696	20,696	20,015	-681
Revenues By Type					
Federal	-18	-59	-59	-123	-64
Provincial	0	0	0	0	0
Municipal	0	0	0	0	0
Own Funds	0	0	0	0	0
Fees and Services	-37	-9	-9	-9	0
Fines	0	0	0	0	0
Other	0	0	0	0	0
Total Revenue	-55	-68	-68	-132	-64
Net Requirement	23,975	20,628	20,628	19,883	-745
Full Time Equivalents			142.55	142.55	0.00

City of Ottawa
City Clerk - User Fees

	2018 Rate \$	2019 Rate \$	2020 Rate \$	% Change Over 2019	% Change Over 2018	Effective Date	2020 Revenue (\$000)
Digital Prints, B&W or Colour							
Up to 8 x 10	19.25	19.64	20.03	2%	4%	01-Jan-20	
On archival paper (add)	1.83	1.87	1.90	2%	4%	01-Jan-20	
11 x 14 or 16 x 20	52.02	53.06	54.12	2%	4%	01-Jan-20	
20 x 24	78.03	79.59	81.18	2%	4%	01-Jan-20	
On archival paper (add)	6.24	6.36	6.49	2%	4%	01-Jan-20	
Oversize photographs, black and white (per sq. ft)	19.25	19.64	20.03	2%	4%	01-Jan-20	
Oversize photographs, col. (per sq. ft)	19.25	19.64	20.03	2%	4%	01-Jan-20	
Frame (11 x 14) + mat	40.00	40.00	40.00	0%	0%	01-Jan-20	
Rush surcharge	50%	50%	50%	0%	0%	01-Jan-20	
Digital Scans							
Up to 8 x 10 target size, 100 dpi	7.55	7.70	7.86	2%	4%	01-Jan-20	
Up to 4 x 5 target size, 300 dpi	8.25	8.42	8.58	2%	4%	01-Jan-20	
Up to 8 x 10 target size, 300 dpi	14.05	14.33	14.62	2%	4%	01-Jan-20	
Up to 8 x 10 target size, 600 dpi	36.41	37.14	37.88	2%	4%	01-Jan-20	
Maps & plans, 300 dpi	15.61	15.92	16.24	2%	4%	01-Jan-20	
Custom photography / scanning (per hour)	40.00	40.00	40.00	0%	0%	01-Jan-20	
On CD or DVD (add)	2.60	2.65	2.71	2%	4%	01-Jan-20	
Rush surcharge	50%	50%	50%	0%	0%	01-Jan-20	
Audio-visual							
Duplication to CD or DVD (supported formats)	20.00	20.00	20.00	0%	0%	01-Jan-20	
Photocopies							
Photocopying (self-serve)	0.25	0.25	0.25	0%	0%	01-Jan-20	
Photocopying (large, self-serve)	1.00	1.00	1.00	0%	0%	01-Jan-20	
Photocopying (by staff)	0.50	0.50	0.50	0%	0%	01-Jan-20	
Microfilm hardcopy	1.00	-	-	-	-	01-Jan-20	

City of Ottawa
City Clerk - User Fees

	2018 Rate \$	2019 Rate \$	2020 Rate \$	% Change Over 2019	% Change Over 2018	Effective Date	2020 Revenue (\$000)
Research and Associated Fees							
Research	40.00	40.00	40.00	0%	0%	01-Jan-20	
Certified True Copy	Free	Free	Free	0%	0%	01-Jan-20	
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-20	
Fee per image, commercial	50.00	50.00	50.00	0%	0%	01-Jan-20	
Publications							
Individual titles	Cover price	Cover price	Cover price	-	-	01-Jan-20	
Rentals / Other							
Rooms as per existing Facility schedule	Facility schedule	Facility schedule	Facility schedule	-	-	01-Jan-20	
Room rental contract change fee	-	-	10.00	n/a	n/a	01-Jan-20	
Gallery space (commercial rental)	Negotiated contract	Negotiated contract	Negotiated contract	-	-	01-Jan-20	
Exhibit / artifact loan fee (per hour - intake / return)	50.00	50.00	50.00	0%	0%	01-Jan-20	
Exhibit case rental (per day)	250.00	250.00	250.00	0%	0%	01-Jan-20	
Exhibition design services (per hour)	50.00	50.00	50.00	0%	0%	01-Jan-20	
Archival quality boxes (20 cm box, per lot of 25)	60.75	60.75	60.75	0%	0%	01-Jan-20	
Home Archives Kit	65.00	65.00	65.00	0%	0%	01-Jan-20	
Deluxe Home Archives Kit	99.00	99.00	99.00	0%	0%	01-Jan-20	
Total Departmental							0

Innovative Client Services Department

2020 Service Area Summary - Legal Services

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

Programs/Services Offered

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

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

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

	2018	2019		2020	\$ Change over 2019 Budget
	Actual	Forecast	Budget	Estimate	
Expenditures by Program					
Legal Services	12,025	11,679	11,379	11,699	320
Gross Expenditure	12,025	11,679	11,379	11,699	320
Recoveries & Allocations	-2,767	-2,085	-2,085	-2,200	-115
Revenue	-6	0	0	0	0
Net Requirement	9,252	9,594	9,294	9,499	205
Expenditures by Type					
Salaries, Wages & Benefits	8,929	9,684	9,684	10,004	320
Overtime	1	9	9	9	0
Material & Services	3,003	1,928	1,628	1,628	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	92	58	58	58	0
Gross Expenditures	12,025	11,679	11,379	11,699	320
Recoveries & Allocations	-2,767	-2,085	-2,085	-2,200	-115
Net Expenditure	9,258	9,594	9,294	9,499	205
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	-6	0	0	0	0
Fines	0	0	0	0	0
Other	0	0	0	0	0
Total Revenue	-6	0	0	0	0
Net Requirement	9,252	9,594	9,294	9,499	205
Full Time Equivalents			85.00	86.00	1.00

City Manager's Office

2020 Budget Service Area Summary

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

Programs/Services Offered

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

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

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

	2018	2019		2020	\$ Change over 2019 Budget
	Actual	Forecast	Budget	Estimate	
Expenditures by Program					
City Manager's Office	1,506	2,005	2,005	2,135	130
Gross Expenditure	1,506	2,005	2,005	2,135	130
Recoveries & Allocations	0	0	0	0	0
Revenue	0	0	0	0	0
Net Requirement	1,506	2,005	2,005	2,135	130
Expenditures by Type					
Salaries, Wages & Benefits	1,429	1,888	1,888	2,018	130
Overtime	0	0	0	0	0
Material & Services	69	104	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	13	13	13	0
Gross Expenditures	1,506	2,005	2,005	2,135	130
Recoveries & Allocations	0	0	0	0	0
Net Expenditure	1,506	2,005	2,005	2,135	130
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	1,506	2,005	2,005	2,135	130
Full Time Equivalents			13.00	13.00	0.00

Transportation Services Department

2020 Service Area Summary - Rail Construction Program

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

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

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

Programs/Services Offered

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

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

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

	2018	2019		2020	\$ Change over 2019 Budget
	Actual	Forecast	Budget	Estimate	
Expenditures by Program					
O-Train Construction	3,778	2,184	1,607	677	-930
Rail Construction Program Service	2,675	4,558	7,026	9,091	2,065
Gross Expenditure	6,453	6,742	8,633	9,768	1,135
Recoveries & Allocations	-6,453	-6,737	-8,628	-9,763	-1,135
Revenue	0	-5	-5	-5	0
Net Requirement	0	0	0	0	0
Expenditures by Type					
Salaries, Wages & Benefits	6,391	6,662	8,598	9,623	1,025
Overtime	26	41	30	140	110
Material & Services	36	39	5	5	0
Transfers/Grants/Financial Charges	0	0	0	0	0
Fleet Costs	0	0	0	0	0
Program Facility Costs	0	0	0	0	0
Other Internal Costs	0	0	0	0	0
Gross Expenditures	6,453	6,742	8,633	9,768	1,135
Recoveries & Allocations	-6,453	-6,737	-8,628	-9,763	-1,135
Net Expenditure	0	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	0	0	0	0	0
Fees and Services	0	-5	-5	-5	0
Fines	0	0	0	0	0
Other	0	0	0	0	0
Total Revenue	0	-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
 Rail Construction Program Service - User Fees

	2018 Rate \$	2019 Rate \$	2020 Rate \$	% Change Over 2019	Effective Date	2020 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
 Rail Construction Program Service - User Fees

	2018 Rate \$	2019 Rate \$	2020 Rate \$	% Change Over 2019	Effective Date	2020 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
 Rail Construction Program Service - User Fees

	2018 Rate \$	2019 Rate \$	2020 Rate \$	% Change Over 2019	Effective Date	2020 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
 Planning, Infrastructure & Economic Development Department
 GM's Office & Business and Technical Support Services - Operating Resource Requirement
 In Thousands (\$000)

	2018	2019		2020	\$ Change over 2019 Budget
	Actual	Forecast	Budget	Estimate	
Expenditures by Program					
General Manager's Office	421	442	442	452	10
Business and Technical Support Services	3,351	3,732	3,932	4,147	215
Gross Expenditure	3,772	4,174	4,374	4,599	225
Recoveries & Allocations	-1,476	-1,595	-1,595	-1,620	-25
Revenue	0	0	0	0	0
Net Requirement	2,296	2,579	2,779	2,979	200
Expenditures by Type					
Salaries, Wages & Benefits	3,550	3,862	3,862	3,947	85
Overtime	4	15	15	15	0
Material & Services	161	233	433	573	140
Transfers/Grants/Financial Charges	32	50	50	50	0
Fleet Costs	0	0	0	0	0
Program Facility Costs	0	0	0	0	0
Other Internal Costs	25	14	14	14	0
Gross Expenditures	3,772	4,174	4,374	4,599	225
Recoveries & Allocations	-1,476	-1,595	-1,595	-1,620	-25
Net Expenditure	2,296	2,579	2,779	2,979	200
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	2,296	2,579	2,779	2,979	200
Full Time Equivalents			34.00	34.00	0.00

Planning, Infrastructure and Economic Development Department 2020 Service Area Summary - Community, Policy and Partnerships

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

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

Programs/Services Offered

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

Economic Policy and Partnerships: Works with partners in advancing the development and implementation of initiatives, focusing on the Knowledge based industries and the Rural Economic Development pillars.

2020 Service Area Summary – Forecasting and Monitoring

Economic Development and Long-Range Planning – Forecasting and Monitoring is part of the Planning, Infrastructure and Economic Development (PIED) Department, a department that champions the city-building priorities from planning and delivering growth activities and infrastructure, to managing our assets and investments, to fostering economic prosperity. This unit reports through the Finance & Economic Development Committee.

Programs/Services Offered

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

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

	2018	2019		2020	\$ Change over 2019 Budget
	Actual	Forecast	Budget	Estimate	
Expenditures by Program					
Director's Office	578	310	310	317	7
Community, Policy and Partnerships	7,907	8,638	8,638	8,690	52
Forecasting and Monitoring	646	611	611	627	16
Markets Management	0	0	0	0	0
Gross Expenditure	9,131	9,559	9,559	9,634	75
Recoveries & Allocations	-109	0	0	0	0
Revenue	-2	0	0	0	0
Net Requirement	9,020	9,559	9,559	9,634	75
Expenditures by Type					
Salaries, Wages & Benefits	2,231	2,071	2,071	2,146	75
Overtime	4	6	6	6	0
Material & Services	225	287	287	287	0
Transfers/Grants/Financial Charges	6,728	7,190	7,190	7,190	0
Fleet Costs	0	0	0	0	0
Program Facility Costs	0	0	0	0	0
Other Internal Costs	-57	5	5	5	0
Gross Expenditures	9,131	9,559	9,559	9,634	75
Recoveries & Allocations	-109	0	0	0	0
Net Expenditure	9,022	9,559	9,559	9,634	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	-2	0	0	0	0
Fines	0	0	0	0	0
Other	0	0	0	0	0
Total Revenue	-2	0	0	0	0
Net Requirement	9,020	9,559	9,559	9,634	75
Full Time Equivalent			17.00	17.00	0.00

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

	2018 Rate \$	2019 Rate \$	2020 Rate \$	% Change Over 2019	% Change Over 2018	Effective Date	2020 Revenue (\$000)
ByWard Market Application and License Renewal fees by Category of Vending Activity							
Selection Committee Reviews Application fee: all categories and street performers except SP, SPA & RS	76.50	78.03	79.59	2.0%	4.0%	01-Jan-20	
Annual License renewal: all categories and street performers except SP, SPA & RS	76.50	78.03	79.59	2.0%	4.0%	01-Jan-20	
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	2.67	2.72	2.77	2.0%	3.7%	01-Jan-20	
AF-2, AC-2, AC-3, MP	4.02	4.10	4.18	2.0%	4.0%	01-Jan-20	
AF-3, AC-4, RK, RP, RS, RV, TS, MP	5.34	5.45	5.56	2.0%	4.1%	01-Jan-20	
Market Season Daily Permit							
AF-1, AC-1, FS Monday - Thursday	13.30	13.57	13.84	2.0%	4.1%	01-Jan-20	
AF-1, AC-1, FS Friday, Saturday, Sunday & Statutory Holidays	26.60	27.13	27.67	2.0%	4.0%	01-Jan-20	
AF-2, AC-2, AC-3 Monday - Thursday	19.40	19.79	20.19	2.0%	4.1%	01-Jan-20	
AF-2, AC-2, AC-3 Friday, Saturday, Sunday & Statutory Holidays, MP	38.80	39.58	40.37	2.0%	4.0%	01-Jan-20	
AF-3, AC-4 Monday - Thursday	26.60	27.13	27.67	2.0%	4.0%	01-Jan-20	
AF-3, AC-4 Friday, Saturday, Sunday & Statutory Holidays, MP	52.10	53.14	54.20	2.0%	4.0%	01-Jan-20	
Holiday Season, Market Off-Season & Monthly Permit Fee per month							
AF-1, AC-1, FS, XT, XD	210.00	214.20	218.48	2.0%	4.0%	01-Jan-20	
AF-2, AC-2, AC-3, MP	315.00	321.30	327.73	2.0%	4.0%	01-Jan-20	
AF-3, AC-4, RK, RP, RS, RV, TS, MP	419.00	427.38	435.93	2.0%	4.0%	01-Jan-20	

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

	2018 Rate \$	2019 Rate \$	2020 Rate \$	% Change Over 2019	% Change Over 2018	Effective Date	2020 Revenue (\$000)
Market Off-Season Daily Permit							
AF-1, AC-1, FS Monday - Thursday	10.20	10.40	10.61	2.0%	4.0%	01-Jan-20	
AF-1, AC-1, FS Friday, Saturday, Sunday & Statutory Holidays	21.50	21.93	22.37	2.0%	4.0%	01-Jan-20	
AF-2, AC-2, AC-3 Monday - Thursday	15.30	15.61	15.92	2.0%	4.1%	01-Jan-20	
AF-2, AC-2, AC-3 Friday, Saturday, Sunday & Statutory Holidays	31.70	32.33	32.98	2.0%	4.0%	01-Jan-20	
AF-3, AC-4 Monday - Thursday	21.50	21.93	22.37	2.0%	4.0%	01-Jan-20	
AF-3, AC-4 Friday, Saturday, Sunday & Statutory Holidays	41.90	42.74	43.60	2.0%	4.1%	01-Jan-20	
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 Ottawa Markets to the ByWard Market Standholders Association.							
Annual Permit - SP, SPA (50% of rate after August 1st)	153.00	156.06	165.00	2.0%	7.8%	01-Jan-20	
Daily Permit - SP, SPA	10.20	10.40	15.00	2.0%	47.1%	01-Jan-20	

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

	2018 Rate \$	2019 Rate \$	2020 Rate \$	% Change Over 2019	% Change Over 2018	Effective Date	2020 Revenue (\$000)
Parkdale Market Application and License Renewal fees by Category of Vending Activity							
Selection Committee Reviews Application fee: all categories	76.50	78.03	79.59	2.0%	4.0%	01-Jan-20	
Annual License renewal: all categories	76.50	78.03	79.59	2.0%	4.0%	01-Jan-20	
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	2.01	2.05	2.09	2.0%	4.0%	01-Jan-20	
AF-2	3.01	3.07	3.13	2.0%	4.0%	01-Jan-20	
AF-3	4.03	4.11	4.19	2.0%	4.0%	01-Jan-20	
Market Season Daily Permit							
AF-1, AC-1, FS Monday - Thursday	13.30	13.57	13.84	2.0%	4.1%	01-Jan-20	
AF-1, AC-1, FS Friday, Saturday, Sunday & Statutory Holidays	26.60	27.13	27.67	2.0%	4.0%	01-Jan-20	
AF-2 Monday - Thursday	19.40	19.79	20.19	2.0%	4.1%	01-Jan-20	
AF-2 Friday, Saturday, Sunday & Statutory Holidays	38.80	39.58	40.37	2.0%	4.0%	01-Jan-20	
AF-3 Monday - Thursday	26.60	27.13	27.67	2.0%	4.0%	01-Jan-20	
AF-3 Friday, Saturday, Sunday & Statutory Holidays	52.10	53.14	54.20	2.0%	4.0%	01-Jan-20	
Market Off-Season & Monthly Permit Fee per month							
AF-1, AC-1, FS	209.10	213.28	217.55	2.0%	4.0%	01-Jan-20	
AF-2	314.20	320.48	326.89	2.0%	4.0%	01-Jan-20	
Market Off-Season Daily Permit							
AF-1, AC-1, FS Monday - Thursday	10.20	10.40	10.61	2.0%	4.0%	01-Jan-20	
AF-1, AC-1, FS Friday, Saturday, Sunday & Statutory Holidays	21.50	21.93	22.37	2.0%	4.0%	01-Jan-20	
AF-2 Monday - Thursday	15.30	15.61	15.92	2.0%	4.1%	01-Jan-20	
AF-2 Friday, Saturday, Sunday & Statutory Holidays	31.70	32.33	32.98	2.0%	4.0%	01-Jan-20	
AF-3 Monday - Thursday	21.50	21.93	22.37	2.0%	4.0%	01-Jan-20	
AF-3 Friday, Saturday, Sunday & Statutory Holidays	41.90	42.74	43.60	2.0%	4.1%	01-Jan-20	
Total							0

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

	2018	2019		2020	\$ Change over 2019 Budget
	Actual	Forecast	Budget	Estimate	
Expenditures by Program					
General Manager's Office	371	380	380	394	14
Business Support Services	2,791	2,823	2,823	2,884	61
Gross Expenditure	3,162	3,203	3,203	3,278	75
Recoveries & Allocations	0	0	0	0	0
Revenue	0	0	0	0	0
Net Requirement	3,162	3,203	3,203	3,278	75
Expenditures by Type					
Salaries, Wages & Benefits	2,947	3,063	3,063	3,138	75
Overtime	5	1	1	1	0
Material & Services	199	132	132	132	0
Transfers/Grants/Financial Charges	0	0	0	0	0
Fleet Costs	0	0	0	0	0
Program Facility Costs	0	0	0	0	0
Other Internal Costs	11	7	7	7	0
Gross Expenditures	3,162	3,203	3,203	3,278	75
Recoveries & Allocations	0	0	0	0	0
Net Expenditure	3,162	3,203	3,203	3,278	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	3,162	3,203	3,203	3,278	75
Full Time Equivalents			25.00	25.00	0.00

Innovative Client Services Department

2020 Service Area Summary - Service Transformation

This service area was formed to lead the City in developing new, innovative ways to improve services. Service Transformation uses innovative digital technologies and new industry and community partnerships to enhance the client experience by targeting high-impact processes of the greatest value to residents. By analyzing data, Service Transformation assists other service areas to identify opportunities to 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: Manages the City's Open Data Program and provides data analytics, strategic planning expertise and project support to improve service delivery, efficiency and decision-making.

Digital Service Innovation: Develops and implements the City's Digital Services Strategy to identify and deliver 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; and an evolving intelligent infrastructure.

Organizational Effectiveness: Provides employee communications and organizational development expertise to facilitate employee engagement. Shares information and influences systemic change in organizational functions, structures and processes to align the organization and culture to strategic priorities.

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

	2018	2019		2020	\$ Change over 2019 Budget
	Actual	Forecast	Budget	Estimate	
Expenditures by Program					
Director's Office	320	537	637	542	-95
Service Improvement	761	640	640	662	22
Service Analytics & Planning	969	1,146	1,246	1,198	-48
Organizational Effectiveness	1,374	1,022	1,022	1,152	130
Digital Service & Innovation	392	179	179	185	6
Business Transformation	0	0	0	0	0
Gross Expenditure	3,816	3,524	3,724	3,739	15
Recoveries & Allocations	0	0	0	0	0
Revenue	0	0	0	0	0
Net Requirement	3,816	3,524	3,724	3,739	15
Expenditures by Type					
Salaries, Wages & Benefits	3,644	3,255	3,455	3,470	15
Overtime	1	2	2	2	0
Material & Services	149	258	258	258	0
Transfers/Grants/Financial Charges	0	0	0	0	0
Fleet Costs	0	0	0	0	0
Program Facility Costs	0	0	0	0	0
Other Internal Costs	22	9	9	9	0
Gross Expenditures	3,816	3,524	3,724	3,739	15
Recoveries & Allocations	0	0	0	0	0
Net Expenditure	3,816	3,524	3,724	3,739	15
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	3,816	3,524	3,724	3,739	15
Full Time Equivalent			26.00	26.00	0.00

Innovative Client Services Department

2020 Service Area Summary - Public Information and Media Relations

Public Information and Media Relations (PIMR) informs and engages City of Ottawa residents on municipal services, programs and initiatives. PIMR provides communications and engagement advice and ensures information to residents is aligned with the City of Ottawa's priorities.

The department delivers strategic communications by:

- Aligning and integrating communications initiatives for City priorities across the corporation
- Harnessing new technology with a focus on informing and engaging the public
- Managing the City's emergency communications in support of the Office of Emergency Management, with the Director PIMR as the Emergency Information Officer for the City

Programs/Services offered

Public Information and Media Relations consists of three branches:

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

Public Information – Communications: develops the Corporate Annual Communications Calendar, communicates City priorities and services to the public, and develops media products

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

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

	2018	2019		2020	\$ Change over 2019 Budget
	Actual	Forecast	Budget	Estimate	
Expenditures by Program					
Director's Office	439	488	488	501	13
Media Relations & Outreach	1,566	1,323	1,323	1,354	31
Public Information	1,833	2,179	2,179	2,340	161
Legislative Support	11	0	0	0	0
Gross Expenditure	3,849	3,990	3,990	4,195	205
Recoveries & Allocations	-43	0	0	-125	-125
Revenue	0	0	0	0	0
Net Requirement	3,806	3,990	3,990	4,070	80
Expenditures by Type					
Salaries, Wages & Benefits	3,632	3,681	3,681	3,886	205
Overtime	36	29	29	29	0
Material & Services	159	262	262	262	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	3,849	3,990	3,990	4,195	205
Recoveries & Allocations	-43	0	0	-125	-125
Net Expenditure	3,806	3,990	3,990	4,070	80
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	3,806	3,990	3,990	4,070	80
Full Time Equivalents			32.00	33.00	1.00

Innovative Client Services Department

2020 Service Area Summary - Human Resources Services

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

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

Programs/Services Offered

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

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

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

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

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

	2018	2019		2020	\$ Change over 2019 Budget
	Actual	Forecast	Budget	Estimate	
Expenditures by Program					
Director's Office	402	684	684	691	7
Innovative Solutions	3,561	2,229	2,229	2,263	34
Total Rewards	5,615	2,387	2,387	2,567	180
HR Programs & Planning	2,932	4,612	4,612	4,688	76
HR Business Services	2,048	6,832	6,832	6,965	133
Gross Expenditure	14,558	16,744	16,744	17,174	430
Recoveries & Allocations	-729	-730	-730	-730	0
Revenue	-31	0	0	0	0
Net Requirement	13,798	16,014	16,014	16,444	430
Expenditures by Type					
Salaries, Wages & Benefits	11,771	13,029	13,029	13,459	430
Overtime	0	3	3	3	0
Material & Services	2,680	3,563	3,563	3,563	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	107	149	149	149	0
Gross Expenditures	14,558	16,744	16,744	17,174	430
Recoveries & Allocations	-729	-730	-730	-730	0
Net Expenditure	13,829	16,014	16,014	16,444	430
Revenues By Type					
Federal	0	0	0	0	0
Provincial	0	0	0	0	0
Municipal	0	0	0	0	0
Own Funds	-31	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	-31	0	0	0	0
Net Requirement	13,798	16,014	16,014	16,444	430
Full Time Equivalents			117.80	117.80	0.00

Innovative Client Services Department

2020 Service Area Summary - ServiceOttawa

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

Programs/Services Offered

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

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

In 2018, ServiceOttawa supported over 8 million online visits to ottawa.ca, 3-1-1 agents answered approximately 540,000 client inquiries over the phone, responded to 9,200 emails from residents, businesses and visitors, and nearly a quarter million in-person transactions were completed through the CSC and POA offices. This ultimately generated \$230 million in revenue that was handled by ServiceOttawa.

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

	2018	2019		2020	\$ Change over 2019 Budget
	Actual	Forecast	Budget	Estimate	
Expenditures by Program					
Director's Office	1,007	981	981	984	3
Continuous Improvement	10	0	0	0	0
Web Services	1,516	1,466	1,466	1,483	17
Call Center Services	3,655	3,444	3,444	3,483	39
Counter Services	8,458	8,753	8,753	9,139	386
Gross Expenditure	14,646	14,644	14,644	15,089	445
Recoveries & Allocations	-510	-518	-518	-518	0
Revenue	-1,235	-1,279	-1,279	-1,304	-25
Net Requirement	12,901	12,847	12,847	13,267	420
Expenditures by Type					
Salaries, Wages & Benefits	10,763	10,910	10,910	11,355	445
Overtime	149	157	157	157	0
Material & Services	3,288	3,120	3,120	3,120	0
Transfers/Grants/Financial Charges	0	0	0	0	0
Fleet Costs	0	0	0	0	0
Program Facility Costs	0	0	0	0	0
Other Internal Costs	446	457	457	457	0
Gross Expenditures	14,646	14,644	14,644	15,089	445
Recoveries & Allocations	-510	-518	-518	-518	0
Net Expenditure	14,136	14,126	14,126	14,571	445
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	-1,235	-1,279	-1,279	-1,304	-25
Fines	0	0	0	0	0
Other	0	0	0	0	0
Total Revenue	-1,235	-1,279	-1,279	-1,304	-25
Net Requirement	12,901	12,847	12,847	13,267	420
Full Time Equivalent			117.07	120.07	3.00

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

	2018 Rate \$	2019 Rate \$	2020 Rate \$	% Change Over 2019	% Change Over 2018	Effective Date	2020 Revenue (\$000)
Vital Stats Program							
Marriage License	161.60	164.80	168.10	2%	4%	01-Jan-20	-14
Death Registration	45.40	46.30	47.20	2%	4%	01-Jan-20	-6
Commission of Oaths (Affidavits)	14.20	14.50	14.80	2%	4%	01-Jan-20	-1
Express Processing (Xpresspost)	38.00	38.75	39.50	2%	4%	01-Jan-20	
Civil Marriages							
Option A: M-F (business hours)	141.30	144.10	147.00	2%	4%	01-Jan-20	-4
Option B: Friday evening & Saturday afternoons	212.00	216.25	220.60	2%	4%	01-Jan-20	
Community and Customer Service							
Photocopies							
First Page	1.20	1.20	1.20	0%	0%	01-Jan-20	
Each additional page	0.35	0.35	0.35	0%	0%	01-Jan-20	
Promotional Merchandise							
Flag Large 9x5	193.00	193.00	193.00	0%	0%	01-Jan-20	
Flag Small 6x3	84.00	84.00	84.00	0%	0%	01-Jan-20	
Lapel Pins	0.70	0.70	0.70	0%	0%	01-Jan-20	
Total Departmental							-25

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

	2018	2019		2020	\$ Change over 2019 Budget
	Actual	Forecast	Budget	Estimate	
Expenditures by Program					
Chief Financial Officer/Treasurer	447	451	451	459	8
Business Support Services	2,795	1,728	1,808	1,840	32
Gross Expenditure	3,242	2,179	2,259	2,299	40
Recoveries & Allocations	0	0	0	0	0
Revenue	0	0	0	0	0
Net Requirement	3,242	2,179	2,259	2,299	40
Expenditures by Type					
Salaries, Wages & Benefits	3,174	2,033	2,113	2,153	40
Overtime	1	10	10	10	0
Material & Services	63	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	4	9	9	9	0
Gross Expenditures	3,242	2,179	2,259	2,299	40
Recoveries & Allocations	0	0	0	0	0
Net Expenditure	3,242	2,179	2,259	2,299	40
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	3,242	2,179	2,259	2,299	40
Full Time Equivalents			17.00	17.00	0.00

Finance Services Department

2020 Service Area Summary - Revenue Service Area

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

Programs/Services Offered

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

Corporate Revenue Services uphold the statutory requirements of the Municipal Act and other Acts of Legislation; provides services and expertise on all financial revenue matters within the organization; and establishes policies that support the City in its goal to become financially sustainable.

Core services include:

- Developing the City’s tax policies, issuing and collecting all City tax bills, administering the assessment roll 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
- Issuing and collecting all City water bills as well as maintaining all customer water accounts
- Provides billing and collection services for all accounts receivable (corporate accounts receivable, provincial offences fines, payment in lieu of taxation, etc.)
- Oversight of the Municipal Accommodation Tax and the City’s corporate cash handling policies and procedures
- Resident payment experience including the management of the multi-payment channel options

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

	2018	2019		2020	\$ Change over 2019 Budget
	Actual	Forecast	Budget	Estimate	
Expenditures by Program					
Revenue Services	22,501	21,373	21,573	22,388	815
Gross Expenditure	22,501	21,373	21,573	22,388	815
Recoveries & Allocations	-9,512	-7,870	-7,870	-8,000	-130
Revenue	-6,687	-6,857	-6,057	-6,257	-200
Net Requirement	6,302	6,646	7,646	8,131	485
Expenditures by Type					
Salaries, Wages & Benefits	17,995	16,516	16,716	17,526	810
Overtime	142	22	22	22	0
Material & Services	3,880	4,319	4,319	4,319	0
Transfers/Grants/Financial Charges	66	130	130	130	0
Fleet Costs	0	225	225	230	5
Program Facility Costs	227	0	0	0	0
Other Internal Costs	191	161	161	161	0
Gross Expenditures	22,501	21,373	21,573	22,388	815
Recoveries & Allocations	-9,512	-7,870	-7,870	-8,000	-130
Net Expenditure	12,989	13,503	13,703	14,388	685
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	-6,687	-6,857	-6,057	-6,257	-200
Fines	0	0	0	0	0
Other	0	0	0	0	0
Total Revenue	-6,687	-6,857	-6,057	-6,257	-200
Net Requirement	6,302	6,646	7,646	8,131	485
Full Time Equivalents			189.45	192.45	3.00

City of Ottawa
Finance Services Department
Revenue Services - User Fees

	2018 Rate \$	2019 Rate \$	2020 Rate \$	% Change Over 2019	% Change Over 2018	Effective Date	2020 Revenue (\$000)
Revenue - User Fees							
Tax Certificates	70.00	71.00	72.50	2%	4%	01-Jan-20	
Water Certificates	70.00	71.00	72.50	2%	4%	01-Jan-20	
Reminder Notice: Tax	7.75	8.00	8.15	2%	5%	01-Jan-20	
Reminder Notice: Water	7.75	8.00	8.15	2%	5%	01-Jan-20	
New Account Fee: Tax	70.00	71.00	72.50	2%	4%	01-Jan-20	
New Account Fee: Water	70.00	71.00	72.50	2%	4%	01-Jan-20	
Tax Change of Ownership/Name	44.00	44.00	45.00	2%	2%	01-Jan-20	
Water Change of Ownership/Occupancy	44.00	44.00	44.00	0%	0%	01-Jan-20	
Bill Reprint/Statement of Account History : Tax							
	38.00	38.00	38.75	2%	2%	01-Jan-20	
Bill Reprint/Statement of Account History : Water	38.00	38.00	38.75	2%	2%	01-Jan-20	
Return Cheque Fee: Tax	45.00	46.00	47.00	2%	4%	01-Jan-20	
Return Cheque Fee: Water	45.00	46.00	47.00	2%	4%	01-Jan-20	
Return PTP/PAD Fee: Tax	45.00	46.00	47.00	2%	4%	01-Jan-20	
Return PTP/PAD Fee: Water	45.00	46.00	35.00	-24%	-22%	01-Jan-20	
Return Payment Fee: Accounts Receivable	45.00	46.00	47.00	2%	4%	01-Jan-20	
Return Payment Fee: Overpayment Recovery							
	45.00	46.00	47.00	2%	4%	01-Jan-20	
Deferral Program: New Application	123.00	141.00	144.00	2%	17%	01-Jan-20	
Deferral Program: Renewal	43.00	50.00	51.00	2%	19%	01-Jan-20	
Tax/Water Payment Redistribution	28.00	28.00	28.50	2%	2%	01-Jan-20	
Refund Processing Fee	28.00	28.00	28.50	2%	2%	01-Jan-20	
Mortgage List and Bulk Maintenance: Tax							
	10.00	12.00	12.25	2%	23%	01-Jan-20	
Arrears list research for mortgage companies							
	38.00	39.00	39.75	2%	5%	01-Jan-20	
Water Termination Notice	42.00	43.00	44.00	2%	5%	01-Jan-20	
Water Consumption Report	38.00	40.00	41.00	3%	8%	01-Jan-20	

City of Ottawa
Finance Services Department
Revenue Services - User Fees

	2018 Rate \$	2019 Rate \$	2020 Rate \$	% Change Over 2019	% Change Over 2018	Effective Date	2020 Revenue (\$000)
Tax Sales Fees							
Municipal Tax Sale: Step 1	1,367.00	1,394.00	1,422.00	2%	4%	01-Jan-20	
Municipal Tax Sale: Step 2	413.00	421.00	430.00	2%	4%	01-Jan-20	
Extension Agreement	826.00	843.00	860.00	2%	4%	01-Jan-20	
Survey	Actual cost	Actual cost	Actual cost	0%	0%	01-Jan-20	
Sale of Land by Tender Process							
Expenses for Tax Sale Proceedings	867.00	884.00	902.00	2%	4%	01-Jan-20	
After Tender Opening: Mailing Costs	287.00	293.00	300.00	2%	5%	01-Jan-20	
After Tender Opening: Registration	413.00	421.00	430.00	2%	4%	01-Jan-20	
After Tender Opening: Distribution of Sale	413.00	421.00	430.00	2%	4%	01-Jan-20	
Tender Package Purchase	42.00	43.00	44.00	2%	5%	01-Jan-20	
Advertising Costs	Actual cost	Actual cost	Actual cost	0%	0%	01-Jan-20	
Legal Cost	Actual cost	Actual cost	Actual cost	0%	0%	01-Jan-20	
Collection Fees							
Collection Handling Fee	42.00	43.00	44.00	2%	5%	01-Jan-20	
Private Collection Agency Fee Recovery	Actual %	Actual %	Actual %	0%	0%	01-Jan-20	
Account Statement Fee: Accounts Receivable	38.00	38.00	38.75	0%	0%	01-Jan-20	
Additions to Tax Roll	43.00	43.00	44.00	2%	2%	01-Jan-20	
Registered Letter for Arrears on Tax Account	42.00	43.00	44.00	2%	5%	01-Jan-20	
Corporate Accounts Receivable Interest	1.25% Compounded per month	1.25% Compounded per month	1.25% Compounded per month	0%	0%	01-Jan-20	
Water Bill Interest Applied after the due date, every 15 days thereafter and before each bill.	0.625% Compounded bi-weekly	0.0417% Daily Rate	0.0417% Daily Rate	0%	0%	01-Jan-20	
Credit Card/Mastercard Visa Debit Service fee	1.99%	1.99%	1.99%	0%	0%	01-Jan-20	
Total Departmental							200

Finance Services Department

2020 Service Area Summary - Corporate Finance Service Area

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

Programs/Services Offered

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

Core services include:

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

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

	2018	2019		2020	\$ Change over 2019 Budget
	Actual	Forecast	Budget	Estimate	
Expenditures by Program					
Corporate Finance	14,647	15,220	15,220	15,610	390
Gross Expenditure	14,647	15,220	15,220	15,610	390
Recoveries & Allocations	-1,073	-901	-901	-901	0
Revenue	0	0	0	0	0
Net Requirement	13,574	14,319	14,319	14,709	390
Expenditures by Type					
Salaries, Wages & Benefits	14,199	14,713	14,713	15,103	390
Overtime	50	51	51	51	0
Material & Services	326	402	402	402	0
Transfers/Grants/Financial Charges	1	0	0	0	0
Fleet Costs	0	0	0	0	0
Program Facility Costs	0	0	0	0	0
Other Internal Costs	71	54	54	54	0
Gross Expenditures	14,647	15,220	15,220	15,610	390
Recoveries & Allocations	-1,073	-901	-901	-901	0
Net Expenditure	13,574	14,319	14,319	14,709	390
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	13,574	14,319	14,319	14,709	390
Full Time Equivalents			147.89	147.89	0.00

Finance Services Department

2020 Service Area Summary – Payroll, Pensions, and Benefits Service Area

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

Programs/Services Offered

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

Core services include:

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

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

	2018	2019		2020	\$ Change over 2019 Budget
	Actual	Forecast	Budget	Estimate	
Expenditures by Program					
Payroll	6,790	6,729	6,729	7,074	345
Gross Expenditure	6,790	6,729	6,729	7,074	345
Recoveries & Allocations	-216	-216	-216	-216	0
Revenue	0	0	0	0	0
Net Requirement	6,574	6,513	6,513	6,858	345
Expenditures by Type					
Salaries, Wages & Benefits	6,415	6,386	6,386	6,731	345
Overtime	8	20	20	20	0
Material & Services	244	210	210	210	0
Transfers/Grants/Financial Charges	0	0	0	0	0
Fleet Costs	0	0	0	0	0
Program Facility Costs	0	0	0	0	0
Other Internal Costs	123	113	113	113	0
Gross Expenditures	6,790	6,729	6,729	7,074	345
Recoveries & Allocations	-216	-216	-216	-216	0
Net Expenditure	6,574	6,513	6,513	6,858	345
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	6,574	6,513	6,513	6,858	345
Full Time Equivalents			64.33	66.33	2.00

Innovative Client Services Department

2020 Service Area Summary - Supply Services

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

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

Programs/Services Offered

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

Strategic Sourcing

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

Energy Management and Strategy Branch

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

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

	2018	2019		2020	\$ Change over 2019 Budget
	Actual	Forecast	Budget	Estimate	
Expenditures by Program					
Supply Services	7,465	7,454	6,779	6,979	200
Gross Expenditure	7,465	7,454	6,779	6,979	200
Recoveries & Allocations	-1,602	-1,525	-1,525	-1,525	0
Revenue	-1,184	-1,460	-785	-785	0
Net Requirement	4,679	4,469	4,469	4,669	200
Expenditures by Type					
Salaries, Wages & Benefits	6,611	6,553	6,553	6,753	200
Overtime	1	7	7	7	0
Material & Services	762	833	158	158	0
Transfers/Grants/Financial Charges	50	0	0	0	0
Fleet Costs	0	0	0	0	0
Program Facility Costs	0	0	0	0	0
Other Internal Costs	41	61	61	61	0
Gross Expenditures	7,465	7,454	6,779	6,979	200
Recoveries & Allocations	-1,602	-1,525	-1,525	-1,525	0
Net Expenditure	5,863	5,929	5,254	5,454	200
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	-1,184	-1,460	-785	-785	0
Fines	0	0	0	0	0
Other	0	0	0	0	0
Total Revenue	-1,184	-1,460	-785	-785	0
Net Requirement	4,679	4,469	4,469	4,669	200
Full Time Equivalents			65.99	65.99	0.00

Planning, Infrastructure and Economic Development Department 2020 Service Area Summary- Corporate Real Estate Office

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

Programs/Services Offered

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

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

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

	2018	2019		2020	\$ Change over 2019 Budget
	Actual	Forecast	Budget	Estimate	
Expenditures by Program					
Director's Office	307	313	313	314	1
Realty Services	2,934	3,026	3,026	3,245	219
Realty Initiatives & Development	11,570	11,449	11,449	11,509	60
Gross Expenditure	14,811	14,788	14,788	15,068	280
Recoveries & Allocations	-5,852	-4,705	-4,705	-4,705	0
Revenue	-228	-309	-309	-319	-10
Net Requirement	8,731	9,774	9,774	10,044	270
Expenditures by Type					
Salaries, Wages & Benefits	5,667	5,722	5,722	6,002	280
Overtime	9	27	27	27	0
Material & Services	4,291	4,634	4,634	4,634	0
Transfers/Grants/Financial Charges	4,484	4,161	4,161	4,161	0
Fleet Costs	0	0	0	0	0
Program Facility Costs	8	0	0	0	0
Other Internal Costs	352	244	244	244	0
Gross Expenditures	14,811	14,788	14,788	15,068	280
Recoveries & Allocations	-5,852	-4,705	-4,705	-4,705	0
Net Expenditure	8,959	10,083	10,083	10,363	280
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	-228	-309	-309	-319	-10
Fines	0	0	0	0	0
Other	0	0	0	0	0
Total Revenue	-228	-309	-309	-319	-10
Net Requirement	8,731	9,774	9,774	10,044	270
Full Time Equivalents			46.50	48.50	2.00

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

	2018 Rate \$	2019 Rate \$	2020 Rate \$	% Change Over 2019	% Change Over 2018	Effective Date	2020 Revenue (\$000)
Real Estate Agreements							
Lease agreements	1,082.00	1,082.00	1,104.00	2.0%	2.0%	01-Jan-20	
Lease Assignment Amendment	541.00	541.00	552.00	2.0%	2.0%	01-Jan-20	
Lease Renewal Agreements	541.00	541.00	552.00	2.0%	2.0%	01-Jan-20	
License of Occupation Agreements	1,082.00	1,082.00	1,104.00	2.0%	2.0%	01-Jan-20	
License Assignment	541.00	541.00	552.00	2.0%	2.0%	01-Jan-20	
License Renewal	541.00	541.00	552.00	2.0%	2.0%	01-Jan-20	
Consent to Enter Agreements	270.00	270.00	275.00	2.0%	2.0%	01-Jan-20	
Reconveyance of Dedicated Road Widening requirements	541.00	541.00	552.00	2.0%	2.0%	01-Jan-20	
Cost of Negotiation of off-site management agreement	1,623.00	1,623.00	1,655.00	2.0%	2.0%	01-Jan-20	
Cost of Negotiation fee	1,623.00	1,623.00	1,655.00	2.0%	2.0%	01-Jan-20	
Cost of appraisal	actual cost	actual cost	actual cost	n/a	n/a	01-Jan-20	
Cost of appraisal admin fee	1,623.00	1,623.00	1,655.00	2.0%	2.0%	01-Jan-20	
Cost of survey	actual cost	actual cost	actual cost	n/a	n/a	01-Jan-20	
Cost of survey admin fee	1,623.00	1,623.00	1,655.00	2.0%	2.0%	01-Jan-20	
Recovery of actual costs relating to real estate operations	actual cost	actual cost	actual cost	n/a	n/a	01-Jan-20	
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-20	
Total Departmental							-10

Non-Departmental 2020 Service Area Summary

Programs/Services Offered

Corporate Human Resource Provision

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

Capital Formation Costs

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

Corporate Common Expenditures

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

Corporate Common Revenues

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

Tax Related Revenues & Expenditures

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

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

	2018	2019		2020	\$ Change over 2019 Budget
	Actual	Forecast	Budget	Estimate	
Corporate Human Resource Provision Expenditure					
Sick Leave Banks	3,020	3,020	3,020	3,020	0
Retiree Costs	2,700	2,700	2,700	2,700	0
Employee Benefits	1,128	1,128	1,128	1,128	0
Benefit Adjustments	75	75	75	75	0
Net Corp HR Provision Requirement	6,923	6,923	6,923	6,923	0
Capital Formation Costs Expenditure					
Contribution to City Wide Capital Reserve	108,344	120,151	120,151	127,841	7,690
Contribution to Tax Stabilization Reserve	2,657	7,158	7,158	8,412	1,254
Contribution to Gas Tax Reserve Fund	93,416	151,211	93,211	93,211	0
Transfer to CW Capital from Endowment Earnings	6,162	7,000	13,000	13,000	0
Transfer to CW Capital from OCLDC	1,794	3,000	5,000	5,000	0
Transfer to CW Capital from Sale of Surplus Land	7,183	6,205	1,500	1,500	0
City Wide Debt Charges	91,190	92,017	92,017	92,017	0
100 Constellation Lease	6,411	6,413	6,413	6,413	0
Gross Expenditure	317,157	393,155	338,450	347,394	8,944
Recoveries & Allocations	0	0	0	0	0
Net Expenditure	317,157	393,155	338,450	347,394	8,944
Revenue					
Contribution from Tax Stabilization Reserve	-6,028	-10,647	-10,647	-5,777	4,870
Gas Tax Receipts	-93,416	-151,211	-93,211	-93,211	0
Endowment Fund Earnings	-6,162	-7,000	-13,000	-13,000	0
Ottawa Lands Development Corp (OCLDC)	-1,794	-3,000	-5,000	-5,000	0
Sale of Surplus Land	-7,183	-6,205	-1,500	-1,500	0
City Wide Debt Charge Funding	-11,320	-11,287	-11,287	-11,287	0
Total Revenue	-125,903	-189,350	-134,645	-129,775	4,870
Net Capital Formation Costs Requirement	191,254	203,805	203,805	217,619	13,814

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

	2018	2019		2020	\$ Change over 2019 Budget
	Actual	Forecast	Budget	Estimate	
Corporate Common Expenditures					
Expenditure					
Financial Charges & Other	9,655	13,620	13,815	18,565	4,750
Gross Expenditure	9,655	13,620	13,815	18,565	4,750
Recoveries & Allocations	-38,584	-40,579	-40,579	-42,579	-2,000
Net Expenditure	-28,929	-26,959	-26,764	-24,014	2,750
Net Corporate Common Expenditures Requirement	-28,929	-26,959	-26,764	-24,014	2,750
Corporate Common Revenues					
Expenditure					
Penalty & Interest	322	350	0	0	0
Investment Income	326	326	326	326	0
Provincial Offences Act	195	137	137	137	0
Hydro Ottawa Dividends	1,900	500	0	0	0
Municipal Accommodation Tax	15,336	16,400	15,900	18,000	2,100
Gross Expenditure	18,079	17,713	16,363	18,463	2,100
Recoveries & Allocations	0	0	0	0	0
Net Expenditure	18,079	17,713	16,363	18,463	2,100
Revenue					
Penalty & Interest	-18,422	-19,539	-16,039	-18,904	-2,865
Investment Income	-20,313	-23,887	-15,887	-21,887	-6,000
Hydro Ottawa Dividends	-21,900	-22,300	-20,000	-20,000	0
Provincial Offences Act	-16,289	-8,657	-4,657	-4,757	-100
Red Light Camera	0	-9,900	-9,900	-11,675	-1,775
Rideau Carleton Raceway	-5,938	-5,600	-5,600	-5,600	0
Lottery Fees	-717	-1,004	-1,004	-1,004	0
Municipal Accommodation Tax	-15,759	-17,500	-16,400	-18,750	-2,350
Other Miscellaneous Revenue	-2,158	-5,126	-3,871	-3,845	26
Total Revenue	-101,496	-113,513	-93,358	-106,422	-13,064
Net Corporate Common Revenues Requirement	-83,417	-95,800	-76,995	-87,959	-10,964

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

	2018	2019		2020	\$ Change over 2019 Budget
	Actual	Forecast	Budget	Estimate	
Tax Related Expenditures and Revenues					
Expenditure					
Tax Rebates & Remissions	25,332	26,068	24,568	24,268	-300
Municipal Property Assessment Corp	13,534	13,587	13,587	13,587	0
Net Expenditure	38,866	39,655	38,155	37,855	-300
Revenue					
Supplemental Assessment	-29,552	-24,934	-24,934	-24,934	0
Payments-in-Lieu Taxation	-163,698	-167,573	-171,573	-171,573	0
Public Institutions	-6,557	-6,361	-6,361	-6,361	0
Property Tax Revenue	-1,583,638	-1,658,498	-1,658,498	-1,733,083	-74,585
Total Revenue	-1,783,445	-1,857,366	-1,861,366	-1,935,951	-74,585
Net Tax Related Expenditures and Revenues	-1,744,579	-1,817,711	-1,823,211	-1,898,096	-74,885
Total Net Requirement	-1,658,748	-1,729,742	-1,716,242	-1,785,527	-69,285

City Of Ottawa
 2020 Draft Capital Budget
 Finance & Economic Development Committee
 Funding Summary
 In Thousands \$(000's)

Project Description	Revenues	Gas Tax	Tax Supported/ Dedicated	Develop. Charges	Tax Supported/ Dedicated Debt	Grand Total
General Government						
Renewal of City Assets						
909675 2020 Buildings- General Government	-	-	2,925	-	-	2,925
Renewal of City Assets Total	-	-	2,925	-	-	2,925
Service Enhancements						
909686 2020 Accessibility - General Government	-	-	350	-	-	350
Service Enhancements Total	-	-	350	-	-	350
General Government Total	-	-	3,275	-	-	3,275
Real Estate Partnerships & Development						
Service Enhancements						
909154 Accommodation Fit-Ups and Renovations	-	-	500	-	-	500
Service Enhancements Total	-	-	500	-	-	500
Real Estate Partnerships & Development Total	-	-	500	-	-	500
Grand Total	-	-	3,775	-	-	3,775