

2018 Operating Budget Corporate Summary - Elected Officials, Office of the Auditor General

In Thousands ('000)

	Budget			Actual			Surplus/(Deficit)		
	Annual Expense	Annual Revenue	Annual Net	Annual Expense	Annual Revenue	Annual Net	Annual Expense	Annual Revenue	Annual Net
Elected Officials	12,032	0	12,032	12,709	0	12,709	-677	0	-677
Office of the City Auditor General	1,901	0	1,901	1,822	0	1,822	79	0	79
Total Elected Officials and Office of the Auditor General	13,933	0	13,933	14,531	0	14,531	-598	0	-598

Elected Officials and Office of the Auditor General:

Elected Officials operational deficit due to severance payments associated with the 2018 municipal election.

**2018 Operating Budget Corporate Summary - City Clerk
& Solicitor**

In Thousands ('000)

	Budget			Actual			Surplus/(Deficit)		
	Annual Expense	Annual Revenue	Annual Net	Annual Expense	Annual Revenue	Annual Net	Annual Expense	Annual Revenue	Annual Net
City Clerk & Solicitor	447	0	447	422	0	422	25	0	25
Policy & Technical Solution Services	3,475	0	3,475	3,350	0	3,350	125	0	125
Legal Services	9,268	0	9,268	9,258	-6	9,252	10	6	16
Protocol	1,070	0	1,070	1,157	0	1,157	-87	0	-87
Legislative Services	15,857	-6,037	9,820	16,230	-6,083	10,147	-373	46	-327
French Language Services	3,080	0	3,080	2,870	0	2,870	210	0	210
City Clerk & Solicitor	33,197	-6,037	27,160	33,287	-6,089	27,198	-90	52	-38

2018 Operating Budget Corporate Summary - Transportation Services

In Thousands ('000)

	Budget			Actual			Surplus/(Deficit)		
	Annual Expense	Annual Revenue	Annual Net	Annual Expense	Annual Revenue	Annual Net	Annual Expense	Annual Revenue	Annual Net
Light Rail Planning & Implementation Office	5	-5	0	0	0	0	5	-5	0
Traffic Services	48,684	-1,893	46,791	51,464	-2,243	49,221	-2,780	350	-2,430
Transportation Planning	4,213	-55	4,158	4,032	-55	3,977	181	0	181
Total Transportation Services Department	52,902	-1,953	50,949	55,496	-2,298	53,198	-2,594	345	-2,249

Transportation Services:

Deficit primarily related to insurance claim expenditures in Traffic Services.

2018 Operating Budget Corporate Summary - Community & Social Services

In Thousands ('000)

	Budget			Actual			Surplus/(Deficit)		
	Annual Expense	Annual Revenue	Annual Net	Annual Expense	Annual Revenue	Annual Net	Annual Expense	Annual Revenue	Annual Net
General Manager's Office	380	0	380	361	0	361	19	0	19
Business Support Services	3,135	0	3,135	2,957	0	2,957	178	0	178
Social Services	252,701	-226,785	25,916	252,834	-226,931	25,903	-133	146	13
Children's Services	187,631	-170,016	17,615	178,600	-164,672	13,928	9,031	-5,344	3,687
Long Term Care	66,272	-51,974	14,298	69,580	-52,893	16,687	-3,308	919	-2,389
Housing Services	177,490	-69,562	107,928	200,617	-93,392	107,225	-23,127	23,830	703
Partner & Stakeholder Initiatives	26,034	-44	25,990	25,590	-28	25,562	444	-16	428
Total Community and Social Services Department	713,643	-518,381	195,262	730,539	-537,916	192,623	-16,896	19,535	2,639

Community & Social Services:

Surplus of \$3.687 million in Children Services from a lower requirement for the City's Stabilization Initiative due to additional provincial funding to increase access and affordability. Surplus of \$428 thousand in Partner & Stakeholder Initiatives due to compensation savings and lower program delivery costs. These two surpluses offset a \$2.389 million deficit in Long Term Care that resulted from increased staff replacement costs for sick leave in 24 x 7 operations. Lower social housing expenditures and higher revenues have offset the deficit in Emergency Shelters resulting in a net surplus of \$703 thousand in Housing Services.

2018 Operating Budget Corporate Summary - Public Works & Environmental Services

In Thousands ('000)

	Budget			Actual			Surplus/(Deficit)		
	Annual Expense	Annual Revenue	Annual Net	Annual Expense	Annual Revenue	Annual Net	Annual Expense	Annual Revenue	Annual Net
General Manager's Office	182	0	182	204	0	204	-22	0	-22
Business and Technical Services	9,976	-34	9,942	10,133	-48	10,085	-157	14	-143
Parks	37,015	-435	36,580	38,122	-501	37,621	-1,107	66	-1,041
Forestry Services	18,290	-45	18,245	18,424	-246	18,178	-134	201	67
Solid Waste Services - Tax	42,888	-16,559	26,329	43,358	-16,376	26,982	-470	-183	-653
Solid Waste Services - Rate	29,078	-34,511	-5,433	29,924	-34,621	-4,697	-846	110	-736
Parking Services	15,787	-15,787	0	16,215	-16,215	0	-428	428	0
Roads Services	105,994	-1,137	104,857	112,869	-1,519	111,350	-6,875	382	-6,493
Total Public Works & Environmental Services	259,210	-68,508	190,702	269,249	-69,526	199,723	-10,039	1,018	-9,021

Public Works & Environmental Services

Additional costs in winter maintenance operations of \$7.2 million were the result of increased snow accumulation, which was 8 percent higher than the 20-year average. Because of the higher than normal precipitation (snow and freezing rain), some of which occurred in April and in early November, which extended the winter maintenance activities, resulted in an increase application of abrasives on roadways, sidewalks and pathways. The winter maintenance operations deficit was partially offset by a surplus for non-winter activities resulting in a net Roads Services deficit of \$6.5 million. Parks deficit of \$1 million due to increased maintenance requirements in various parks and \$1.4 million deficit in Solid Waste due to increase Fleet costs for the in-House Operations associated with waste collection and diversion.

2018 Operating Budget Corporate Summary - City Manager's Office

In Thousands ('000)

	Budget			Actual			Surplus/(Deficit)		
	Annual Expense	Annual Revenue	Annual Net	Annual Expense	Annual Revenue	Annual Net	Annual Expense	Annual Revenue	Annual Net
City Manager's Office	1,510	0	1,510	1,506	0	1,506	4	0	4

2018 Operating Budget Corporate Summary - Emergency & Protective Services

In Thousands ('000)

	Budget			Actual			Surplus/(Deficit)		
	Annual Expense	Annual Revenue	Annual Net	Annual Expense	Annual Revenue	Annual Net	Annual Expense	Annual Revenue	Annual Net
General Manager Office	382	0	382	383	0	383	-1	0	-1
Business Support Services	3,167	0	3,167	3,010	-41	2,969	157	41	198
Security and Emergency Management	7,725	-270	7,455	7,463	-418	7,045	262	148	410
Fire Services	161,172	-978	160,194	162,686	-854	161,832	-1,514	-124	-1,638
Paramedic Service	96,403	-57,400	39,003	95,968	-58,100	37,868	435	700	1,135
By-Law & Regulatory Services	20,265	-26,704	-6,439	22,325	-28,509	-6,184	-2,060	1,805	-255
Public Policy Development	541	0	541	311	0	311	230	0	230
Total Emergency & Protective Services	289,655	-85,352	204,303	292,146	-87,922	204,224	-2,491	2,570	79

Emergency & Protective Services:

The deficit in Fire Services is due to increased fleet repairs, maintenance and fuel costs. Savings in Paramedic Service compensation due to lower level paramedic positions than budget was offset by increased costs due to community paramedicine agreements as well as some revenue. Increased uniform costs and one-time legal and tornado/windstorm relief effort costs offset by increased revenue primarily due to CHEO Dedicated Vehicle Services and West Carleton Family Health Care agreements. By-Law & Regulatory Services increased cost primarily related to liability claims, merchant card fees, and corporate radio charges.

2018 Operating Budget Corporate Summary – Recreation, Cultural and Facility Services

In Thousands ('000)

	Budget			Actual			Surplus/(Deficit)		
	Annual Expense	Annual Revenue	Annual Net	Annual Expense	Annual Revenue	Annual Net	Annual Expense	Annual Revenue	Annual Net
General Manager's Office	1,375	-540	835	1,410	-78	1,332	-35	-462	-497
Community Recreation & Cultural Programs	107,805	-49,571	58,234	104,976	-48,726	56,250	2,829	-845	1,984
City Wide Programs, Aquatics and Specialized Services	31,727	-12,793	18,934	31,877	-12,704	19,173	-150	-89	-239
Parks & Facilities Planning	1,985	-400	1,585	1,813	-204	1,609	172	-196	-24
Business & Technical Support Services	24,200	-1,973	22,227	23,918	-1,626	22,292	282	-347	-65
Facility Operations Services	32,050	-2,622	29,428	31,980	-2,231	29,749	70	-391	-321
Total Recreation, Cultural and Facility Services	199,142	-67,899	131,243	195,974	-65,569	130,405	3,168	-2,330	838

Recreation, Cultural and Facility Services:

Surplus from expenditure savings in compensation and utilities due to extended and unplanned facility shutdowns, which were offset by reduced registration revenue, due to the impact of the tornado on revenues and shortfalls in sponsorship revenues.

2018 Operating Budget Corporate Summary - Corporate Services

In Thousands ('000)

	Budget			Actual			Surplus/(Deficit)		
	Annual Expense	Annual Revenue	Annual Net	Annual Expense	Annual Revenue	Annual Net	Annual Expense	Annual Revenue	Annual Net
General Manager & City Treasurer	440	0	440	447	0	447	-7	0	-7
Business Support Services	2,915	0	2,915	2,795	0	2,795	120	0	120
Revenue Services	13,259	-5,957	7,302	12,989	-6,687	6,302	270	730	1,000
Corporate Finance	20,544	0	20,544	20,393	0	20,393	151	0	151
Supply Services	4,963	-450	4,513	5,863	-1,184	4,679	-900	734	-166
Information Technology Services	59,719	0	59,719	59,513	0	59,513	206	0	206
Corporate Real Estate Office	9,918	-299	9,619	8,959	-228	8,731	959	-71	888
Fleet Services	4,068	-549	3,519	4,155	-628	3,527	-87	79	-8
Total Corporate Services Department	115,826	-7,255	108,571	115,114	-8,727	106,387	712	1,472	2,184

Corporate Services:

Savings in service delivery costs and higher than anticipated revenue from water & tax billing services within Revenue Services and higher property tax recovery and savings in environmental remediation contracts within the Corporate Real Estate Office.

2018 Operating Budget Corporate Summary - Planning, Infrastructure & Economic Development

In Thousands ('000)

	Budget			Actual			Surplus/(Deficit)		
	Annual Expense	Annual Revenue	Annual Net	Annual Expense	Annual Revenue	Annual Net	Annual Expense	Annual Revenue	Annual Net
General Manager's Office	285	0	285	284	0	284	1	0	1
Right of Way, Heritage and Urban Design	11,261	-11,351	-90	11,441	-11,838	-397	-180	487	307
Infrastructure Services	6,668	-39	6,629	6,278	-15	6,263	390	-24	366
Planning Services	11,086	-9,660	1,426	10,616	-11,376	-760	470	1,716	2,186
Building Code Services	25,772	-25,772	0	24,386	-24,386	0	1,386	-1,386	0
Economic Development and Long Range Planning	14,445	0	14,445	13,569	-2	13,567	876	2	878
Business Support Services	2,269	0	2,269	1,867	0	1,867	402	0	402
Total Planning, Infrastructure & Economic Development Department	71,786	-46,822	24,964	68,441	-47,617	20,824	3,345	795	4,140

Planning, Infrastructure & Economic Development:

Expenditure savings in compensation related to vacancies along with additional capital recoveries and development application revenues.

2018 Operating Budget Corporate Summary - Service Innovation & Performance

In Thousands ('000)

	Budget			Actual			Surplus/(Deficit)		
	Annual Expense	Annual Revenue	Annual Net	Annual Expense	Annual Revenue	Annual Net	Annual Expense	Annual Revenue	Annual Net
General Manager's Office	365	0	365	371	0	371	-6	0	-6
Business Support Services	2,732	0	2,732	2,791	0	2,791	-59	0	-59
Service Transformation	3,976	0	3,976	3,816	0	3,816	160	0	160
Public Information & Media Relations	3,729	0	3,729	3,806	0	3,806	-77	0	-77
Human Resources	13,956	0	13,956	13,829	-31	13,798	127	31	158
Service Ottawa	14,496	-1,254	13,242	14,136	-1,235	12,901	360	-19	341
Total Service Innovation & Performance Department	39,254	-1,254	38,000	38,749	-1,266	37,483	505	12	517

Service Innovation & Performance:

Expenditure savings due to delays in retrofit work and web services contracts.

2018 Operating Budget Corporate Summary - Non Departmental - Capital Formation Costs

In Thousands ('000)

	Budget			Actual			Surplus/(Deficit)		
	Annual Expense	Annual Revenue	Annual Net	Annual Expense	Annual Revenue	Annual Net	Annual Expense	Annual Revenue	Annual Net
Corporate Benefit Provisions	6,923	0	6,923	6,923	0	6,923	0	0	0
Contribution To Reserve Funds	108,344	0	108,344	108,344	0	108,344	0	0	0
Contribution to Tax Stabilization Reserve	2,657	0	2,657	2,657	0	2,657	0	0	0
Endowment Fund	13,000	-13,000	0	6,162	-6,162	0	6,838	-6,838	0
Ottawa Lands Development	5,000	-5,000	0	1,794	-1,794	0	3,206	-3,206	0
Sale of Surplus Land	1,500	-1,500	0	7,183	-7,183	0	-5,683	5,683	0
Debt Charges	89,895	-10,578	79,317	90,077	-10,611	79,466	-182	33	-149
Ray Friel	1,111	-709	402	1,113	-709	404	-2	0	-2
100 Constellation Lease	6,413	0	6,413	6,411	0	6,411	2	0	2
Total Capital Formation Costs	227,920	-30,787	197,133	223,741	-26,459	197,282	4,179	-4,328	-149

2018 Operating Budget Corporate Summary - Non Departmental - Corporate Common Expenditures

In Thousands ('000)

	Budget			Actual			Surplus/(Deficit)		
	Annual Expense	Annual Revenue	Annual Net	Annual Expense	Annual Revenue	Annual Net	Annual Expense	Annual Revenue	Annual Net
Financial Charges	11,032	0	11,032	9,458	-22	9,436	1,574	22	1,596
CW Cost Allocations	-44,947	0	-44,947	-44,947	0	-44,947	0	0	0
Total Corporate Common Expenditures	-33,915	0	-33,915	-35,489	-22	-35,511	1,574	22	1,596

Financial charges and debenture cost savings because of lower banking fees and no debenture issue in 2018.

2018 Operating Budget Corporate Summary - Non Departmental - Corporate Common Revenue

In Thousands ('000)

	Budget			Actual			Surplus/(Deficit)		
	Annual Expense	Annual Revenue	Annual Net	Annual Expense	Annual Revenue	Annual Net	Annual Expense	Annual Revenue	Annual Net
Penalty & Interest	0	-14,339	-14,339	322	-18,422	-18,100	-322	4,083	3,761
Investment Income	326	-15,006	-14,680	326	-20,313	-19,987	0	5,307	5,307
Hydro Ottawa Dividends	0	-20,000	-20,000	1,900	-21,900	-20,000	-1,900	1,900	0
Provincial Offences Act	137	-12,907	-12,770	196	-16,289	-16,093	-59	3,382	3,323
Rideau Carleton Raceway	0	-5,600	-5,600	0	-5,938	-5,938	0	338	338
Lottery Fees	0	-1,004	-1,004	0	-717	-717	0	-287	-287
Municipal Accommodation Tax	14,000	-14,000	0	15,336	-15,759	-423	-1,336	1,759	423
Other Miscellaneous Revenue	0	-2,759	-2,759	0	-2,134	-2,134	0	-625	-625
Total Corporate Common Revenue	14,463	-85,615	-71,152	18,080	-101,472	-83,392	-3,617	15,857	12,240

Penalties and Interest growth in fees collected and higher investment returns due to increased short-term interest rates and larger short-term investment balances. Provincial Offences Act revenues are higher than budget primarily due to out of province ticket collections and an increase in the number of red light cameras.

2018 Operating Budget Corporate Summary - Non Departmental - Tax Related Expenses and Revenues

In Thousands ('000)

	Budget			Actual			Surplus/(Deficit)		
	Annual Expense	Annual Revenue	Annual Net	Annual Expense	Annual Revenue	Annual Net	Annual Expense	Annual Revenue	Annual Net
Supplemental Assessment	0	-13,472	-13,472	0	-19,438	-19,438	0	5,966	5,966
Payment-in-lieu of Taxation	0	-116,617	-116,617	0	-108,411	-108,411	0	-8,206	-8,206
Public Institutions	0	-4,180	-4,180	0	-4,340	-4,340	0	160	160
Tax Rebates & Remissions	20,895	0	20,895	16,587	0	16,587	4,308	0	4,308
Property Assessment	8,931	0	8,931	8,932	0	8,932	-1	0	-1
Property Tax Revenue	0	-994,978	-994,978	0	-994,978	-994,978	0	0	0
Total Tax Related Exp & Revenue	29,826	1,129,247	1,099,421	25,519	1,127,167	1,101,648	4,307	-2,080	2,227

Supplementary assessment revenues were higher than projected resulting from higher number of residential and commercial properties being added to the property assessment base. Lower PILT revenue due to the lower MPAC assessments for commercial and office properties. Vacancy rebate savings are a result of the program phase-out.

2018 Operating Budget Corporate Summary - External Boards, Commissions and Agencies

In Thousands ('000)

	Budget			Actual			Surplus/(Deficit)		
	Annual Expense	Annual Revenue	Annual Net	Annual Expense	Annual Revenue	Annual Net	Annual Expense	Annual Revenue	Annual Net
Crime Prevention Centre	1,029	0	1,029	1,029	0	1,029	0	0	0
Committee of Adjustment	1,385	-1,385	0	1,273	-1,427	-154	112	42	154
Public Health	60,715	-47,909	12,806	60,076	-47,271	12,805	639	-638	1
Conservation Authority	11,470	-11,470	0	11,612	-11,684	-72	-142	214	72
Transit Services	660,539	-660,539	0	649,855	-646,605	3,250	10,684	-13,934	-3,250
Police Services	334,591	-334,591	0	337,259	-331,299	5,960	-2,668	-3,292	-5,960
Library Services	51,910	-51,910	0	51,892	-51,929	-37	18	19	37
Total External Boards, Commissions and Agencies	1,121,639	1,107,804	13,835	1,112,996	-1,090,215	22,781	8,643	-17,589	-8,946

OC Transpo operations under the Transit Commission mandate ended the year in a \$3.941 million deficit attributable to higher insurance claim expenditures, fuel price increases and lower fare revenue driven by customers purchasing lower-priced fares which were offset with savings in compensation and maintenance payment savings due to the delayed opening of the O-Train Line 1. This was offset by the allocation of a \$691 thousand surplus to the business area from the various taxation related accounts which reduced the overall Transit deficit to \$3.250 million.

The Police operational budget that falls under the Police Services Board mandate finished 2018 with a \$6.214 million deficit as result of lower than expected background checks and collision report revenues, overtime cost related to the tornado, increased WSIB costs and facility operating and maintenance cost. This was partially offset by the allocation of \$254 thousand surplus to the business area from the various taxation related accounts, which has resulted in an overall Police Services deficit of \$5.960 million, which is funded by surpluses in the City-Wide accounts.

2018 Operating Budget Corporate Summary - Rate Supported Programs

In Thousands ('000)

	Budget			Actual			Surplus/(Deficit)		
	Annual Expense	Annual Revenue	Annual Net	Annual Expense	Annual Revenue	Annual Net	Annual Expense	Annual Revenue	Annual Net
Drinking Water Services	175,937	-175,937	0	171,323	-178,560	-7,237	4,614	2,623	7,237
Wastewater Services	160,582	-188,305	-27,723	158,108	-192,906	-34,798	2,474	4,601	7,075
Stormwater Services	29,684	-1,961	27,723	29,726	-1,624	28,102	-42	-337	-379
Total Rate Supported Program	366,203	-366,203	0	359,157	-373,090	-13,933	7,046	6,887	13,933

Rate Supported Programs:

Surplus mainly due to vacancies, increased recoveries from capital for internal resources and savings in repairs, maintenance, utility and chemical cost, as well as increased revenues due to more cost recovery work and higher growth in fire supply revenues. Stormwater deficit mainly due to less stormwater revenues because of the delay in implementing the new water, sewer and storm rate structure.