



# Community and Protective Services Committee

Tax Supported Programs



2019-194

# Draft BUDGET 2019

Better roads and transit.  
Safer communities.  
More housing.



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# **Emergency and Protective Services Department Security and Emergency Management 2019 Service Area Summary**

## **Description**

- Support a secure environment for citizens of Ottawa to live, work and play
- Lead the coordination of City services to prevent, mitigate, prepare, respond and recover from major emergencies and planned events
- Create a secure work environment for staff through training, assessment, monitoring and response as well as through the delivery of security services, advice and guidance
- Lead corporate and community emergency preparedness and planning activities
- Manage the corporate radio program and coordinate the transition to a new radio system

## **Programs/Services Offered**

### **Office of Emergency Management**

- Administer the City of Ottawa Emergency Management Program
- Administer the Municipal Emergency Plan
- Provide the public emergency preparedness education program: "Are You Ready?"
- Provide Emergency Management training to staff and external stakeholders
- Administer hazard identification and mitigation programs
- Manage the Emergency Management Accreditation Program (EMAP) ensuring ongoing compliance

- Manage Urban Search and Rescue (USAR) and Chemical, Biological, Radiological, Nuclear and Explosive (CBRNE) Task Forces
- Provide corporate coordination of major events and emergencies, including the notification and event escalation through the Corporate Duty Officer Network

#### Corporate Security

- Manage corporate security systems
- Provide incident management and investigation services
- Provide security education and training
- Provide event security planning and coordinate onsite security for special events
- Provide threat and risk assessments at City facilities
- Manage Security Operations Centre
- Manage access control and alarm monitoring at City facilities
- Provide Photo ID services

#### 9-1-1 Service Level Agreement

- Manage Service Level Agreement with the Ottawa Police Service Board
- Manage funding agreement and provide governance and performance oversight

#### Corporate Radio System

- Manage the transition of approximately 6,000 radios to a new radio system
- Manage the new radio system post implementation
- Provide governance and performance oversight

#### Protective Measures Program

- Define four protective measures: Building Evacuation, Shelter in Place, Secure Facility and Lockdown

- Provide employees with information on what to do and what to expect when there is a security or emergency situation affecting a City facility
- Aim to minimize or eliminate risk of danger, injuries or accidents to elected officials, employees and visitors during a security or emergency situation affecting a City facility

# Emergency and Protective Services Department

## Ottawa Fire Service

### 2019 Service Area Summary

#### Description

The goal of Ottawa Fire Services (OFS) is to reduce or eliminate loss of life and property. In order to meet this goal, Ottawa Fire Services encourages a culture of public fire safety and strives to empower members of the community with the knowledge and tools required to prevent fires. Ottawa Fire Services enhances emergency response through continual training of staff, identifying change opportunities and managing service priorities.

#### Programs/Services Offered

##### Suppression and Rescue

- Effective emergency response which includes fire suppression, rescue operations (e.g. water rescue and automobile extrication) and tiered medical responses
- Special operations, such as responding to hazardous material calls
- Ensure compliance with OFS response standards adopted as part of the Commission of Fire Accreditation International program
- In 2017, Ottawa Fire Services recorded 69,441 apparatus responses to 25, 048 incidents including fire, hazardous material, rescue, medical and mutual aid agreement incidents

##### Communications and Outreach

- Dispatch services - The Communications Division directly impacts the ability of OFS to provide effective fire protection and emergency response to the City. As the first point of contact in an emergency or life-threatening situation, this division is equipped with the technology and systems to receive calls from the public and other emergency services, while ensuring a safe working environment for emergency responders. In 2017, OFS Communications Center received 93,160 calls.
- Recruitment outreach and community engagement campaigns such as Camp FFIT (Female Firefighters in Training)

#### Prevention and Education

- Public fire safety education through various avenues, including social media, outreach campaigns, community events, and community partnerships
- Conducted 3,958 inspections and participated in 701 public education events in 2017. Additionally, OFS visited 14,020 homes in 2017 as part of the Wake Up! Get a Working Smoke Alarm Campaign. In 2017, 177 SmartBurners were distributed and installed in social housing units across Ottawa. Having a strong presence in the community is vital to building trust and strengthening the service's voice. Education, inspections and investigations is a collaborative effort between all divisions within OFS with the ultimate goal of preventing fires
- Application of fire safety standards and enforcement, including thorough fire cause, origin and circumstance evaluations, Fire Code compliance, investigations, fire inspections and risk assessments

# **Emergency & Protective Services Department**

## **Ottawa Paramedic Service**

### **2019 Service Area Summary**

#### **Description**

The Ottawa Paramedic Service's integrated high performance system efficiently provides clinical excellence to bring residents and visitors sophisticated pre-hospital medicine. The Ottawa Paramedic Service also provides specialty services such as marine paramedics for waterways, tactical paramedics for police operations, and bike paramedics for special events.

The Service also delivers public education and injury prevention programs for City staff and stakeholders, manages all medical equipment purchases for the City of Ottawa, and oversees the Public Access Defibrillator (PAD) Program, which includes the Police Service, OC Transpo, and Fire Services.

#### **Programs/Services Offered**

- Street Operations (50/50 cost sharing program with Ministry of Health and Long-Term Care (MOHLTC)). In 2017, the response volume was 139,514
- The Ottawa Central Ambulance Communications Centre (OCACC) is 100% funded by MOHLTC and provides call-taking and dispatching services to the City of Ottawa, United Counties of Prescott and Russell, and United Counties of Stormont, Dundas and Glengarry. In 2017, the OCACC provided call taking services for 134,688 calls and dispatching services for a response volume of 175,101



- Special Operations - ensure public safety by providing medical coverage and response for special events in the City, such as Canada Day, international dignitary visits, conferences, special events and festivals. The majority of special events are on a cost recovery basis
- Community Medicine Programs - promote a safe and healthy community by developing programs for public awareness. Training is run on a 100% cost recovery basis. In 2017, 576 First Aid, CPR and AED courses were provided to 6,543 participants
- Public Access Defibrillator Program - placement of over 1,100 defibrillators in public buildings, police, fire and OC Transpo vehicles. In total, 128 lives have been saved since the program's inception in 2001

# **Emergency & Protective Services Department**

## **By-law & Regulatory Services**

### **2019 Service Area Summary**

#### Description

The Mandate of By-law & Regulatory Services is to protect and serve residents, businesses and visitors through education on, and administration and enforcement of, regulations that address public health and safety, nuisance control and consumer protection. The Service Area is responsible for ensuring compliance with city-wide regulatory by-laws and provincial legislation that address a wide range of municipal community issues. By-law & Regulatory Services accomplishes those objectives through:

- Animal care and control including pet registration
- Noise control
- Parking control, including the Private Parking Enforcement Agency Program
- Property Standards and Property Maintenance enforcement
- Smoke Free Ontario and municipal smoke-free regulation enforcement
- Zoning enforcement
- Graffiti enforcement
- Enforcement of various other regulations including Fences, Parks & Facilities, Use and Care of Roads, Clothing Donation Boxes, Shopping Carts
- Vehicle-for-Hire By-law enforcement and inspections (taxis, limousines, private transportation companies)
- Lottery Licensing
- Temporary Sign Permits

- Development of administration and enforcement policies and procedures in support of new and amended by-laws
- Promotion, education and awareness of by-laws
- Business licensing, administration and enforcement of 33 License Categories
- Management of the Spay/Neuter Clinic
- Transport of sick and injured small wild animals
- Coordination of Large Wild Mammal Emergency Response
- Management of various purchase-of-service agreements including the Municipal Animal Shelter Services Agreement

## Programs/Services Offered

### **Parking and Licensing Enforcement**

- Parking Enforcement (information, traffic control and enforcement) issued 362,756 parking fines in 2017
- Business Licensing (information, issuance, renewal and compliance): issued approximately 11,404 business licenses and processed 491 lottery licenses in 2017
- Taxi Licensing (information, issuance, renewal and compliance): 2100 taxi and limousine inspections were conducted and approximately 2,100 taxi driver licenses were issued in 2017

### **By-law Enforcement**

- Enforcement and Inspection (including noise, property standards, tobacco, zoning, and animal care and control): in 2017 responded to 80,639 requests for service

### **Operational Support and Regulatory Services**

- Vehicle-for-Hire By-law implementation and monitoring
- Cat/Dog Registration (information, issuance, renewal and compliance): approximately 34,000 registered cats and dogs
- Support of the development of by-laws emanating from other City Departments
- Management of the Spay/Neuter Clinic: performs approximately 2,500 sterilizations

- Management of various purchase-of-service agreements (including Municipal Animal Shelter Services and Large Wild Mammal Emergency Response)

# **Emergency & Protective Services Department**

## **Public Policy Development**

### **2019 Service Area Summary**

#### **Description**

The Public Policy Development Service Area is responsible for recommending public policy for regulatory matters within the purview of the Emergency and Protective Services Department (EPS), and for developing and drafting corresponding regulatory by-laws including amendments to existing by-laws. The Service supports other City departments with the development of their by-laws.

#### **Programs/Services Offered**

- Providing strategic, policy and regulatory advice and recommendations to EPS and other Departments, Committee and Council regarding the development and/or amendment of relevant by-laws and policies
- Developing and implementing a by-law review framework and work plan to guide by-law review and development
- Undertaking or assisting in by-law review projects, including public engagement and stakeholder consultation, research, and drafting
- Reviewing new or existing by-laws to ensure continued relevance, and anticipating/responding to emerging issues to determine the appropriate public policy position
- Monitoring the activities of other levels of government to determine impacts on City by-laws and regulations

# **Community and Social Services Department**

## **2019 Service Area Summary – Department Overview**

### **Description**

The Community and Social Services department works with community agencies to ensure a strong social infrastructure of coordinated and responsive programs and services for families and individuals in need. In collaboration with our partners, we develop, deliver, and fund services and programs that foster inclusion, self-sufficiency and improved quality of life. Most services and programs are governed by specific provincial legislation, with funding from all three levels of government.

### **Programs/Services Offered**

The Community and Social Services department oversees an integrated continuum of supports through programs and services provided by the following service areas:

- Children's Services
- Employment and Social Services
- Housing Services
- Long-term care Services
- Partner and Stakeholder Initiatives

# **Community and Social Services Department**

## **Employment and Social Services**

### **2019 Service Area Summary**

#### **Description**

Employment and Social Services provides financial and employment assistance and social supports to families and individuals, to improve the social and economic well-being of Ottawa residents. The service area is responsible for administering the Ontario Works program, which includes financial assistance for basic needs and shelter, employment supports and health benefits. This also includes assessing eligibility for residential services and light housekeeping services for low-income residents. The service area provides a range of employment services to family members of Ontario Disability Support Program recipients and operates one of 11 Employment Ontario Centres in Ottawa. The service area also delivers the 100 per cent municipally funded Essential Health and Social Supports program.

#### **Programs/Services Offered**

Each month, approximately:

- 19,400 households receive assistance from the Ontario Works program
- 26,600 households receive assistance from ODSP
- 2,360 households receive assistance from the Essential Health and Social Supports Program
- 1,350 residents receive light housekeeping services
- In 2017, there were 23,100 visits to the Employment Ontario Centre

# **Community and Social Services Department**

## **Children's Services**

### **2019 Service Area Summary**

#### **Description**

Children's Services, together with community partners, provides high-quality child care and early years' services that are accessible, inclusive and affordable to families and is committed to serving our most vulnerable residents. Child care is the caring for and supervision of children (ages 0-12) in licensed settings (home child care or centre-based child care) as well as before and after school programs. Fee subsidies are available to assist families with the cost of child care. Early years services are free-of-charge programs that provide opportunities for children (ages 0 to 6) to participate in play and inquiry-based programs with parents / caregivers in attendance. Programming includes playgroups, workshops and pre- and post-natal supports that assist parents / caregivers in their roles and facilitate access to information and specialized services.

#### **Programs/Services Offered**

- Support approximately 7,600 subsidized child care placements in the community
- Provide general operating funding to non-profit child care agencies to support an approximate licensed capacity of 37,000 spaces
- Provide wage enhancement funding to non-profit child care agencies to support greater employment and income security to approximately 3,300 child care employees
- Provide special needs funding to help support over 700 children in licensed child care



- Provide early years funding to help support approximately 27,000 children access early years programs and services
- Directly operate 10 municipal child care centres offering approximately 393 licensed child care spaces
- Manage the Child Care Registry and Waitlist to assist parents looking for licensed child care
- Responsible for the planning and management of a local child care and early years system that responds to local needs and aligns with the Province's vision

# **Community and Social Services Department**

## **Housing Services**

### **2019 Service Area Summary**

#### **Description**

Housing Services oversees the funding, administration, monitoring and repair needs of social/affordable housing to increase access to, and retention of, suitable housing for people living on low to middle incomes. Other programs include the administration of investments in new affordable and supportive housing.

Housing Services is also responsible for emergency shelter response and supported housing services to assist residents experiencing or at risk of homelessness by providing outreach, housing search, stabilization and housing loss prevention. Working with other City departments, the service area provides a system-wide coordinated response to the rooming house sector.

Housing Services, in collaboration with community stakeholders, is responsible for the ongoing implementation of the 10-Year Housing and Homelessness Plan. The Plan identifies current and future housing needs and priorities, identifies solutions, sets targets and objectives, proposes measures to achieve targets/objectives and includes performance measurement and evaluation.

The Community and Protective Services committee oversees the Community and Social Services department, with the exception of the Affordable Housing Branch, which is overseen by the Planning Committee. For the CSSD/Affordable Housing Branch summary, see the Planning Committee Draft Budget.

#### **Programs/Services Offered**

- Over 18,000 households (representing over 50,000 people) live in 15,700 rent geared to income subsidized units while approximately 2400 households receive a housing subsidy in the form of a rent supplement or housing allowance
- On average 10,500 households are on the Centralized Wait List for social housing for rent-geared-to-income assistance
- Provide funding for approximately 690 community emergency shelter beds (singles/youth and families)
- Directly operate 176 family shelter beds (44 rooms)
- Provide funding to 11 Housing First organizations supporting upwards of 700 people at any time
- Provide operating funding to 40 organizations providing supportive housing services to over 1500 residents

# **Community and Social Services Department**

## **Long-Term Care Services**

### **2019 Service Area Summary**

#### **Description**

Four Long-Term Care homes provide care and services to 717 residents who require assistance with daily living. The Homes offer a variety of services to care for the residents' well-being and ensure a healthy and safe environment. The care provided in each home includes specialized, restorative, supportive and palliative care for persons with dementia, disabilities and health problems who cannot live independently in their homes, and whose needs cannot be met in the community. All four of the City's long-term care homes have registered staff on duty 24-hours a day, seven days a week to support the care of residents.

#### **Programs/Services Offered**

- Nursing and personal care
- Medical services
- Physiotherapy and activation services
- Nutrition and food preparation
- Housekeeping and laundry services

- Recreational activities
- Spiritual care and social supports
- Two adult day programs offer supervised programming and services to support individuals living in the community.

# **Community and Social Services Department**

## **Partner and Stakeholder Initiatives**

### **2019 Service Area Summary**

#### **Description**

Partner and Stakeholder Initiatives Service works with internal and community stakeholders to respond to current and emerging needs in order to promote equitable, inclusive and sustainable service access for a diverse population. This includes: funding and capacity building to support and strengthen community agencies; coordinating engagement strategies, action plans and partnerships; conducting social research and policy analysis to aid in strategic planning and to address service gaps and barriers; and developing and leading City-wide initiatives on behalf of the department and Council. Partner and Stakeholder Initiatives has two distinct service areas: Community Funding and Client Service Strategies.

#### **Programs/Services Offered**

- \$23.8 million of 100% municipal funding to support 89 non-profit community agencies to improve access to basic services, quality of life and inclusion for residents who are marginalized, low-income, at-risk or isolated
- Major capital funding to Community Health and Resource Centres to improve the facilities
- Specific initiatives include: Aboriginal Reconciliation Action Plan, Youth Action Plan, Older Adult Plan, and the Municipal Immigration Strategy

# Recreation, Cultural and Facility Services Department

## 2019 Service Area Summary

### Description

The Recreation, Cultural and Facility Services (RCFS) Department provides access to high quality recreation and cultural services, in collaboration with community partners, to encourage healthy and active lifestyles, and to contribute to Ottawa's cultural identity and heritage. The Department also operates and maintains most City buildings. The Department successfully accomplishes this by:

- Developing and delivering recreation and cultural programs in arenas, pools, parks, sports fields, recreation and cultural facilities, and community centres
- Maintaining and ensuring facility cleanliness and good repair
- Adhering to clear service standards and structures services around community needs
- Ensuring that legislative and safety requirements are implemented and adhered to
- Providing opportunities for participation in, and access to, Ottawa's arts, culture and heritage
- Working with community recreation, sport and cultural groups to maximize access and opportunities for recreation, cultural, and heritage programs/activities
- Planning, developing and redeveloping recreation and cultural facilities, parks and sports fields
- Investing in local cultural initiatives and assets to sustain municipal and community infrastructure and programs
- Providing operating and capital funding to community groups in support of our mandate

### Programs/Services Offered

The Recreation, Cultural and Facility Services Department:

- Delivers registered recreation and cultural programs to more than 217,000 participants annually
- Operates and manages: 11 major recreation complexes, over 100 community centres/field houses, 21 indoor pools, 9 outdoor pools, 44 indoor ice surfaces, 516 sports fields, 281 ball diamonds, 93 pickle ball courts, 4 senior centres, 56 wading pools, 138 splash pads and 4 beaches
- Operates specialized and therapeutic recreation programs for more than 2,300 children, youth and adults with disabilities, and offers an integration support service to facilitate access to all programs
- The City operates 28 cultural facilities / spaces across the city, including: 5 museums with multiple exhibition spaces, 2 multidisciplinary facilities, 2 instructional art centres, 9 community exhibition spaces, 6 stand-alone art galleries, 3 stand-alone artist studio spaces and Meridian Theatres @ CentrepoinTE
- Issues over 234,000 facility use permits to community groups for the delivery of programs
- Supports, oversees and allocates: 516 sports fields and 281 ball diamonds; 116 tennis facilities, 280 outdoor basketball courts, 19 skateboard parks, 58 sledding hills, and provides track and field opportunities at the Terry Fox Athletic Facility
- Maintains City buildings including 9.4 million square feet in 867 buildings
- Operates 33 arenas with a total of 44 indoor ice surfaces, 10 curling sheets, and coordinates more than 420 outdoor ice surfaces at over 275 locations
- Provides oversight and contract compliance monitoring for 8 Public-Private Partnership agreements, including two sports domes, three arenas with nine ice surfaces, a multi-disciplinary cultural facility, the Rideau Valley Conservation Authority Headquarters, and Lansdowne
- Supports over 295 local not-for-profit cultural organizations and individuals through 320 unique funding allocations to deliver a broad range of cultural activities to over 3.2 million participants and visitors
- Provides financial support to more than 140 community recreation organizations
- Offers over 1,200 hours per week (Fall/Winter) for public skating and public swimming and other sport drop-in programs to citizens of all ages; and
- Monitors the central control of a building's heating, ventilation and air conditioning, lighting and other systems in over 120 facilities



# Recreation, Cultural and Facility Services Department

## Business & Technical Support Services

### 2019 Service Area Summary

#### Description

Business and Technical Support Services (BTSS) provides the department with critical business support to frontline operations, including business analysis and project management. It provides logistical support and expertise to the General Manager and to operational staff within RCFS. The BTSS takes a primary role in the implementation of corporate initiatives and works to ensure consistent and efficient practices through collaboration with BSS teams in all departments.

The BTSS also provides technical expertise in areas that are unique to the department. These areas include developing and delivering cultural initiatives and public art programs; overseeing advertising, sponsorship and donation opportunities; and managing community recreation and cultural funding programs on behalf of the department. It also oversees the department's employee administration and training unit and the marketing and communications of all departmental programs and services.

#### Programs/Services Offered

The Business & Technical Support Services Branch:

- Oversees, maintains and operates RCFS's facility booking and program registration system
- Plans and delivers promotional campaigns for recreation and cultural offerings
- Manages content for RCFS websites including Ottawa.ca and Shenkman and Meridian at Centrepointe Theatre websites
- Undertakes the department's human resources planning and development including the recruitment and hiring of up to 4000 part-time and seasonal staff

- Develops and coordinates the delivery of employee training strategies
- Integrates artwork into public spaces through public art commissions / residencies / mentorships in LRT, buildings, streetscapes and parks and through exhibitions at Karsh-Masson Gallery & City Hall Art Gallery
- Conservation and stewardship of the City Art Collection that circulates in 170 buildings across the City
- Implements cultural partnership and development initiatives
- Conducts cultural planning, mapping and research
- Develops cultural policy and facility development
- Oversees cultural funding through peer-assessed arts, heritage, festivals and fairs funding and awards programs
- Administers recreation funding programs and supports recreation associations with the community development process
- Develops new and maintains existing corporate sponsorship, advertising and donation opportunities
- Provides business, financial, statistical and demographic analysis
- Coordinates departmental strategic planning & risk management
- Manages and provides analysis on GIS mapping requests
- Oversees the department's Public Private Partnership (P3) agreements, i.e. Lansdowne Park, Arts Court, Sensplexes
- Provides professional guidance with the City's Project Management Methodology and Framework
- Oversees and coordinates the department's operating and capital budget process
- Provides support to the General Manager with legislative agenda, inquiry management and accessibility planning & reporting
- Liaises with Council, other City departments and key stakeholders to support City-wide initiatives

# **Recreation, Cultural and Facility Services Department**

## **Community Recreation and Cultural Programs**

### **2019 Service Area Summary**

#### **Description**

Community Recreation and Cultural Programs oversees a variety of community spaces, offers community-gathering places, offers programming and rentals to facilitate participatory activities for children, youth, adults, older adults, and special needs. The services are organized in four geographical areas, East, West, Central and South as well as two areas of specialization, Cultural Heritage Programs and Spaces and Targeted Populations and Centralized Initiatives. In addition, this service area works in closely with partners such as Ottawa Sport and Entertainment Group, Ottawa Art Gallery, University of Ottawa to program multifaceted spaces such as Arts Court and Lansdowne Park.

The services are delivered in eight major recreation complexes, over 100 community centres, four municipally run senior centres, five museum and historic sites, arts galleries, Meridian Theatre, Shenkman Arts Centre, Arts Court, Lansdowne Park and City Hall.

#### **Programs/Services Offered**

The Community Recreation and Cultural Programs Service Area:

- Develops and delivers recreation and cultural programs in arenas, pools, parks, sports fields, recreation and cultural facilities, and community centres. Programs include camps, sports, fitness, visual & performing arts, after school, and general interest
- Operates municipal museums and is responsible for the delivery of heritage programs

- Oversees the allocations of indoor arena ice time, sports fields, ball diamonds, as well as other community gathering places such as halls, meeting rooms, gymnasiums and other venues
- Offers public skating, public swimming and other sport drop-in programs at recreation complexes to citizens of all ages
- Operates a wide variety of Summer and March Break camps for children and youth
- Operates and programs space at City Hall, Marion Dewar Plaza and the Rink of Dreams
- Provides opportunities for participation in, and access to, Ottawa's arts, culture and heritage
- Works with community recreation, sport and cultural groups to maximize access and opportunities for recreation, cultural, and heritage programs/activities
- Researches, develops and delivers local museum educational programs to meet school curriculum requirements
- Delivers city-wide heritage events such as Doors Open Ottawa, Museums Day, etc.

# **Recreation, Cultural and Facility Services Department City Wide Programs, Aquatics and Specialized Services 2019 Service Area Summary**

## **Description**

City-Wide Programs, Aquatics and Specialized Services is a multidisciplinary service that provides quality recreation programs and services to residents. The services include Aquatics Operations, Seasonal Recreation, City Wide Recreation Programs, and Inclusive Recreation. This Service Area provides interdepartmental oversight and direction from subject matter experts in Aquatics, Citywide sports and Inclusive Recreation (Special Needs). In addition, this portfolio works in close collaboration with partners on various initiatives, such as the Municipal Sports Strategy with the Ottawa Sports Council, and the Healthy Kids Ottawa project with CHEO and Ottawa Public Health.

## **Programs/Services Offered**

The City-Wide Programs, Aquatics and Specialized Services Service Area:

- Encourages healthy and active lifestyles in collaboration with the community
- Ensures adherence to Provincial legislation including the Ontario Health Protection and Promotion Act, Social Inclusion of Persons with Developmental Disabilities Act, Access for Ontarians with a Disability Act
- Offers public skating, public swimming and other sport drop-in programs at stand-alone facilities to citizens of all ages
- Provides subsidized sport, recreation and cultural activities for low-income families through the Canadian Tire Jumpstart “I Love to” programs
- Operates specialized and therapeutic recreation programs for children, youth and adults with disabilities, and offers an integration support service to facilitate access to all programs

- Programs seasonal facilities such as wading pools, splash pads, beaches, outdoor rinks and sledding hills
- Offers Learn to Swim, Aquatic certification and instructional swimming programs including public education on drowning prevention
- Operates stand-alone indoor and outdoor pools and beach operations
- Coordinates and programs tennis and pickleball courts
- Operates the municipal skating school in many City arenas
- Coordinates the Women 'n Sport Program that offers 15 women only leagues across a variety of different sports each season, as well as 'Never too Late' instructional sport programming to introduce/bring women back to sport
- Operates the Terry Fox Athletic Facility, the complex features a polyurethane running track, pole vault, long jump, hammer throw, discus, high jump areas, permanent seating for 2,000, lighted sport fields. Host of the 2017 & 2018 Canadian National Track & Field Championships. In the winter, the facility transforms into the Mooney's Bay Cross Country ski Centre

# Recreation, Cultural and Facility Services Department

## Parks and Facilities Planning

### 2019 Service Area Summary

#### Description

Parks and Facilities Planning is responsible for the planning, development, redevelopment, and modernization of all city parklands, recreational and cultural facilities. Works closely with Planning and Infrastructure Development to support capital initiatives triggered by growth. In addition, Parks and Facilities Planning is also the departmental lead for capital planning, development of facility and park design standards, and strategic planning for facility delivery throughout the City.

#### Programs/Services Offered

The Parks and Facilities Planning Service Area:

- Plans, develops, and redevelops recreation and cultural facilities, parks, and sports fields
- Invests in local initiatives and assets to sustain municipal and community infrastructure and parkland
- Provides project planning, coordination, tracking, funding transfers and project allocations for Ward-specific and City-Wide Cash-in-Lieu (CIL) of Parkland
- Provides community funding for capital projects through the Minor Capital Program; a cost-sharing initiative with community groups for minor capital improvements (up to \$10K) to city-owned parks, recreation and cultural facilities. Examples include play equipment, basketball courts, park furniture, tree planting, landscape improvements, and minor facility improvements
- Provides community funding for capital projects through the Major Capital Program; a cost-sharing initiative with community groups for major capital improvements to fixed assets such as new facilities, renovations, and expansions
- Enhances service delivery through public engagement initiatives relating the community to projects in their area

# Recreation, Cultural and Facility Services Department

## Facility Operations Services

### 2019 Service Area Summary

#### Description

The Facility Operations Service is responsible for the operation of the mechanical component of City buildings, ensuring facility cleanliness and upkeep, regular and preventative maintenance and minor repairs, energy management, and implementation of energy saving projects. The services are organized into three geographical areas, East, West and Central Branches and three specialized areas, Special Branch, Maintenance Management Branch, and the Building Engineering and Energy Management (BEEM) Branch.

#### Services Offered

Facility Operations Services:

- Maintains municipal buildings including paramedic and fire stations, equipment garages, storage buildings, salt domes, day care centres, recreational and sport complexes, cultural facilities, shelters and long-term care homes
- Operates and maintains major recreation complexes, community centres/field houses, indoor and outdoor pools, senior centres, wading pools, splash pads and beaches
- Operates the facility mechanical systems and ensures the cleanliness and good repair of municipal buildings
- Adheres to clear service standards and delivers services based on community needs
- Ensures that legislative and safety requirements related to facilities are implemented and adhered to
- Responds to facility related client service requests (including program and special event support)
- 24/7 Emergency (on call) coverage for the operation and maintenance of City buildings



- Provides specialized trade services to municipal facilities, including carpentry, electrical, HVAC and plumbing services
- Custodial services (housekeeping, annual maintenance, snow removal)
- Preventative maintenance
- Operates and maintains specialized facility mechanical systems including high efficiency boilers and refrigeration systems for arenas
- Responsible for the implementation of energy efficient projects including the electric vehicle charging stations, the conversion of furnaces to solar panels, and the LED lighting project

# Public Works & Environmental Services Department

## Parks Services

### 2019 Service Area Summary

#### Description

Parks Services provide centralized management of the City's parks including 508 sports fields and 282 ball diamonds, 4,421 hectares of parkland in more than 1,247 sites and 1984 play structures. Annually, the service area completes an average of 6,000 service requests with 97% being completed within established service levels.

#### Programs/Services Provided

- Operation and maintenance of parks grounds, open spaces, leased hydro easements, naturalized areas and parks. This includes sports fields, ball diamonds, turf, beaches, wading pools, play structures, outdoor rinks, and municipal facility grounds
- Turf Maintenance (grass cutting) –passive park lands, sports fields
- Roadside Grass cutting - Median and boulevards in urban/suburban areas
- Integrated Turf Management for sports fields (cutting, fertilizing, top dressing, over seeding, aerating, irrigation)
- Ball Diamond Maintenance (gilling, granular, backstop repairs)
- Play Court/Game Court Maintenance (nets, hoops, surface, lines, asphalt repairs)
- Wading Pool / Spray Pad Maintenance (painting, water activation, chemical delivery, pool repairs)
- Play Structure Maintenance (inspection, repair)
- General Park Maintenance (litter, graffiti, lighting, fencing, furniture)
- Outdoor Rink Maintenance (boards, plumbing, lighting)

- Park waste collection
- Winter control for identified City facilities, NCC ski trail and dog park parking lots and parking lots associated with outdoor rinks

**City of Ottawa**  
**Community & Protective Services Committee - Operating Resource Requirement**  
**In Thousands (\$000)**

	2017	2018		2019	\$ Change over 2018 Budget
	Actual	Forecast	Budget	Estimate	
<b>Expenditures by Program</b>					
GM's Office & Business & Technical Support Services - Emergency & Protective Services	7,241	3,399	3,549	3,614	65
Security and Emergency Management	11,200	10,847	11,588	12,028	440
Fire Services	156,421	162,745	161,172	165,011	3,839
Paramedic Service	92,612	95,925	96,569	100,862	4,293
By-law and Regulatory Services	21,515	22,891	20,560	20,979	419
Public Policy Development	0	311	541	556	15
GM's Office & Business Support Services - Community & Social Services	3,150	3,318	3,515	3,595	80
Social Services	268,217	272,034	270,286	274,772	4,486
Children's Services	119,830	187,311	196,313	180,378	-15,935
Housing Services	186,926	201,987	177,525	177,189	-336
Long Term Care	67,500	71,459	66,900	73,426	6,526
Partner & Stakeholder Initiatives	24,710	25,594	26,334	27,044	710
GM's Office & Business Support Services - Recreation, Cultural & Facility Services	24,741	26,061	25,955	26,809	854
Community Recreation and Cultural Programs	104,849	106,414	109,031	110,351	1,320
City Wide Programs, Aquatics and Specialized Services	31,695	32,331	32,214	33,107	893
Parks & Facilities Planning	1,874	1,900	2,070	2,105	35
Facility Operations Services	126,071	133,863	133,575	135,684	2,109
Parks	38,226	38,980	37,726	38,650	924
<b>Gross Expenditure</b>	<b>1,286,778</b>	<b>1,397,370</b>	<b>1,375,423</b>	<b>1,386,160</b>	<b>10,737</b>
Recoveries & Allocations	-134,625	-140,983	-136,344	-137,790	-1,446
Revenue	-603,897	-691,891	-672,067	-658,657	13,410
<b>Net Requirement</b>	<b>548,256</b>	<b>564,496</b>	<b>567,012</b>	<b>589,713</b>	<b>22,701</b>

City of Ottawa  
Community & Protective Services Committee - Operating Resource Requirement  
In Thousands (\$000)

	2017	2018		2019	\$ Change over 2018 Budget
	Actual	Forecast	Budget	Estimate	
<b>Expenditures by Type</b>					
Salaries, Wages & Benefits	488,728	511,566	513,656	533,309	19,653
Overtime	9,844	10,904	7,336	7,407	71
Material & Services	126,787	131,105	132,474	134,075	1,601
Transfers/Grants/Financial Charges	537,953	618,434	600,459	587,210	-13,249
Fleet Costs	24,820	26,110	23,423	24,682	1,259
Program Facility Costs	83,179	86,425	86,918	88,251	1,333
Other Internal Costs	15,467	12,826	11,157	11,226	69
<b>Gross Expenditures</b>	<b>1,286,778</b>	<b>1,397,370</b>	<b>1,375,423</b>	<b>1,386,160</b>	<b>10,737</b>
Recoveries & Allocations	-134,625	-140,983	-136,344	-137,790	-1,446
<b>Net Expenditure</b>	<b>1,152,153</b>	<b>1,256,387</b>	<b>1,239,079</b>	<b>1,248,370</b>	<b>9,291</b>
<b>Revenues By Type</b>					
Federal	-28,540	-27,833	-27,360	-23,510	3,850
Provincial	-458,862	-540,949	-522,746	-511,894	10,852
Municipal	0	0	0	0	0
Own Funds	-1,449	-3,420	-3,420	-3,420	0
Fees and Services	-115,046	-119,689	-118,541	-119,833	-1,292
Fines	0	0	0	0	0
Other	0	0	0	0	0
<b>Total Revenue</b>	<b>-603,897</b>	<b>-691,891</b>	<b>-672,067</b>	<b>-658,657</b>	<b>13,410</b>
<b>Net Requirement</b>	<b>548,256</b>	<b>564,496</b>	<b>567,012</b>	<b>589,713</b>	<b>22,701</b>
<b>Full Time Equivalents</b>			<b>5,274.98</b>	<b>5,339.35</b>	<b>64.37</b>

**City of Ottawa**  
**Emergency & Protective Services - Operating Resource Requirement**  
**In Thousands (\$000)**

	2017	2018		2019	\$ Change over 2018 Budget
	Actual	Forecast	Budget	Estimate	
<b>Expenditures by Program</b>					
GM's Office & Business Technical Support Services	7,241	3,399	3,549	3,614	65
Security and Emergency Management	11,200	10,847	11,588	12,028	440
Fire Services	156,421	162,745	161,172	165,011	3,839
Paramedic Service	92,612	95,925	96,569	100,862	4,293
By-law and Regulatory Services	21,515	22,891	20,560	20,979	419
Public Policy Development	0	311	541	556	15
<b>Gross Expenditure</b>	<b>288,989</b>	<b>296,118</b>	<b>293,979</b>	<b>303,050</b>	<b>9,071</b>
Recoveries & Allocations	-5,665	-3,972	-4,324	-4,324	0
Revenue	-87,861	-87,922	-85,352	-87,387	-2,035
<b>Net Requirement</b>	<b>195,463</b>	<b>204,224</b>	<b>204,303</b>	<b>211,339</b>	<b>7,036</b>
<b>Expenditures by Type</b>					
Salaries, Wages & Benefits	227,161	236,754	239,655	246,669	7,014
Overtime	7,706	7,995	5,382	5,442	60
Material & Services	26,216	24,422	24,289	24,991	702
Transfers/Grants/Financial Charges	579	658	1	1	0
Fleet Costs	15,397	16,886	14,962	16,110	1,148
Program Facility Costs	5,297	5,376	5,674	5,752	78
Other Internal Costs	6,633	4,027	4,016	4,085	69
<b>Gross Expenditures</b>	<b>288,989</b>	<b>296,118</b>	<b>293,979</b>	<b>303,050</b>	<b>9,071</b>
Recoveries & Allocations	-5,665	-3,972	-4,324	-4,324	0
<b>Net Expenditure</b>	<b>283,324</b>	<b>292,146</b>	<b>289,655</b>	<b>298,726</b>	<b>9,071</b>
<b>Revenues By Type</b>					
Federal	-32	-107	0	0	0
Provincial	-54,322	-56,724	-56,490	-58,455	-1,965
Municipal	0	0	0	0	0
Own Funds	0	0	0	0	0
Fees and Services	-33,507	-31,091	-28,862	-28,932	-70
Fines	0	0	0	0	0
Other	0	0	0	0	0
<b>Total Revenue</b>	<b>-87,861</b>	<b>-87,922</b>	<b>-85,352</b>	<b>-87,387</b>	<b>-2,035</b>
<b>Net Requirement</b>	<b>195,463</b>	<b>204,224</b>	<b>204,303</b>	<b>211,339</b>	<b>7,036</b>
<b>Full Time Equivalents</b>			<b>1,837.58</b>	<b>1,853.58</b>	<b>16.00</b>

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

	2017	2018		2019	\$ Change over 2018 Budget
	Actual	Forecast	Budget	Estimate	
<b>Expenditures by Program</b>					
General Manager's Office	388	383	382	401	19
Business & Technical Support Services	6,853	3,016	3,167	3,213	46
<b>Gross Expenditure</b>	<b>7,241</b>	<b>3,399</b>	<b>3,549</b>	<b>3,614</b>	<b>65</b>
Recoveries & Allocations	-612	-6	0	0	0
Revenue	-3,294	-41	0	0	0
<b>Net Requirement</b>	<b>3,335</b>	<b>3,352</b>	<b>3,549</b>	<b>3,614</b>	<b>65</b>
<b>Expenditures by Type</b>					
Salaries, Wages & Benefits	3,234	3,272	3,459	3,524	65
Overtime	21	7	1	1	0
Material & Services	1,598	70	87	87	0
Transfers/Grants/Financial Charges	1	0	0	0	0
Fleet Costs	1	0	0	0	0
Program Facility Costs	0	0	0	0	0
Other Internal Costs	2,386	50	2	2	0
<b>Gross Expenditures</b>	<b>7,241</b>	<b>3,399</b>	<b>3,549</b>	<b>3,614</b>	<b>65</b>
Recoveries & Allocations	-612	-6	0	0	0
<b>Net Expenditure</b>	<b>6,629</b>	<b>3,393</b>	<b>3,549</b>	<b>3,614</b>	<b>65</b>
<b>Revenues By Type</b>					
Federal	-27	-107	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	-3,267	66	0	0	0
Fines	0	0	0	0	0
Other	0	0	0	0	0
<b>Total Revenue</b>	<b>-3,294</b>	<b>-41</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Requirement</b>	<b>3,335</b>	<b>3,352</b>	<b>3,549</b>	<b>3,614</b>	<b>65</b>
<b>Full Time Equivalents</b>			<b>30.00</b>	<b>30.00</b>	<b>0.00</b>

City of Ottawa  
 Emergency & Protective Services  
 Security and Emergency Management - Operating Resource Requirement  
 In Thousands (\$000)

	2017	2018		2019	\$ Change over 2018 Budget
	Actual	Forecast	Budget	Estimate	
<b>Expenditures by Program</b>					
Security and Emergency Management	9,360	8,945	9,689	10,084	395
9.1.1	1,840	1,902	1,899	1,944	45
<b>Gross Expenditure</b>	<b>11,200</b>	<b>10,847</b>	<b>11,588</b>	<b>12,028</b>	<b>440</b>
Recoveries & Allocations	-3,573	-3,384	-3,863	-3,863	0
Revenue	-288	-418	-270	-270	0
<b>Net Requirement</b>	<b>7,339</b>	<b>7,045</b>	<b>7,455</b>	<b>7,895</b>	<b>440</b>
<b>Expenditures by Type</b>					
Salaries, Wages & Benefits	1,858	2,097	2,011	2,206	195
Overtime	60	52	7	7	0
Material & Services	7,398	6,702	7,649	7,850	201
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	1,884	1,996	1,921	1,965	44
<b>Gross Expenditures</b>	<b>11,200</b>	<b>10,847</b>	<b>11,588</b>	<b>12,028</b>	<b>440</b>
Recoveries & Allocations	-3,573	-3,384	-3,863	-3,863	0
<b>Net Expenditure</b>	<b>7,627</b>	<b>7,463</b>	<b>7,725</b>	<b>8,165</b>	<b>440</b>
<b>Revenues By Type</b>					
Federal	0	0	0	0	0
Provincial	0	-42	0	0	0
Municipal	0	0	0	0	0
Own Funds	0	0	0	0	0
Fees and Services	-288	-376	-270	-270	0
Fines	0	0	0	0	0
Other	0	0	0	0	0
<b>Total Revenue</b>	<b>-288</b>	<b>-418</b>	<b>-270</b>	<b>-270</b>	<b>0</b>
<b>Net Requirement</b>	<b>7,339</b>	<b>7,045</b>	<b>7,455</b>	<b>7,895</b>	<b>440</b>
<b>Full Time Equivalents</b>			<b>18.00</b>	<b>20.00</b>	<b>2.00</b>



City of Ottawa  
 Emergency & Protective Services  
 Security and Emergency Management - User Fees

	2017 Rate \$	2018 Rate \$	2019 Rate \$	% Change Over 2018	% Change Over 2017	Effective Date	2019 Revenue (\$000)
<b>Emergency Management course fees</b>							
Emergency Management course fee- External participant * <sup>1</sup>	100.00	100.00	100.00	0.0%	0.0%		
Emergency Management course cancellation fee - Internal participant * <sup>1</sup>	100.00	100.00	100.00	0.0%	0.0%		
Emergency Management course cancellation fee - External participant	100.00	100.00	100.00	0.0%	0.0%		
<b>Total Departmental</b>							<b>0</b>

**Notes:**

\* Fees calculated per day + HST applicable.

1 Permission from Office of the Fire Marshal and Emergency Management to charge fees for cost recovery.

City of Ottawa  
Emergency & Protective Services  
Fire Services - Operating Resource Requirement  
In Thousands (\$000)

	2017	2018		2019	\$ Change over 2018 Budget
	Actual	Forecast	Budget	Estimate	
<b>Expenditures by Program</b>					
Chief's Office	491	527	487	491	4
Operations	139,342	144,389	142,748	146,226	3,478
Prevention	5,754	6,005	6,184	6,331	147
Communications	5,752	5,958	5,834	5,933	99
Operational Support	5,082	5,866	5,919	6,030	111
<b>Gross Expenditure</b>	<b>156,421</b>	<b>162,745</b>	<b>161,172</b>	<b>165,011</b>	<b>3,839</b>
Recoveries & Allocations	-282	-59	0	0	0
Revenue	-855	-854	-978	-993	-15
<b>Net Requirement</b>	<b>155,284</b>	<b>161,832</b>	<b>160,194</b>	<b>164,018</b>	<b>3,824</b>
<b>Expenditures by Type</b>					
Salaries, Wages & Benefits	136,393	141,234	143,505	146,680	3,175
Overtime	3,365	4,371	2,997	3,057	60
Material & Services	4,226	4,057	3,250	3,280	30
Transfers/Grants/Financial Charges	0	0	0	0	0
Fleet Costs	8,250	8,921	7,092	7,628	536
Program Facility Costs	2,961	3,039	3,246	3,259	13
Other Internal Costs	1,226	1,123	1,082	1,107	25
<b>Gross Expenditures</b>	<b>156,421</b>	<b>162,745</b>	<b>161,172</b>	<b>165,011</b>	<b>3,839</b>
Recoveries & Allocations	-282	-59	0	0	0
<b>Net Expenditure</b>	<b>156,139</b>	<b>162,686</b>	<b>161,172</b>	<b>165,011</b>	<b>3,839</b>
<b>Revenues By Type</b>					
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	-855	-854	-978	-993	-15
Fines	0	0	0	0	0
Other	0	0	0	0	0
<b>Total Revenue</b>	<b>-855</b>	<b>-854</b>	<b>-978</b>	<b>-993</b>	<b>-15</b>
<b>Net Requirement</b>	<b>155,284</b>	<b>161,832</b>	<b>160,194</b>	<b>164,018</b>	<b>3,824</b>
<b>Full Time Equivalents</b>			<b>977.00</b>	<b>977.00</b>	<b>0.00</b>

City of Ottawa  
 Emergency & Protective Services  
 Fire Services - User Fees

	2017 Rate \$	2018 Rate \$	2019 Rate \$	% Change Over 2018	% Change Over 2017	Effective Date	2019 Revenue (\$000)
<b>Hazmat Fees and Charges (minimum charge of 1 hour)</b>							-15
Hazmat Vehicle & Techs*	692.00	704.00	718.00	2.0%	3.8%	01-Apr-19	
Pump & Crew*	882.00	898.00	916.00	2.0%	3.9%	01-Apr-19	
Ladder, Aerial, Platform & Crew*	654.00	666.00	679.00	2.0%	3.8%	01-Apr-19	
Incident Commander & Vehicle*	439.00	447.00	456.00	2.0%	3.9%	01-Apr-19	
Safety Officer & Vehicle*	397.00	404.00	412.00	2.0%	3.8%	01-Apr-19	
Water Rescue & Vehicle*	342.00	348.00	355.00	2.0%	3.8%	01-Apr-19	
Hose Tender*	549.00	559.00	570.00	2.0%	3.8%	01-Apr-19	
Supply Tender*	324.00	330.00	337.00	2.1%	4.0%	01-Apr-19	
Foam Tender*	324.00	330.00	337.00	2.1%	4.0%	01-Apr-19	
Heavy Rescue*	654.00	666.00	679.00	2.0%	3.8%	01-Apr-19	
Tanker*	324.00	330.00	337.00	2.1%	4.0%	01-Apr-19	
Command RV Vehicle*	324.00	330.00	337.00	2.1%	4.0%	01-Apr-19	
Service Vehicle*	164.00	167.00	170.00	1.8%	3.7%	01-Apr-19	
Maintenance Vehicle*	164.00	167.00	170.00	1.8%	3.7%	01-Apr-19	
Hazmat Support Vehicle*	164.00	167.00	170.00	1.8%	3.7%	01-Apr-19	
Rehab Vehicle*	164.00	167.00	170.00	1.8%	3.7%	01-Apr-19	
Heavy Equipment*	156.00	159.00	162.00	1.9%	3.8%	01-Apr-19	

**City of Ottawa**  
**Emergency & Protective Services**  
**Fire Services - User Fees**

	2017 Rate \$	2018 Rate \$	2019 Rate \$	% Change Over 2018	% Change Over 2017	Effective Date	2019 Revenue (\$000)
<b>Fire Prevention</b>							
1) File Search (only) Fees							
Residential*	102.00	104.00	106.00	1.9%	3.9%	01-Apr-19	
Non-Residential*	206.00	210.00	214.00	1.9%	3.9%	01-Apr-19	
Replacement Documentation*	83.00	84.00	86.00	2.4%	3.6%	01-Apr-19	
2) General Fire Inspections Fees							
Inspections: less than 3 storeys, warehouses and other industrial buildings under 5,000 sq. ft.*	408.00	415.00	423.00	1.9%	3.7%	01-Apr-19	
Inspections: for 4-6 storeys, warehouses and other industrial buildings between 5,000 - 15,000 sq. ft.*	653.00	665.00	678.00	2.0%	3.8%	01-Apr-19	
Inspections: for 7-12 storeys, warehouses and other industrial buildings over 15,000 sq. ft.*	816.00	831.00	848.00	2.0%	3.9%	01-Apr-19	
Inspections: for 13 storeys or higher, or an especially large complex.*	1,061.00	1,080.00	1,102.00	2.0%	3.9%	01-Apr-19	
Group Homes/Daycares/Nurseries Inspections*	108.00	110.00	112.00	1.8%	3.7%	01-Apr-19	
Fire Summary Reports*	83.00	84.00	86.00	2.4%	3.6%	01-Apr-19	
Fire Safety Plan - Includes application, document review and site inspection.*	162.00	165.00	168.00	1.8%	3.7%	01-Apr-19	
Fire Safety Plan - Includes application, document review and site inspection - Multiple building ( 3 or more) property.*	468.00	476.00	486.00	2.1%	3.8%	01-Apr-19	

**City of Ottawa**  
**Emergency & Protective Services**  
**Fire Services - User Fees**

	2017 Rate \$	2018 Rate \$	2019 Rate \$	% Change Over 2018	% Change Over 2017	Effective Date	2019 Revenue (\$000)
<b>Risk Safety Management Plan Review:</b>							
Level 1*	541.00	551.00	562.00	2.0%	3.9%	01-Apr-19	
Level 2*	1,082.00	1,101.00	1,123.00	2.0%	3.8%	01-Apr-19	
Re-Inspection Fee - Applicable to the third visit to any property for non-compliance.*	108.00	110.00	112.00	1.8%	3.7%	01-Apr-19	
Marijuana Grow-Op Inspections (MGO) - Investigation and compliance.*	541.00	551.00	562.00	2.0%	3.9%	01-Apr-19	
Fire Drill and Safety Planning Review - On-Site drill assessment and safety plan review (vulnerable occupancies are excluded).*	238.00	242.00	247.00	2.1%	3.8%	01-Apr-19	
Open Air Fire Permits	13.00	13.00	14.00	7.7%	7.7%	01-Apr-19	
Inspection: Specific Event Open Air Fire Permits*	50.00	51.00	52.00	2.0%	4.0%	01-Apr-19	
<b>Recruitment Fees:</b>							
Competition User Fee*	220.00	225.00	230.00	2.2%	4.5%	01-Apr-19	
Canadian Physical Ability Testing (CPAT)*	450.00	460.00	469.00	2.0%	4.2%	01-Apr-19	
<b>Special Events Fee:</b>							
Fire Apparatus Unit (4 Firefighters plus Truck)-Base Rate <sup>1*</sup>	1,312.00	1,336.00	1,363.00	2.0%	3.9%	01-Apr-19	
Fire Apparatus Unit (4 Firefighters plus Truck)-Hourly Rate <sup>2*</sup>	437.00	445.00	454.00	2.0%	3.9%	01-Apr-19	
Additional Firefighter(s)-Base Rate <sup>1*</sup>	232.00	236.00	241.00	2.1%	3.9%	01-Apr-19	
Additional Firefighter(s)-Hourly Rate <sup>2*</sup>	78.00	79.00	81.00	2.5%	3.8%	01-Apr-19	
Fire Prevention Officer-Base Rate <sup>1*</sup>	304.00	309.00	315.00	1.9%	3.6%	01-Apr-19	
Fire Prevention Officer-Hourly Rate <sup>2*</sup>	101.50	103.50	106.00	2.4%	4.4%	01-Apr-19	
Chief Officer-Base Rate <sup>1*</sup>	343.50	349.50	356.00	1.9%	3.6%	01-Apr-19	
Chief Officer-Hourly Rate <sup>2*</sup>	114.00	116.00	118.00	1.7%	3.5%	01-Apr-19	
<b>Total Departmental</b>							<b>-15</b>

**Notes:**

\* HST applicable

<sup>1</sup> Base rate includes the minimum requirement of three hours of on-site event coverage.

<sup>2</sup> The hourly rate is charged in addition to the Base Rate for events that exceed three hours.

City of Ottawa  
Emergency & Protective Services  
Paramedic Service - Operating Resource Requirement  
In Thousands (\$000)

	2017	2018		2019	\$ Change over 2018 Budget
	Actual	Forecast	Budget	Estimate	
<b>Expenditures by Program</b>					
Paramedic Service (excl. CACC)	83,502	86,942	87,439	91,732	4,293
CACC (Dispatch) Contract	9,110	8,983	9,130	9,130	0
<b>Gross Expenditure</b>	<b>92,612</b>	<b>95,925</b>	<b>96,569</b>	<b>100,862</b>	<b>4,293</b>
Recoveries & Allocations	-541	43	-166	-166	0
Revenue	-55,624	-58,100	-57,400	-59,365	-1,965
<b>Net Requirement</b>	<b>36,447</b>	<b>37,868</b>	<b>39,003</b>	<b>41,331</b>	<b>2,328</b>
<b>Expenditures by Type</b>					
Salaries, Wages & Benefits	70,601	73,961	75,703	78,923	3,220
Overtime	3,874	3,227	2,107	2,107	0
Material & Services	9,061	9,182	8,848	9,268	420
Transfers/Grants/Financial Charges	0	0	0	0	0
Fleet Costs	6,170	6,990	6,951	7,540	589
Program Facility Costs	2,280	2,276	2,363	2,427	64
Other Internal Costs	626	289	597	597	0
<b>Gross Expenditures</b>	<b>92,612</b>	<b>95,925</b>	<b>96,569</b>	<b>100,862</b>	<b>4,293</b>
Recoveries & Allocations	-541	43	-166	-166	0
<b>Net Expenditure</b>	<b>92,071</b>	<b>95,968</b>	<b>96,403</b>	<b>100,696</b>	<b>4,293</b>
<b>Revenues By Type</b>					
Federal	-5	0	0	0	0
Provincial	-54,322	-56,682	-56,490	-58,455	-1,965
Municipal	0	0	0	0	0
Own Funds	0	0	0	0	0
Fees and Services	-1,297	-1,418	-910	-910	0
Fines	0	0	0	0	0
Other	0	0	0	0	0
<b>Total Revenue</b>	<b>-55,624</b>	<b>-58,100</b>	<b>-57,400</b>	<b>-59,365</b>	<b>-1,965</b>
<b>Net Requirement</b>	<b>36,447</b>	<b>37,868</b>	<b>39,003</b>	<b>41,331</b>	<b>2,328</b>
<b>Full Time Equivalents</b>			<b>651.80</b>	<b>665.80</b>	<b>14.00</b>

City of Ottawa  
 Emergency & Protective Services  
 Paramedic Service - User Fees

	2017 Rate \$	2018 Rate \$	2019 Rate \$	% Change Over 2018	% Change Over 2017	Effective Date	2019 Revenue (\$000)
<b>Program Fees</b>							
First Aid, Cardiopulmonary Resuscitation (CPR) and Automated External Defibrillator (AED) Training Registrations	47.00-165.25	47.00-165.25	47.00-165.25	0.0%	0.0%	01-Apr-19	
Training off-site fee (one day course)	50.00	50.00	50.00	0.0%	0.0%	01-Apr-19	
Training off-site fee (two day course)	75.00	75.00	75.00	0.0%	0.0%	01-Apr-19	
<b>Special Events Fees</b>							
Two Person Paramedic Resource - Hourly Rate	250.00	250.00	250.00	0.0%	0.0%	01-Apr-19	
Single Paramedic Resource - Hourly Rate	125.00	125.00	125.00	0.0%	0.0%	01-Apr-19	
<b>Total Departmental</b>							<b>0</b>

**Notes:**

\* HST applicable.

1 A minimum charge of 4.5 hours will be applied, which includes 3 hours on-site + 1.5 hours for preparation and travel.

2 The hourly rate divided in half in the event that only a single resource is required.

City of Ottawa  
Emergency & Protective Services  
By-law and Regulatory Services - Operating Resource Requirement  
In Thousands (\$000)

	2017	2018		2019	\$ Change over 2018 Budget
	Actual	Forecast	Budget	Estimate	
<b>Expenditures by Program</b>					
Operations	19,868	21,171	18,972	19,357	385
Spay Neuter Clinic	571	635	488	505	17
Municipal Animal Shelter Services	1,076	1,085	1,100	1,117	17
<b>Gross Expenditure</b>	<b>21,515</b>	<b>22,891</b>	<b>20,560</b>	<b>20,979</b>	<b>419</b>
Recoveries & Allocations	-657	-566	-295	-295	0
Revenue	-27,800	-28,509	-26,704	-26,759	-55
<b>Net Requirement</b>	<b>-6,942</b>	<b>-6,184</b>	<b>-6,439</b>	<b>-6,075</b>	<b>364</b>
<b>Expenditures by Type</b>					
Salaries, Wages & Benefits	15,075	16,000	14,757	15,101	344
Overtime	386	338	270	270	0
Material & Services	3,933	4,291	4,134	4,185	51
Transfers/Grants/Financial Charges	578	658	1	1	0
Fleet Costs	976	975	919	942	23
Program Facility Costs	56	61	65	66	1
Other Internal Costs	511	568	414	414	0
<b>Gross Expenditures</b>	<b>21,515</b>	<b>22,891</b>	<b>20,560</b>	<b>20,979</b>	<b>419</b>
Recoveries & Allocations	-657	-566	-295	-295	0
<b>Net Expenditure</b>	<b>20,858</b>	<b>22,325</b>	<b>20,265</b>	<b>20,684</b>	<b>419</b>
<b>Revenues By Type</b>					
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	-27,800	-28,509	-26,704	-26,759	-55
Fines	0	0	0	0	0
Other	0	0	0	0	0
<b>Total Revenue</b>	<b>-27,800</b>	<b>-28,509</b>	<b>-26,704</b>	<b>-26,759</b>	<b>-55</b>
<b>Net Requirement</b>	<b>-6,942</b>	<b>-6,184</b>	<b>-6,439</b>	<b>-6,075</b>	<b>364</b>
<b>Full Time Equivalents</b>			<b>157.78</b>	<b>157.78</b>	<b>0.00</b>



City of Ottawa

Emergency & Protective Services

By-law and Regulatory Services - User Fees

	2017 Rate \$	2018 Rate \$	2019 Rate \$	% Change Over 2018	% Change Over 2017	Effective Date	2019 Revenue (\$000)
<b>Business Licensing</b>							
Application Processing Fee	55.00	55.00	55.00	0.0%	0.0%	01-Apr-19	
Renewal late fee	55.00	55.00	55.00	0.0%	0.0%	01-Apr-19	
Adult Entertainment Parlour (Owner) <sup>1</sup>	6,701.00	6,835.00	6,970.00	2.0%	4.0%	01-Apr-19	
Adult Entertainment Parlour (Operator) <sup>1</sup>	1,271.00	1,296.00	1,320.00	1.9%	3.9%	01-Apr-19	
Adult Entertainment Stores A <sup>1</sup>	648.00	661.00	675.00	2.1%	4.2%	01-Apr-19	
Adult Entertainment Stores B <sup>1</sup>	64.00	65.00	66.00	1.5%	3.1%	01-Apr-19	
All Night Dance Events <sup>1</sup>	259.00	300.00	306.00	2.0%	18.1%	01-Apr-19	
Amusement Places <sup>1</sup>	179.00	183.00	186.00	1.6%	3.9%	01-Apr-19	
Auctioneer A (Annual) <sup>1</sup>	438.00	447.00	456.00	2.0%	4.1%	01-Apr-19	
Auctioneer B (Per Event) <sup>1</sup>	148.00	151.00	154.00	2.0%	4.1%	01-Apr-19	
Body Rub Parlour <sup>1</sup>	1,271.00	1,296.00	1,320.00	1.9%	3.9%	01-Apr-19	
Driving School (Owner/Operator) <sup>1</sup>	430.00	439.00	447.00	1.8%	4.0%	01-Apr-19	
Driving School (Instructor) <sup>1</sup>	156.00	159.00	162.00	1.9%	3.8%	01-Apr-19	
Driving School (Initial vehicle inspection) <sup>1</sup>	50.00	51.00	52.00	2.0%	4.0%	01-Apr-19	
Exhibitions (per event) <sup>1</sup>	264.00	269.00	274.00	1.9%	3.8%	01-Apr-19	
Exhibitions (each additional day)	50.00	51.00	52.00	2.0%	4.0%	01-Apr-19	
Exotic Animal Entertainment <sup>1</sup>	264.00	269.00	274.00	1.9%	3.8%	01-Apr-19	
Exotic Animal Rescue Establishments <sup>1</sup>	132.00	135.00	137.00	1.5%	3.8%	01-Apr-19	
Flea Markets (C-Annual) <sup>1,2</sup>	1,928.00	1,967.00	2,006.00	2.0%	4.0%	01-Apr-19	
Flea Markets (A-day) <sup>1</sup>	264.00	269.00	274.00	1.9%	3.8%	01-Apr-19	
Food Premises <sup>1</sup>	194.00	200.00	204.00	2.0%	5.2%	01-Apr-19	
Group Home Old Nepean and Old Gloucester <sup>1</sup>	125.00	128.00	130.00	1.6%	4.0%	01-Apr-19	
Group Home Cumberland (New) <sup>1</sup>	117.00	119.00	121.00	1.7%	3.4%	01-Apr-19	
Group Home Cumberland (Renewal)	32.00	33.00	34.00	3.0%	6.3%	01-Apr-19	
Kennel - Boarding <sup>1</sup>	108.00	110.00	112.00	1.8%	3.7%	01-Apr-19	
Kennel - In-Home Breeding	77.00	79.00	80.00	1.3%	3.9%	01-Apr-19	
Kennel - Recreational	77.00	79.00	80.00	1.3%	3.9%	01-Apr-19	

City of Ottawa

Emergency & Protective Services

By-law and Regulatory Services - User Fees

	2017 Rate \$	2018 Rate \$	2019 Rate \$	% Change Over 2018	% Change Over 2017	Effective Date	2019 Revenue (\$000)
<b>Business Licensing cont'd</b>							
Pet Shop <sup>1</sup>	111.00	113.00	115.00	1.8%	3.6%	01-Apr-19	
Public Garage <sup>1</sup>	193.00	200.00	204.00	2.0%	5.7%	01-Apr-19	
Rickshaw Operators	48.00	49.00	50.00	2.0%	4.2%	01-Apr-19	
Rickshaw Owners	91.00	93.00	95.00	2.2%	4.4%	01-Apr-19	
Rooming House Owner 4-10 rooming units <sup>1</sup>	185.00	189.00	192.00	1.6%	3.8%	01-Apr-19	
Rooming House Owner 11-20 rooming units <sup>1</sup>	246.00	251.00	256.00	2.0%	4.1%	01-Apr-19	
Rooming House Owner 21-30 rooming units <sup>1</sup>	313.00	319.00	325.00	1.9%	3.8%	01-Apr-19	
Rooming House Owner 31-40 rooming units <sup>1</sup>	371.00	378.00	385.00	1.9%	3.8%	01-Apr-19	
Rooming House Owner 41-50 rooming units <sup>1</sup>	438.00	447.00	456.00	2.0%	4.1%	01-Apr-19	
Rooming House Owner 51-60 rooming units <sup>1</sup>	498.00	508.00	518.00	2.0%	4.0%	01-Apr-19	
Rooming House Owner over 60 rooming units <sup>1</sup>	525.00	536.00	546.00	1.9%	4.0%	01-Apr-19	
Salvage Yards <sup>1</sup>	163.00	166.00	169.00	1.8%	3.7%	01-Apr-19	
Second-hand Goods Shops <sup>1</sup>	163.00	166.00	169.00	1.8%	3.7%	01-Apr-19	
Snow Plow Contractors <sup>1</sup>	270.00	275.00	280.00	1.8%	3.7%	01-Apr-19	
Snow Plow Vehicles	26.00	30.00	31.00	3.3%	19.2%	01-Apr-19	
Temporary Sign Lessors <sup>1</sup>	384.00	392.00	400.00	2.0%	4.2%	01-Apr-19	
Tobacco Vendors <sup>1</sup>	822.00	838.00	854.00	1.9%	3.9%	01-Apr-19	
Private Parking Enforcement Agency <sup>1:3</sup>	312.00	320.00	326.00	1.9%	4.5%	01-Apr-19	
<b>Refreshment Vendors</b>							
<b>Mobile Refreshment Vehicle - Urban</b>							
Licence "A" Annual <sup>1</sup>	3,173.00	3,236.00	3,300.00	2.0%	4.0%	01-Apr-19	
Licence "B" six months <sup>1</sup>	2,051.00	2,092.00	2,133.00	2.0%	4.0%	01-Apr-19	
Licence "C" monthly <sup>1</sup>	313.00	319.00	325.00	1.9%	3.8%	01-Apr-19	
Licence "D" special event (1-21 days) <sup>1</sup>	247.00	252.00	257.00	2.0%	4.0%	01-Apr-19	
Licence "E" special event per day (1-4 days) <sup>1</sup>	187.00	191.00	195.00	2.1%	4.3%	01-Apr-19	
Licence "F" roadway annual <sup>1</sup>	3,173.00	3,236.00	3,300.00	2.0%	4.0%	01-Apr-19	
Licence "G" roadway six months <sup>1</sup>	2,051.00	2,092.00	2,133.00	2.0%	4.0%	01-Apr-19	
Licence "H" roadway monthly <sup>1</sup>	313.00	319.00	325.00	1.9%	3.8%	01-Apr-19	
Licence "I" Canada Day <sup>1</sup>	160.00	163.00	166.00	1.8%	3.8%	01-Apr-19	

	2017 Rate \$	2018 Rate \$	2019 Rate \$	% Change Over 2018	% Change Over 2017	Effective Date	2019 Revenue (\$000)
<b>Refreshment Vendors cont'd</b>							
<b>Mobile Canteen - Urban</b>							
Licence "A" Annual <sup>1</sup>	684.00	698.00	712.00	2.0%	4.1%	01-Apr-19	
Licence "B" Six months <sup>1</sup>	498.00	508.00	518.00	2.0%	4.0%	01-Apr-19	
Licence "C" Monthly <sup>1</sup>	247.00	252.00	257.00	2.0%	4.0%	01-Apr-19	
Licence "D" Special Event (1-21 days) <sup>1</sup>	216.00	220.00	224.00	1.8%	3.7%	01-Apr-19	
Licence "E" Special Event per day (1-4 days) <sup>1</sup>	185.00	189.00	193.00	2.1%	4.3%	01-Apr-19	
<b>Mobile Refreshment Cart - Urban</b>							
Licence "A" Annual <sup>1</sup>	556.00	567.00	578.00	1.9%	4.0%	01-Apr-19	
Licence "B" Six months <sup>1</sup>	371.00	378.00	385.00	1.9%	3.8%	01-Apr-19	
Licence "C" Monthly <sup>1</sup>	247.00	252.00	257.00	2.0%	4.0%	01-Apr-19	
Licence "D" Special Event (1-21 days) <sup>1</sup>	216.00	220.00	224.00	1.8%	3.7%	01-Apr-19	
Licence "E" Special Event per day (1-4 days) <sup>1</sup>	185.00	189.00	193.00	2.1%	4.3%	01-Apr-19	
Licence "F" Sidewalk Annual <sup>1</sup>	556.00	567.00	578.00	1.9%	4.0%	01-Apr-19	
Licence "G" Sidewalk Six Months <sup>1</sup>	371.00	378.00	385.00	1.9%	3.8%	01-Apr-19	
Licence "H" Sidewalk Monthly <sup>1</sup>	247.00	252.00	257.00	2.0%	4.0%	01-Apr-19	
Licence "I" Canada Day <sup>1</sup>	160.00	163.00	166.00	1.8%	3.8%	01-Apr-19	
<b>Refreshment Stand - Urban</b>							
Licence "A" Annual <sup>1</sup>	744.00	759.00	774.00	2.0%	4.0%	01-Apr-19	
Licence "B" Six Months <sup>1</sup>	498.00	508.00	518.00	2.0%	4.0%	01-Apr-19	
Licence "C" Monthly <sup>1</sup>	247.00	252.00	257.00	2.0%	4.0%	01-Apr-19	
Licence "D" Special Event (1-21 days) <sup>1</sup>	216.00	220.00	224.00	1.8%	3.7%	01-Apr-19	
Licence "E" Special Event per day (1-4 days) <sup>1</sup>	162.00	165.00	168.00	1.8%	3.7%	01-Apr-19	

	2017 Rate \$	2018 Rate \$	2019 Rate \$	% Change Over 2018	% Change Over 2017	Effective Date	2019 Revenue (\$000)
<b>Refreshment Vendors cont'd</b>							
<b>Itinerant Seller - Urban</b>							
Licence "A" Annual <sup>1</sup>	498.00	508.00	518.00	2.0%	4.0%	01-Apr-19	
Licence "B" Six Months <sup>1</sup>	313.00	319.00	325.00	1.9%	3.8%	01-Apr-19	
Licence "C" Monthly <sup>1</sup>	275.00	281.00	287.00	2.1%	4.4%	01-Apr-19	
Licence "D" Special Event (1-21 days) <sup>1</sup>	247.00	252.00	257.00	2.0%	4.0%	01-Apr-19	
Licence "E" Special Event per day (1-4 days) <sup>1</sup>	162.00	165.00	168.00	1.8%	3.7%	01-Apr-19	
Licence "F" Sidewalk Annual <sup>1</sup>	498.00	508.00	518.00	2.0%	4.0%	01-Apr-19	
Licence "G" Sidewalk Six Months <sup>1</sup>	313.00	319.00	325.00	1.9%	3.8%	01-Apr-19	
Licence "H" Sidewalk Monthly <sup>1</sup>	275.00	281.00	287.00	2.1%	4.4%	01-Apr-19	
Licence "I" Canada Day <sup>1</sup>	160.00	163.00	166.00	1.8%	3.8%	01-Apr-19	
<b>Mobile Refreshment Vehicle - Rural</b>							
Licence "A" Annual <sup>1</sup>	466.00	475.00	484.00	1.9%	3.9%	01-Apr-19	
Licence "B" Six Months <sup>1</sup>	293.00	299.00	304.00	1.7%	3.8%	01-Apr-19	
Licence "C" Special Event per day (1-30 days) <sup>1</sup>	117.00	119.00	121.00	1.7%	3.4%	01-Apr-19	
<b>Itinerant Seller - Rural</b>							
Licence "A" Annual <sup>1</sup>	350.00	357.00	364.00	2.0%	4.0%	01-Apr-19	
Licence "B" Six Months <sup>1</sup>	232.00	237.00	241.00	1.7%	3.9%	01-Apr-19	
Licence "C" Special Event per day (1-30 days) <sup>1</sup>	117.00	119.00	121.00	1.7%	3.4%	01-Apr-19	
<b>Annual Designated Space</b>							
Roadway - Removal Zone 1 (Schedule B) <sup>1</sup>	4,077.00	4,159.00	4,242.00	2.0%	4.0%	01-Apr-19	
Roadway - Removal Zone 2 (Schedule F) <sup>1</sup>	1,864.00	1,901.00	1,939.00	2.0%	4.0%	01-Apr-19	
Roadway - Removal Zone 3 (Schedule I) <sup>1</sup>	1,864.00	1,901.00	1,939.00	2.0%	4.0%	01-Apr-19	
Sidewalk - Removal Zone 1 (Schedule C) <sup>1</sup>	1,747.00	1,782.00	1,817.00	2.0%	4.0%	01-Apr-19	
Sidewalk - Removal Zone 2 (Schedule G) <sup>1</sup>	874.00	891.00	908.00	1.9%	3.9%	01-Apr-19	
Sidewalk - Removal Zone 3 (Schedule J) <sup>1</sup>	874.00	891.00	908.00	1.9%	3.9%	01-Apr-19	

City of Ottawa

Emergency & Protective Services

By-law and Regulatory Services - User Fees

	2017 Rate \$	2018 Rate \$	2019 Rate \$	% Change Over 2018	% Change Over 2017	Effective Date	2019 Revenue (\$000)
<b>Portable Signs</b>							
Temporary Sign (30 day)	122.00	125.00	127.00	1.6%	4.1%	01-Apr-19	
Temporary Sign Inflatable (7 days)	75.00	77.00	78.00	1.3%	4.0%	01-Apr-19	
<b>Fireworks Permit</b>	52.00	55.00	55.00	0.0%	5.8%	01-Apr-19	
<b>Pet Registration and Pound Redemption</b>							
Kitten/puppy (under 6 months)	20.00	20.00	21.00	5.0%	5.0%	01-Apr-19	
Dog/cat (over 6 months) - sterilized	20.00	20.00	21.00	5.0%	5.0%	01-Apr-19	
Dog/cat (over 6 months) - unsterilized	40.00	40.00	41.00	2.5%	2.5%	01-Apr-19	
Vicious dog	100.00	100.00	100.00	0.0%	0.0%	01-Apr-19	
Service Animal	-	-	-	0.0%	0.0%	01-Apr-19	
Tag Replacement (after first re-issue)	10.00	10.00	10.00	0.0%	0.0%	01-Apr-19	
Dog redeemed per day for each day	50.00	50.00	50.00	0.0%	0.0%	01-Apr-19	
Cat redeemed per day for each day	40.00	40.00	40.00	0.0%	0.0%	01-Apr-19	

City of Ottawa

Emergency & Protective Services

By-law and Regulatory Services - User Fees

	2017 Rate \$	2018 Rate \$	2019 Rate \$	% Change Over 2018	% Change Over 2017	Effective Date	2019 Revenue (\$000)
<b>Spay Neuter Clinic</b>							
<b>Female Dogs</b>							
Small - under 10kg.*	285.00	300.00	305.00	1.7%	7.0%	01-Apr-19	
Medium - 10 - 20 kg.*	295.00	310.00	315.00	1.6%	6.8%	01-Apr-19	
Large - 21 - 40 kg.*	325.00	345.00	355.00	2.9%	9.2%	01-Apr-19	
X-large - over 40 kg.*	370.00	395.00	405.00	2.5%	9.5%	01-Apr-19	
<b>Male Dogs</b>							
Small - under 10kg.*	255.00	270.00	275.00	1.9%	7.8%	01-Apr-19	
Medium - 10 - 20 kg.*	265.00	285.00	290.00	1.8%	9.4%	01-Apr-19	
Large - over 20 kg.*	275.00	300.00	310.00	3.3%	12.7%	01-Apr-19	
<b>Female Cats*</b>	170.00	185.00	185.00	0.0%	8.8%	01-Apr-19	
<b>Male Cats*</b>	130.00	145.00	145.00	0.0%	11.5%	01-Apr-19	
<b>Other</b>							
Surgery deposit (dog or cat)*	44.25	66.37	66.37	0.0%	50.0%	01-Apr-19	
Medical Supplies*	-	8.85	8.85	0.0%	N/A	01-Apr-19	
Rabies vaccination*	-	25.00	25.00	0.0%	N/A	01-Apr-19	
Microchip insertion*	-	30.00	30.00	0.0%	N/A	01-Apr-19	
<b>Surcharges</b>							
Pregnant (dog or cat)*	40.00	40.00	40.00	0.0%	0.0%	01-Apr-19	
Medical condition (dog or cat)*	30.00	30.00	30.00	0.0%	0.0%	01-Apr-19	
Each inguinal testicle (cryptorchid dog)*	75.00	80.00	80.00	0.0%	6.7%	01-Apr-19	
Each abdominal testicle cryptorchid (dog)*	0.00	150.00	150.00	0.0%	N/A	01-Apr-19	
Cryptorchid (cat)*	0.00	80.00	80.00	0.0%	N/A	01-Apr-19	
Non-resident female (dog or cat)*	25.00	25.00	25.00	0.0%	0.0%	01-Apr-19	
Non-resident male (dog or cat)*	25.00	25.00	25.00	0.0%	0.0%	01-Apr-19	
Elizabethan collar*	8.85	8.85	8.85	0.0%	0.0%	01-Apr-19	
<b>Special Events</b>							
By-law Enforcement Officer**4	61.00	62.00	66.00	6.5%	8.2%	01-Apr-19	
Parking Control Officer**4	61.00	62.00	63.00	1.6%	3.3%	01-Apr-19	
Property Standards Officer**4	66.00	67.00	72.00	7.5%	9.1%	01-Apr-19	
Supervisor**4	71.00	72.00	75.00	4.2%	5.6%	01-Apr-19	

City of Ottawa

Emergency & Protective Services

By-law and Regulatory Services - User Fees

	2017 Rate \$	2018 Rate \$	2019 Rate \$	% Change Over 2018	% Change Over 2017	Effective Date	2019 Revenue (\$000)
<b>Noise By-law</b>							
Exemption Application fee	50.00	55.00	55.00	0.0%	10.0%	01-Apr-19	
Inspection/Monitoring fee (per hour)	60.00	60.00	60.00	0.0%	0.0%	01-Apr-19	
<b>Property Standards By-law (PSB)</b>							
Property Standards Committee Appeal processing fee	200.00	205.00	209.00	2.0%	4.5%	01-Apr-19	
<b>Property Standards By-law - Compliance report - Residential, Multiple Commercial, Industrial</b>							
1-2 units/unit	50.00	55.00	55.00	0.0%	10.0%	01-Apr-19	
More than 2, not more than 5 units/unit	40.00	40.00	40.00	0.0%	0.0%	01-Apr-19	
More than 5, not more than 15 units/unit	200.00 + 15.00 per unit above the 5th unit	204.00 + 15.00 per unit above the 5th unit	204.00 + 15.00 per unit above the 5th unit	0.0%	N/A	01-Apr-19	
More than 15, not more than 25 units/unit	300.00 + 10.00 per unit above the 15th unit	306.00 + 10.00 per unit above the 15th unit	306.00 + 10.00 per unit above the 15th unit	0.0%	N/A	01-Apr-19	
More than 25 units/unit	400.00 + 5.00 per unit above the 25th unit	408.00 + 5.00 per unit above the 25th unit	408.00 + 5.00 per unit above the 25th unit	0.0%	N/A	01-Apr-19	
<b>Property Standards By-law - Compliance report - Residential, Multiple Commercial, Industrial</b>							
Free Standing Industrial, Commercial Buildings (single occupancy)	50.00 / 98 sq. m., 200.00 min.	50.00 / 98 sq. m., 200.00 min.	50.00 / 98 sq. m., 200.00 min.	0.0%	N/A	01-Apr-19	
Vacant and Derelict Property	100.00	102.00	102.00	0.0%	2.0%	01-Apr-19	
<b>Property Standards By-law - Re-inspection Fee</b>							
For first hour or part thereof/ property	100.00	102.00	102.00	0.0%	2.0%	01-Apr-19	
For each subsequent hour or part thereof/ property	50.00	51.00	51.00	0.0%	2.0%	01-Apr-19	
<b>Vehicles-for Hire - Taxi's - New Application</b>							
Taxicab Driver - Standard	96.00	96.00	98.00	2.1%	2.1%	01-Apr-19	
Taxicab Driver Accessible	0.00	0.00	-	0.0%	0.0%	01-Apr-19	
Taxi Plate Holder - Standard Taxicab	545.00	556.00	567.00	2.0%	4.0%	01-Apr-19	
Taxi Plate Holder - Accessible Taxicab	545.00	556.00	567.00	2.0%	4.0%	01-Apr-19	
Taxicab Broker - 1 to 24 taxicabs	807.00	823.00	839.00	1.9%	4.0%	01-Apr-19	
Taxicab Broker - 25 to 99 taxicabs	2,469.00	2,518.00	2,568.00	2.0%	4.0%	01-Apr-19	
Taxicab Broker - 100 or more taxicabs	7,253.00	7,398.00	7,545.00	2.0%	4.0%	01-Apr-19	
New license application for Standard or Accessible Taxicab Driver with no less than 10 yrs experience, who's license had lapsed	300.00	306.00	312.00	2.0%	4.0%	01-Apr-19	

	2017 Rate \$	2018 Rate \$	2019 Rate \$	% Change Over 2018	% Change Over 2017	Effective Date	2019 Revenue (\$000)
<b>Vehicles-for Hire - Taxi's - Renewal Application</b>							
Taxicab Driver - Standard	96.00	96.00	98.00	2.1%	2.1%	01-Apr-19	
Taxicab Driver Accessible	0.00	-	-	0.0%	0.0%	01-Apr-19	
Taxi Plate Holder - Standard Taxicab	545.00	556.00	567.00	2.0%	4.0%	01-Apr-19	
Taxi Plate Holder - Accessible Taxicab	545.00	556.00	567.00	2.0%	4.0%	01-Apr-19	
Taxicab Broker - 1 to 24 taxicabs	807.00	823.00	839.00	1.9%	4.0%	01-Apr-19	
Taxicab Broker - 25 to 99 taxicabs	2,469.00	2,518.00	2,568.00	2.0%	4.0%	01-Apr-19	
Taxicab Broker - 100 or more taxicabs	7,253.00	7,398.00	7,545.00	2.0%	4.0%	01-Apr-19	
Late fee (additional) - Taxicab Driver, Taxicab Broker	50.00	55.00	55.00	0.0%	10.0%	01-Apr-19	
Late fee (additional) - Taxi Plate Holder - Standard & Accessible	100.00	100.00	100.00	0.0%	0.0%	01-Apr-19	
<b>Vehicles-for Hire - Taxis - License Transfer Fees</b>							
Transfer Taxi Plate Holder to Taxi Plate Holder	4,033.00	4,114.00	4,196.00	2.0%	4.0%	01-Apr-19	
Transfer Taxi Plate Holder - deceased Taxicab Owner to legal spouse/child within 12 months of death	300.00	306.00	312.00	2.0%	4.0%	01-Apr-19	
Two Taxi Plates or more upon Death of Plate Holder (per plate)	3,800.00	3,876.00	3,953.00	2.0%	4.0%	01-Apr-19	
Vehicle to replacement vehicle	50.00	55.00	55.00	0.0%	10.0%	01-Apr-19	
<b>Vehicles-for Hire - Taxis - Replacement of Duplicate Fees section</b>							
Licence Plate	30.00	30.00	30.00	0.0%	0.0%	01-Apr-19	
License Certificate	20.00	20.00	20.00	0.0%	0.0%	01-Apr-19	
Change to Certificate	10.00	10.00	10.00	0.0%	0.0%	01-Apr-19	
Photo Identification	20.00	20.00	20.00	0.0%	0.0%	01-Apr-19	
Tariff Card	10.00	10.00	10.00	0.0%	0.0%	01-Apr-19	



City of Ottawa  
 Emergency & Protective Services  
 By-law and Regulatory Services - User Fees

	2017 Rate \$	2018 Rate \$	2019 Rate \$	% Change Over 2018	% Change Over 2017	Effective Date	2019 Revenue (\$000)
<b>Vehicles-for Hire - Taxis - Inspection fee per vehicle</b>							
Meter check after initial check	50.00	55.00	55.00	0.0%	10.0%	01-Apr-19	
Vehicle re-inspection	50.00	55.00	55.00	0.0%	10.0%	01-Apr-19	
Renewal to Priority List	50.00	55.00	55.00	0.0%	10.0%	01-Apr-19	
Addition to Priority List	50.00	55.00	55.00	0.0%	10.0%	01-Apr-19	
<b>Vehicles-for Hire - Limousines</b>							
Owner/Operator	941.00	960.00	979.00	2.0%	4.0%	01-Apr-19	
Each Vehicle (except auxiliary service vehicles)	545.00	556.00	567.00	2.0%	4.0%	01-Apr-19	
Each temporary vehicle (30 days)	58.00	59.00	60.00	1.7%	3.4%	01-Apr-19	
<b>Limousines - License Transfer Fee</b>							
Change of named licensee	50.00	55.00	55.00	0.0%	10.0%	01-Apr-19	
Change of premise location	100.00	102.00	102.00	0.0%	2.0%	01-Apr-19	
Change of named licensee to another partner	50.00	55.00	55.00	0.0%	10.0%	01-Apr-19	
Replacement vehicle	50.00	55.00	55.00	0.0%	10.0%	01-Apr-19	
<b>Vehicles-for Hire - Private Transportation Companies (PTC)</b>							
PTC - 1 to 24 affiliated vehicles	807.00 + 0.11/trip	823.00 + 0.11/trip	839.00 + 0.11/trip	2.0%	N/A	01-Apr-19	
PTC - 25 to 99 affiliated vehicles	2,469.00 + 0.11/trip	2,518.00 + 0.11/trip	2,568.00 + 0.11/trip	2.0%	N/A	01-Apr-19	
PTC - 100 or more affiliated vehicles	7,253.00 + 0.11/trip	7,398.00 + 0.11/trip	7,545.00 + 0.11/trip	2.0%	N/A	01-Apr-19	
<b>Total Departmental</b>							<b>55</b>

**Notes:**

- <sup>1</sup> Fee subject to Application processing and Renewal late fee, as applicable.
  - <sup>2</sup> The complexity and size of the businesses in this category have decreased as a result of significant industry change, and a 50% rate reduction is proposed.
  - <sup>3</sup> Fee has not increased since it was established in 2011.
  - <sup>4</sup> Fee per hour; a minimum charge of 3 hours will be applied, which includes on-site time, preparation and travel.
  - <sup>5</sup> Fee to be eliminated and replaced by cryptorchid surcharges.
  - <sup>6</sup> Processing fee applies to each application by limousine licensee regardless of number of temporary vehicles.
- \* HST applicable.

City of Ottawa  
 Emergency & Protective Services  
 Public Policy Development - Operating Resource Requirement  
 In Thousands (\$000)

	2017	2018		2019	\$ Change over 2018 Budget
	Actual	Forecast	Budget	Estimate	
<b>Expenditures by Program</b>					
Public Policy Development	0	311	541	556	15
<b>Gross Expenditure</b>	<b>0</b>	<b>311</b>	<b>541</b>	<b>556</b>	<b>15</b>
Recoveries & Allocations	0	0	0	0	0
Revenue	0	0	0	0	0
<b>Net Requirement</b>	<b>0</b>	<b>311</b>	<b>541</b>	<b>556</b>	<b>15</b>
<b>Expenditures by Type</b>					
Salaries, Wages & Benefits	0	190	220	235	15
Overtime	0	0	0	0	0
Material & Services	0	120	321	321	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	1	0	0	0
<b>Gross Expenditures</b>	<b>0</b>	<b>311</b>	<b>541</b>	<b>556</b>	<b>15</b>
Recoveries & Allocations	0	0	0	0	0
<b>Net Expenditure</b>	<b>0</b>	<b>311</b>	<b>541</b>	<b>556</b>	<b>15</b>
<b>Revenues By Type</b>					
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
<b>Total Revenue</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Requirement</b>	<b>0</b>	<b>311</b>	<b>541</b>	<b>556</b>	<b>15</b>
<b>Full Time Equivalents</b>			<b>3.00</b>	<b>3.00</b>	<b>0.00</b>

City of Ottawa  
Community & Social Services - Operating Resource Requirement  
In Thousands (\$000)

	2017	2018		2019	\$ Change over 2018 Budget
	Actual	Forecast	Budget	Estimate	
<b>Expenditures by Program</b>					
GM's Office & Business Support Services	3,150	3,318	3,515	3,595	80
Employment and Social Services	268,217	272,034	270,286	274,772	4,486
Children's Services	119,830	187,311	196,313	180,378	-15,935
Housing Services	186,926	201,987	177,525	177,189	-336
Long Term Care	67,500	71,459	66,900	73,426	6,526
Partner & Stakeholder Initiatives	24,710	25,594	26,334	27,044	710
<b>Gross Expenditure</b>	<b>670,333</b>	<b>761,703</b>	<b>740,873</b>	<b>736,404</b>	<b>-4,469</b>
Recoveries & Allocations	-27,515	-31,558	-27,606	-27,606	0
Revenue	-451,251	-537,899	-518,381	-501,866	16,515
<b>Net Requirement</b>	<b>191,567</b>	<b>192,246</b>	<b>194,886</b>	<b>206,932</b>	<b>12,046</b>
<b>Expenditures by Type</b>					
Salaries, Wages & Benefits	123,060	131,241	128,226	136,866	8,640
Overtime	460	975	170	170	0
Material & Services	11,188	11,101	13,296	13,396	100
Transfers/Grants/Financial Charges	521,106	603,255	585,544	572,039	-13,505
Fleet Costs	5	7	5	7	2
Program Facility Costs	9,867	10,448	10,124	10,418	294
Other Internal Costs	4,647	4,676	3,508	3,508	0
<b>Gross Expenditures</b>	<b>670,333</b>	<b>761,703</b>	<b>740,873</b>	<b>736,404</b>	<b>-4,469</b>
Recoveries & Allocations	-27,515	-31,558	-27,606	-27,606	0
<b>Net Expenditure</b>	<b>642,818</b>	<b>730,145</b>	<b>713,267</b>	<b>708,798</b>	<b>-4,469</b>
<b>Revenues By Type</b>					
Federal	-28,320	-26,993	-26,723	-22,873	3,850
Provincial	-402,813	-482,697	-464,654	-451,837	12,817
Municipal	0	0	0	0	0
Own Funds	-1,352	-3,420	-3,420	-3,420	0
Fees and Services	-18,766	-24,789	-23,584	-23,736	-152
Fines	0	0	0	0	0
Other	0	0	0	0	0
<b>Total Revenue</b>	<b>-451,251</b>	<b>-537,899</b>	<b>-518,381</b>	<b>-501,866</b>	<b>16,515</b>
<b>Net Requirement</b>	<b>191,567</b>	<b>192,246</b>	<b>194,886</b>	<b>206,932</b>	<b>12,046</b>
<b>Full Time Equivalents</b>			<b>1,408.87</b>	<b>1,455.87</b>	<b>47.00</b>

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

	2017	2018		2019	\$ Change over 2018 Budget
	Actual	Forecast	Budget	Estimate	
<b>Expenditures by Program</b>					
General Manager's Office	389	361	380	390	10
Business Support Services	2,761	2,957	3,135	3,205	70
<b>Gross Expenditure</b>	<b>3,150</b>	<b>3,318</b>	<b>3,515</b>	<b>3,595</b>	<b>80</b>
Recoveries & Allocations	0	0	0	0	0
Revenue	0	0	0	0	0
<b>Net Requirement</b>	<b>3,150</b>	<b>3,318</b>	<b>3,515</b>	<b>3,595</b>	<b>80</b>
<b>Expenditures by Type</b>					
Salaries, Wages & Benefits	3,086	3,249	3,438	3,518	80
Overtime	0	0	0	0	0
Material & Services	54	60	68	68	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	10	9	9	9	0
<b>Gross Expenditures</b>	<b>3,150</b>	<b>3,318</b>	<b>3,515</b>	<b>3,595</b>	<b>80</b>
Recoveries & Allocations	0	0	0	0	0
<b>Net Expenditure</b>	<b>3,150</b>	<b>3,318</b>	<b>3,515</b>	<b>3,595</b>	<b>80</b>
<b>Revenues By Type</b>					
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
<b>Total Revenue</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Requirement</b>	<b>3,150</b>	<b>3,318</b>	<b>3,515</b>	<b>3,595</b>	<b>80</b>
<b>Full Time Equivalents</b>			<b>31.00</b>	<b>31.00</b>	<b>0.00</b>

City of Ottawa  
Community & Social Services  
Employment and Social Services - Operating Resource Requirement  
In Thousands (\$000)

	2017	2018		2019	\$ Change over 2018 Budget
	Actual	Forecast	Budget	Estimate	
<b>Expenditures by Program</b>					
Ontario Works Program	252,496	253,488	252,898	257,279	4,381
Municipal Low Income Benefits	2,026	2,256	1,985	1,985	0
Home Support Program	2,611	3,478	3,000	3,000	0
Provincial Employment Programs	3,329	2,830	2,060	2,060	0
Addiction Services Initiative	1,773	1,812	1,821	1,821	0
Community Bus Passes and EquiPass Program	5,982	8,170	8,522	8,627	105
<b>Gross Expenditure</b>	<b>268,217</b>	<b>272,034</b>	<b>270,286</b>	<b>274,772</b>	<b>4,486</b>
Recoveries & Allocations	-18,315	-19,200	-17,585	-17,585	0
Revenue	-221,091	-226,931	-226,785	-229,485	-2,700
<b>Net Requirement</b>	<b>28,811</b>	<b>25,903</b>	<b>25,916</b>	<b>27,702</b>	<b>1,786</b>
<b>Expenditures by Type</b>					
Salaries, Wages & Benefits	43,731	46,145	46,647	48,167	1,520
Overtime	52	19	0	0	0
Material & Services	1,350	1,249	1,574	1,574	0
Transfers/Grants/Financial Charges	215,764	217,257	215,251	218,056	2,805
Fleet Costs	0	0	0	0	0
Program Facility Costs	4,299	4,532	4,284	4,445	161
Other Internal Costs	3,021	2,832	2,530	2,530	0
<b>Gross Expenditures</b>	<b>268,217</b>	<b>272,034</b>	<b>270,286</b>	<b>274,772</b>	<b>4,486</b>
Recoveries & Allocations	-18,315	-19,200	-17,585	-17,585	0
<b>Net Expenditure</b>	<b>249,902</b>	<b>252,834</b>	<b>252,701</b>	<b>257,187</b>	<b>4,486</b>
<b>Revenues By Type</b>					
Federal	0	0	0	0	0
Provincial	-221,081	-226,931	-226,785	-229,485	-2,700
Municipal	0	0	0	0	0
Own Funds	0	0	0	0	0
Fees and Services	-10	0	0	0	0
Fines	0	0	0	0	0
Other	0	0	0	0	0
<b>Total Revenue</b>	<b>-221,091</b>	<b>-226,931</b>	<b>-226,785</b>	<b>-229,485</b>	<b>-2,700</b>
<b>Net Requirement</b>	<b>28,811</b>	<b>25,903</b>	<b>25,916</b>	<b>27,702</b>	<b>1,786</b>
<b>Full Time Equivalents</b>			<b>538.17</b>	<b>538.17</b>	<b>0.00</b>

City of Ottawa  
Community & Social Services  
Children's Services - Operating Resource Requirement  
In Thousands (\$000)

	2017	2018		2019	\$ Change over 2018 Budget
	Actual	Forecast	Budget	Estimate	
<b>Expenditures by Program</b>					
<b>Legislated Programs</b>					
<u>Core Services</u>					
<i>Fee Subsidy</i>	62,555	72,981	74,961	74,961	0
<i>General Operating</i>	15,809	40,621	41,213	41,213	0
<i>Program Delivery</i>	3,811	5,628	7,860	8,028	168
Pay Equity Union Settlement	2,498	2,488	2,488	2,488	0
Special Needs Resourcing	4,611	5,259	5,259	4,916	-343
Special Purpose	2,033	18,344	18,009	2,097	-15,912
Wage Enhancement	15,006	15,141	16,891	16,891	0
Fee Stabilization	0	3,938	3,938	3,938	0
Early Years Child and Family Centres	1,084	10,394	10,386	10,386	0
<b>Municipal Investments</b>	0	0	0	0	0
Municipal Child Care Centres	9,745	10,391	10,015	10,167	152
Special Needs Resourcing	659	853	853	853	0
Early Years Child and Family Centres	0	327	1,019	1,019	0
Other Municipal Funding	2,019	946	3,421	3,421	0
<b>Gross Expenditure</b>	<b>119,830</b>	<b>187,311</b>	<b>196,313</b>	<b>180,378</b>	<b>-15,935</b>
Recoveries & Allocations	-6,523	-8,711	-8,682	-8,682	0
Revenue	-96,015	-164,672	-170,016	-154,081	15,935
<b>Net Requirement</b>	<b>17,292</b>	<b>13,928</b>	<b>17,615</b>	<b>17,615</b>	<b>0</b>
<b>Expenditures by Type</b>					
Salaries, Wages & Benefits	12,646	14,365	14,832	15,152	320
Overtime	1	11	0	0	0
Material & Services	1,018	698	2,227	2,227	0
Transfers/Grants/Financial Charges	105,340	171,346	178,437	162,182	-16,255
Fleet Costs	0	0	0	0	0
Program Facility Costs	727	772	748	748	0
Other Internal Costs	98	119	69	69	0
<b>Gross Expenditures</b>	<b>119,830</b>	<b>187,311</b>	<b>196,313</b>	<b>180,378</b>	<b>-15,935</b>
Recoveries & Allocations	-6,523	-8,711	-8,682	-8,682	0
<b>Net Expenditure</b>	<b>113,307</b>	<b>178,600</b>	<b>187,631</b>	<b>171,696</b>	<b>-15,935</b>

City of Ottawa  
 Community & Social Services  
 Children's Services - Operating Resource Requirement  
 In Thousands (\$000)

	2017	2018		2019	\$ Change over 2018 Budget
	Actual	Forecast	Budget	Estimate	
<b>Revenues By Type</b>					
Federal	0	0	0	0	0
Provincial	-93,618	-154,555	-160,736	-144,649	16,087
Municipal	0	0	0	0	0
Own Funds	-1,352	-3,420	-3,420	-3,420	0
Fees and Services	-1,045	-6,697	-5,860	-6,012	-152
Fines	0	0	0	0	0
Other	0	0	0	0	0
<b>Total Revenue</b>	<b>-96,015</b>	<b>-164,672</b>	<b>-170,016</b>	<b>-154,081</b>	<b>15,935</b>
<b>Net Requirement</b>	<b>17,292</b>	<b>13,928</b>	<b>17,615</b>	<b>17,615</b>	<b>0</b>
<b>Full Time Equivalents</b>			<b>181.49</b>	<b>181.49</b>	<b>0.00</b>

**City of Ottawa**  
**Community & Social Services**  
**Children's Services - User Fees**

	2017 Rate \$	2018 Rate \$	2019 Rate \$	% Change Over 2018	% Change Over 2017	Effective Date	2019 Revenue (\$000)
<b>Child Care</b>							
Infant	-	-	-	0.0%	0.0%		
Toddler	59.85	61.05	61.05	0.0%	2.0%		0
Preschool	43.10	43.96	43.96	0.0%	2.0%		0
<b>Total Departmental</b>							<b>0</b>



City of Ottawa  
Community & Social Services  
Housing Services - Operating Resource Requirement  
In Thousands (\$000)

	2017	2018		2019	\$ Change over 2018 Budget
	Actual	Forecast	Budget	Estimate	
<b>Expenditures by Program</b>					
Manager's Office	504	486	348	355	7
Housing Programs	114,065	121,918	103,604	102,584	-1,020
Community Homelessness Prevention Initiative	52,140	56,179	50,493	50,905	412
Home for Good	0	2,705	2,773	2,773	0
Housing and Homelessness Investment Plan	12,881	13,370	13,249	13,514	265
Reaching Home	7,336	7,329	7,058	7,058	0
<b>Gross Expenditure</b>	<b>186,926</b>	<b>201,987</b>	<b>177,525</b>	<b>177,189</b>	<b>-336</b>
Recoveries & Allocations	-1,413	-1,764	-411	-411	0
Revenue	-82,424	-93,375	-69,562	-65,712	3,850
<b>Net Requirement</b>	<b>103,089</b>	<b>106,848</b>	<b>107,552</b>	<b>111,066</b>	<b>3,514</b>
<b>Expenditures by Type</b>					
Salaries, Wages & Benefits	7,081	7,591	7,248	7,413	165
Overtime	107	187	60	60	0
Material & Services	295	414	483	483	0
Transfers/Grants/Financial Charges	177,099	191,119	167,915	167,395	-520
Fleet Costs	5	7	5	7	2
Program Facility Costs	1,005	1,112	1,009	1,026	17
Other Internal Costs	1,334	1,557	805	805	0
<b>Gross Expenditures</b>	<b>186,926</b>	<b>201,987</b>	<b>177,525</b>	<b>177,189</b>	<b>-336</b>
Recoveries & Allocations	-1,413	-1,764	-411	-411	0
<b>Net Expenditure</b>	<b>185,513</b>	<b>200,223</b>	<b>177,114</b>	<b>176,778</b>	<b>-336</b>
<b>Revenues By Type</b>					
Federal	-28,320	-26,993	-26,723	-22,873	3,850
Provincial	-54,100	-66,375	-42,839	-42,839	0
Municipal	0	0	0	0	0
Own Funds	0	0	0	0	0
Fees and Services	-4	-7	0	0	0
Fines	0	0	0	0	0
Other	0	0	0	0	0
<b>Total Revenue</b>	<b>-82,424</b>	<b>-93,375</b>	<b>-69,562</b>	<b>-65,712</b>	<b>3,850</b>
<b>Net Requirement</b>	<b>103,089</b>	<b>106,848</b>	<b>107,552</b>	<b>111,066</b>	<b>3,514</b>
<b>Full Time Equivalents</b>			<b>64.40</b>	<b>64.40</b>	<b>0.00</b>

City of Ottawa  
Community & Social Services  
Long Term Care - Operating Resource Requirement  
In Thousands (\$000)

	2017	2018		2019	\$ Change over 2018 Budget
	Actual	Forecast	Budget	Estimate	
<b>Expenditures by Program</b>					
Nursing & Personal Care	41,254	44,420	39,278	45,369	6,091
Program & Support Services	3,232	3,319	3,463	3,512	49
Food Purchases	2,326	2,404	2,541	2,541	0
Accommodation	20,135	20,721	21,065	21,442	377
Daycentre Programs	553	595	553	562	9
<b>Gross Expenditure</b>	<b>67,500</b>	<b>71,459</b>	<b>66,900</b>	<b>73,426</b>	<b>6,526</b>
Recoveries & Allocations	-1,245	-1,879	-628	-628	0
Revenue	-51,720	-52,893	-51,974	-52,544	-570
<b>Net Requirement</b>	<b>14,535</b>	<b>16,687</b>	<b>14,298</b>	<b>20,254</b>	<b>5,956</b>
<b>Expenditures by Type</b>					
Salaries, Wages & Benefits	55,241	58,391	54,407	60,817	6,410
Overtime	297	754	110	110	0
Material & Services	8,008	8,188	8,210	8,210	0
Transfers/Grants/Financial Charges	-1	0	0	0	0
Fleet Costs	0	0	0	0	0
Program Facility Costs	3,836	4,032	4,083	4,199	116
Other Internal Costs	119	94	90	90	0
<b>Gross Expenditures</b>	<b>67,500</b>	<b>71,459</b>	<b>66,900</b>	<b>73,426</b>	<b>6,526</b>
Recoveries & Allocations	-1,245	-1,879	-628	-628	0
<b>Net Expenditure</b>	<b>66,255</b>	<b>69,580</b>	<b>66,272</b>	<b>72,798</b>	<b>6,526</b>
<b>Revenues By Type</b>					
Federal	0	0	0	0	0
Provincial	-34,013	-34,808	-34,250	-34,820	-570
Municipal	0	0	0	0	0
Own Funds	0	0	0	0	0
Fees and Services	-17,707	-18,085	-17,724	-17,724	0
Fines	0	0	0	0	0
Other	0	0	0	0	0
<b>Total Revenue</b>	<b>-51,720</b>	<b>-52,893</b>	<b>-51,974</b>	<b>-52,544</b>	<b>-570</b>
<b>Net Requirement</b>	<b>14,535</b>	<b>16,687</b>	<b>14,298</b>	<b>20,254</b>	<b>5,956</b>
<b>Full Time Equivalent</b>			<b>579.81</b>	<b>625.81</b>	<b>46.00</b>

City of Ottawa  
Community & Social Services  
Partner & Stakeholder Initiatives - Operating Resource Requirement  
In Thousands (\$000)

	2017	2018		2019	\$ Change over 2018 Budget
	Actual	Forecast	Budget	Estimate	
<b>Expenditures by Program</b>					
Manager's Office	220	237	280	285	5
Client Service Strategies	1,090	1,262	1,840	2,067	227
Community Funding	23,400	24,095	24,214	24,692	478
<b>Gross Expenditure</b>	<b>24,710</b>	<b>25,594</b>	<b>26,334</b>	<b>27,044</b>	<b>710</b>
Recoveries & Allocations	-19	-4	-300	-300	0
Revenue	-1	-28	-44	-44	0
<b>Net Requirement</b>	<b>24,690</b>	<b>25,562</b>	<b>25,990</b>	<b>26,700</b>	<b>710</b>
<b>Expenditures by Type</b>					
Salaries, Wages & Benefits	1,275	1,500	1,654	1,799	145
Overtime	3	4	0	0	0
Material & Services	463	492	734	834	100
Transfers/Grants/Financial Charges	22,904	23,533	23,941	24,406	465
Fleet Costs	0	0	0	0	0
Program Facility Costs	0	0	0	0	0
Other Internal Costs	65	65	5	5	0
<b>Gross Expenditures</b>	<b>24,710</b>	<b>25,594</b>	<b>26,334</b>	<b>27,044</b>	<b>710</b>
Recoveries & Allocations	-19	-4	-300	-300	0
<b>Net Expenditure</b>	<b>24,691</b>	<b>25,590</b>	<b>26,034</b>	<b>26,744</b>	<b>710</b>
<b>Revenues By Type</b>					
Federal	0	0	0	0	0
Provincial	-1	-28	-44	-44	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
<b>Total Revenue</b>	<b>-1</b>	<b>-28</b>	<b>-44</b>	<b>-44</b>	<b>0</b>
<b>Net Requirement</b>	<b>24,690</b>	<b>25,562</b>	<b>25,990</b>	<b>26,700</b>	<b>710</b>
<b>Full Time Equivalents</b>			<b>14.00</b>	<b>15.00</b>	<b>1.00</b>

City of Ottawa  
Recreation, Cultural and Facility Services - Operating Resource Requirement  
In Thousands (\$000)

	2017	2018		2019	\$ Change over 2018 Budget
	Actual	Forecast	Budget	Estimate	
<b>Expenditures by Program</b>					
GM's Office & Business Support Services	24,741	26,061	25,955	26,809	854
Community Recreation and Cultural Programs	104,849	106,414	109,031	110,351	1,320
City Wide Programs, Aquatics and Specialized Services	31,695	32,331	32,214	33,107	893
Parks & Facilities Planning	1,874	1,900	2,070	2,105	35
Facility Operations Services	126,071	133,863	133,575	135,684	2,109
<b>Gross Expenditure</b>	<b>289,230</b>	<b>300,569</b>	<b>302,845</b>	<b>308,056</b>	<b>5,211</b>
Recoveries & Allocations	-100,342	-104,595	-103,703	-105,149	-1,446
Revenue	-64,355	-65,569	-67,899	-68,969	-1,070
<b>Net Requirement</b>	<b>124,533</b>	<b>130,405</b>	<b>131,243</b>	<b>133,938</b>	<b>2,695</b>
<b>Expenditures by Type</b>					
Salaries, Wages & Benefits	119,465	123,615	124,652	127,947	3,295
Overtime	1,057	1,241	1,224	1,224	0
Material & Services	79,108	84,821	86,484	87,183	699
Transfers/Grants/Financial Charges	16,266	14,520	14,914	15,170	256
Fleet Costs	1,991	1,986	1,625	1,625	0
Program Facility Costs	68,015	70,601	71,120	72,081	961
Other Internal Costs	3,328	3,785	2,826	2,826	0
<b>Gross Expenditures</b>	<b>289,230</b>	<b>300,569</b>	<b>302,845</b>	<b>308,056</b>	<b>5,211</b>
Recoveries & Allocations	-100,342	-104,595	-103,703	-105,149	-1,446
<b>Net Expenditure</b>	<b>188,888</b>	<b>195,974</b>	<b>199,142</b>	<b>202,907</b>	<b>3,765</b>
<b>Revenues By Type</b>					
Federal	-188	-733	-637	-637	0
Provincial	-1,727	-1,484	-1,602	-1,602	0
Municipal	0	0	0	0	0
Own Funds	-97	0	0	0	0
Fees and Services	-62,343	-63,352	-65,660	-66,730	-1,070
Fines	0	0	0	0	0
Other	0	0	0	0	0
<b>Total Revenue</b>	<b>-64,355</b>	<b>-65,569</b>	<b>-67,899</b>	<b>-68,969</b>	<b>-1,070</b>
<b>Net Requirement</b>	<b>124,533</b>	<b>130,405</b>	<b>131,243</b>	<b>133,938</b>	<b>2,695</b>
<b>Full Time Equivalents</b>			<b>1,744.99</b>	<b>1,744.99</b>	<b>0.00</b>

City of Ottawa  
Recreation, Cultural and Facility Services  
GM's Office & Business Support Services - Operating Resource Requirement  
In Thousands (\$000)

	2017	2018		2019	\$ Change over 2018 Budget
	Actual	Forecast	Budget	Estimate	
<b>Expenditures by Program</b>					
General Manager's Office	1,084	1,410	1,375	1,637	262
Business & Technical Support Services	23,657	24,651	24,580	25,172	592
<b>Gross Expenditure</b>	<b>24,741</b>	<b>26,061</b>	<b>25,955</b>	<b>26,809</b>	<b>854</b>
Recoveries & Allocations	-703	-733	-380	-380	0
Revenue	-2,217	-1,704	-2,513	-2,513	0
<b>Net Requirement</b>	<b>21,821</b>	<b>23,624</b>	<b>23,062</b>	<b>23,916</b>	<b>854</b>
<b>Expenditures by Type</b>					
Salaries, Wages & Benefits	8,303	9,099	8,674	9,004	330
Overtime	32	55	5	5	0
Material & Services	2,744	3,067	3,194	3,455	261
Transfers/Grants/Financial Charges	12,130	12,410	12,624	12,874	250
Fleet Costs	0	0	0	0	0
Program Facility Costs	320	257	331	344	13
Other Internal Costs	1,212	1,173	1,127	1,127	0
<b>Gross Expenditures</b>	<b>24,741</b>	<b>26,061</b>	<b>25,955</b>	<b>26,809</b>	<b>854</b>
Recoveries & Allocations	-703	-733	-380	-380	0
<b>Net Expenditure</b>	<b>24,038</b>	<b>25,328</b>	<b>25,575</b>	<b>26,429</b>	<b>854</b>
<b>Revenues By Type</b>					
Federal	0	-428	-540	-540	0
Provincial	0	0	0	0	0
Municipal	0	0	0	0	0
Own Funds	0	0	0	0	0
Fees and Services	-2,217	-1,276	-1,973	-1,973	0
Fines	0	0	0	0	0
Other	0	0	0	0	0
<b>Total Revenue</b>	<b>-2,217</b>	<b>-1,704</b>	<b>-2,513</b>	<b>-2,513</b>	<b>0</b>
<b>Net Requirement</b>	<b>21,821</b>	<b>23,624</b>	<b>23,062</b>	<b>23,916</b>	<b>854</b>
<b>Full Time Equivalents</b>			<b>81.59</b>	<b>81.59</b>	<b>0.00</b>

City of Ottawa  
 Recreation, Cultural and Facility Services  
 GM's Office & Business Support Services - User Fees

	2017 Rate \$	2018 Rate \$	2019 Rate \$	% Change Over 2018	% Change Over 2017	Effective Date 2019	2019 Revenue (\$000)
Refund Administration Fee	15.00	15.00	15.00	0.0%	0.0%	06-Mar-19	
<b>Total Departmental</b>							<b>0</b>

City of Ottawa  
Recreation, Cultural and Facility Services  
Community Recreation and Cultural Programs - Operating Resource Requirement  
In Thousands (\$000)

	2017	2018		2019	\$ Change over 2018 Budget
	Actual	Forecast	Budget	Estimate	
<b>Expenditures by Program</b>					
Community Recreation and Cultural Programs	104,849	106,414	109,031	110,351	1,320
<b>Gross Expenditure</b>	<b>104,849</b>	<b>106,414</b>	<b>109,031</b>	<b>110,351</b>	<b>1,320</b>
Recoveries & Allocations	-1,424	-1,438	-1,226	-1,226	0
Revenue	-47,267	-48,726	-49,571	-50,426	-855
<b>Net Requirement</b>	<b>56,158</b>	<b>56,250</b>	<b>58,234</b>	<b>58,699</b>	<b>465</b>
<b>Expenditures by Type</b>					
Salaries, Wages & Benefits	40,720	41,309	43,398	44,168	770
Overtime	147	167	182	182	0
Material & Services	4,621	5,088	5,074	5,074	0
Transfers/Grants/Financial Charges	2,283	302	470	470	0
Fleet Costs	23	37	50	55	5
Program Facility Costs	56,300	58,745	59,169	59,714	545
Other Internal Costs	755	766	688	688	0
<b>Gross Expenditures</b>	<b>104,849</b>	<b>106,414</b>	<b>109,031</b>	<b>110,351</b>	<b>1,320</b>
Recoveries & Allocations	-1,424	-1,438	-1,226	-1,226	0
<b>Net Expenditure</b>	<b>103,425</b>	<b>104,976</b>	<b>107,805</b>	<b>109,125</b>	<b>1,320</b>
<b>Revenues By Type</b>					
Federal	-143	-255	-89	-89	0
Provincial	-279	-314	-279	-279	0
Municipal	0	0	0	0	0
Own Funds	-97	0	0	0	0
Fees and Services	-46,748	-48,157	-49,203	-50,058	-855
Fines	0	0	0	0	0
Other	0	0	0	0	0
<b>Total Revenue</b>	<b>-47,267</b>	<b>-48,726</b>	<b>-49,571</b>	<b>-50,426</b>	<b>-855</b>
<b>Net Requirement</b>	<b>56,158</b>	<b>56,250</b>	<b>58,234</b>	<b>58,699</b>	<b>465</b>
<b>Full Time Equivalents</b>			<b>717.51</b>	<b>717.51</b>	<b>0.00</b>

City of Ottawa  
 Recreation, Cultural and Facility Services  
 Community Recreation and Cultural Programs - User Fees

	2017 Rate \$	2018 Rate \$	2019 Rate \$	% Change Over 2018	% Change Over 2017	Effective Date 2019	2019 Revenue (\$000)
<b>Rentals</b>							
Arena - Adult	267.97	282.98	288.67	2.0%	7.7%	06-Mar-19	
Arena - Commercial	275.86	291.31	297.16	2.0%	7.7%	06-Mar-19	
Arena - Minor	160.65	169.65	173.05	2.0%	7.7%	06-Mar-19	
Arena - Non-Prime Time	124.96	131.95	134.60	2.0%	7.7%	06-Mar-19	
Arena - Cancellation Fees	25% to 100%	25% to 100%	25% to 100%	0.0%	0.0%	06-Mar-19	
Arena - Other	62.5-275.86	66-291.31	67.34-297.16	2.0%	7.7%	06-Mar-19	
Arena Slab - Adult	49.30	50.29	51.32	2.0%	4.1%	06-Mar-19	
Arena Slab - Commercial	57.33	58.48	59.63	2.0%	4.0%	06-Mar-19	
Arena Slab - Minor	30.67	31.28	31.89	2.0%	4.0%	06-Mar-19	
Artificial Turf - Adult	116.73	119.06	121.46	2.0%	4.1%	06-Mar-19	
Artificial Turf - Commercial	126.08	128.60	131.19	2.0%	4.1%	06-Mar-19	
Artificial Turf - Minor	68.72	70.09	71.50	2.0%	4.0%	06-Mar-19	
Artificial Turf - Non-Prime Time	56.24	57.36	58.53	2.0%	4.1%	06-Mar-19	
Artificial Turf - Other	56.28-68.71	57.41-70.08	52.03-71.5	2.0%	4.1%	06-Mar-19	
Art Centres	5.39-495.3	5.50-505.21	5.61-515.35	2.0%	4.1%	06-Mar-19	
Basketball Court (Outdoor)	6.76-17.61	6.90-17.96	7.07-15.97	2.0%	4.1%	06-Mar-19	
Bleacher (Delivery)	428.53	437.10	445.88	2.0%	4.0%	06-Mar-19	
Hall	2.92-138.14	2.98-140.90	3.05-184.15	2.0%	4.5%	06-Mar-19	
Hall-Commercial	16.59-160.61	16.92-163.82	17.3-167.12	2.0%	4.3%	06-Mar-19	
Hall-NFP	3.18-72.12	3.24-73.56	3.31-75.04	2.0%	4.1%	06-Mar-19	
Hall-Private	12.69-125.88	12.94-128.4	13.23-130.97	2.0%	4.3%	06-Mar-19	
Lansdowne	12.16-6866.63	12.40-7003.96	12.65-7144.07	2.0%	4.0%	06-Mar-19	
Lansdowne Extra Fees	1.28-722.12	1.31-736.56	1.27-751.33	2.0%	4-6%	06-Mar-19	
Museum	31.23-265.3	31.85-270.61	32.52-276.06	2.0%	4.1%	06-Mar-19	
Nepean Sportsplex	5.91-3421.76	6.03-3490.20	6.19-3560.04	2.0%	4.7%	06-Mar-19	
Nepean Sportsplex Extra Fees	0.13-1745.13	0.13-1780.03	0.19-1815.65	0-6%	4-6%	06-Mar-19	
Ottawa Stadium	34.62-3682.84	35.31-3756.50	36.81-3831.60	2.0%	4.0%	06-Mar-19	
Ottawa Stadium Lights	41.10	41.92	42.76	2.0%	4.0%	06-Mar-19	
Outdoor Lighting Fee	12.17-24.38	12.41-24.87	12.69-25.44	2.0%	4.4%	06-Mar-19	



**City of Ottawa**  
**Recreation, Cultural and Facility Services**  
**Community Recreation and Cultural Programs - User Fees**

	2017 Rate \$	2018 Rate \$	2019 Rate \$	% Change Over 2018	% Change Over 2017	Effective Date 2019	2019 Revenue (\$000)
Park	24.82-396.59	25.32-404.52	25.84-412.61	2.0%	4.1%	06-Mar-19	
Parking Lot	3.10-939.15	3.16-957.93	3.23-977.12	2.0%	4.2%	06-Mar-19	
Sports Fields / Ball Diamonds - Adult	28.00-41.68	28.56-42.51	29.15-43.36	2.0%	4.1%	06-Mar-19	
Sports Fields / Ball Diamonds - Comm	29.42-43.71	30.01-44.58	30.61-45.48	2.0%	4.0%	06-Mar-19	
Sports Fields / Ball Diamonds - Minor	5.44-8.05	5.55-8.21	5.66-8.40	2.0%	4.0%	06-Mar-19	
Sports Fields / Ball Diamonds - Premi	35.35-109.02	36.06-111.20	36.81-113.49	2.0%	4.1%	06-Mar-19	
Theater	7.12-7803.00	7.26-7959.06	7.43-433.05	2.0%	4.4%	06-Mar-19	
Theater Extra Fees	14.30-1632.00	14.59-1664.64	14.89-1697.94	2.0%	4.1%	06-Mar-19	
Miscellaneous Extra Fees	0.04-291.37	0.04-297.20	0.04-361.06	0-11%	0-6%	06-Mar-19	
<b>Point of Sale</b>							
Administrative Charge	4.42-88.49	4.51-90.26	4.64-92.07	2-3%	4-5%	06-Mar-19	
Electric Vehicle Charging	1.76-4.42	1.81-4.51	1.85-4.64	2-3%	5.0%	06-Mar-19	
Event Admission	2.43-22.56	2.43-22.56	2.43-22.56	0-7%	0-7%	06-Mar-19	
Fitness Admission	3.76-7.74	3.76-7.96	3.98-7.96	0-6%	3-6%	06-Mar-19	
Registered Program Admission	N/A	N/A	12.75	New	0.0%	06-Mar-19	
General Admission	0.88-91.15	0.88-92.92	0.88-94.69	0-17%	0-5%	06-Mar-19	
Merchandise	0.04-425.00	0.04-425.00	0.04-425.00	0-2%	0-4%	06-Mar-19	
Museum Admission	3.27-16.63	3.53-17.03	3.53-17.47	0-4%	5-8%	06-Mar-19	
Museum Event Admission	4.64-41.46	4.86-42.47	4.86-43.14	0-4%	4-7%	06-Mar-19	
Museum Tea Admission	N/A	N/A	18.10-35.55	New		06-Mar-19	
Museum Tea Sales	0.25-25.55	0.29-28.85	0.30-29.43	2.0%	15-20%	06-Mar-19	
<b>Memberships</b>							
Fitness	20.35-863.93	20.76-881.21	21.24-881.42	0-2%	2-5%	06-Mar-19	
Multi Visit	3.27-8.98	3.34-9.16	1.77-100.22	2-4%	4-7%	06-Mar-19	
Museum	32.30	32.95	33.60	2.0%	4.0%	06-Mar-19	
Specialized	2.69-628.53	2.74-641.10	2.83-653.98	2-5%	4-8%	06-Mar-19	

**City of Ottawa**  
**Recreation, Cultural and Facility Services**  
**Community Recreation and Cultural Programs - User Fees**

	2017 Rate \$	2018 Rate \$	2019 Rate \$	% Change Over 2018	% Change Over 2017	Effective Date 2019	2019 Revenue (\$000)
Personal Training	19.02-54.42	19.40-55.51	19.91-56.86	2.0%	4-5%	06-Mar-19	
Seniors Centres	17.69-22.56	18.04-23.01	18.58-23.89	2-3%	5-6%	06-Mar-19	
<b>Program Registrations (Hourly)</b>							
Day Camps	1.59-15	1.62-15.30	1.65-15.61	0-2%	2-4%	01-Mar-19	
Fitness	0.16-14.1	0.16-14.38	0.16-14.67	0-2%	0-4%	01-Mar-19	
General Interest	1.04-63.75	1.06-65.03	1.08-66.33	2.0%	2.0%	01-Mar-19	
Museum Program	2.83-46.85	2.89-47.79	2.95-48.75	2.0%	4.1%	01-Mar-19	
Museum Program - School & Summer	0.53-41.46	0.54-42.29	0.55-43.14	2.0%	4.1%	01-Mar-19	
Performing Arts	3.76-25.11	3.84-25.61	3.92-26.12	2.0%	4.1%	01-Mar-19	
Sports	2.1-74.38	2.14-75.87	2.18-77.39	2.0%	4.0%	01-Mar-19	
Visual Arts	1.88-29.2	1.92-29.78	1.96-30.38	2.0%	4.1%	01-Mar-19	
Private Programs and Services	29.2-69.15	29.78-70.53	29.19-71.94	2.0%	4.0%	01-Mar-19	
<b>Cultural Services, Rentals &amp; Related Fees</b>							
Box Office	0.03-790.5	0.03-790.50	0.03-806.31	0-2%	0-2%	06-Mar-19	
Capital Renewal Fund (Flat)	50-200	50-200	50-200	0.0%	0.0%	06-Mar-19	
Capital Renewal Fund (Per Ticket)	0.75-2.00	0.75-2.00	0.75-2.00	0.0%	0.0%	06-Mar-19	
Pouring	2.5-28.5	2.55-29.07	2.55-29.07	0.0%	2-4%	06-Mar-19	
<b>Other</b>							
Exclusive Use Recreation Rentals	10/sq ft	10/sq ft	10/sq ft	0.0%	0.0%	06-Mar-19	
Non-Resident Surcharge	25%	25%	25%	0.0%	0.0%	06-Mar-19	
Fee Assistance	170.00	175.00	175.00	0.0%	2.9%	06-Mar-19	
<b>Total Departmental</b>							<b>-855</b>

City of Ottawa  
Recreation, Cultural and Facility Services  
City Wide Programs, Aquatics and Specialized Services - Operating Resource Requirement  
In Thousands (\$000)

	2017	2018		2019	\$ Change over 2018 Budget
	Actual	Forecast	Budget	Estimate	
<b>Expenditures by Program</b>					
City Wide Programs, Aquatics and Specialized Services	31,695	32,331	32,214	33,107	893
<b>Gross Expenditure</b>	<b>31,695</b>	<b>32,331</b>	<b>32,214</b>	<b>33,107</b>	<b>893</b>
Recoveries & Allocations	-468	-454	-487	-487	0
Revenue	-12,177	-12,704	-12,793	-13,008	-215
<b>Net Requirement</b>	<b>19,050</b>	<b>19,173</b>	<b>18,934</b>	<b>19,612</b>	<b>678</b>
<b>Expenditures by Type</b>					
Salaries, Wages & Benefits	17,658	18,146	17,897	18,382	485
Overtime	39	33	53	53	0
Material & Services	1,493	1,543	1,659	1,659	0
Transfers/Grants/Financial Charges	884	814	847	847	0
Fleet Costs	48	49	34	39	5
Program Facility Costs	11,395	11,599	11,620	12,023	403
Other Internal Costs	178	147	104	104	0
<b>Gross Expenditures</b>	<b>31,695</b>	<b>32,331</b>	<b>32,214</b>	<b>33,107</b>	<b>893</b>
Recoveries & Allocations	-468	-454	-487	-487	0
<b>Net Expenditure</b>	<b>31,227</b>	<b>31,877</b>	<b>31,727</b>	<b>32,620</b>	<b>893</b>
<b>Revenues By Type</b>					
Federal	-45	-50	-8	-8	0
Provincial	-1,448	-1,170	-1,323	-1,323	0
Municipal	0	0	0	0	0
Own Funds	0	0	0	0	0
Fees and Services	-10,684	-11,484	-11,462	-11,677	-215
Fines	0	0	0	0	0
Other	0	0	0	0	0
<b>Total Revenue</b>	<b>-12,177</b>	<b>-12,704</b>	<b>-12,793</b>	<b>-13,008</b>	<b>-215</b>
<b>Net Requirement</b>	<b>19,050</b>	<b>19,173</b>	<b>18,934</b>	<b>19,612</b>	<b>678</b>
<b>Full Time Equivalents</b>			<b>317.96</b>	<b>317.96</b>	<b>0.00</b>

**City of Ottawa**  
**Recreation, Cultural and Facility Services**  
**City Wide Programs, Aquatics & Specialized Services**

	2017 Rate \$	2018 Rate \$	2019 Rate \$	% Change Over 2018	% Change Over 2017	Effective Date 2019	2019 Revenue (\$000)
<b>Rentals</b>							
Beach Equipment	1.76-46.23	1.80-47.15	1.86-48.74	2-3%	4-7%	06-Mar-19	
Outdoor Rink Slab	3.38-24.73	3.45-25.22	3.53-22.92	2.0%	4-5%	06-Mar-19	
Outdoor Rink Slab Lighting	2.83	2.89	2.92	1.0%	3.2%	06-Mar-19	
Pool	5.97-1836.51	6.09-1873.24	6.23-1910.7	2.0%	4.4%	06-Mar-19	
Tennis Court	6.77-17.60	6.91-17.95	7.07-15.97	2.0%	4.4%	06-Mar-19	
Terry Fox Athletic Facility	5.57-402.47	5.68-410.52	5.79-418.76	2.0%	4.0%	06-Mar-19	
Miscellaneous Extra Fees	0.04-291.37	0.04-297.20	0.10-361.06	0-2%	0-6%	06-Mar-19	
<b>Admissions</b>							
Public Skating	1.55-6.42	1.55-6.63	1.54-6.63	0-2%	0-7%	06-Mar-19	
Public Skating - Specialty	2.43-5.53	2.65-5.75	2.65-5.75	0-2%	0-4%	06-Mar-19	
Registered Program Admission			12.75	0.0%	0.0%	06-Mar-19	
Public Swim	1.99-4.86	1.99-5.08	1.99-5.08	0-2%	0-7%	06-Mar-19	
Public Swim - Vitality	1.10-5.53	3.98-5.53	3.98-5.75	0-4%	4-6%	06-Mar-19	
Public Swim - Wave	4.86-7.74	5.08-7.96	5.08-8.18	0-4%	3-8%	06-Mar-19	
<b>Memberships</b>							
Aquafitness	44.69-738.71	45.58-753.48	46.90-768.81	2.0%	4-5%	06-Mar-19	
Swim	19.91-531.63	20.31-542.26	20.8-553.54	2.0%	4.0%	06-Mar-19	
Swim - Wave	40.7-647.34	41.51-660.29	42.48-673.67	2.0%	4.0%	06-Mar-19	
Specialized	2.69-628.53	2.74-641.1	2.83-653.98	2-5%	4-8%	06-Mar-19	
Skating	8.84-277.43	9.02-282.98	9.29-288.94	2-3%	4-5%	06-Mar-19	
Skating - Specialized	17.25-138.27	17.6-141.04	18.14-144.03	2-3%	4-5%	06-Mar-19	
Special Needs	7.74-37.16	7.89-37.90	8.19-38.94	2-3%	5-6%	06-Mar-19	

**City of Ottawa**  
**Recreation, Cultural and Facility Services**  
**City Wide Programs, Aquatics & Specialized Services**

	2017 Rate \$	2018 Rate \$	2019 Rate \$	% Change Over 2018	% Change Over 2017	Effective Date 2019	2019 Revenue (\$000)
<b>Program Registration (Hourly)</b>							
Aquatics - Learn To Swim	4.42-26.9	4.51-27.44	4.60-27.99	2.0%	4.1%	01-Mar-19	
Certification	0.79-23.81	0.81-24.29	0.81-24.29	0-2%	0-4%	01-Mar-19	
Skating - Learn To Skate	11.55-25.02	11.78-25.52	12.02-26.03	2.0%	4.1%	01-Mar-19	
Inclusive Recreation	1.88-19.9	1.92-20.30	1.96-20.71	2.1%	4.1%	01-Mar-19	
Inclusive Recreation - Integration Fee (per week of camp)	40.00	40.80	41.62	2.0%	4.0%	01-Mar-19	
Specialty	7.2-12.81	7.34-13.07	7.49-13.33	2.0%	4.1%	01-Mar-19	
One-on-one Instruction	29.2-69.15	29.78-70.53	29.19-71.94	2.0%	4.0%	01-Mar-19	
<b>Parking</b>							
Mooney's Bay - Vehicle (30 min)	0.75	0.75	1.00	33.3%	33.3%	06-Mar-19	
Mooney's Bay - Tour Bus (24 hr)	25.00	25.00	30.00	20.0%	20.0%	06-Mar-19	
Mooney's Bay - Season Pass	53.09	54.15	55.23	2.0%	4.0%	06-Mar-19	
Petrie - Vehicle (30 min)	0.50	0.50	0.75	50.0%	50.0%	06-Mar-19	
<b>Other</b>							
Non-Resident Surcharge	25%	25%	25%	0.0%	0.0%	06-Mar-19	
Fee Assistance	170.00	175.00	175.00	0.0%	2.9%	06-Mar-19	
<b>Total Departmental</b>							<b>-215</b>

City of Ottawa  
Recreation, Cultural and Facility Services  
Parks & Facilities Planning - Operating Resource Requirement  
In Thousands (\$000)

	2017	2018		2019	\$ Change over 2018 Budget
	Actual	Forecast	Budget	Estimate	
<b>Expenditures by Program</b>					
Parks & Facilities Planning	1,874	1,900	2,070	2,105	35
<b>Gross Expenditure</b>	<b>1,874</b>	<b>1,900</b>	<b>2,070</b>	<b>2,105</b>	<b>35</b>
Recoveries & Allocations	-20	-87	-85	-85	0
Revenue	-373	-204	-400	-400	0
<b>Net Requirement</b>	<b>1,481</b>	<b>1,609</b>	<b>1,585</b>	<b>1,620</b>	<b>35</b>
<b>Expenditures by Type</b>					
Salaries, Wages & Benefits	1,755	1,847	1,838	1,873	35
Overtime	1	1	2	2	0
Material & Services	104	87	230	230	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	14	-35	0	0	0
<b>Gross Expenditures</b>	<b>1,874</b>	<b>1,900</b>	<b>2,070</b>	<b>2,105</b>	<b>35</b>
Recoveries & Allocations	-20	-87	-85	-85	0
<b>Net Expenditure</b>	<b>1,854</b>	<b>1,813</b>	<b>1,985</b>	<b>2,020</b>	<b>35</b>
<b>Revenues By Type</b>					
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	-373	-204	-400	-400	0
Fines	0	0	0	0	0
Other	0	0	0	0	0
<b>Total Revenue</b>	<b>-373</b>	<b>-204</b>	<b>-400</b>	<b>-400</b>	<b>0</b>
<b>Net Requirement</b>	<b>1,481</b>	<b>1,609</b>	<b>1,585</b>	<b>1,620</b>	<b>35</b>
<b>Full Time Equivalents</b>			15.00	15.00	0.00

City of Ottawa  
 Recreation, Cultural and Facility Services  
 Parks & Facilities Planning - User Fees

	2017 Rate \$	2018 Rate \$	2019 Rate \$	% Change Over 2018	% Change Over 2017	Effective Date 2019	2019 Revenue (\$000)
Park Review & Inspection Fee							
Estimated value of work	4%	4%	4%	0.0%	0.0%		
<b>Total Departmental</b>							<b>0</b>

City of Ottawa  
Recreation, Cultural and Facility Services  
Facility Operations Services - Operating Resource Requirement  
In Thousands (\$000)

	2017	2018		2019	\$ Change over 2018 Budget
	Actual	Forecast	Budget	Estimate	
<b>Expenditures by Program</b>					
Facility Operations Services	126,071	133,863	133,575	135,684	2,109
<b>Gross Expenditure</b>	<b>126,071</b>	<b>133,863</b>	<b>133,575</b>	<b>135,684</b>	<b>2,109</b>
Recoveries & Allocations	-97,727	-101,883	-101,525	-102,971	-1,446
Revenue	-2,321	-2,231	-2,622	-2,622	0
<b>Net Requirement</b>	<b>26,023</b>	<b>29,749</b>	<b>29,428</b>	<b>30,091</b>	<b>663</b>
<b>Expenditures by Type</b>					
Salaries, Wages & Benefits	51,029	53,214	52,845	54,520	1,675
Overtime	838	985	982	982	0
Material & Services	70,146	75,036	76,327	76,765	438
Transfers/Grants/Financial Charges	969	994	973	979	6
Fleet Costs	1,920	1,900	1,541	1,531	-10
Program Facility Costs	0	0	0	0	0
Other Internal Costs	1,169	1,734	907	907	0
<b>Gross Expenditures</b>	<b>126,071</b>	<b>133,863</b>	<b>133,575</b>	<b>135,684</b>	<b>2,109</b>
Recoveries & Allocations	-97,727	-101,883	-101,525	-102,971	-1,446
<b>Net Expenditure</b>	<b>28,344</b>	<b>31,980</b>	<b>32,050</b>	<b>32,713</b>	<b>663</b>
<b>Revenues By Type</b>					
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	-2,321	-2,231	-2,622	-2,622	0
Fines	0	0	0	0	0
Other	0	0	0	0	0
<b>Total Revenue</b>	<b>-2,321</b>	<b>-2,231</b>	<b>-2,622</b>	<b>-2,622</b>	<b>0</b>
<b>Net Requirement</b>	<b>26,023</b>	<b>29,749</b>	<b>29,428</b>	<b>30,091</b>	<b>663</b>
<b>Full Time Equivalents</b>			<b>612.93</b>	<b>612.93</b>	<b>0.00</b>



**City of Ottawa**  
**Recreation, Cultural and Facility Services**  
**Facility Operations Services - User Fees**

	2017 Rate \$	2018 Rate \$	2019 Rate \$	% Change Over 2017	% Change Over 2016	Effective Date 2019	2019 Revenue (\$000)
<b>City Hall Services</b>							
<b>Room Booking - For Profit Organizations</b>							
A.S. Haydon Hall	520.00	530.00	541.00	2.1%	4.0%	01-Jan-19	
Jean Pigott Place	1,442.00	1,471.00	1,500.00	2.0%	4.0%	01-Jan-19	
Champlain Room	297.00	303.00	309.00	2.0%	4.0%	01-Jan-19	
Keefer Room	229.00	234.00	239.00	2.1%	4.4%	01-Jan-19	
Councillor Lounge	348.00	355.00	362.00	2.0%	4.0%	01-Jan-19	
Festival Plaza	1,500.00	1,530.00	1,561.00	2.0%	4.1%	01-Jan-19	
Festival Control	291.00	297.00	303.00	2.0%	4.1%	01-Jan-19	
Festival Boardroom	173.00	176.00	180.00	2.3%	4.0%	01-Jan-19	
Colonel By Room	229.00	234.00	239.00	2.1%	4.4%	01-Jan-19	
Richmond Room	173.00	176.00	180.00	2.3%	4.0%	01-Jan-19	
Honeywell Room	173.00	176.00	180.00	2.3%	4.0%	01-Jan-19	
Billing Room	173.00	176.00	180.00	2.3%	4.0%	01-Jan-19	
Caucus Room	58.00	59.00	60.00	1.7%	3.4%	01-Jan-19	
Lisgar Field	335.00	342.00	349.00	2.0%	4.2%	01-Jan-19	
<b>Room Booking - For Non-Profit Organizations</b>							
A.S. Haydon Hall	173.00	176.00	180.00	2.3%	4.0%	01-Jan-19	
Jean Pigott Place	173.00	176.00	180.00	2.3%	4.0%	01-Jan-19	
Champlain Room	173.00	176.00	180.00	2.3%	4.0%	01-Jan-19	
Keefer Room	173.00	176.00	180.00	2.3%	4.0%	01-Jan-19	
Councillor Lounge	230.00	235.00	240.00	2.1%	4.3%	01-Jan-19	
Festival Plaza	782.00	798.00	814.00	2.0%	4.1%	01-Jan-19	
Festival Control	230.00	235.00	240.00	2.1%	4.3%	01-Jan-19	
Festival Boardroom	58.00	59.00	60.00	1.7%	3.4%	01-Jan-19	
Colonel By Room	58.00	59.00	60.00	1.7%	3.4%	01-Jan-19	
Richmond Room	58.00	59.00	60.00	1.7%	3.4%	01-Jan-19	
Honeywell Room	58.00	59.00	60.00	1.7%	3.4%	01-Jan-19	
Billing Room	58.00	59.00	60.00	1.7%	3.4%	01-Jan-19	
Caucus Room	36.00	37.00	38.00	2.7%	5.6%	01-Jan-19	
Lisgar Field	167.00	170.00	173.00	1.8%	3.6%	01-Jan-19	
<b>Total Departmental</b>							<b>0</b>

City of Ottawa  
Public Works and Environmental Services Department  
Parks - Operating Resource Requirement  
In Thousands (\$000)

	2017	2018		2019	\$ Change over 2018 Budget
	Actual	Forecast	Budget	Estimate	
<b>Expenditures by Program</b>					
Parks	38,226	38,980	37,726	38,650	924
<b>Gross Expenditure</b>	<b>38,226</b>	<b>38,980</b>	<b>37,726</b>	<b>38,650</b>	<b>924</b>
Recoveries & Allocations	-1,103	-858	-711	-711	0
Revenue	-430	-501	-435	-435	0
<b>Net Requirement</b>	<b>36,693</b>	<b>37,621</b>	<b>36,580</b>	<b>37,504</b>	<b>924</b>
<b>Expenditures by Type</b>					
Salaries, Wages & Benefits	19,042	19,956	21,123	21,827	704
Overtime	621	693	560	571	11
Material & Services	10,275	10,761	8,405	8,505	100
Transfers/Grants/Financial Charges	2	1	0	0	0
Fleet Costs	7,427	7,231	6,831	6,940	109
Program Facility Costs	0	0	0	0	0
Other Internal Costs	859	338	807	807	0
<b>Gross Expenditures</b>	<b>38,226</b>	<b>38,980</b>	<b>37,726</b>	<b>38,650</b>	<b>924</b>
Recoveries & Allocations	-1,103	-858	-711	-711	0
<b>Net Expenditure</b>	<b>37,123</b>	<b>38,122</b>	<b>37,015</b>	<b>37,939</b>	<b>924</b>
<b>Revenues By Type</b>					
Federal	0	0	0	0	0
Provincial	0	-44	0	0	0
Municipal	0	0	0	0	0
Own Funds	0	0	0	0	0
Fees and Services	-430	-457	-435	-435	0
Fines	0	0	0	0	0
Other	0	0	0	0	0
<b>Total Revenue</b>	<b>-430</b>	<b>-501</b>	<b>-435</b>	<b>-435</b>	<b>0</b>
<b>Net Requirement</b>	<b>36,693</b>	<b>37,621</b>	<b>36,580</b>	<b>37,504</b>	<b>924</b>
<b>Full Time Equivalents</b>			<b>283.54</b>	<b>284.91</b>	<b>1.37</b>

**City Of Ottawa**  
**2019 Draft Capital Budget**  
**Community & Protective Services Committee**  
**Capital Funding Summary**  
**In Thousands (\$000's)**

Project Description	Revenues	Capital Reserve Fund	Gas Tax	Development Charges	Debt Funding	Total
By-law & Regulatory Services						
Renewal of City Assets						
909360 2019 Buildings-By-Law Services	-	155	-	-	-	155
909436 2019 By-law Equipment Replacement	-	70	-	-	-	70
<b>Renewal of City Assets Total</b>	<b>-</b>	<b>225</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>225</b>
<b>By-law &amp; Regulatory Services Total</b>	<b>-</b>	<b>225</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>225</b>
Child Care						
Renewal of City Assets						
909361 2019 Buildings-Child Care Services	-	370	-	-	-	370
<b>Renewal of City Assets Total</b>	<b>-</b>	<b>370</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>370</b>
Service Enhancement						
909236 2019 Accessibility - Child Care Services	-	60	-	-	-	60
<b>Service Enhancement Total</b>	<b>-</b>	<b>60</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>60</b>
<b>Child Care Total</b>	<b>-</b>	<b>430</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>430</b>
Fire Services						
Renewal of City Assets						
908895 Fire Station Alerting & Paging System Up	-	632	-	-	-	632
909324 Fire Tech. Development & Equipment-2019	-	300	-	-	-	300
909325 Specialty Fire Equip. Replacement-2019	-	300	-	-	-	300
909326 Fire Equipment Replacement Prog.-2019	-	400	-	-	-	400
909327 Fire Safety Equipment Replacement-2019	-	400	-	-	-	400
909328 Fire Facility Equipment Replacement-2019	-	250	-	-	-	250
909363 2019 Buildings-Fire Services	-	2,000	-	-	-	2,000
<b>Renewal of City Assets Total</b>	<b>-</b>	<b>4,282</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>4,282</b>
Service Enhancement						
909329 CBRN Grant-2019	150	-	-	-	-	150
<b>Service Enhancement Total</b>	<b>150</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>150</b>
<b>Fire Services Total</b>	<b>150</b>	<b>4,282</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>4,432</b>

**City Of Ottawa**  
**2019 Draft Capital Budget**  
**Community & Protective Services Committee**  
**Capital Funding Summary**  
**In Thousands (\$000's)**

Project Description	Revenues	Capital Reserve Fund	Gas Tax	Development Charges	Debt Funding	Total
Long Term Care						
Renewal of City Assets						
909366 2019 Buildings-Long Term Care	-	645	-	-	-	645
909545 2019 Furniture & Equip. - Long Term Care	350	300	-	-	-	650
<b>Renewal of City Assets Total</b>	<b>350</b>	<b>945</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,295</b>
Service Enhancement						
909477 2019 Accessibility - Long Term Care	-	60	-	-	-	60
<b>Service Enhancement Total</b>	<b>-</b>	<b>60</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>60</b>
<b>Long Term Care Total</b>	<b>350</b>	<b>1,005</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,355</b>
Paramedic Service						
Renewal of City Assets						
909073 Paramedic Facilities/Post Equipment Repl	-	300	-	-	-	300
909420 Paramedic Equipment Replacement (2019)	-	350	-	-	-	350
909421 Paramedic Technology & Equipment (2019)	-	432	-	-	-	432
<b>Renewal of City Assets Total</b>	<b>-</b>	<b>1,082</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,082</b>
Growth						
909076 Paramedic West End Deployment Facility	-	95	-	405	-	500
909419 Paramedic Vehicles & Equipment (2019)	-	71	-	419	-	490
<b>Growth Total</b>	<b>-</b>	<b>166</b>	<b>-</b>	<b>824</b>	<b>-</b>	<b>990</b>
<b>Paramedic Service Total</b>	<b>-</b>	<b>1,248</b>	<b>-</b>	<b>824</b>	<b>-</b>	<b>2,072</b>
Parks, Recreation & Culture						
Renewal of City Assets						
908423 Backflow Prevention Project	-	750	-	-	-	750
909107 Facility Repairs	-	300	-	-	-	300
909127 Shenkman Theatre Cap Renewal Fund 2019	-	40	-	-	-	40
909362 2019 Buildings-Cultural Services	-	905	-	-	-	905
909367 2019 Buildings-Parks & Rec	-	14,659	-	-	-	14,659
909372 2019 Parks - Parks & Rec	-	5,000	-	-	-	5,000
909440 Outdoor Pool Security Upgrades 2019	-	100	-	-	-	100

**City Of Ottawa**  
**2019 Draft Capital Budget**  
**Community & Protective Services Committee**  
**Capital Funding Summary**  
**In Thousands (\$000's)**

Project Description	Revenues	Capital Reserve Fund	Gas Tax	Development Charges	Debt Funding	Total
909441 Outdoor Sports Court Redevelopment 2019	-	179	-	-	-	179
909442 Minor Park Improvement 2019	-	150	-	-	-	150
909443 Park Redevelopment 2019	-	300	-	-	-	300
909444 Fitness & Recreation Equip. Replace 2019	-	100	-	-	-	100
909445 Infrastructure Upgrades 2019	-	578	-	-	-	578
909448 Artifact & Art Collection Restore & Maint	-	50	-	-	-	50
909449 CentrepoinTE Theatre Cap Renew Fund 2019	-	192	-	-	-	192
909450 Cultural Building & Equip 2019	-	100	-	-	-	100
909546 Meridian Naming Rights Enhancements	191	-	-	-	-	191
909549 Blackburn Arena Upgrades	2,000	2,000	-	-	-	4,000
<b>Renewal of City Assets Total</b>	<b>2,191</b>	<b>25,403</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>27,594</b>
<b>Growth</b>						
907417 Dr. Taite Linear Park	-	6	-	58	-	64
907842 Community Centre South	2,610	-	-	6,621	8,169	17,400
908534 Cobble Hill Park Strandherd Meadows	-	114	-	1,028	-	1,142
908538 Humanics Linear Park	-	14	-	127	-	141
908539 Kanata West District Park	-	61	-	548	-	609
908541 Manotick Estates Park	-	11	-	95	-	106
908546 Riverside South District Parks	-	742	-	3,163	-	3,905
909102 Community Centre Upgrades	-	167	-	163	-	330
<b>Growth Total</b>	<b>2,610</b>	<b>1,115</b>	<b>-</b>	<b>11,803</b>	<b>8,169</b>	<b>23,697</b>
<b>Service Enhancement</b>						
909240 2019 Accessibility - Cultural Services	-	60	-	-	-	60
909446 Major Capital Partnerships 2019	-	730	-	-	-	730
909447 Minor Capital Partnerships 2019	-	300	-	-	-	300
909478 2019 Accessibility - Parks & Rec	-	1,395	-	-	-	1,395
<b>Service Enhancement Total</b>	<b>-</b>	<b>2,485</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2,485</b>
<b>Parks, Recreation &amp; Culture Total</b>	<b>4,801</b>	<b>29,003</b>	<b>-</b>	<b>11,803</b>	<b>8,169</b>	<b>53,776</b>
Security & Emergency Management						
Renewal of City Assets						

**City Of Ottawa**  
**2019 Draft Capital Budget**  
**Community & Protective Services Committee**  
**Capital Funding Summary**  
**In Thousands (\$000's)**

Project Description	Revenues	Capital Reserve Fund	Gas Tax	Development Charges	Debt Funding	Total
908684 Emergency Operations Equipment Replacemt	-	100	-	-	-	100
909105 CBRNE/USAR Equipment and Training	-	50	-	-	-	50
909106 Security Operations Equipment Replacemnt	-	200	-	-	-	200
909434 IMCMS Equipment	-	50	-	-	-	50
<b>Renewal of City Assets Total</b>	-	<b>400</b>	-	-	-	<b>400</b>
<b>Security &amp; Emergency Management Total</b>	-	<b>400</b>	-	-	-	<b>400</b>
Social Services						
Renewal of City Assets						
909369 2019 Buildings-Social Services	-	1,230	-	-	-	1,230
<b>Renewal of City Assets Total</b>	-	<b>1,230</b>	-	-	-	<b>1,230</b>
Service Enhancement						
909479 2019 Accessibility - Social Services	-	60	-	-	-	60
<b>Service Enhancement Total</b>	-	<b>60</b>	-	-	-	<b>60</b>
<b>Social Services Total</b>	-	<b>1,290</b>	-	-	-	<b>1,290</b>
<b>Total</b>	<b>5,301</b>	<b>37,883</b>	-	<b>12,627</b>	<b>8,169</b>	<b>63,980</b>

City of Ottawa

Community & Protective Services Committee - Operating Resource Requirement Analysis

In Thousands (\$000)

	2018 Baseline			2019 Adjustments			2019	\$ Change over 2018 Budget
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Growth	User Fees & Revenues	Estimate	
<b>Expenditures by Program</b>								
GM's Office & Business & Technical Support Services - Emergency & Protective Services	3,399	3,549	0	65	0	0	3,614	65
Security and Emergency Management	10,847	11,588	0	440	0	0	12,028	440
Fire Services	162,745	161,172	0	3,839	0	0	165,011	3,839
Paramedic Service	95,925	96,569	590	2,643	1,060	0	100,862	4,293
By-law and Regulatory Services	22,891	20,560	0	419	0	0	20,979	419
Public Policy Development	311	541	0	15	0	0	556	15
GM's Office & Business Support Services - Community & Social Services	3,318	3,515	0	80	0	0	3,595	80
Social Services	272,034	270,286	0	4,486	0	0	274,772	4,486
Children's Services	187,311	196,313	-16,255	320	0	0	180,378	-15,935
Housing Services	201,987	177,525	0	-336	0	0	177,189	-336
Long Term Care	71,459	66,900	3,885	1,431	1,210	0	73,426	6,526
Partner & Stakeholder Initiatives	25,594	26,334	0	500	210	0	27,044	710
GM's Office & Business Support Services - Recreation, Cultural & Facility Services	26,061	25,955	0	854	0	0	26,809	854
Community Recreation and Cultural Programs	106,414	109,031	0	1,320	0	0	110,351	1,320
City Wide Programs, Aquatics and Specialized Services	32,331	32,214	0	893	0	0	33,107	893
Parks & Facilities Planning	1,900	2,070	0	35	0	0	2,105	35
Facility Operations Services	133,863	133,575	0	2,109	0	0	135,684	2,109
Parks	38,980	37,726	0	724	200	0	38,650	924
<b>Gross Expenditure</b>	<b>1,397,370</b>	<b>1,375,423</b>	<b>-11,780</b>	<b>19,837</b>	<b>2,680</b>	<b>0</b>	<b>1,386,160</b>	<b>10,737</b>
Recoveries & Allocations	-140,983	-136,344	0	-1,446	0	0	-137,790	-1,446
Revenue	-691,891	-672,067	15,290	830	0	-2,710	-658,657	13,410
<b>Net Requirement</b>	<b>564,496</b>	<b>567,012</b>	<b>3,510</b>	<b>19,221</b>	<b>2,680</b>	<b>-2,710</b>	<b>589,713</b>	<b>22,701</b>

	2018 Baseline			2019 Adjustments			2019	\$ Change over 2018 Budget
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Growth	User Fees & Revenues	Estimate	
<b>Expenditures by Type</b>								
Salaries, Wages & Benefits	511,566	513,656	5,040	12,248	2,365	0	533,309	19,653
Overtime	10,904	7,336	0	71	0	0	7,407	71
Material & Services	131,105	132,474	-590	1,876	315	0	134,075	1,601
Transfers/Grants/Financial Charges	618,434	600,459	-16,255	3,006	0	0	587,210	-13,249
Fleet Costs	26,110	23,423	0	1,259	0	0	24,682	1,259
Program Facility Costs	86,425	86,918	0	1,333	0	0	88,251	1,333
Other Internal Costs	12,826	11,157	25	44	0	0	11,226	69
<b>Gross Expenditures</b>	<b>1,397,370</b>	<b>1,375,423</b>	<b>-11,780</b>	<b>19,837</b>	<b>2,680</b>	<b>0</b>	<b>1,386,160</b>	<b>10,737</b>
Recoveries & Allocations	-140,983	-136,344	0	-1,446	0	0	-137,790	-1,446
<b>Net Expenditure</b>	<b>1,256,387</b>	<b>1,239,079</b>	<b>-11,780</b>	<b>18,391</b>	<b>2,680</b>	<b>0</b>	<b>1,248,370</b>	<b>9,291</b>
<b>Percent of 2018 Net Expenditure Budget</b>			<b>-1.0%</b>	<b>1.5%</b>	<b>0.2%</b>	<b>0.0%</b>	<b>0.7%</b>	



	2018 Baseline			2019 Adjustments			2019	\$ Change over 2018 Budget
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Growth	User Fees & Revenues	Estimate	
<b>Revenues By Type</b>								
Federal	-27,833	-27,360	0	3,850	0	0	-23,510	3,850
Provincial	-540,949	-522,746	15,290	-2,868	0	-1,570	-511,894	10,852
Municipal	0	0	0	0	0	0	0	0
Own Funds	-3,420	-3,420	0	0	0	0	-3,420	0
Fees and Services	-119,689	-118,541	0	-152	0	-1,140	-119,833	-1,292
Fines	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0
<b>Total Revenue</b>	<b>-691,891</b>	<b>-672,067</b>	<b>15,290</b>	<b>830</b>	<b>0</b>	<b>-2,710</b>	<b>-658,657</b>	<b>13,410</b>
<b>Percent of 2018 Revenue Budget</b>			<b>-2.3%</b>	<b>-0.1%</b>	<b>0.0%</b>	<b>0.4%</b>	<b>-2.0%</b>	
<b>Net Requirement</b>	<b>564,496</b>	<b>567,012</b>	<b>3,510</b>	<b>19,221</b>	<b>2,680</b>	<b>-2,710</b>	<b>589,713</b>	<b>22,701</b>
<b>Percent of 2018 Net Requirement Budget</b>			<b>0.6%</b>	<b>3.4%</b>	<b>0.5%</b>	<b>-0.5%</b>	<b>4.0%</b>	
<b>Full Time Equivalents (FTE's)</b>		5,274.98	37.00	0.00	27.37	0.00	<b>5,339.35</b>	<b>64.37</b>
<b>Percent of 2018 FTE's</b>			<b>0.7%</b>	<b>0.0%</b>	<b>0.5%</b>	<b>0.0%</b>	<b>1.2%</b>	

City of Ottawa  
 Emergency & Protective Services - Operating Resource Requirement Analysis  
 In Thousands (\$000)

	2018 Baseline			2019 Adjustments			2019	\$ Change over 2018 Budget
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Growth	User Fees & Revenues	Estimate	
<b>Expenditures by Program</b>								
GM's Office & Business Technical Support Services	3,399	3,549	0	65	0	0	3,614	65
Security and Emergency Management	10,847	11,588	0	440	0	0	12,028	440
Fire Services	162,745	161,172	0	3,839	0	0	165,011	3,839
Paramedic Service	95,925	96,569	590	2,643	1,060	0	100,862	4,293
By-law and Regulatory Services	22,891	20,560	0	419	0	0	20,979	419
Public Policy Development	311	541	0	15	0	0	556	15
<b>Gross Expenditure</b>	<b>296,118</b>	<b>293,979</b>	<b>590</b>	<b>7,421</b>	<b>1,060</b>	<b>0</b>	<b>303,050</b>	<b>9,071</b>
Recoveries & Allocations	-3,972	-4,324	0	0	0	0	-4,324	0
Revenue	-87,922	-85,352	-965	0	0	-1,070	-87,387	-2,035
<b>Net Requirement</b>	<b>204,224</b>	<b>204,303</b>	<b>-375</b>	<b>7,421</b>	<b>1,060</b>	<b>-1,070</b>	<b>211,339</b>	<b>7,036</b>
<b>Expenditures by Type</b>								
Salaries, Wages & Benefits	236,754	239,655	725	5,444	845	0	246,669	7,014
Overtime	7,995	5,382	0	60	0	0	5,442	60
Material & Services	24,422	24,289	-160	647	215	0	24,991	702
Transfers/Grants/Financial Charges	658	1	0	0	0	0	1	0
Fleet Costs	16,886	14,962	0	1,148	0	0	16,110	1,148
Program Facility Costs	5,376	5,674	0	78	0	0	5,752	78
Other Internal Costs	4,027	4,016	25	44	0	0	4,085	69
<b>Gross Expenditures</b>	<b>296,118</b>	<b>293,979</b>	<b>590</b>	<b>7,421</b>	<b>1,060</b>	<b>0</b>	<b>303,050</b>	<b>9,071</b>
Recoveries & Allocations	-3,972	-4,324	0	0	0	0	-4,324	0
<b>Net Expenditure</b>	<b>292,146</b>	<b>289,655</b>	<b>590</b>	<b>7,421</b>	<b>1,060</b>	<b>0</b>	<b>298,726</b>	<b>9,071</b>
<b>Percent of 2018 Net Expenditure Budget</b>			<b>0.2%</b>	<b>2.6%</b>	<b>0.4%</b>	<b>0.0%</b>	<b>3.1%</b>	

City of Ottawa  
 Emergency & Protective Services - Operating Resource Requirement Analysis  
 In Thousands (\$000)

	2018 Baseline			2019 Adjustments			2019	\$ Change over 2018 Budget
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Growth	User Fees & Revenues	Estimate	
<b>Revenues By Type</b>								
Federal	-107	0	0	0	0	0	0	0
Provincial	-56,724	-56,490	-965	0	0	-1,000	-58,455	-1,965
Municipal	0	0	0	0	0	0	0	0
Own Funds	0	0	0	0	0	0	0	0
Fees and Services	-31,091	-28,862	0	0	0	-70	-28,932	-70
Fines	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0
<b>Total Revenue</b>	<b>-87,922</b>	<b>-85,352</b>	<b>-965</b>	<b>0</b>	<b>0</b>	<b>-1,070</b>	<b>-87,387</b>	<b>-2,035</b>
<b>Percent of 2018 Revenue Budget</b>			<b>1.1%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>1.3%</b>	<b>2.4%</b>	
<b>Net Requirement</b>	<b>204,224</b>	<b>204,303</b>	<b>-375</b>	<b>7,421</b>	<b>1,060</b>	<b>-1,070</b>	<b>211,339</b>	<b>7,036</b>
<b>Percent of 2018 Net Requirement Budget</b>			<b>-0.2%</b>	<b>3.6%</b>	<b>0.5%</b>	<b>-0.5%</b>	<b>3.4%</b>	
<b>Full Time Equivalents (FTE's)</b>		1,837.58	2.00	0.00	14.00	0.00	<b>1,853.58</b>	<b>16.00</b>
<b>Percent of 2018 FTE's</b>			<b>0.1%</b>	<b>0.0%</b>	<b>0.8%</b>	<b>0.0%</b>	<b>0.9%</b>	

City of Ottawa  
 Emergency & Protective Services  
 GM's Office & Business Support Services- Operating Resource Requirement Analysis  
 In Thousands (\$000)

	2018 Baseline			2019 Adjustments			2019	\$ Change over 2018 Budget
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Growth	User Fees & Revenues	Estimate	
<b>Expenditures by Program</b>								
General Manager's Office	383	382	0	19	0	0	401	19
Business & Technical Support Services	3,016	3,167	0	46	0	0	3,213	46
<b>Gross Expenditure</b>	<b>3,399</b>	<b>3,549</b>	<b>0</b>	<b>65</b>	<b>0</b>	<b>0</b>	<b>3,614</b>	<b>65</b>
Recoveries & Allocations	-6	0	0	0	0	0	0	0
Revenue	-41	0	0	0	0	0	0	0
<b>Net Requirement</b>	<b>3,352</b>	<b>3,549</b>	<b>0</b>	<b>65</b>	<b>0</b>	<b>0</b>	<b>3,614</b>	<b>65</b>
<b>Expenditures by Type</b>								
Salaries, Wages & Benefits	3,272	3,459	0	65	0	0	3,524	65
Overtime	7	1	0	0	0	0	1	0
Material & Services	70	87	0	0	0	0	87	0
Transfers/Grants/Financial Charges	0	0	0	0	0	0	0	0
Fleet Costs	0	0	0	0	0	0	0	0
Program Facility Costs	0	0	0	0	0	0	0	0
Other Internal Costs	50	2	0	0	0	0	2	0
<b>Gross Expenditures</b>	<b>3,399</b>	<b>3,549</b>	<b>0</b>	<b>65</b>	<b>0</b>	<b>0</b>	<b>3,614</b>	<b>65</b>
Recoveries & Allocations	-6	0	0	0	0	0	0	0
<b>Net Expenditure</b>	<b>3,393</b>	<b>3,549</b>	<b>0</b>	<b>65</b>	<b>0</b>	<b>0</b>	<b>3,614</b>	<b>65</b>
<b>Percent of 2018 Net Expenditure Budget</b>			<b>0.0%</b>	<b>1.8%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>1.8%</b>	
<b>Revenues By Type</b>								
Federal	-107	0	0	0	0	0	0	0
Provincial	0	0	0	0	0	0	0	0
Municipal	0	0	0	0	0	0	0	0
Own Funds	0	0	0	0	0	0	0	0
Fees and Services	66	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0
<b>Total Revenue</b>	<b>-41</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Percent of 2018 Revenue Budget</b>			<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	
<b>Net Requirement</b>	<b>3,352</b>	<b>3,549</b>	<b>0</b>	<b>65</b>	<b>0</b>	<b>0</b>	<b>3,614</b>	<b>65</b>
<b>Percent of 2018 Net Requirement Budget</b>			<b>0.0%</b>	<b>1.8%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>1.8%</b>	
<b>Full Time Equivalents (FTE's)</b>		30.00	0.00	0.00	0.00	0.00	<b>30.00</b>	<b>0.00</b>
<b>Percent of 2018 FTE's</b>			<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	

City of Ottawa

Emergency & Protective Services

GM's Office & Business Support Services - Operating Resource Requirement Explanatory Notes

In Thousands (\$000)

2018 Forecast vs. Budget Variance Explanation	Surplus / (Deficit)		
	Expense	Revenue	Net
No significant variances to report.	156	41	197
<b>Total Surplus / (Deficit)</b>	<b>156</b>	<b>41</b>	<b>197</b>

2019 Pressure Category / Explanation	Increase / (Decrease)			
	Expense	Revenue	Net 2019 Changes	FTE Impact
<b>Maintain Services</b> All programs include an adjustment for potential 2019 cost of living, increments and benefit adjustments.	65	0	65	0.00
<b>Total Maintain Services</b>	<b>65</b>	<b>0</b>	<b>65</b>	<b>0.00</b>
<b>Total Budget Changes</b>	<b>65</b>	<b>0</b>	<b>65</b>	<b>0.00</b>

City of Ottawa  
Emergency & Protective Services  
Security and Emergency Management - Operating Resource Requirement Analysis  
In Thousands (\$000)

	2018 Baseline			2019 Adjustments			2019	\$ Change over 2018 Budget
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Growth	User Fees & Revenues	Estimate	
<b>Expenditures by Program</b>								
Security and Emergency Management	8,945	9,689	0	395	0	0	10,084	395
9.1.1	1,902	1,899	0	45	0	0	1,944	45
<b>Gross Expenditure</b>	<b>10,847</b>	<b>11,588</b>	<b>0</b>	<b>440</b>	<b>0</b>	<b>0</b>	<b>12,028</b>	<b>440</b>
Recoveries & Allocations	-3,384	-3,863	0	0	0	0	-3,863	0
Revenue	-418	-270	0	0	0	0	-270	0
<b>Net Requirement</b>	<b>7,045</b>	<b>7,455</b>	<b>0</b>	<b>440</b>	<b>0</b>	<b>0</b>	<b>7,895</b>	<b>440</b>
<b>Expenditures by Type</b>								
Salaries, Wages & Benefits	2,097	2,011	135	60	0	0	2,206	195
Overtime	52	7	0	0	0	0	7	0
Material & Services	6,702	7,649	-135	336	0	0	7,850	201
Transfers/Grants/Financial Charges	0	0		0	0	0	0	0
Fleet Costs	0	0	0	0	0	0	0	0
Program Facility Costs	0	0	0	0	0	0	0	0
Other Internal Costs	1,996	1,921	0	44	0	0	1,965	44
<b>Gross Expenditures</b>	<b>10,847</b>	<b>11,588</b>	<b>0</b>	<b>440</b>	<b>0</b>	<b>0</b>	<b>12,028</b>	<b>440</b>
Recoveries & Allocations	-3,384	-3,863	0		0	0	-3,863	0
<b>Net Expenditure</b>	<b>7,463</b>	<b>7,725</b>	<b>0</b>	<b>440</b>	<b>0</b>	<b>0</b>	<b>8,165</b>	<b>440</b>
<b>Percent of 2018 Net Expenditure Budget</b>			<b>0.0%</b>	<b>5.7%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>5.7%</b>	
<b>Revenues By Type</b>								
Federal	0	0	0	0	0	0	0	0
Provincial	-42	0	0	0	0	0	0	0
Municipal	0	0	0	0	0	0	0	0
Own Funds	0	0	0	0	0	0	0	0
Fees and Services	-376	-270	0	0	0	0	-270	0
Fines	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0
<b>Total Revenue</b>	<b>-418</b>	<b>-270</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-270</b>	<b>0</b>
<b>Percent of 2018 Revenue Budget</b>			<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	
<b>Net Requirement</b>	<b>7,045</b>	<b>7,455</b>	<b>0</b>	<b>440</b>	<b>0</b>	<b>0</b>	<b>7,895</b>	<b>440</b>
<b>Percent of 2018 Net Requirement Budget</b>			<b>0.0%</b>	<b>5.9%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>5.9%</b>	
<b>Full Time Equivalents (FTE's)</b>		18.00	2.00	0.00	0.00	0.00	20.00	2.00
<b>Percent of 2018 FTE's</b>			<b>11.1%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>11.1%</b>	

City of Ottawa  
 Emergency & Protective Services  
 Security and Emergency Management - Operating Resource Requirement Explanatory Notes  
 In Thousands (\$000)

2018 Forecast vs. Budget Variance Explanation	Surplus / (Deficit)			
	Expense	Revenue	Net	
Savings mainly due to ongoing delays in full implementation of the new P25 Corporate Radio system and increased one-time revenue primarily due to tower rentals related to the Enhanced Digital Access Communications System (EDACS).	262	148	410	
<b>Total Surplus / (Deficit)</b>	<b>262</b>	<b>148</b>	<b>410</b>	
2018 Baseline Adjustment / Explanation	Increase / (Decrease)			
	Expense	Revenue	Net 2018 Changes	FTE Impact
Creation of Photo Identification (ID) positions to mitigate security risks related to issuance of City Photo ID badges. Budget transferred from contracted services to compensation.	0	0	0	2.00
<b>Total Adjustments to Base Budget</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2.00</b>
2019 Pressure Category / Explanation	Increase / (Decrease)			
	Expense	Revenue	Net 2019 Changes	FTE Impact
<b>Maintain Services</b>				
All programs include an adjustment for potential 2019 cost of living, increments and benefit adjustments.	60	0	60	0.00
Inflationary increase related to 9-1-1 service level agreement with Police Services.	45	0	45	0.00
Inflationary increases on contracted services, maintenance agreements and materials and supplies.	235	0	235	0.00
Public Notification system.	100	0	100	0.00
<b>Total Maintain Services</b>	<b>440</b>	<b>0</b>	<b>440</b>	<b>0.00</b>
<b>User Fees &amp; Revenues</b>				
See following user fee schedule for details on the specific rates.	0	0	0	0.00
<b>Total User Fees &amp; Revenues</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.00</b>
<b>Total Budget Changes</b>	<b>440</b>	<b>0</b>	<b>440</b>	<b>2.00</b>

City of Ottawa  
 Emergency & Protective Services  
 Fire Services - Operating Resource Requirement Analysis  
 In Thousands (\$000)

	2018 Baseline			2019 Adjustments			2019	\$ Change over 2018 Budget
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Growth	User Fees & Revenues	Estimate	
<b>Expenditures by Program</b>								
Chief's Office	527	487	0	4	0	0	491	4
Operations	144,389	142,748	0	3,478	0		146,226	3,478
Prevention	6,005	6,184	0	147	0	0	6,331	147
Communications	5,958	5,834	0	99	0	0	5,933	99
Operational Support	5,866	5,919	0	111	0	0	6,030	111
<b>Gross Expenditure</b>	<b>162,745</b>	<b>161,172</b>	<b>0</b>	<b>3,839</b>	<b>0</b>	<b>0</b>	<b>165,011</b>	<b>3,839</b>
Recoveries & Allocations	-59	0	0	0	0	0	0	0
Revenue	-854	-978	0	0	0	-15	-993	-15
<b>Net Requirement</b>	<b>161,832</b>	<b>160,194</b>	<b>0</b>	<b>3,839</b>	<b>0</b>	<b>-15</b>	<b>164,018</b>	<b>3,824</b>
<b>Expenditures by Type</b>								
Salaries, Wages & Benefits	141,234	143,505	0	3,175	0	0	146,680	3,175
Overtime	4,371	2,997	0	60	0	0	3,057	60
Material & Services	4,057	3,250	-25	55	0	0	3,280	30
Transfers/Grants/Financial Charges	0	0	0	0	0	0	0	0
Fleet Costs	8,921	7,092	0	536	0	0	7,628	536
Program Facility Costs	3,039	3,246	0	13	0	0	3,259	13
Other Internal Costs	1,123	1,082	25	0	0	0	1,107	25
<b>Gross Expenditures</b>	<b>162,745</b>	<b>161,172</b>	<b>0</b>	<b>3,839</b>	<b>0</b>	<b>0</b>	<b>165,011</b>	<b>3,839</b>
Recoveries & Allocations	-59	0	0	0	0	0	0	0
<b>Net Expenditure</b>	<b>162,686</b>	<b>161,172</b>	<b>0</b>	<b>3,839</b>	<b>0</b>	<b>0</b>	<b>165,011</b>	<b>3,839</b>
<b>Percent of 2018 Net Expenditure Budget</b>			<b>0.0%</b>	<b>2.4%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>2.4%</b>	



City of Ottawa  
 Emergency & Protective Services  
 Fire Services - Operating Resource Requirement Analysis  
 In Thousands (\$000)

	2018 Baseline			2019 Adjustments			2019	\$ Change over 2018 Budget
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Growth	User Fees & Revenues	Estimate	
<b>Revenues By Type</b>								
Federal	0	0	0	0	0	0	0	0
Provincial	0	0	0	0	0	0	0	0
Municipal	0	0	0	0	0	0	0	0
Own Funds	0	0	0	0	0	0	0	0
Fees and Services	-854	-978	0	0	0	-15	-993	-15
Fines	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0
<b>Total Revenue</b>	<b>-854</b>	<b>-978</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-15</b>	<b>-993</b>	<b>-15</b>
<b>Percent of 2018 Revenue Budget</b>			<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>1.5%</b>	<b>1.5%</b>	
<b>Net Requirement</b>	<b>161,832</b>	<b>160,194</b>	<b>0</b>	<b>3,839</b>	<b>0</b>	<b>-15</b>	<b>164,018</b>	<b>3,824</b>
<b>Percent of 2018 Net Requirement Budget</b>			<b>0.0%</b>	<b>2.4%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>2.4%</b>	
<b>Full Time Equivalents (FTE's)</b>		977.00	0.00	0.00	0.00	0.00	<b>977.00</b>	<b>0.00</b>
<b>Percent of 2018 FTE's</b>			<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	

City of Ottawa  
 Emergency & Protective Services  
 Fire Services - Operating Resource Requirement Explanatory Notes  
 In Thousands (\$000)

2018 Forecast vs. Budget Variance Explanation	Surplus / (Deficit)		
	Expense	Revenue	Net
Compensation savings mainly due to fire fighter vacancies and retirements offset by higher materials and services primarily due to the purchase of a second set of bunker gear for fire fighters and revenue shortfall.	315	-124	191
Fleet costs exceed budget mainly as a result of increased repairs/maintenance and fuel charges.	-1,829	0	-1,829
<b>Total Surplus / (Deficit)</b>	<b>-1,514</b>	<b>-124</b>	<b>-1,638</b>

2019 Pressure Category / Explanation	Increase / (Decrease)			
	Expense	Revenue	Net 2019 Changes	FTE Impact
<b>Maintain Services</b> All programs include an adjustment for potential 2019 cost of living, increments and benefit adjustments.	3,235	0	3,235	0.00
Inflationary contracted services, maintenance agreements and materials and supplies increases.	55	0	55	0.00
Increase in Fleet costs related to inflation on compensation contracts, parts, fuel, contribution to capital reserve and maintenance.	536	0	536	0.00
Increase in Facility costs related to inflation on compensation contracts, hydro increases, security and maintenance contracts.	13	0	13	0.00
<b>Total Maintain Services</b>	<b>3,839</b>	<b>0</b>	<b>3,839</b>	<b>0.00</b>
<b>User Fees &amp; Revenues</b> See following user fee schedule for details on the specific rates.	0	-15	-15	0.00
<b>Total User Fees &amp; Revenues</b>	<b>0</b>	<b>-15</b>	<b>-15</b>	<b>0.00</b>
<b>Total Budget Changes</b>	<b>3,839</b>	<b>-15</b>	<b>3,824</b>	<b>0.00</b>

City of Ottawa  
Emergency & Protective Services  
Paramedic Service - Operating Resource Requirement Analysis  
In Thousands (\$000)

	2018 Baseline			2019 Adjustments			2019	\$ Change over 2018 Budget
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Growth	User Fees & Revenues	Estimate	
<b>Expenditures by Program</b>								
Paramedic Service (excl. CACC)	86,942	87,439	590	2,643	1,060	0	91,732	4,293
CACC (Dispatch) Contract	8,983	9,130	0	0	0	0	9,130	0
<b>Gross Expenditure</b>	<b>95,925</b>	<b>96,569</b>	<b>590</b>	<b>2,643</b>	<b>1,060</b>	<b>0</b>	<b>100,862</b>	<b>4,293</b>
Recoveries & Allocations	43	-166	0	0	0	0	-166	0
Revenue	-58,100	-57,400	-965	0	0	-1,000	-59,365	-1,965
<b>Net Requirement</b>	<b>37,868</b>	<b>39,003</b>	<b>-375</b>	<b>2,643</b>	<b>1,060</b>	<b>-1,000</b>	<b>41,331</b>	<b>2,328</b>
<b>Expenditures by Type</b>								
Salaries, Wages & Benefits	73,961	75,703	590	1,785	845	0	78,923	3,220
Overtime	3,227	2,107	0	0	0	0	2,107	0
Material & Services	9,182	8,848	0	205	215	0	9,268	420
Transfers/Grants/Financial Charges	0	0	0	0	0	0	0	0
Fleet Costs	6,990	6,951	0	589	0	0	7,540	589
Program Facility Costs	2,276	2,363	0	64	0	0	2,427	64
Other Internal Costs	289	597	0	0	0	0	597	0
<b>Gross Expenditures</b>	<b>95,925</b>	<b>96,569</b>	<b>590</b>	<b>2,643</b>	<b>1,060</b>	<b>0</b>	<b>100,862</b>	<b>4,293</b>
Recoveries & Allocations	43	-166	0	0	0	0	-166	0
<b>Net Expenditure</b>	<b>95,968</b>	<b>96,403</b>	<b>590</b>	<b>2,643</b>	<b>1,060</b>	<b>0</b>	<b>100,696</b>	<b>4,293</b>
<b>Percent of 2018 Net Expenditure Budget</b>			<b>0.6%</b>	<b>2.7%</b>	<b>1.1%</b>	<b>0.0%</b>	<b>4.5%</b>	
<b>Revenues By Type</b>								
Federal	0	0	0	0	0	0	0	0
Provincial	-56,682	-56,490	-965	0	0	-1,000	-58,455	-1,965
Municipal	0	0	0	0	0	0	0	0
Own Funds	0	0	0	0	0	0	0	0
Fees and Services	-1,418	-910	0	0	0	0	-910	0
Fines	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0
<b>Total Revenue</b>	<b>-58,100</b>	<b>-57,400</b>	<b>-965</b>	<b>0</b>	<b>0</b>	<b>-1,000</b>	<b>-59,365</b>	<b>-1,965</b>
<b>Percent of 2018 Revenue Budget</b>			<b>1.7%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>1.7%</b>	<b>3.4%</b>	
<b>Net Requirement</b>	<b>37,868</b>	<b>39,003</b>	<b>-375</b>	<b>2,643</b>	<b>1,060</b>	<b>-1,000</b>	<b>41,331</b>	<b>2,328</b>
<b>Percent of 2018 Net Requirement Budget</b>			<b>-1.0%</b>	<b>6.8%</b>	<b>2.7%</b>	<b>-2.6%</b>	<b>6.0%</b>	
<b>Full Time Equivalents (FTE's)</b>		651.80	0.00	0.00	14.00	0.00	<b>665.80</b>	<b>14.00</b>
<b>Percent of 2018 FTE's</b>			<b>0.0%</b>	<b>0.0%</b>	<b>2.1%</b>	<b>0.0%</b>	<b>2.1%</b>	

City of Ottawa  
 Emergency & Protective Services  
 Paramedic Service - Operating Resource Requirement Explanatory Notes  
 In Thousands (\$000)

2018 Forecast vs. Budget Variance Explanation	Surplus / (Deficit)			
	Expense	Revenue	Net	
Savings in Compensation due to lower level paramedic positions than budget.	1,015	0	1,015	
Increased costs (primarily compensation) mainly due to community paramedicine agreements, which are mostly offset by revenue.	-383	331	-52	
Increased uniforms 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.	-197	369	172	
<b>Total Surplus / (Deficit)</b>	<b>435</b>	<b>700</b>	<b>1,135</b>	
2018 Baseline Adjustment / Explanation	Increase / (Decrease)			
	Expense	Revenue	Net 2018 Changes	FTE Impact
Annualization of previous years growth, per Council approved Paramedic Service Review report ACS2016-EPS-GEN-0005.	590	-965	-375	0.00
<b>Total Adjustments to Base Budget</b>	<b>590</b>	<b>-965</b>	<b>-375</b>	<b>0.00</b>
2019 Pressure Category / Explanation	Increase / (Decrease)			
	Expense	Revenue	Net 2019 Changes	FTE Impact
<b>Maintain Services</b> All programs include an adjustment for potential 2019 cost of living, increments and benefit adjustments.	1,785	0	1,785	0.00
Inflationary increases on contracted services, maintenance agreements and materials and supplies.	205	0	205	0.00
Increase in Fleet costs related to inflation on compensation contracts, parts, fuel, contribution to capital reserve and maintenance.	589	0	589	0.00
Increase in Facility costs related to inflation on compensation contracts, hydro increases, security and maintenance contracts.	64	0	64	0.00
<b>Total Maintain Services</b>	<b>2,643</b>	<b>0</b>	<b>2,643</b>	<b>0.00</b>

City of Ottawa  
 Emergency & Protective Services  
 Paramedic Service - Operating Resource Requirement Explanatory Notes  
 In Thousands (\$000)

2019 Pressure Category / Explanation	Increase / (Decrease)			
	Expense	Revenue	Net 2019 Changes	FTE Impact
<b>Growth</b> Per the Paramedic Service Review report, ACS2016-EPS-GEN-0005, due to an increase in call volume demand, an increase of 14 FTEs, including two vehicles, is required to maintain Council approved response times. 14 FTEs phased-in June 2019.	1,060	0	1,060	14.00
<b>Total Growth</b>	<b>1,060</b>	<b>0</b>	<b>1,060</b>	<b>14.00</b>
<b>User Fees &amp; Revenues</b> See following user fee schedule for details on the specific rates.	0	0	0	0.00
Anticipated increase in provincial revenue in land ambulance service to reflect 50/50 funding.	0	-1,000	-1,000	0.00
<b>Total User Fees &amp; Revenues</b>	<b>0</b>	<b>-1,000</b>	<b>-1,000</b>	<b>0.00</b>
<b>Total Budget Changes</b>	<b>4,293</b>	<b>-1,965</b>	<b>2,328</b>	<b>14.00</b>

City of Ottawa  
Emergency & Protective Services  
By-law and Regulatory Services - Operating Resource Requirement Analysis  
In Thousands (\$000)

	2018 Baseline			2019 Adjustments			2019	\$ Change over 2018 Budget
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Growth	User Fees & Revenues	Estimate	
<b>Expenditures by Program</b>								
Operations	21,171	18,972	0	385	0	0	19,357	385
Spay Neuter Clinic	635	488	0	17	0	0	505	17
Municipal Animal Shelter Services	1,085	1,100	0	17	0	0	1,117	17
<b>Gross Expenditure</b>	<b>22,891</b>	<b>20,560</b>	<b>0</b>	<b>419</b>	<b>0</b>	<b>0</b>	<b>20,979</b>	<b>419</b>
Recoveries & Allocations	-566	-295	0	0	0	0	-295	0
Revenue	-28,509	-26,704	0	0	0	-55	-26,759	-55
<b>Net Requirement</b>	<b>-6,184</b>	<b>-6,439</b>	<b>0</b>	<b>419</b>	<b>0</b>	<b>-55</b>	<b>-6,075</b>	<b>364</b>
<b>Expenditures by Type</b>								
Salaries, Wages & Benefits	16,000	14,757	0	344	0	0	15,101	344
Overtime	338	270	0	0	0	0	270	0
Material & Services	4,291	4,134	0	51	0	0	4,185	51
Transfers/Grants/Financial Charges	658	1	0	0	0	0	1	0
Fleet Costs	975	919	0	23	0	0	942	23
Program Facility Costs	61	65	0	1	0	0	66	1
Other Internal Costs	568	414	0	0	0	0	414	0
<b>Gross Expenditures</b>	<b>22,891</b>	<b>20,560</b>	<b>0</b>	<b>419</b>	<b>0</b>	<b>0</b>	<b>20,979</b>	<b>419</b>
Recoveries & Allocations	-566	-295	0	0	0	0	-295	0
<b>Net Expenditure</b>	<b>22,325</b>	<b>20,265</b>	<b>0</b>	<b>419</b>	<b>0</b>	<b>0</b>	<b>20,684</b>	<b>419</b>
<b>Percent of 2018 Net Expenditure Budget</b>			<b>0.0%</b>	<b>2.1%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>2.1%</b>	
<b>Revenues By Type</b>								
Federal	0	0	0	0	0	0	0	0
Provincial	0	0	0	0	0	0	0	0
Municipal	0	0	0	0	0	0	0	0
Own Funds	0	0	0	0	0	0	0	0
Fees and Services	-28,509	-26,704	0	0	0	-55	-26,759	-55
Fines	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0
<b>Total Revenue</b>	<b>-28,509</b>	<b>-26,704</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-55</b>	<b>-26,759</b>	<b>-55</b>
<b>Percent of 2018 Revenue Budget</b>			<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.2%</b>	<b>0.2%</b>	
<b>Net Requirement</b>	<b>-6,184</b>	<b>-6,439</b>	<b>0</b>	<b>419</b>	<b>0</b>	<b>-55</b>	<b>-6,075</b>	<b>364</b>
<b>Percent of 2018 Net Requirement Budget</b>			<b>0.0%</b>	<b>-6.5%</b>	<b>0.0%</b>	<b>0.9%</b>	<b>-5.7%</b>	
<b>Full Time Equivalents (FTE's)</b>		157.78	0.00	0.00	0.00	0.00	157.78	0.00
<b>Percent of 2018 FTE's</b>			<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	

City of Ottawa  
 Emergency & Protective Services  
 By-law and Regulatory Services - Operating Resource Requirement Explanatory Notes  
 In Thousands (\$000)

2018 Forecast vs. Budget Variance Explanation	Surplus / (Deficit)		
	Expense	Revenue	Net
Increased compensation and deputization charges offset by increased revenue from Private Transportation Companies (PTC) fees, portable signs and taxi licenses.	-1,107	1,146	39
Increased costs primarily related to liability claims, merchant card fees and corporate radio charges.	-294	0	-294
Voluntary payments (revenue) relating to Accessibility by PTCs, which is offset by a contribution to the Accessibility reserve.	-659	659	0
<b>Total Surplus / (Deficit)</b>	<b>-2,060</b>	<b>1,805</b>	<b>-255</b>

2019 Pressure Category / Explanation	Increase / (Decrease)			
	Expense	Revenue	Net 2019 Changes	FTE Impact
<b>Maintain Services</b>				
All programs include an adjustment for potential 2019 cost of living, increments and benefit adjustments.	345	0	345	0.00
Inflationary increases on contracted services, maintenance agreements and materials and supplies.	50	0	50	0.00
Increase in Fleet costs related to inflation on compensation contracts, fuel, contribution to capital reserve and maintenance.	23	0	23	0.00
Increase in Facility costs related to inflation on compensation contracts, hydro increases, security and maintenance contracts.	1	0	1	0.00
<b>Total Maintain Services</b>	<b>419</b>	<b>0</b>	<b>419</b>	<b>0.00</b>
<b>User Fees &amp; Revenues</b>				
See following user fee schedule for details on the specific rates.	0	-55	-55	0.00
<b>Total User Fees &amp; Revenues</b>	<b>0</b>	<b>-55</b>	<b>-55</b>	<b>0.00</b>
<b>Total Budget Changes</b>	<b>419</b>	<b>-55</b>	<b>364</b>	<b>0.00</b>

City of Ottawa  
Emergency & Protective Services  
Public Policy Development - Operating Resource Requirement Analysis  
In Thousands (\$000)

	2018 Baseline			2019 Adjustments			2019	\$ Change over 2018 Budget
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Growth	User Fees & Revenues	Estimate	
<b>Expenditures by Program</b>								
Public Policy Development	311	541	0	15	0	0	556	15
<b>Gross Expenditure</b>	<b>311</b>	<b>541</b>	<b>0</b>	<b>15</b>	<b>0</b>	<b>0</b>	<b>556</b>	<b>15</b>
Recoveries & Allocations	0	0	0	0	0	0	0	0
Revenue	0	0	0	0	0	0	0	0
<b>Net Requirement</b>	<b>311</b>	<b>541</b>	<b>0</b>	<b>15</b>	<b>0</b>	<b>0</b>	<b>556</b>	<b>15</b>
<b>Expenditures by Type</b>								
Salaries, Wages & Benefits	190	220	0	15	0	0	235	15
Overtime	0	0	0	0	0	0	0	0
Material & Services	120	321	0	0	0	0	321	0
Transfers/Grants/Financial Charges	0	0	0	0	0	0	0	0
Fleet Costs	0	0	0	0	0	0	0	0
Program Facility Costs	0	0	0	0	0	0	0	0
Other Internal Costs	1	0	0	0	0	0	0	0
<b>Gross Expenditures</b>	<b>311</b>	<b>541</b>	<b>0</b>	<b>15</b>	<b>0</b>	<b>0</b>	<b>556</b>	<b>15</b>
Recoveries & Allocations	0	0	0	0	0	0	0	0
<b>Net Expenditure</b>	<b>311</b>	<b>541</b>	<b>0</b>	<b>15</b>	<b>0</b>	<b>0</b>	<b>556</b>	<b>15</b>
<b>Percent of 2018 Net Expenditure Budget</b>			<b>0.0%</b>	<b>2.8%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>2.8%</b>	
<b>Revenues By Type</b>								
Federal	0	0	0	0	0	0	0	0
Provincial	0	0	0	0	0	0	0	0
Municipal	0	0	0	0	0	0	0	0
Own Funds	0	0	0	0	0	0	0	0
Fees and Services	0	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0
<b>Total Revenue</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Percent of 2018 Revenue Budget</b>			<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	
<b>Net Requirement</b>	<b>311</b>	<b>541</b>	<b>0</b>	<b>15</b>	<b>0</b>	<b>0</b>	<b>556</b>	<b>15</b>
<b>Percent of 2018 Net Requirement Budget</b>			<b>0.0%</b>	<b>2.8%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>2.8%</b>	
<b>Full Time Equivalent (FTE's)</b>		3.00	0.00	0.00	0.00	0.00	3.00	0.00
<b>Percent of 2018 FTE's</b>			<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	



City of Ottawa  
 Emergency & Protective Services  
 Public Policy Development - Operating Resource Requirement Explanatory Notes  
 In Thousands (\$000)

2018 Forecast vs. Budget Variance Explanation	Surplus / (Deficit)		
	Expense	Revenue	Net
Savings mainly as a result of procurement delays relating to the one-time funded Rental Accommodations Study project, which will be completed in 2019.	230	0	230
<b>Total Surplus / (Deficit)</b>	<b>230</b>	<b>0</b>	<b>230</b>

2019 Pressure Category / Explanation	Increase / (Decrease)			
	Expense	Revenue	Net 2019 Changes	FTE Impact
<b>Maintain Services</b> All programs include an adjustment for potential 2019 cost of living, increments and benefit adjustments.	15	0	15	0.00
<b>Total Maintain Services</b>	<b>15</b>	<b>0</b>	<b>15</b>	<b>0.00</b>
<b>Total Budget Changes</b>	<b>15</b>	<b>0</b>	<b>15</b>	<b>0.00</b>

City of Ottawa  
Community & Social Services - Operating Resource Requirement Analysis  
In Thousands (\$000)

	2018 Baseline			2019 Adjustments			2019	\$ Change over 2018 Budget
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Growth	User Fees & Revenues	Estimate	
<b>Expenditures by Program</b>								
GM's Office & Business Support Services	3,318	3,515	0	80	0	0	3,595	80
Employment and Social Services	272,034	270,286	0	4,486	0	0	274,772	4,486
Children's Services	187,311	196,313	-16,255	320	0	0	180,378	-15,935
Housing Services	201,987	177,525	0	-336	0	0	177,189	-336
Long Term Care	71,459	66,900	3,885	1,431	1,210	0	73,426	6,526
Partner & Stakeholder Initiatives	25,594	26,334	0	500	210	0	27,044	710
<b>Gross Expenditure</b>	<b>761,703</b>	<b>740,873</b>	<b>-12,370</b>	<b>6,481</b>	<b>1,420</b>	<b>0</b>	<b>736,404</b>	<b>-4,469</b>
Recoveries & Allocations	-31,558	-27,606	0	0	0	0	-27,606	0
Revenue	-537,899	-518,381	16,255	830	0	-570	-501,866	16,515
<b>Net Requirement</b>	<b>192,246</b>	<b>194,886</b>	<b>3,885</b>	<b>7,311</b>	<b>1,420</b>	<b>-570</b>	<b>206,932</b>	<b>12,046</b>
<b>Expenditures by Type</b>								
Salaries, Wages & Benefits	131,241	128,226	3,885	3,435	1,320	0	136,866	8,640
Overtime	975	170	0	0	0	0	170	0
Material & Services	11,101	13,296	0	0	100	0	13,396	100
Transfers/Grants/Financial Charges	603,255	585,544	-16,255	2,750	0	0	572,039	-13,505
Fleet Costs	7	5	0	2	0	0	7	2
Program Facility Costs	10,448	10,124	0	294	0	0	10,418	294
Other Internal Costs	4,676	3,508	0	0	0	0	3,508	0
<b>Gross Expenditures</b>	<b>761,703</b>	<b>740,873</b>	<b>-12,370</b>	<b>6,481</b>	<b>1,420</b>	<b>0</b>	<b>736,404</b>	<b>-4,469</b>
Recoveries & Allocations	-31,558	-27,606	0	0	0	0	-27,606	0
<b>Net Expenditure</b>	<b>730,145</b>	<b>713,267</b>	<b>-12,370</b>	<b>6,481</b>	<b>1,420</b>	<b>0</b>	<b>708,798</b>	<b>-4,469</b>
<b>Percent of 2018 Net Expenditure Budget</b>			<b>-1.7%</b>	<b>0.9%</b>	<b>0.2%</b>	<b>0.0%</b>	<b>-0.6%</b>	

City of Ottawa  
 Community & Social Services - Operating Resource Requirement Analysis  
 In Thousands (\$000)

	2018 Baseline			2019 Adjustments			2019	\$ Change over 2018 Budget
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Growth	User Fees & Revenues	Estimate	
<b>Revenues By Type</b>								
Federal	-26,993	-26,723	0	3,850	0	0	-22,873	3,850
Provincial	-482,697	-464,654	16,255	-2,868	0	-570	-451,837	12,817
Municipal	0	0	0	0	0	0	0	0
Own Funds	-3,420	-3,420	0	0	0	0	-3,420	0
Fees and Services	-24,789	-23,584	0	-152	0	0	-23,736	-152
Fines	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0
<b>Total Revenue</b>	<b>-537,899</b>	<b>-518,381</b>	<b>16,255</b>	<b>830</b>	<b>0</b>	<b>-570</b>	<b>-501,866</b>	<b>16,515</b>
<b>Percent of 2018 Revenue Budget</b>			<b>-3.1%</b>	<b>-0.2%</b>	<b>0.0%</b>	<b>0.1%</b>	<b>-3.2%</b>	
<b>Net Requirement</b>	<b>192,246</b>	<b>194,886</b>	<b>3,885</b>	<b>7,311</b>	<b>1,420</b>	<b>-570</b>	<b>206,932</b>	<b>12,046</b>
<b>Percent of 2018 Net Requirement Budget</b>			<b>2.0%</b>	<b>3.8%</b>	<b>0.7%</b>	<b>-0.3%</b>	<b>6.2%</b>	
<b>Full Time Equivalent (FTE's)</b>		1,408.87	35.00	0.00	12.00	0.00	<b>1,455.87</b>	<b>47.00</b>
<b>Percent of 2018 FTE's</b>			<b>2.5%</b>	<b>0.0%</b>	<b>0.9%</b>	<b>0.0%</b>	<b>3.3%</b>	

City of Ottawa  
Community & Social Services  
GM's Office & Business Support Services - Operating Resource Requirement Analysis  
In Thousands (\$000)

	2018 Baseline			2019 Adjustments			2019	\$ Change over 2018 Budget
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Growth	User Fees & Revenues	Estimate	
<b>Expenditures by Program</b>								
General Manager's Office	361	380	0	10	0	0	390	10
Business Support Services	2,957	3,135	0	70	0	0	3,205	70
<b>Gross Expenditure</b>	<b>3,318</b>	<b>3,515</b>	<b>0</b>	<b>80</b>	<b>0</b>	<b>0</b>	<b>3,595</b>	<b>80</b>
Recoveries & Allocations	0	0	0	0	0	0	0	0
Revenue	0	0	0	0	0	0	0	0
<b>Net Requirement</b>	<b>3,318</b>	<b>3,515</b>	<b>0</b>	<b>80</b>	<b>0</b>	<b>0</b>	<b>3,595</b>	<b>80</b>
<b>Expenditures by Type</b>								
Salaries, Wages & Benefits	3,249	3,438	0	80	0	0	3,518	80
Overtime	0	0	0	0	0	0	0	0
Material & Services	60	68	0	0	0	0	68	0
Transfers/Grants/Financial Charges	0	0	0	0	0	0	0	0
Fleet Costs	0	0	0	0	0	0	0	0
Program Facility Costs	0	0	0	0	0	0	0	0
Other Internal Costs	9	9	0	0	0	0	9	0
<b>Gross Expenditures</b>	<b>3,318</b>	<b>3,515</b>	<b>0</b>	<b>80</b>	<b>0</b>	<b>0</b>	<b>3,595</b>	<b>80</b>
Recoveries & Allocations	0	0	0	0	0	0	0	0
<b>Net Expenditure</b>	<b>3,318</b>	<b>3,515</b>	<b>0</b>	<b>80</b>	<b>0</b>	<b>0</b>	<b>3,595</b>	<b>80</b>
<b>Percent of 2018 Net Expenditure Budget</b>			<b>0.0%</b>	<b>2.3%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>2.3%</b>	
<b>Revenues By Type</b>								
Federal	0	0	0	0	0	0	0	0
Provincial	0	0	0	0	0	0	0	0
Municipal	0	0	0	0	0	0	0	0
Own Funds	0	0	0	0	0	0	0	0
Fees and Services	0	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0
<b>Total Revenue</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Percent of 2018 Revenue Budget</b>			<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	
<b>Net Requirement</b>	<b>3,318</b>	<b>3,515</b>	<b>0</b>	<b>80</b>	<b>0</b>	<b>0</b>	<b>3,595</b>	<b>80</b>
<b>Percent of 2018 Net Requirement Budget</b>			<b>0.0%</b>	<b>2.3%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>2.3%</b>	
<b>Full Time Equivalents (FTE's)</b>		31.00	0.00	0.00	0.00	0.00	<b>31.00</b>	<b>0.00</b>
<b>Percent of 2018 FTE's</b>			<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	

City of Ottawa

Community & Social Services

GM's Office & Business Support Services - Operating Resource Requirement Explanatory Notes

In Thousands (\$000)

2018 Forecast vs. Budget Variance Explanation	Surplus / (Deficit)		
	Expense	Revenue	Net
No significant variances to report.	197	0	197
<b>Total Surplus / (Deficit)</b>	<b>197</b>	<b>0</b>	<b>197</b>

2019 Pressure Category / Explanation	Increase / (Decrease)			FTE Impact
	Expense	Revenue	Net 2019 Changes	
<b>Maintain Services</b> All programs include an adjustment for potential 2019 cost of living, increments, and benefit adjustments.	80	0	80	0.00
<b>Total Maintain Services</b>	<b>80</b>	<b>0</b>	<b>80</b>	<b>0.00</b>
<b>Total Budget Changes</b>	<b>80</b>	<b>0</b>	<b>80</b>	<b>0.00</b>

City of Ottawa  
Community & Social Services  
Employment and Social Services - Operating Resource Requirement Analysis  
In Thousands (\$000)

	2018 Baseline			2019 Adjustments			2019	\$ Change over 2018 Budget
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Growth	User Fees & Revenues	Estimate	
<b>Expenditures by Program</b>								
Ontario Works Program	253,488	252,898	0	4,381	0	0	257,279	4,381
Municipal Low Income Benefits	2,256	1,985	0	0	0	0	1,985	0
Home Support Program	3,478	3,000	0	0	0	0	3,000	0
Provincial Employment Programs	2,830	2,060	0	0	0	0	2,060	0
Addiction Services Initiative	1,812	1,821	0	0	0	0	1,821	0
Community Bus Passes and EquiPass P	8,170	8,522	0	105	0	0	8,627	105
<b>Gross Expenditure</b>	<b>272,034</b>	<b>270,286</b>	<b>0</b>	<b>4,486</b>	<b>0</b>	<b>0</b>	<b>274,772</b>	<b>4,486</b>
Recoveries & Allocations	-19,200	-17,585	0	0	0	0	-17,585	0
Revenue	-226,931	-226,785	0	-2,700	0	0	-229,485	-2,700
<b>Net Requirement</b>	<b>25,903</b>	<b>25,916</b>	<b>0</b>	<b>1,786</b>	<b>0</b>	<b>0</b>	<b>27,702</b>	<b>1,786</b>
<b>Expenditures by Type</b>								
Salaries, Wages & Benefits	46,145	46,647	0	1,520	0	0	48,167	1,520
Overtime	19	0	0	0	0	0	0	0
Material & Services	1,249	1,574	0	0	0	0	1,574	0
Transfers/Grants/Financial Charges	217,257	215,251	0	2,805	0	0	218,056	2,805
Fleet Costs	0	0	0	0	0	0	0	0
Program Facility Costs	4,532	4,284	0	161	0	0	4,445	161
Other Internal Costs	2,832	2,530	0	0	0	0	2,530	0
<b>Gross Expenditures</b>	<b>272,034</b>	<b>270,286</b>	<b>0</b>	<b>4,486</b>	<b>0</b>	<b>0</b>	<b>274,772</b>	<b>4,486</b>
Recoveries & Allocations	-19,200	-17,585	0	0	0	0	-17,585	0
<b>Net Expenditure</b>	<b>252,834</b>	<b>252,701</b>	<b>0</b>	<b>4,486</b>	<b>0</b>	<b>0</b>	<b>257,187</b>	<b>4,486</b>
<b>Percent of 2018 Net Expenditure Budget</b>			<b>0.0%</b>	<b>1.8%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>1.8%</b>	

City of Ottawa  
Community & Social Services  
Employment and Social Services - Operating Resource Requirement Analysis  
In Thousands (\$000)

	2018 Baseline			2019 Adjustments			2019	\$ Change over 2018 Budget
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Growth	User Fees & Revenues	Estimate	
<b>Revenues By Type</b>								
Federal	0	0	0	0	0	0	0	0
Provincial	-226,931	-226,785	0	-2,700	0	0	-229,485	-2,700
Municipal	0	0	0	0	0	0	0	0
Own Funds	0	0	0	0	0	0	0	0
Fees and Services	0	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0
<b>Total Revenue</b>	<b>-226,931</b>	<b>-226,785</b>	<b>0</b>	<b>-2,700</b>	<b>0</b>	<b>0</b>	<b>-229,485</b>	<b>-2,700</b>
<b>Percent of 2018 Revenue Budget</b>			<b>0.0%</b>	<b>1.2%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>1.2%</b>	
<b>Net Requirement</b>	<b>25,903</b>	<b>25,916</b>	<b>0</b>	<b>1,786</b>	<b>0</b>	<b>0</b>	<b>27,702</b>	<b>1,786</b>
<b>Percent of 2018 Net Requirement Budget</b>			<b>0.0%</b>	<b>6.9%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>6.9%</b>	
<b>Full Time Equivalentents (FTE's)</b>		538.17	0.00	0.00	0.00	0.00	<b>538.17</b>	<b>0.00</b>
<b>Percent of 2018 FTE's</b>			<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	

City of Ottawa  
 Community & Social Services  
 Employment and Social Services - Operating Resource Requirement Explanatory Notes  
 In Thousands (\$000)

2018 Forecast vs. Budget Variance Explanation	Surplus / (Deficit)		
	Expense	Revenue	Net
No significant variances to report.	-133	146	13
<b>Total Surplus / (Deficit)</b>	<b>-133</b>	<b>146</b>	<b>13</b>

2019 Pressure Category / Explanation	Increase / (Decrease)			
	Expense	Revenue	Net 2019 Changes	FTE Impact
<b>Maintain Services</b>				
All programs include an adjustment for potential 2019 cost of living, increments and benefit adjustments.	1,110	0	1,110	0.00
Community Bus Passes and EquiPass Program: 2.5% Fare increase.	105	0	105	0.00
Job Evaluation for Administrative Clerks.	410	0	410	0.00
1.5% anticipated OW rate increase (per Regulation 379/10 under the authority of the Ontario Works Act, 1997).	2,700	-2,700	0	0.00
Increase in Facility costs related to inflation on compensation contracts, hydro increases, security and maintenance contracts.	161	0	161	0.00
<b>Total Maintain Services</b>	<b>4,486</b>	<b>-2,700</b>	<b>1,786</b>	<b>0.00</b>
<b>Total Budget Changes</b>	<b>4,486</b>	<b>-2,700</b>	<b>1,786</b>	<b>0.00</b>



City of Ottawa  
Community & Social Services  
Children's Services - Operating Resource Requirement Analysis  
In Thousands (\$000)

	2018 Baseline			2019 Adjustments			2019	\$ Change over 2018 Budget
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Growth	User Fees & Revenues	Estimate	
<b>Expenditures by Program</b>								
<b>Legislated Programs</b>								
<u>Core Services</u>								
<i>Fee Subsidy</i>	72,981	74,961	0	0	0	0	74,961	0
<i>General Operating</i>	40,621	41,213	0	0	0	0	41,213	0
<i>Program Delivery</i>	5,628	7,860	0	168	0	0	8,028	168
Pay Equity Union Settlement	2,488	2,488	0	0	0	0	2,488	0
Special Needs Resourcing	5,259	5,259	-343	0	0	0	4,916	-343
Special Purpose	18,344	18,009	-15,912	0	0	0	2,097	-15,912
Wage Enhancement	15,141	16,891	0	0	0	0	16,891	0
Fee Stabilization	3,938	3,938	0	0	0	0	3,938	0
Early Years Child and Family Centres	10,394	10,386	0				10,386	
<b>Municipal Investments</b>			0		0	0	0	0
Municipal Child Care Centres	10,391	10,015	0	152	0	0	10,167	152
Special Needs Resourcing	853	853	0	0	0	0	853	0
Early Years Child and Family Centres	327	1,019	0	0	0	0	1,019	0
Other Municipal Funding	946	3,421	0	0	0	0	3,421	0
<b>Gross Expenditure</b>	<b>187,311</b>	<b>196,313</b>	<b>-16,255</b>	<b>320</b>	<b>0</b>	<b>0</b>	<b>180,378</b>	<b>-15,935</b>
Recoveries & Allocations	-8,711	-8,682	0	0	0	0	-8,682	0
Revenue	-164,672	-170,016	16,255	-320	0	0	-154,081	15,935
<b>Net Requirement</b>	<b>13,928</b>	<b>17,615</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>17,615</b>	<b>0</b>
<b>Expenditures by Type</b>								
Salaries, Wages & Benefits	14,365	14,832	0	320	0	0	15,152	320
Overtime	11	0	0	0	0	0	0	0
Material & Services	698	2,227	0	0	0	0	2,227	0
Transfers/Grants/Financial Charges	171,346	178,437	-16,255	0	0	0	162,182	-16,255
Fleet Costs	0	0	0	0	0	0	0	0
Program Facility Costs	772	748	0	0	0	0	748	0
Other Internal Costs	119	69	0	0	0	0	69	0
<b>Gross Expenditures</b>	<b>187,311</b>	<b>196,313</b>	<b>-16,255</b>	<b>320</b>	<b>0</b>	<b>0</b>	<b>180,378</b>	<b>-15,935</b>
Recoveries & Allocations	-8,711	-8,682	0	0	0	0	-8,682	0
<b>Net Expenditure</b>	<b>178,600</b>	<b>187,631</b>	<b>-16,255</b>	<b>320</b>	<b>0</b>	<b>0</b>	<b>171,696</b>	<b>-15,935</b>
<b>Percent of 2018 Net Expenditure Budget</b>			<b>-8.7%</b>	<b>0.2%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>-8.5%</b>	

City of Ottawa  
Community & Social Services  
Children's Services - Operating Resource Requirement Analysis  
In Thousands (\$000)

	2018 Baseline			2019 Adjustments			2019	\$ Change over 2018 Budget
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Growth	User Fees & Revenues	Estimate	
<b>Revenues By Type</b>								
Federal	0	0	0	0	0	0	0	0
Provincial	-154,555	-160,736	16,255	-168	0	0	-144,649	16,087
Municipal	0	0	0	0	0	0	0	0
Own Funds	-3,420	-3,420	0	0	0	0	-3,420	0
Fees and Services	-6,697	-5,860	0	-152	0	0	-6,012	-152
Fines	0	0	0	0	0	0	0	0
Other		0	0	0	0	0	0	0
<b>Total Revenue</b>	<b>-164,672</b>	<b>-170,016</b>	<b>16,255</b>	<b>-320</b>	<b>0</b>	<b>0</b>	<b>-154,081</b>	<b>15,935</b>
<b>Percent of 2018 Revenue Budget</b>			<b>-9.6%</b>	<b>0.2%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>-9.4%</b>	
<b>Net Requirement</b>	<b>13,928</b>	<b>17,615</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>17,615</b>	<b>0</b>
<b>Percent of 2018 Net Requirement Budget</b>			<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	
<b>Full Time Equivalents (FTE's)</b>		181.49	0.00	0.00	0.00	0.00	<b>181.49</b>	<b>0.00</b>
<b>Percent of 2018 FTE's</b>			<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	

City of Ottawa  
Community & Social Services  
Children's Services - Operating Resource Requirement Explanatory Notes  
In Thousands (\$000)

2018 Forecast vs. Budget Variance Explanation	Surplus / (Deficit)		
	Expense	Revenue	Net
Legislated Programs: Lower applications for the Provincial Wage Enhancement Program and lower program delivery costs due to staffing new positions throughout the year.	5,344	-5,344	0
Municipal Investments: Lower requirement from the Stabilization Initiative due to additional provincial funding to increase access and affordability.	3,687	0	3,687
<b>Total Surplus / (Deficit)</b>	<b>9,031</b>	<b>-5,344</b>	<b>3,687</b>

2018 Baseline Adjustment / Explanation	Increase / (Decrease)			
	Expense	Revenue	Net 2018 Changes	FTE Impact
Special Purpose / Early Years Child and Family Centres: Removal of one-time initiatives from Provincial funding including the 2017 carry-forward which allowed for sufficient local planning.	-16,255	16,255	0	0.00
<b>Total Adjustments to Base Budget</b>	<b>-16,255</b>	<b>16,255</b>	<b>0</b>	<b>0.00</b>

2019 Pressure Category / Explanation	Increase / (Decrease)			
	Expense	Revenue	Net 2019 Changes	FTE Impact
<b>Maintain Services</b>				
Program Delivery - Adjustment for potential 2019 cost of living, increments and benefit adjustments. Offset by anticipated provincial funding.	168	-168	0	0.00
Municipal Child Care Centres: Adjustment for potential 2019 cost of living, increments and benefit adjustments. Offset by additional provincial funding intended to increase affordability. As a result, user fees will not increase for 2019.	152	-152	0	0.00
<b>Total Maintain Services</b>	<b>320</b>	<b>-320</b>	<b>0</b>	<b>0.00</b>
<b>User Fees &amp; Revenues</b>				
See following user fee schedule for details on the specific rates.	0	0	0	0.00
<b>Total User Fees &amp; Revenues</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.00</b>
<b>Total Budget Changes</b>	<b>-15,935</b>	<b>15,935</b>	<b>0</b>	<b>0.00</b>

City of Ottawa  
Community & Social Services  
Housing Services - Operating Resource Requirement Analysis  
In Thousands (\$000)

	2018 Baseline			2019 Adjustments			2019	\$ Change over 2018 Budget
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Growth	User Fees & Revenues	Estimate	
<b>Expenditures by Program</b>								
Manager's Office	486	348	0	7	0	0	355	7
Housing Programs	121,918	103,604	0	-1,020	0	0	102,584	-1,020
Community Homelessness Prevention Initiative	56,179	50,493	0	412	0	0	50,905	412
Home for Good	2,705	2,773	0	0	0	0	2,773	0
Housing and Homelessness Investment Plan	13,370	13,249	0	265	0	0	13,514	265
Reaching Home	7,329	7,058	0	0	0	0	7,058	0
<b>Gross Expenditure</b>	<b>201,987</b>	<b>177,525</b>	<b>0</b>	<b>-336</b>	<b>0</b>	<b>0</b>	<b>177,189</b>	<b>-336</b>
Recoveries & Allocations	-1,764	-411	0	0	0	0	-411	0
Revenue	-93,375	-69,562	0	3,850	0	0	-65,712	3,850
<b>Net Requirement</b>	<b>106,848</b>	<b>107,552</b>	<b>0</b>	<b>3,514</b>	<b>0</b>	<b>0</b>	<b>111,066</b>	<b>3,514</b>
<b>Expenditures by Type</b>								
Salaries, Wages & Benefits	7,591	7,248	0	165	0	0	7,413	165
Overtime	187	60	0	0	0	0	60	0
Material & Services	414	483	0	0	0	0	483	0
Transfers/Grants/Financial Charges	191,119	167,915	0	-520	0	0	167,395	-520
Fleet Costs	7	5	0	2	0	0	7	2
Program Facility Costs	1,112	1,009	0	17	0	0	1,026	17
Other Internal Costs	1,557	805	0	0	0	0	805	0
<b>Gross Expenditures</b>	<b>201,987</b>	<b>177,525</b>	<b>0</b>	<b>-336</b>	<b>0</b>	<b>0</b>	<b>177,189</b>	<b>-336</b>
Recoveries & Allocations	-1,764	-411	0	0	0	0	-411	0
<b>Net Expenditure</b>	<b>200,223</b>	<b>177,114</b>	<b>0</b>	<b>-336</b>	<b>0</b>	<b>0</b>	<b>176,778</b>	<b>-336</b>
<b>Percent of 2018 Net Expenditure Budget</b>			<b>0.0%</b>	<b>-0.2%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>-0.2%</b>	

City of Ottawa  
Community & Social Services  
Housing Services - Operating Resource Requirement Analysis  
In Thousands (\$000)

	2018 Baseline			2019 Adjustments			2019	\$ Change over 2018 Budget
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Growth	User Fees & Revenues	Estimate	
<b>Revenues By Type</b>								
Federal	-26,993	-26,723	0	3,850	0	0	-22,873	3,850
Provincial	-66,375	-42,839	0	0	0	0	-42,839	0
Municipal	0	0	0	0	0	0	0	0
Own Funds	0	0	0	0	0	0	0	0
Fees and Services	-7	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0
<b>Total Revenue</b>	<b>-93,375</b>	<b>-69,562</b>	<b>0</b>	<b>3,850</b>	<b>0</b>	<b>0</b>	<b>-65,712</b>	<b>3,850</b>
<b>Percent of 2018 Revenue Budget</b>			<b>0.0%</b>	<b>-5.5%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>-5.5%</b>	
<b>Net Requirement</b>	<b>106,848</b>	<b>107,552</b>	<b>0</b>	<b>3,514</b>	<b>0</b>	<b>0</b>	<b>111,066</b>	<b>3,514</b>
<b>Percent of 2018 Net Requirement Budget</b>			<b>0.0%</b>	<b>3.3%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>3.3%</b>	
<b>Full Time Equivalents (FTE's)</b>		64.40	0.00	0.00	0.00	0.00	<b>64.40</b>	<b>0.00</b>
<b>Percent of 2018 FTE's</b>			<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	

City of Ottawa  
Community & Social Services  
Housing Services - Operating Resource Requirement Explanatory Notes  
In Thousands (\$000)

2018 Forecast vs. Budget Variance Explanation	Surplus / (Deficit)		
	Expense	Revenue	Net
Community Homelessness Prevention Initiative: Higher emergency shelters costs offset by lower expenditures.	-5,686	0	-5,686
Lower social housing expenditures and higher Provincial revenue.	3,756	2,634	6,390
Expenditures on social housing programs that are 100% provincially funded.	-21,179	21,179	0
<b>Total Surplus / (Deficit)</b>	<b>-23,109</b>	<b>23,813</b>	<b>704</b>

2019 Pressure Category / Explanation	Increase / (Decrease)			
	Expense	Revenue	Net 2019 Changes	FTE Impact
<b>Maintain Services</b>				
All programs include an adjustment for potential 2019 cost of living, increments and benefit adjustments.	165	0	165	0.00
Inflationary increases on contracted services, maintenance agreements and materials and supplies.	25	0	25	0.00
Legislated Social & Public programs & Safer Communities - Program cost use a variety of formulas involving provincially mandated indices that have been set for 2019. Indexed pressures are integrated with expected prior year reconciliations and mortgage renewal savings.	-1,080	0	-1,080	0.00
Community Homelessness Prevention Initiative (CHPI) - Inflationary increase of 2% on City portion of agency contribution funding for Homelessness Support and Social Supports to Housing (100% City Funded).	270	0	270	0.00
Housing and Homelessness Investment Plan (H&HIP) programs - Inflationary increase of 2% on the programs and for the service agencies.	265	0	265	0.00
Housing Programs - Federal Funding adjustment as announced in the Ontario Gazette. The City must continue to maintain its legislated funding requirements to Social Housing.	0	3,850	3,850	0.00
Increase in Fleet costs related to inflation on compensation contracts, parts, fuel, contribution to capital reserve and maintenance.	2	0	2	0.00
Increase in Facility costs related to inflation on compensation contracts, hydro increases, security and maintenance contracts.	17	0	17	0.00
<b>Total Maintain Services</b>	<b>-336</b>	<b>3,850</b>	<b>3,514</b>	<b>0.00</b>
<b>Total Budget Changes</b>	<b>-336</b>	<b>3,850</b>	<b>3,514</b>	<b>0.00</b>

City of Ottawa  
Community & Social Services  
Long Term Care - Operating Resource Requirement Analysis  
In Thousands (\$000)

	2018 Baseline			2019 Adjustments			2019	\$ Change over 2018 Budget
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Growth	User Fees & Revenues	Estimate	
<b>Expenditures by Program</b>								
Nursing & Personal Care	44,420	39,278	3,885	996	1,210	0	45,369	6,091
Program & Support Services	3,319	3,463	0	49	0	0	3,512	49
Food Purchases	2,404	2,541	0	0	0	0	2,541	0
Accommodation	20,721	21,065	0	377	0	0	21,442	377
Daycentre Programs	595	553	0	9	0	0	562	9
<b>Gross Expenditure</b>	<b>71,459</b>	<b>66,900</b>	<b>3,885</b>	<b>1,431</b>	<b>1,210</b>	<b>0</b>	<b>73,426</b>	<b>6,526</b>
Recoveries & Allocations	-1,879	-628	0	0	0	0	-628	0
Revenue	-52,893	-51,974	0	0	0	-570	-52,544	-570
<b>Net Requirement</b>	<b>16,687</b>	<b>14,298</b>	<b>3,885</b>	<b>1,431</b>	<b>1,210</b>	<b>-570</b>	<b>20,254</b>	<b>5,956</b>
<b>Expenditures by Type</b>								
Salaries, Wages & Benefits	58,391	54,407	3,885	1,315	1,210	0	60,817	6,410
Overtime	754	110	0	0	0	0	110	0
Material & Services	8,188	8,210	0	0	0	0	8,210	0
Transfers/Grants/Financial Charges	0	0	0	0	0	0	0	0
Fleet Costs	0	0	0	0	0	0	0	0
Program Facility Costs	4,032	4,083	0	116	0	0	4,199	116
Other Internal Costs	94	90	0	0	0	0	90	0
<b>Gross Expenditures</b>	<b>71,459</b>	<b>66,900</b>	<b>3,885</b>	<b>1,431</b>	<b>1,210</b>	<b>0</b>	<b>73,426</b>	<b>6,526</b>
Recoveries & Allocations	-1,879	-628	0	0	0	0	-628	0
<b>Net Expenditure</b>	<b>69,580</b>	<b>66,272</b>	<b>3,885</b>	<b>1,431</b>	<b>1,210</b>	<b>0</b>	<b>72,798</b>	<b>6,526</b>
<b>Percent of 2018 Net Expenditure Budget</b>			<b>5.9%</b>	<b>2.2%</b>	<b>1.8%</b>	<b>0.0%</b>	<b>9.8%</b>	

City of Ottawa  
Community & Social Services  
Long Term Care - Operating Resource Requirement Analysis  
In Thousands (\$000)

	2018 Baseline			2019 Adjustments			2019	\$ Change over 2018 Budget
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Growth	User Fees & Revenues	Estimate	
<b>Revenues By Type</b>								
Federal	0	0	0	0	0	0	0	0
Provincial	-34,808	-34,250	0	0	0	-570	-34,820	-570
Municipal	0	0	0	0	0	0	0	0
Own Funds	0	0	0	0	0	0	0	0
Fees and Services	-18,085	-17,724	0	0	0	0	-17,724	0
Fines	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0
<b>Total Revenue</b>	<b>-52,893</b>	<b>-51,974</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-570</b>	<b>-52,544</b>	<b>-570</b>
<b>Percent of 2018 Revenue Budget</b>			<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>1.1%</b>	<b>1.1%</b>	
<b>Net Requirement</b>	<b>16,687</b>	<b>14,298</b>	<b>3,885</b>	<b>1,431</b>	<b>1,210</b>	<b>-570</b>	<b>20,254</b>	<b>5,956</b>
<b>Percent of 2018 Net Requirement Budget</b>			<b>27.2%</b>	<b>10.0%</b>	<b>8.5%</b>	<b>-4.0%</b>	<b>41.7%</b>	
<b>Full Time Equivalents (FTE's)</b>		579.81	35.00	0.00	11.00	0.00	<b>625.81</b>	<b>46.00</b>
<b>Percent of 2018 FTE's</b>			<b>6.0%</b>	<b>0.0%</b>	<b>1.9%</b>	<b>0.0%</b>	<b>7.9%</b>	



City of Ottawa  
Community & Social Services  
Long Term Care - Operating Resource Requirement Explanatory Notes  
In Thousands (\$000)

2018 Forecast vs. Budget Variance Explanation	Surplus / (Deficit)			
	Expense	Revenue	Net	
Increased compensation mainly attributable to staff replacement hours due to higher sick leave and outbreaks in a 24x7 operation.	-3,308	0	-3,308	
Higher Provincial revenue.	0	919	919	
<b>Total Surplus / (Deficit)</b>	<b>-3,308</b>	<b>919</b>	<b>-2,389</b>	
2018 Baseline Adjustment / Explanation	Increase / (Decrease)			
	Expense	Revenue	Net 2018 Changes	FTE Impact
Annualized cost for resident care 35 Personal Support Worker FTEs in line with Third Party Report as per Council Report ACS2018-CSS-GEN-0009.	2,785	0	2,785	35.00
Increased compensation for staff replacement hours due to sick leave, modified duties and outbreaks in a 24x7 operation.	1,100	0	1,100	0.00
<b>Total Adjustments to Base Budget</b>	<b>3,885</b>	<b>0</b>	<b>3,885</b>	<b>35.00</b>
2019 Pressure Category / Explanation	Increase / (Decrease)			
	Expense	Revenue	Net 2019 Changes	FTE Impact
<b>Maintain Services</b>				
All programs include an adjustment for potential 2019 cost of living, increments and benefit adjustments.	1,315	0	1,315	0.00
Increase in Facility costs related to inflation on compensation contracts, hydro increases, security and maintenance contracts.	116	0	116	0.00
<b>Total Maintain Services</b>	<b>1,431</b>	<b>0</b>	<b>1,431</b>	<b>0.00</b>
<b>Growth</b>				
Increased costs for front-line service and support staff in line with Third Party Report as per Council Report ACS2018-CSS-GEN-0009.	1,210	0	1,210	11.00
<b>Total Growth</b>	<b>1,210</b>	<b>0</b>	<b>1,210</b>	<b>11.00</b>
<b>User Fees &amp; Revenues</b>				
Increase in Resident Fees and anticipated Provincial funding per diem increase.	0	-570	-570	0.00
<b>Total User Fees &amp; Revenues</b>	<b>0</b>	<b>-570</b>	<b>-570</b>	<b>0.00</b>
<b>Total Budget Changes</b>	<b>6,526</b>	<b>-570</b>	<b>5,956</b>	<b>46.00</b>

City of Ottawa  
Community & Social Services  
Partner & Stakeholder Initiatives - Operating Resource Requirement Analysis  
In Thousands (\$000)

	2018 Baseline			2019 Adjustments			2019	\$ Change over 2018 Budget
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Growth	User Fees & Revenues	Estimate	
<b>Expenditures by Program</b>								
Manager's Office	237	280	0	5	0	0	285	5
Client Service Strategies	1,262	1,840	0	17	210	0	2,067	227
Community Funding	24,095	24,214	0	478	0	0	24,692	478
<b>Gross Expenditure</b>	<b>25,594</b>	<b>26,334</b>	<b>0</b>	<b>500</b>	<b>210</b>	<b>0</b>	<b>27,044</b>	<b>710</b>
Recoveries & Allocations	-4	-300	0	0	0	0	-300	0
Revenue	-28	-44	0	0	0	0	-44	0
<b>Net Requirement</b>	<b>25,562</b>	<b>25,990</b>	<b>0</b>	<b>500</b>	<b>210</b>	<b>0</b>	<b>26,700</b>	<b>710</b>
<b>Expenditures by Type</b>								
Salaries, Wages & Benefits	1,500	1,654	0	35	110	0	1,799	145
Overtime	4	0	0	0	0	0	0	0
Material & Services	492	734	0	0	100	0	834	100
Transfers/Grants/Financial Charges	23,533	23,941	0	465	0	0	24,406	465
Fleet Costs	0	0	0	0	0	0	0	0
Program Facility Costs	0	0	0	0	0	0	0	0
Other Internal Costs	65	5	0	0	0	0	5	0
<b>Gross Expenditures</b>	<b>25,594</b>	<b>26,334</b>	<b>0</b>	<b>500</b>	<b>210</b>	<b>0</b>	<b>27,044</b>	<b>710</b>
Recoveries & Allocations	-4	-300	0	0	0	0	-300	0
<b>Net Expenditure</b>	<b>25,590</b>	<b>26,034</b>	<b>0</b>	<b>500</b>	<b>210</b>	<b>0</b>	<b>26,744</b>	<b>710</b>
<b>Percent of 2018 Net Expenditure Budget</b>			<b>0.0%</b>	<b>1.9%</b>	<b>0.8%</b>	<b>0.0%</b>	<b>2.7%</b>	
<b>Revenues By Type</b>								
Federal	0	0	0	0	0	0	0	0
Provincial	-28	-44	0	0	0	0	-44	0
Municipal	0	0	0	0	0	0	0	0
Own Funds	0	0	0	0	0	0	0	0
Fees and Services	0	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0
<b>Total Revenue</b>	<b>-28</b>	<b>-44</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-44</b>	<b>0</b>
<b>Percent of 2018 Revenue Budget</b>			<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	
<b>Net Requirement</b>	<b>25,562</b>	<b>25,990</b>	<b>0</b>	<b>500</b>	<b>210</b>	<b>0</b>	<b>26,700</b>	<b>710</b>
<b>Percent of 2018 Net Requirement Budget</b>			<b>0.0%</b>	<b>1.9%</b>	<b>0.8%</b>	<b>0.0%</b>	<b>2.7%</b>	
<b>Full Time Equivalents (FTE's)</b>		14.00	0.00	0.00	1.00	0.00	15.00	1.00
<b>Percent of 2018 FTE's</b>			<b>0.0%</b>	<b>0.0%</b>	<b>7.1%</b>	<b>0.0%</b>	<b>7.1%</b>	

City of Ottawa  
 Community & Social Services  
 Partner & Stakeholder Initiatives - Operating Resource Requirement Explanatory Notes  
 In Thousands (\$000)

2018 Forecast vs. Budget Variance Explanation	Surplus / (Deficit)		
	Expense	Revenue	Net
Compensation savings and lower program delivery costs.	444	-16	428
<b>Total Surplus / (Deficit)</b>	<b>444</b>	<b>-16</b>	<b>428</b>

2019 Pressure Category / Explanation	Increase / (Decrease)			
	Expense	Revenue	Net 2019 Changes	FTE Impact
<b>Maintain Services</b>				
All programs include an adjustment for potential 2019 cost of living, increments and benefit adjustments.	35	0	35	0.00
Renewable Funding - Inflationary increase of 2% in funding to community agencies.	465	0	465	0.00
<b>Total Maintain Services</b>	<b>500</b>	<b>0</b>	<b>500</b>	<b>0.00</b>
<b>Growth</b>				
Women and Gender Equity Strategy staff per the Governance Report.	110	0	110	1.00
One-time funding to support the Women and Gender Equity Strategy.	100	0	100	0.00
<b>Total Growth</b>	<b>210</b>	<b>0</b>	<b>210</b>	<b>1.00</b>
<b>Total Budget Changes</b>	<b>710</b>	<b>0</b>	<b>710</b>	<b>1.00</b>

City of Ottawa

Recreation, Cultural and Facility Services - Operating Resource Requirement Analysis

In Thousands (\$000)

	2018 Baseline			2019 Adjustments			2019	\$ Change over 2018 Budget
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Growth	User Fees & Revenues	Estimate	
<b>Expenditures by Program</b>								
GM's Office & Business Support Services	26,061	25,955	0	854	0	0	26,809	854
Community Recreation and Cultural Programs	106,414	109,031	0	1,320	0	0	110,351	1,320
City Wide Programs, Aquatics and Specialized Services	32,331	32,214	0	893	0	0	33,107	893
Parks & Facilities Planning	1,900	2,070	0	35	0	0	2,105	35
Facility Operations Services	133,863	133,575	0	2,109	0	0	135,684	2,109
<b>Gross Expenditure</b>	<b>300,569</b>	<b>302,845</b>	<b>0</b>	<b>5,211</b>	<b>0</b>	<b>0</b>	<b>308,056</b>	<b>5,211</b>
Recoveries & Allocations	-104,595	-103,703	0	-1,446	0	0	-105,149	-1,446
Revenue	-65,569	-67,899	0	0	0	-1,070	-68,969	-1,070
<b>Net Requirement</b>	<b>130,405</b>	<b>131,243</b>	<b>0</b>	<b>3,765</b>	<b>0</b>	<b>-1,070</b>	<b>133,938</b>	<b>2,695</b>
<b>Expenditures by Type</b>								
Salaries, Wages & Benefits	123,615	124,652	430	2,865	0	0	127,947	3,295
Overtime	1,241	1,224	0	0	0	0	1,224	0
Material & Services	84,821	86,484	-430	1,129	0	0	87,183	699
Transfers/Grants/Financial Charges	14,520	14,914	0	256	0	0	15,170	256
Fleet Costs	1,986	1,625	0	0	0	0	1,625	0
Program Facility Costs	70,601	71,120	0	961	0	0	72,081	961
Other Internal Costs	3,785	2,826	0	0	0	0	2,826	0
<b>Gross Expenditures</b>	<b>300,569</b>	<b>302,845</b>	<b>0</b>	<b>5,211</b>	<b>0</b>	<b>0</b>	<b>308,056</b>	<b>5,211</b>
Recoveries & Allocations	-104,595	-103,703	0	-1,446	0	0	-105,149	-1,446
<b>Net Expenditure</b>	<b>195,974</b>	<b>199,142</b>	<b>0</b>	<b>3,765</b>	<b>0</b>	<b>0</b>	<b>202,907</b>	<b>3,765</b>
<b>Percent of 2018 Net Expenditure Budget</b>			<b>0.0%</b>	<b>1.9%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>1.9%</b>	

City of Ottawa  
 Recreation, Cultural and Facility Services - Operating Resource Requirement Analysis  
 In Thousands (\$000)

	2018 Baseline			2019 Adjustments			2019	\$ Change over 2018 Budget
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Growth	User Fees & Revenues	Estimate	
<b>Revenues By Type</b>								
Federal	-733	-637	0	0	0	0	-637	0
Provincial	-1,484	-1,602	0	0	0	0	-1,602	0
Municipal	0	0	0	0	0	0	0	0
Own Funds	0	0	0	0	0	0	0	0
Fees and Services	-63,352	-65,660	0	0	0	-1,070	-66,730	-1,070
Fines	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0
<b>Total Revenue</b>	<b>-65,569</b>	<b>-67,899</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-1,070</b>	<b>-68,969</b>	<b>-1,070</b>
<b>Percent of 2018 Revenue Budget</b>			<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>1.6%</b>	<b>1.6%</b>	
<b>Net Requirement</b>	<b>130,405</b>	<b>131,243</b>	<b>0</b>	<b>3,765</b>	<b>0</b>	<b>-1,070</b>	<b>133,938</b>	<b>2,695</b>
<b>Percent of 2018 Net Requirement Budget</b>			<b>0.0%</b>	<b>2.9%</b>	<b>0.0%</b>	<b>-0.8%</b>	<b>2.1%</b>	
<b>Full Time Equivalentents (FTE's)</b>		1,744.99	0.00	0.00	0.00	0.00	<b>1,744.99</b>	<b>0.00</b>
<b>Percent of 2018 FTE's</b>			<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	

City of Ottawa  
Recreation, Cultural and Facility Services  
GM's Office & Business Support Services - Operating Resource Requirement Analysis  
In Thousands (\$000)

	2018 Baseline			2019 Adjustments			2019	\$ Change over 2018 Budget
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Growth	User Fees & Revenues	Estimate	
<b>Expenditures by Program</b>								
General Manager's Office	1,410	1,375	0	262	0	0	1,637	262
Business & Technical Support Services	24,651	24,580	0	592	0	0	25,172	592
<b>Gross Expenditure</b>	<b>26,061</b>	<b>25,955</b>	<b>0</b>	<b>854</b>	<b>0</b>	<b>0</b>	<b>26,809</b>	<b>854</b>
Recoveries & Allocations	-733	-380	0	0	0	0	-380	0
Revenue	-1,704	-2,513	0	0	0	0	-2,513	0
<b>Net Requirement</b>	<b>23,624</b>	<b>23,062</b>	<b>0</b>	<b>854</b>	<b>0</b>	<b>0</b>	<b>23,916</b>	<b>854</b>
<b>Expenditures by Type</b>								
Salaries, Wages & Benefits	9,099	8,674	0	330	0	0	9,004	330
Overtime	55	5	0	0	0	0	5	0
Material & Services	3,067	3,194	0	261	0	0	3,455	261
Transfers/Grants/Financial Charges	12,410	12,624	0	250	0	0	12,874	250
Fleet Costs	0	0	0	0	0	0	0	0
Program Facility Costs	257	331	0	13	0	0	344	13
Other Internal Costs	1,173	1,127	0	0	0	0	1,127	0
<b>Gross Expenditures</b>	<b>26,061</b>	<b>25,955</b>	<b>0</b>	<b>854</b>	<b>0</b>	<b>0</b>	<b>26,809</b>	<b>854</b>
Recoveries & Allocations	-733	-380	0	0	0	0	-380	0
<b>Net Expenditure</b>	<b>25,328</b>	<b>25,575</b>	<b>0</b>	<b>854</b>	<b>0</b>	<b>0</b>	<b>26,429</b>	<b>854</b>
<b>Percent of 2018 Net Expenditure Budget</b>			<b>0.0%</b>	<b>3.3%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>3.3%</b>	
<b>Revenues By Type</b>								
Federal	-428	-540	0	0	0	0	-540	0
Provincial	0	0	0	0	0	0	0	0
Municipal	0	0	0	0	0	0	0	0
Own Funds	0	0	0	0	0	0	0	0
Fees and Services	-1,276	-1,973	0	0	0	0	-1,973	0
Fines	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0
<b>Total Revenue</b>	<b>-1,704</b>	<b>-2,513</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-2,513</b>	<b>0</b>
<b>Percent of 2018 Revenue Budget</b>			<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	
<b>Net Requirement</b>	<b>23,624</b>	<b>23,062</b>	<b>0</b>	<b>854</b>	<b>0</b>	<b>0</b>	<b>23,916</b>	<b>854</b>
<b>Percent of 2018 Net Requirement Budget</b>			<b>0.0%</b>	<b>3.7%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>3.7%</b>	
<b>Full Time Equivalents (FTE's)</b>		81.59	0.00	0.00	0.00	0.00	<b>81.59</b>	<b>0.00</b>
<b>Percent of 2018 FTE's</b>			<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	

City of Ottawa

Recreation, Cultural and Facility Services

GM's Office & Business Support Services - Operating Resource Requirement Explanatory Notes

In Thousands (\$000)

2018 Forecast vs. Budget Variance Explanation	Surplus / (Deficit)		
	Expense	Revenue	Net
Impact on revenues due to tornado.	147	-398	-251
Sponsorship shortfall.	100	-411	-311
<b>Total Surplus / (Deficit)</b>	<b>247</b>	<b>-809</b>	<b>-562</b>

2019 Pressure Category / Explanation	Increase / (Decrease)			
	Expense	Revenue	Net 2019 Changes	FTE Impact
<b>Maintain Services</b>				
All programs include an adjustment for potential 2019 cost of living, increments and benefit adjustments.	330	0	330	0.00
Inflationary increase of 2% for Cultural and Recreation Community grants.	250	0	250	0.00
Increase in Facility costs related to inflation on compensation contracts, hydro increases, security and maintenance contracts.	13	0	13	0.00
Inflationary increases on contracted services, maintenance agreements and materials and supplies.	261	0	261	0.00
<b>Total Maintain Services</b>	<b>854</b>	<b>0</b>	<b>854</b>	<b>0.00</b>
<b>User Fees &amp; Revenues</b>				
See following user fee schedule for details on the specific rates.	0	0	0	0.00
<b>Total User Fees &amp; Revenues</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.00</b>
<b>Total Budget Changes</b>	<b>854</b>	<b>0</b>	<b>854</b>	<b>0.00</b>

City of Ottawa  
Recreation, Cultural and Facility Services  
Community Recreation and Cultural Programs - Operating Resource Requirement Analysis  
In Thousands (\$000)

	2018 Baseline			2018 Adjustments			2018	\$ Change over 2018 Budget
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Growth	User Fees & Revenues	Estimate	
<b>Expenditures by Program</b>								
Community Recreation and Cultural Programs	106,414	109,031	0	1,320	0	0	110,351	1,320
<b>Gross Expenditure</b>	<b>106,414</b>	<b>109,031</b>	<b>0</b>	<b>1,320</b>	<b>0</b>	<b>0</b>	<b>110,351</b>	<b>1,320</b>
Recoveries & Allocations	-1,438	-1,226	0	0	0	0	-1,226	0
Revenue	-48,726	-49,571	0	0	0	-855	-50,426	-855
<b>Net Requirement</b>	<b>56,250</b>	<b>58,234</b>	<b>0</b>	<b>1,320</b>	<b>0</b>	<b>-855</b>	<b>58,699</b>	<b>465</b>
<b>Expenditures by Type</b>								
Salaries, Wages & Benefits	41,309	43,398	0	770	0	0	44,168	770
Overtime	167	182	0	0	0	0	182	0
Material & Services	5,088	5,074	0	0	0	0	5,074	0
Transfers/Grants/Financial Charges	302	470	0	0	0	0	470	0
Fleet Costs	37	50	0	5	0	0	55	5
Program Facility Costs	58,745	59,169	0	545	0	0	59,714	545
Other Internal Costs	766	688	0	0	0	0	688	0
<b>Gross Expenditures</b>	<b>106,414</b>	<b>109,031</b>	<b>0</b>	<b>1,320</b>	<b>0</b>	<b>0</b>	<b>110,351</b>	<b>1,320</b>
Recoveries & Allocations	-1,438	-1,226	0	0	0	0	-1,226	0
<b>Net Expenditure</b>	<b>104,976</b>	<b>107,805</b>	<b>0</b>	<b>1,320</b>	<b>0</b>	<b>0</b>	<b>109,125</b>	<b>1,320</b>
<b>Percent of 2018 Net Expenditure Budget</b>			<b>0.0%</b>	<b>1.2%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>1.2%</b>	
<b>Revenues By Type</b>								
Federal	-255	-89	0	0	0	0	-89	0
Provincial	-314	-279	0	0	0	0	-279	0
Municipal	0	0	0	0	0	0	0	0
Own Funds	0	0	0	0	0	0	0	0
Fees and Services	-48,157	-49,203	0	0	0	-855	-50,058	-855
Fines	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0
<b>Total Revenue</b>	<b>-48,726</b>	<b>-49,571</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-855</b>	<b>-50,426</b>	<b>-855</b>
<b>Percent of 2018 Revenue Budget</b>			<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>1.7%</b>	<b>1.7%</b>	
<b>Net Requirement</b>	<b>56,250</b>	<b>58,234</b>	<b>0</b>	<b>1,320</b>	<b>0</b>	<b>-855</b>	<b>58,699</b>	<b>465</b>
<b>Percent of 2018 Net Requirement Budget</b>			<b>0.0%</b>	<b>2.3%</b>	<b>0.0%</b>	<b>-1.5%</b>	<b>0.8%</b>	
<b>Full Time Equivalents (FTE's)</b>		717.51	0.00	0.00	0.00	0.00	717.51	0.00
<b>Percent of 2018 FTE's</b>		<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	



City of Ottawa

Recreation, Cultural and Facility Services

Community Recreation and Cultural Programs - Operating Resource Requirement Explanatory Notes

In Thousands (\$000)

2018 Forecast vs. Budget Variance Explanation	Surplus / (Deficit)			
	Expense	Revenue	Net	
Expenditure savings in compensation and utilities as a result of extended and unplanned facility shutdowns offset by reduced registration revenue.	2,829	-845	1,984	
<b>Total Surplus / (Deficit)</b>	<b>2,829</b>	<b>-845</b>	<b>1,984</b>	
2019 Pressure Category / Explanation	Increase / (Decrease)			FTE Impact
	Expense	Revenue	Net 2019 Changes	
<b>Maintain Services</b>				
All programs include an adjustment for potential 2019 cost of living, increments and benefit adjustments.	770	0	770	0.00
Increase in Fleet costs related to inflation on compensation contracts, parts, fuel, contribution to capital reserve and maintenance.	5	0	5	0.00
Increase in Facility costs related to inflation on compensation contracts, hydro increases, security and maintenance contracts.	545	0	545	0.00
<b>Total Maintain Services</b>	<b>1,320</b>	<b>0</b>	<b>1,320</b>	<b>0.00</b>
<b>User Fees &amp; Revenues</b>				
See following user fee schedule for details on the specific rates.	0	-855	-855	0.00
<b>Total User Fees &amp; Revenues</b>	<b>0</b>	<b>-855</b>	<b>-855</b>	<b>0.00</b>
<b>Total Budget Changes</b>	<b>1,320</b>	<b>-855</b>	<b>465</b>	<b>0.00</b>

City of Ottawa  
Recreation, Cultural and Facility Services  
City Wide Programs, Aquatics and Specialized Services - Operating Resource Requirement Analysis  
In Thousands (\$000)

	2018 Baseline			2019 Adjustments			2019	\$ Change over 2018 Budget
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Growth	User Fees & Revenues	Estimate	
<b>Expenditures by Program</b>								
City Wide Programs, Aquatics and Specialized Services	32,331	32,214	0	893	0	0	33,107	893
<b>Gross Expenditure</b>	<b>32,331</b>	<b>32,214</b>	<b>0</b>	<b>893</b>	<b>0</b>	<b>0</b>	<b>33,107</b>	<b>893</b>
Recoveries & Allocations	-454	-487	0	0	0	0	-487	0
Revenue	-12,704	-12,793	0	0	0	-215	-13,008	-215
<b>Net Requirement</b>	<b>19,173</b>	<b>18,934</b>	<b>0</b>	<b>893</b>	<b>0</b>	<b>-215</b>	<b>19,612</b>	<b>678</b>
<b>Expenditures by Type</b>								
Salaries, Wages & Benefits	18,146	17,897	0	485	0	0	18,382	485
Overtime	33	53	0	0	0	0	53	0
Material & Services	1,543	1,659	0	0	0	0	1,659	0
Transfers/Grants/Financial Charges	814	847	0	0	0	0	847	0
Fleet Costs	49	34	0	5	0	0	39	5
Program Facility Costs	11,599	11,620	0	403	0	0	12,023	403
Other Internal Costs	147	104	0	0	0	0	104	0
<b>Gross Expenditures</b>	<b>32,331</b>	<b>32,214</b>	<b>0</b>	<b>893</b>	<b>0</b>	<b>0</b>	<b>33,107</b>	<b>893</b>
Recoveries & Allocations	-454	-487	0	0	0	0	-487	0
<b>Net Expenditure</b>	<b>31,877</b>	<b>31,727</b>	<b>0</b>	<b>893</b>	<b>0</b>	<b>0</b>	<b>32,620</b>	<b>893</b>
<b>Percent of 2018 Net Expenditure Budget</b>			<b>0.0%</b>	<b>2.8%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>2.8%</b>	
<b>Revenues By Type</b>								
Federal	-50	-8	0	0	0	0	-8	0
Provincial	-1,170	-1,323	0	0	0	0	-1,323	0
Municipal	0	0	0	0	0	0	0	0
Own Funds	0	0	0	0	0	0	0	0
Fees and Services	-11,484	-11,462	0	0	0	-215	-11,677	-215
Fines	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0
<b>Total Revenue</b>	<b>-12,704</b>	<b>-12,793</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-215</b>	<b>-13,008</b>	<b>-215</b>
<b>Percent of 2018 Revenue Budget</b>			<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>1.7%</b>	<b>1.7%</b>	
<b>Net Requirement</b>	<b>19,173</b>	<b>18,934</b>	<b>0</b>	<b>893</b>	<b>0</b>	<b>-215</b>	<b>19,612</b>	<b>678</b>
<b>Percent of 2018 Net Requirement Budget</b>			<b>0.0%</b>	<b>4.7%</b>	<b>0.0%</b>	<b>-1.1%</b>	<b>3.6%</b>	
<b>Full Time Equivalentents (FTE's)</b>		317.96	0.00	0.00	0.00	0.00	<b>317.96</b>	<b>0.00</b>
<b>Percent of 2018 FTE's</b>			<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	

City of Ottawa

Recreation, Cultural and Facility Services

City Wide Programs, Aquatics and Specialized Services - Operating Resource Requirement Explanatory Notes

In Thousands (\$000)

2018 Forecast vs. Budget Variance Explanation	Surplus / (Deficit)		
	Expense	Revenue	Net
No significant variances to report.	-150	-89	-239
<b>Total Surplus / (Deficit)</b>	<b>-150</b>	<b>-89</b>	<b>-239</b>

2019 Pressure Category / Explanation	Increase / (Decrease)			
	Expense	Revenue	Net 2019 Changes	FTE Impact
<b>Maintain Services</b>				
All programs include an adjustment for potential 2019 cost of living, increments and benefit adjustments.	485	0	485	0.00
Increase in Fleet costs, related to inflation on compensation contracts, parts, fuel, contribution to capital reserve and maintenance.	5	0	5	0.00
Increase in Facility costs related to inflation on compensation contracts, hydro increases, security and maintenance contracts.	403	0	403	0.00
<b>Total Maintain Services</b>	<b>893</b>	<b>0</b>	<b>893</b>	<b>0.00</b>
<b>User Fees &amp; Revenues</b>				
See following user fee schedule for details on the specific rates.	0	-215	-215	0.00
<b>Total User Fees &amp; Revenues</b>	<b>0</b>	<b>-215</b>	<b>-215</b>	<b>0.00</b>
<b>Total Budget Changes</b>	<b>893</b>	<b>-215</b>	<b>678</b>	<b>0.00</b>

City of Ottawa  
Recreation, Cultural and Facility Services  
Parks & Facilities Planning - Operating Resource Requirement Analysis  
In Thousands (\$000)

	2018 Baseline			2019 Adjustments			2019	\$ Change over 2018 Budget
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Growth	User Fees & Revenues	Estimate	
<b>Expenditures by Program</b>								
Parks & Facilities Planning	1,900	2,070	0	35	0	0	2,105	35
<b>Gross Expenditure</b>	<b>1,900</b>	<b>2,070</b>	<b>0</b>	<b>35</b>	<b>0</b>	<b>0</b>	<b>2,105</b>	<b>35</b>
Recoveries & Allocations	-87	-85	0	0	0	0	-85	0
Revenue	-204	-400	0	0	0	0	-400	0
<b>Net Requirement</b>	<b>1,609</b>	<b>1,585</b>	<b>0</b>	<b>35</b>	<b>0</b>	<b>0</b>	<b>1,620</b>	<b>35</b>
<b>Expenditures by Type</b>								
Salaries, Wages & Benefits	1,847	1,838	0	35	0	0	1,873	35
Overtime	1	2	0	0	0	0	2	0
Material & Services	87	230	0	0	0	0	230	0
Transfers/Grants/Financial Charges	0	0	0	0	0	0	0	0
Fleet Costs	0	0	0	0	0	0	0	0
Program Facility Costs	0	0	0	0	0	0	0	0
Other Internal Costs	-35	0	0	0	0	0	0	0
<b>Gross Expenditures</b>	<b>1,900</b>	<b>2,070</b>	<b>0</b>	<b>35</b>	<b>0</b>	<b>0</b>	<b>2,105</b>	<b>35</b>
Recoveries & Allocations	-87	-85	0	0	0	0	-85	0
<b>Net Expenditure</b>	<b>1,813</b>	<b>1,985</b>	<b>0</b>	<b>35</b>	<b>0</b>	<b>0</b>	<b>2,020</b>	<b>35</b>
<b>Percent of 2018 Net Expenditure Budget</b>			<b>0.0%</b>	<b>1.8%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>1.8%</b>	
<b>Revenues By Type</b>								
Federal	0	0	0	0	0	0	0	0
Provincial	0	0	0	0	0	0	0	0
Municipal	0	0	0	0	0	0	0	0
Own Funds	0	0	0	0	0	0	0	0
Fees and Services	-204	-400	0	0	0	0	-400	0
Fines	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0
<b>Total Revenue</b>	<b>-204</b>	<b>-400</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-400</b>	<b>0</b>
<b>Percent of 2018 Revenue Budget</b>			<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	
<b>Net Requirement</b>	<b>1,609</b>	<b>1,585</b>	<b>0</b>	<b>35</b>	<b>0</b>	<b>0</b>	<b>1,620</b>	<b>35</b>
<b>Percent of 2018 Net Requirement Budget</b>			<b>0.0%</b>	<b>2.2%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>2.2%</b>	
<b>Full Time Equivalents (FTE's)</b>		15.00	0.00	0.00	0.00	0.00	15.00	0.00
<b>Percent of 2018 FTE's</b>			<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	

City of Ottawa  
 Recreation, Cultural and Facility Services  
 Parks & Facilities Planning - Operating Resource Requirement Explanatory Notes  
 In Thousands (\$000)

2018 Forecast vs. Budget Variance Explanation	Surplus / (Deficit)		
	Expense	Revenue	Net
Park Review & Inspection Fees under budget, offset by savings on Professional Services.	172	-196	-24
<b>Total Surplus / (Deficit)</b>	<b>172</b>	<b>-196</b>	<b>-24</b>

2019 Pressure Category / Explanation	Increase / (Decrease)			
	Expense	Revenue	Net 2019 Changes	FTE Impact
<b>Maintain Services</b> All programs include an adjustment for potential 2019 cost of living, increments and benefit adjustments.	35	0	35	0.00
<b>Total Maintain Services</b>	<b>35</b>	<b>0</b>	<b>35</b>	<b>0.00</b>
<b>User Fees &amp; Revenues</b> See following user fee schedule for details on the specific rates.	0	0	0	0.00
<b>Total User Fees &amp; Revenues</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.00</b>
<b>Total Budget Changes</b>	<b>35</b>	<b>0</b>	<b>35</b>	<b>0.00</b>

City of Ottawa  
Recreation, Cultural and Facility Services  
Facility Operations Services - Operating Resource Requirement Analysis  
In Thousands (\$000)

	2018 Baseline			2019 Adjustments			2019	\$ Change over 2018 Budget
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Growth	User Fees & Revenues	Estimate	
<b>Expenditures by Program</b>								
Facility Operations Services	133,863	133,575	0	2,109	0	0	135,684	2,109
<b>Gross Expenditure</b>	<b>133,863</b>	<b>133,575</b>	<b>0</b>	<b>2,109</b>	<b>0</b>	<b>0</b>	<b>135,684</b>	<b>2,109</b>
Recoveries & Allocations	-101,883	-101,525	0	-1,446	0	0	-102,971	-1,446
Revenue	-2,231	-2,622	0	0	0	0	-2,622	0
<b>Net Requirement</b>	<b>29,749</b>	<b>29,428</b>	<b>0</b>	<b>663</b>	<b>0</b>	<b>0</b>	<b>30,091</b>	<b>663</b>
<b>Expenditures by Type</b>								
Salaries, Wages & Benefits	53,214	52,845	430	1,245	0	0	54,520	1,675
Overtime	985	982	0		0	0	982	0
Material & Services	75,036	76,327	-430	868	0	0	76,765	438
Transfers/Grants/Financial Charges	994	973	0	6	0	0	979	6
Fleet Costs	1,900	1,541	0	-10	0	0	1,531	-10
Program Facility Costs	0	0	0	0	0	0	0	0
Other Internal Costs	1,734	907	0	0	0	0	907	0
<b>Gross Expenditures</b>	<b>133,863</b>	<b>133,575</b>	<b>0</b>	<b>2,109</b>	<b>0</b>	<b>0</b>	<b>135,684</b>	<b>2,109</b>
Recoveries & Allocations	-101,883	-101,525	0	-1,446	0	0	-102,971	-1,446
<b>Net Expenditure</b>	<b>31,980</b>	<b>32,050</b>	<b>0</b>	<b>663</b>	<b>0</b>	<b>0</b>	<b>32,713</b>	<b>663</b>
<b>Percent of 2018 Net Expenditure Budget</b>			<b>0.0%</b>	<b>2.1%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>2.1%</b>	
<b>Revenues By Type</b>								
Federal	0	0	0	0	0	0	0	0
Provincial	0	0	0	0	0	0	0	0
Municipal	0	0	0	0	0	0	0	0
Own Funds	0	0	0	0	0	0	0	0
Fees and Services	-2,231	-2,622	0	0	0	0	-2,622	0
Fines	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0
<b>Total Revenue</b>	<b>-2,231</b>	<b>-2,622</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-2,622</b>	<b>0</b>
<b>Percent of 2018 Revenue Budget</b>			<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	
<b>Net Requirement</b>	<b>29,749</b>	<b>29,428</b>	<b>0</b>	<b>663</b>	<b>0</b>	<b>0</b>	<b>30,091</b>	<b>663</b>
<b>Percent of 2018 Net Requirement Budget</b>			<b>0.0%</b>	<b>2.3%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>2.3%</b>	
<b>Full Time Equivalents (FTE's)</b>		612.93	0.00	0.00	0.00	0.00	<b>612.93</b>	<b>0.00</b>
<b>Percent of 2018 FTE's</b>			<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	

City of Ottawa  
 Recreation, Cultural and Facility Services  
 Facility Operations Services - Operating Resource Requirement Explanatory Notes  
 In Thousands (\$000)

2018 Forecast vs. Budget Variance Explanation	Surplus / (Deficit)			
	Expense	Revenue	Net	
No significant variances to report.	70	-391	-321	
<b>Total Surplus / (Deficit)</b>	<b>70</b>	<b>-391</b>	<b>-321</b>	
2018 Baseline Adjustment / Explanation	Increase / (Decrease)			
	Expense	Revenue	Net 2018 Changes	FTE Impact
2018 Arts Court transfer to compensation from purchased services - correction to 2018 budget for Facility staffing incorrectly categorized as purchased services.	430	0	430	0.00
2018 Arts Court transfer to compensation from purchased services - correction to 2018 budget for Facility staffing incorrectly categorized as purchased services.	-430	0	-430	0.00
<b>Total Adjustments to Base Budget</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.00</b>
2019 Pressure Category / Explanation	Increase / (Decrease)			
	Expense	Revenue	Net 2019 Changes	FTE Impact
<b>Maintain Services</b>				
All programs include an adjustment for potential 2019 cost of living, increments and benefit adjustments.	1,245	0	1,245	0.00
Inflationary impacts on water rates and acquisition leases.	671	0	671	0.00
Inflationary increases on contracted services, maintenance agreements and materials and supplies.	140	0	140	0.00
Facility Allocation to clients.	-1,393	0	-1,393	0.00
<b>Total Maintain Services</b>	<b>663</b>	<b>0</b>	<b>663</b>	<b>0.00</b>
<b>User Fees &amp; Revenues</b>				
See following user fee schedule for details on the specific rates.	0	0	0	0.00
<b>Total User Fees &amp; Revenues</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.00</b>
<b>Total Budget Changes</b>	<b>663</b>	<b>0</b>	<b>663</b>	<b>0.00</b>

City of Ottawa  
Public Works and Environmental Services Department  
Parks - Operating Resource Requirement Analysis  
In Thousands (\$000)

	2018 Baseline			2019 Adjustments			2019	\$ Change over 2018 Budget
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Growth	User Fees & Revenues	Estimate	
<b>Expenditures by Program</b>								
Parks	38,980	37,726	0	724	200	0	38,650	924
<b>Gross Expenditure</b>	<b>38,980</b>	<b>37,726</b>	<b>0</b>	<b>724</b>	<b>200</b>	<b>0</b>	<b>38,650</b>	<b>924</b>
Recoveries & Allocations	-858	-711	0	0	0	0	-711	0
Revenue	-501	-435	0	0	0	0	-435	0
<b>Net Requirement</b>	<b>37,621</b>	<b>36,580</b>	<b>0</b>	<b>724</b>	<b>200</b>	<b>0</b>	<b>37,504</b>	<b>924</b>
<b>Expenditures by Type</b>								
Salaries, Wages & Benefits	19,956	21,123	0	504	200	0	21,827	704
Overtime	693	560	0	11	0	0	571	11
Material & Services	10,761	8,405	0	100	0	0	8,505	100
Transfers/Grants/Financial Charges	1	0	0	0	0	0	0	0
Fleet Costs	7,231	6,831	0	109	0	0	6,940	109
Program Facility Costs	0	0	0	0	0	0	0	0
Other Internal Costs	338	807	0	0	0	0	807	0
<b>Gross Expenditures</b>	<b>38,980</b>	<b>37,726</b>	<b>0</b>	<b>724</b>	<b>200</b>	<b>0</b>	<b>38,650</b>	<b>924</b>
Recoveries & Allocations	-858	-711	0	0	0	0	-711	0
<b>Net Expenditure</b>	<b>38,122</b>	<b>37,015</b>	<b>0</b>	<b>724</b>	<b>200</b>	<b>0</b>	<b>37,939</b>	<b>924</b>
<b>Percent of 2018 Net Expenditure Budget</b>			<b>0.0%</b>	<b>2.0%</b>	<b>0.5%</b>	<b>0.0%</b>	<b>2.5%</b>	
<b>Revenues By Type</b>								
Federal	0	0	0	0	0	0	0	0
Provincial	-44	0	0	0	0	0	0	0
Municipal	0	0	0	0	0	0	0	0
Own Funds	0	0	0	0	0	0	0	0
Fees and Services	-457	-435	0	0	0	0	-435	0
Fines	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0
<b>Total Revenue</b>	<b>-501</b>	<b>-435</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-435</b>	<b>0</b>
<b>Percent of 2018 Revenue Budget</b>			<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	
<b>Net Requirement</b>	<b>37,621</b>	<b>36,580</b>	<b>0</b>	<b>724</b>	<b>200</b>	<b>0</b>	<b>37,504</b>	<b>924</b>
<b>Percent of 2018 Net Requirement Budget</b>			<b>0.0%</b>	<b>2.0%</b>	<b>0.5%</b>	<b>0.0%</b>	<b>2.5%</b>	
<b>Full Time Equivalents (FTE's)</b>		283.54	0.00	0.00	1.37	0.00	<b>284.91</b>	<b>1.37</b>
<b>Percent of 2018 FTE's</b>			<b>0.0%</b>	<b>0.0%</b>	<b>0.5%</b>	<b>0.0%</b>	<b>0.5%</b>	



City of Ottawa  
 Public Works and Environmental Services Department  
 Parks - Operating Resource Requirement Explanatory Notes  
 In Thousands (\$000)

2018 Forecast vs. Budget Variance Explanation	Surplus / (Deficit)		
	Expense	Revenue	Net
Deficit mainly due to increased maintenance requirements in various parks.	-1,107	66	-1,041
<b>Total Surplus / (Deficit)</b>	<b>-1,107</b>	<b>66</b>	<b>-1,041</b>

2019 Pressure Category / Explanation	Increase / (Decrease)			
	Expense	Revenue	Net 2019 Changes	FTE Impact
<b>Maintain Services</b> All programs include an adjustment for potential 2019 cost of living, increments and benefit adjustments.	515	0	515	0.00
Inflationary increases on contracted services, maintenance agreements and materials and supplies.	100	0	100	0.00
Increase in Fleet costs related to inflation on compensation contracts, parts, fuel, contribution to capital reserve and maintenance.	109	0	109	0.00
<b>Total Maintain Services</b>	<b>724</b>	<b>0</b>	<b>724</b>	<b>0.00</b>
<b>Growth</b> Requirements due to annual growth in number of parks.	200	0	200	1.37
<b>Total Growth</b>	<b>200</b>	<b>0</b>	<b>200</b>	<b>1.37</b>
<b>Total Budget Changes</b>	<b>924</b>	<b>0</b>	<b>924</b>	<b>1.37</b>

# Capital Budget

City of Ottawa  
 2019 Draft Capital Budget  
 Community & Protective Services Committee  
 In Thousands (\$000)

Service Area: By-law & Regulatory Services											
Category	2019 Capital Budget	Revenues	Tax Supported/ Dedicated Reserves	Rate Supported Reserves	Develop. Charges	Gas Tax	Debt				
							Tax/ Dedicated	Rate	Develop. Charges	Gas Tax	Total Debt
Renewal of City Assets	225	0	225	0	0	0	0	0	0	0	0
Growth	0	0	0	0	0	0	0	0	0	0	0
Regulatory	0	0	0	0	0	0	0	0	0	0	0
Service Enhancement	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>225</b>	<b>0</b>	<b>225</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**City of Ottawa**  
**2019 Draft Capital Budget**  
**Service Area: By-law & Regulatory Services**  
 In Thousands (\$000)

Program Information			Financial Details							
<b>Buildings-By-Law Services</b>			<b>Class of Estimate: C) Planning</b>							
Dept: Planning, Infrastructure & Economic Development Department	Category: Renewal of City Assets		Ward: Multiple		Year of Completion: Various					
<p>The Building and Park programs provide for life cycle renewal and replacement works to existing building and park assets. Detailed scope of work for specific projects extends to a wide assortment of work: roof replacement, building preservation, building mechanical and electrical systems, parks playgrounds and property elements, hard landscaping, arena and pool equipment and unplanned emergency work.</p> <p>Forecasts are based on bulk allocations that will be detailed in future budget submissions. Project cost group summaries are provided following this program summary.</p> <p>Annual programming provides allocations as required for each of the service areas as follows:</p>			<b>2019 Request</b>		155		Projected Yearend Unspent Bal.	0		
			Revenues		0		Debt			
			Tax Supported/Dedicated		155		Tax Supported/Dedicated Debt		0	
			Rate Supported		0		Rate Supported Debt		0	
			Develop. Charges		0		Develop. Charges Debt		0	
			Gas Tax		0		Gas Tax Debt		0	
			<b>Forecast</b>		<b>2019</b>		<b>2020</b>		<b>2021</b>	<b>2022</b>
			Authority		155		500		500	500
			Spending Plan		155		250		400	600
			FTE's		0		0		0	0
Operating Impact		0		0		0	0			
<b>Service Area</b>	<b>Buildings</b>	<b>Parks</b>								
By-Law Services	155									
Child Care Services	370									
Cultural Services	905									
Fire Services	2,000									
General Government	6,125									
Public Library	810									
Long Term Care	645									
Parks & Recreation Facilities	14,659	5,000								
Roads Services	3,645									
Social Services	1,230									
Water Services	575									
Transit Services	3,600									
<b>TOTAL Authority Request</b>	<b>34,719</b>	<b>5,000</b>								

**City of Ottawa**  
**2019 Draft Capital Budget**  
**Service Area: By-law & Regulatory Services**  
 In Thousands (\$000)

Project Information		Location/Description	\$000's
<b>909360 2019 Buildings-By-Law Services</b>		<b>Class of Estimate: C) Planning</b>	<b>155</b>
Category: Renewal of City Assets	Ward: CW	Year of Completion: 2021	
<p>This program provides for life cycle renewal and replacement works to existing building assets and is a component of the corporate Buildings and Parks Program.</p>			
18	By-Law Services Administration Facility	Replace Rooftop MUA #4 - West End Of High Roof	
18	By-Law Services Administration Facility	Type II Building Condition Audit	
CW	City Wide: By-Law Services	Unscheduled Works: By-Law Services	
			0

**City of Ottawa**  
**2019 Draft Capital Budget**  
**Service Area: By-law & Regulatory Services**  
 In Thousands (\$000)

Program Information		Financial Details					
<b>Life Cycle Renewal - By-law</b>		<b>Class of Estimate: Not Applicable</b>					
Dept: Emergency & Protective Services Department	Category: Renewal of City Assets	Ward: Multiple	Year of Completion: Various				
<p>The program includes the annual lifecycle replacement of communication, technology and other equipment and any unexpected loss due to operational incidents, which ensures that equipment is current, safe and reliable for effective day-to-day operations.</p>		<b>2019 Request</b>	<b>70</b>	Projected Yearend Unspent Bal.		0	
		Revenues	0	Debt			
		Tax Supported/ Dedicated	70	Tax Supported/ Dedicated Debt			0
		Rate Supported	0	Rate Supported Debt			0
		Develop. Charges	0	Develop. Charges Debt			0
		Gas Tax	0	Gas Tax Debt			0
		<b>Forecast</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	
		Authority	70	60	61	62	
		Spending Plan	70	60	61	62	
		FTE's	0	0	0	0	
Operating Impact	0	0	0	0			

**City of Ottawa**  
**2019 Draft Capital Budget**  
**Service Area: By-law & Regulatory Services**  
 In Thousands (\$000)

Project(s) within a Program Information			\$000's
<b>909436</b>	<b>2019 Bylaw Equipment Replacement</b>	<b>Class of Estimate: Not Applicable</b>	<b>70</b>
Category: Renewal of City Assets	Ward: CW	Year of Completion: 2022	
<p>The project includes communication and technology equipment such as computer-aided dispatch devices and operational equipment such as noise meters, safety vests, cages, bite sticks and other miscellaneous items.</p>			

**City of Ottawa**  
**2019 Draft Capital Budget**  
**Community & Protective Services Committee**  
**In Thousands (\$000)**

Service Area: Child Care											
Category	2019 Capital Budget	Revenues	Tax Supported/ Dedicated Reserves	Rate Supported Reserves	Develop. Charges	Gas Tax	Debt				
							Tax/ Dedicated	Rate	Develop. Charges	Gas Tax	Total Debt
Renewal of City Assets	370	0	370	0	0	0	0	0	0	0	0
Growth	0	0	0	0	0	0	0	0	0	0	0
Regulatory	0	0	0	0	0	0	0	0	0	0	0
Service Enhancement	60	0	60	0	0	0	0	0	0	0	0
<b>Total</b>	<b>430</b>	<b>0</b>	<b>430</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>



**City of Ottawa**  
**2019 Draft Capital Budget**  
**Service Area: Child Care**  
 In Thousands (\$000)

Program Information			Financial Details						
<b>Buildings-Child Care Services</b>			<b>Class of Estimate: C) Planning</b>						
Dept: Planning, Infrastructure & Economic Development Department	Category: Renewal of City Assets		Ward: Multiple		Year of Completion: Various				
<p>The Building and Park programs provide for life cycle renewal and replacement works to existing building and park assets. Detailed scope of work for specific projects extends to a wide assortment of work: roof replacement, building preservation, building mechanical and electrical systems, parks playgrounds and property elements, hard landscaping, arena and pool equipment and unplanned emergency work.</p> <p>Forecasts are based on bulk allocations that will be detailed in future budget submissions. Project cost group summaries are provided following this program summary.</p> <p>Annual programming provides allocations as required for each of the service areas as follows:</p>			<b>2019 Request</b>		370		Projected Yearend Unspent Bal.	0	
			Revenues		0		Debt		
			Tax Supported/Dedicated		370		Tax Supported/Dedicated Debt		0
			Rate Supported		0		Rate Supported Debt		0
			Develop. Charges		0		Develop. Charges Debt		0
			Gas Tax		0		Gas Tax Debt		0
			<b>Forecast</b>		<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	
			Authority		370	150	150	150	
			Spending Plan		370	80	130	180	
			FTE's		0	0	0	0	
Operating Impact		0	0	0	0				
<b>Service Area</b>	<b>Buildings</b>	<b>Parks</b>							
By-Law Services	155								
Child Care Services	370								
Cultural Services	905								
Fire Services	2,000								
General Government	6,125								
Public Library	810								
Long Term Care	645								
Parks & Recreation Facilities	14,659	5,000							
Roads Services	3,645								
Social Services	1,230								
Water Services	575								
Transit Services	3,600								
<b>TOTAL Authority Request</b>	<b>34,719</b>	<b>5,000</b>							



**City of Ottawa**  
**2019 Draft Capital Budget**  
**Service Area: Child Care**  
 In Thousands (\$000)

Program Information		Financial Details																						
<b>Accessibility - Child Care Services</b>		<b>Class of Estimate: C) Planning</b>																						
Dept: Planning, Infrastructure & Economic Development Department	Category: Service Enhancement	Ward: Multiple	Year of Completion: Various																					
<p>The Accessibility program provides for barrier removals to existing building and park assets based on ongoing condition assessments. Detailed scope of work for specific projects extends to a wide assortment of planned and/or emergency works: installation of ramps, elevators, power door operators, signage, handrails in arena stands, removal of barriers in exterior and interior paths of travels, washroom / changeroom / kitchen remedial work, and parks playgrounds.</p> <p>Annual programming provides allocations as required for each of the service areas as follows:</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: left;">Service Area</th> <th style="text-align: right;">Amount</th> </tr> </thead> <tbody> <tr> <td>Child Care</td> <td style="text-align: right;">60</td> </tr> <tr> <td>Cultural Services</td> <td style="text-align: right;">60</td> </tr> <tr> <td>General Government</td> <td style="text-align: right;">725</td> </tr> <tr> <td>Library</td> <td style="text-align: right;">140</td> </tr> <tr> <td>Long Term Care</td> <td style="text-align: right;">60</td> </tr> <tr> <td>Parks &amp; Recreation</td> <td style="text-align: right;">1,395</td> </tr> <tr> <td>Social Services</td> <td style="text-align: right;">60</td> </tr> <tr> <td><b>Total Authority Request</b></td> <td style="text-align: right;"><b>2,500</b></td> </tr> </tbody> </table>		Service Area	Amount	Child Care	60	Cultural Services	60	General Government	725	Library	140	Long Term Care	60	Parks & Recreation	1,395	Social Services	60	<b>Total Authority Request</b>	<b>2,500</b>	<b>2019 Request</b>	<b>60</b>	Projected Yearend Unspent Bal.		0
		Service Area	Amount																					
		Child Care	60																					
		Cultural Services	60																					
		General Government	725																					
		Library	140																					
		Long Term Care	60																					
Parks & Recreation	1,395																							
Social Services	60																							
<b>Total Authority Request</b>	<b>2,500</b>																							
Revenues	0	Debt																						
Tax Supported/ Dedicated	60	Tax Supported/ Dedicated Debt			0																			
Rate Supported	0	Rate Supported Debt			0																			
Develop. Charges	0	Develop. Charges Debt			0																			
Gas Tax	0	Gas Tax Debt			0																			
<b>Forecast</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>																				
Authority	60	60	60	60																				
Spending Plan	60	30	50	70																				
FTE's	0	0	0	0																				
Operating Impact	0	0	0	0																				



**City of Ottawa**  
**2019 Draft Capital Budget**  
**Community & Protective Services Committee**  
**In Thousands (\$000)**

Service Area: Fire Services											
Category	2019 Capital Budget	Revenues	Tax Supported/ Dedicated Reserves	Rate Supported Reserves	Develop. Charges	Gas Tax	Debt				
							Tax/ Dedicated	Rate	Develop. Charges	Gas Tax	Total Debt
Renewal of City Assets	4,282	0	4,282	0	0	0	0	0	0	0	0
Growth	0	0	0	0	0	0	0	0	0	0	0
Regulatory	0	0	0	0	0	0	0	0	0	0	0
Service Enhancement	150	150	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>4,432</b>	<b>150</b>	<b>4,282</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**City of Ottawa**  
**2019 Draft Capital Budget**  
**Service Area: Fire Services**  
 In Thousands (\$000)

Program Information		Financial Details				
<b>Lifecycle Renewal - Fire</b>		<b>Class of Estimate: Not Applicable</b>				
Dept: Emergency & Protective Services Department	Category: Renewal of City Assets	Ward: Multiple	Year of Completion: Various			
<p>Fire Services Life Cycle Renewal Program provides Fire Services with equipment that is both current and reliable which reduces the possibility of failure during operations. This allows for the continued quality and reliable services in the area of emergency response while providing due consideration to the safety of fire personnel (in satisfying the provisions of the Occupational Health and Safety Act), the general public and the protection of property.</p> <p>The program requires ongoing capital funding for the annual lifecycle replacement of equipment, maintenance and development of systems and unexpected loss due to operational incidents to ensure effective day-to-day operations for Fire Services.</p>		<b>2019 Request</b>	<b>2,282</b>	Projected Yearend Unspent Bal.	0	
		Revenues	0	Debt		
		Tax Supported/ Dedicated	2,282	Tax Supported/ Dedicated Debt	0	
		Rate Supported	0	Rate Supported Debt	0	
		Develop. Charges	0	Develop. Charges Debt	0	
		Gas Tax	0	Gas Tax Debt	0	
		<b>Forecast</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
		Authority	2,282	3,451	2,353	2,169
		Spending Plan	2,282	3,451	2,353	2,169
		FTE's	0	0	0	0
Operating Impact	0	0	0	0		

**City of Ottawa**  
**2019 Draft Capital Budget**  
**Service Area: Fire Services**  
**In Thousands (\$000)**

Project(s) within a Program Information			\$000's
<b>908895 Fire Station Alerting &amp; Paging System Upgrade</b>			<b>Class of Estimate: Not Applicable</b>
Category: Renewal of City Assets	Ward: CW	Year of Completion: 2022	<b>632</b>
<p>This project is to replace the current system that is end of life and at risk of failing. The fire alerting system is the notification system in all stations that notifies personnel that there is a call requiring a response. This system is integral to the effective and timely response of personnel to emergency calls. The Paging system is used predominately in the rural areas to notify volunteer firefighters of calls. Fire Management also uses the pager system as one of the sources of information for emergency incidents. The paging system is a reliable infrastructure that is not prone to failure during large/medium scale emergencies/disasters and is required to ensure operational continuity during these types of events.</p>			
<b>909324 Fire Tech. Development &amp; Equipment-2019</b>			<b>Class of Estimate: Not Applicable</b>
Category: Renewal of City Assets	Ward: CW	Year of Completion: 2021	<b>300</b>
<p>This project is used to support the Ottawa Fire Services' technological requirements. Ottawa Fire Services has 8 large technological systems: Computer Aided Dispatch, Radio, Paging, Station Alerting, Records management for incident data collection, in-station training systems and Mobile Data Terminals (which include GPS-Global Positioning Systems and AVL-Automatic Vehicle Location).</p>			
<b>909325 Specialty Fire Equip. Replacement-2019</b>			<b>Class of Estimate: Not Applicable</b>
Category: Renewal of City Assets	Ward: CW	Year of Completion: 2021	<b>300</b>
<p>The scope of this project covers an annual replacement program relating to specialty fire equipment such as ice rescue, water rescue, technical rescue, thermal imaging cameras, auto extrication, hazardous materials response equipment, other specialty equipment, etc.</p>			

**City of Ottawa**  
**2019 Draft Capital Budget**  
**Service Area: Fire Services**  
**In Thousands (\$000)**

Project(s) within a Program Information			\$000's
<b>909326</b>	<b>Fire Equipment Replacement Prog.-2019</b>	<b>Class of Estimate: Not Applicable</b>	<b>400</b>
Category: Renewal of City Assets	Ward: CW	Year of Completion: 2021	
<p>The scope of this project covers an annual replacement program relating to fire equipment such as hand tools, ladders, chain saws, pumps, accessory equipment, generators, hose equipment, hoses and nozzles.</p>			
<b>909327</b>	<b>Fire Safety Equipment Replacement-2019</b>	<b>Class of Estimate: Not Applicable</b>	<b>400</b>
Category: Renewal of City Assets	Ward: CW	Year of Completion: 2021	
<p>This project is intended to enhance employee and public safety. The scope of this project covers a replacement program relating to fire safety equipment. This program includes funds that will be utilized for Rapid Intervention Team (RIT) training and Occupational Health and Safety issues.</p>			
<b>909328</b>	<b>Fire Facility Equipment Replacement-2019</b>	<b>Class of Estimate: Not Applicable</b>	<b>250</b>
Category: Renewal of City Assets	Ward: CW	Year of Completion: 2021	
<p>This replacement project supports the on-going replacement of fire facility items such as; tables and chairs for training purposes, appliances, blinds, health and wellness initiative etc. Continued capital funding is allocated to support required replacement of station facility equipment in 45 fire stations and the 9 support facilities (Training centre, Communications centre, 2 Prevention offices, 4 rural administrative offices and Headquarters)</p>			



**City of Ottawa**  
**2019 Draft Capital Budget**  
**Service Area: Fire Services**  
In Thousands (\$000)

Program Information			Financial Details																																														
<b>Buildings-Fire Services</b>			<b>Class of Estimate: C) Planning</b>																																														
Dept: Planning, Infrastructure & Economic Development Department	Category: Renewal of City Assets		Ward: Multiple		Year of Completion: Various																																												
<p>The Building and Park programs provide for life cycle renewal and replacement works to existing building and park assets. Detailed scope of work for specific projects extends to a wide assortment of work: roof replacement, building preservation, building mechanical and electrical systems, parks playgrounds and property elements, hard landscaping, arena and pool equipment and unplanned emergency work.</p> <p>Forecasts are based on bulk allocations that will be detailed in future budget submissions. Project cost group summaries are provided following this program summary.</p> <p>Annual programming provides allocations as required for each of the service areas as follows:</p> <table border="1" data-bbox="73 974 829 1510"> <thead> <tr> <th>Service Area</th> <th>Buildings</th> <th>Parks</th> </tr> </thead> <tbody> <tr><td>By-Law Services</td><td>155</td><td></td></tr> <tr><td>Child Care Services</td><td>370</td><td></td></tr> <tr><td>Cultural Services</td><td>905</td><td></td></tr> <tr><td>Fire Services</td><td>2,000</td><td></td></tr> <tr><td>General Government</td><td>6,125</td><td></td></tr> <tr><td>Public Library</td><td>810</td><td></td></tr> <tr><td>Long Term Care</td><td>645</td><td></td></tr> <tr><td>Parks &amp; Recreation Facilities</td><td>14,659</td><td>5,000</td></tr> <tr><td>Roads Services</td><td>3,645</td><td></td></tr> <tr><td>Social Services</td><td>1,230</td><td></td></tr> <tr><td>Water Services</td><td>575</td><td></td></tr> <tr><td>Transit Services</td><td>3,600</td><td></td></tr> <tr><td><b>TOTAL Authority Request</b></td><td><b>34,719</b></td><td><b>5,000</b></td></tr> </tbody> </table>			Service Area	Buildings	Parks	By-Law Services	155		Child Care Services	370		Cultural Services	905		Fire Services	2,000		General Government	6,125		Public Library	810		Long Term Care	645		Parks & Recreation Facilities	14,659	5,000	Roads Services	3,645		Social Services	1,230		Water Services	575		Transit Services	3,600		<b>TOTAL Authority Request</b>	<b>34,719</b>	<b>5,000</b>	<b>2019 Request</b>	<b>2,000</b>	Projected Yearend Unspent Bal.		0
			Service Area	Buildings	Parks																																												
			By-Law Services	155																																													
			Child Care Services	370																																													
			Cultural Services	905																																													
			Fire Services	2,000																																													
			General Government	6,125																																													
			Public Library	810																																													
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Roads Services	3,645																																																
Social Services	1,230																																																
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Transit Services	3,600																																																
<b>TOTAL Authority Request</b>	<b>34,719</b>	<b>5,000</b>																																															
Revenues	0	Debt																																															
Tax Supported/ Dedicated	2,000	Tax Supported/ Dedicated Debt			0																																												
Rate Supported	0	Rate Supported Debt			0																																												
Develop. Charges	0	Develop. Charges Debt			0																																												
Gas Tax	0	Gas Tax Debt			0																																												
<b>Forecast</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>																																													
Authority	2,000	500	500	500																																													
Spending Plan	2,000	250	400	600																																													
FTE's	0	0	0	0																																													
Operating Impact	0	0	0	0																																													

**City of Ottawa**  
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**Service Area: Fire Services**  
In Thousands (\$000)

Project Information		Location/Description	\$000's
<b>909363 2019 Buildings-Fire Services</b>		<b>Class of Estimate: C) Planning</b>	<b>2,000</b>
Category: Renewal of City Assets   Ward: CW		Year of Completion: 2021	
<p>This program provides for life cycle renewal and replacement works to existing building assets and is a component of the corporate Buildings and Parks Program.</p>			
02	Fire Station 54 - Blackburn Hamlet: Training	Replace Modified Bitumen Roof (11,500 Sq.Ft.)	
03	Fire Station 44/Paramedic Post - Barrhaven	Replace Corroded Steel Deck/Basement Ceiling	
04	Kanata Paramedic Post	Type II Building Condition Audit	
05	Fire Station 45/Paramedic Post - March	Replace Septic System	
05	Fire Station 61/Paramedic Post - Kinburn	Replace Exterior Windows	
05	Fire Station 64 - Carp	Advance Design - Replace Roofs And Soffits	
05	Fire Station 66 - Dunrobin	Replace Windows	
05	West Carleton Fire Training Building	Replace Ridge Cap	
07	Fire Station 22 - Lincoln Heights	Replace Deteriorated Concrete Blocks And Mortar Joints	
10	Hunt Club Paramedic Post	Type II Building Condition Audit	
10	Ottawa Paramedic Services Headquarters	Type II Building Condition Audit	
12	St. Patrick Paramedic Post	Type II Building Condition Audit	
13	Fire Station 56 - Overbrook	Replace Aluminum Windows And Skylight	
15	Fire Station 23 - Hampton Park	Remediate Exterior Brick Cladding	
17	Fire Station 12 - Glebe	Replace Modified Bituminous Roof	
19	Fire Station 71/Paramedic Post - Navan	Advance Design - Exterior Cladding Remediation	
20	Fire Station 91/Paramedic Post - Metcalfe	Type II Building Condition Audit	
21	Fire Station 83 - North Gower	Replace Flooring System - 5 Bays	
CW	City Wide: Fire Services Facilities	Fixed Ladder Remediation Program - Priority 2	
CW	City Wide: Fire Services Facilities	Unscheduled Work: Fire Services Facilities	
			0

**City of Ottawa**  
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**Service Area: Fire Services**  
In Thousands (\$000)

Project Information			Financial Details					
<b>909329 CBRN Grant-2019</b>			<b>Class of Estimate: Not Applicable</b>					
Dept:	Emergency & Protective Services Department	Category: Service Enhancement	Ward: CW	Year of Completion: 2020				
This project is 100% Provincially funded for specialized equipment and training required for incidents involving Chemical, Biological, Radiological and Nuclear (CBRN) hazardous materials.			<b>2019 Request</b>	<b>150</b>	Projected Yearend Unspent Bal.		0	
			Revenues	150	Debt			
			Tax Supported/ Dedicated	0	Tax Supported/ Dedicated Debt			0
			Rate Supported	0	Rate Supported Debt			0
			Develop. Charges	0	Develop. Charges Debt			0
			Gas Tax	0	Gas Tax Debt			0
			<b>Forecast</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	
			Authority	150	150	150	150	
			Spending Plan	150	150	150	150	
			FTE's	0	0	0	0	
Operating Impact	0	0	0	0				

City of Ottawa  
 2019 Draft Capital Budget  
 Community & Protective Services Committee  
 In Thousands (\$000)

Service Area: Long Term Care											
Category	2019 Capital Budget	Revenues	Tax Supported/ Dedicated Reserves	Rate Supported Reserves	Develop. Charges	Gas Tax	Debt				
							Tax/ Dedicated	Rate	Develop. Charges	Gas Tax	Total Debt
Renewal of City Assets	1,295	350	945	0	0	0	0	0	0	0	0
Growth	0	0	0	0	0	0	0	0	0	0	0
Regulatory	0	0	0	0	0	0	0	0	0	0	0
Service Enhancement	60	0	60	0	0	0	0	0	0	0	0
<b>Total</b>	<b>1,355</b>	<b>350</b>	<b>1,005</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**City of Ottawa**  
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**Service Area: Long Term Care**  
 In Thousands (\$000)

Program Information			Financial Details																																														
<b>Buildings-Long Term Care</b>			<b>Class of Estimate: C) Planning</b>																																														
Dept: Planning, Infrastructure & Economic Development Department	Category: Renewal of City Assets		Ward: Multiple		Year of Completion: Various																																												
<p>The Building and Park programs provide for life cycle renewal and replacement works to existing building and park assets. Detailed scope of work for specific projects extends to a wide assortment of work: roof replacement, building preservation, building mechanical and electrical systems, parks playgrounds and property elements, hard landscaping, arena and pool equipment and unplanned emergency work.</p> <p>Forecasts are based on bulk allocations that will be detailed in future budget submissions. Project cost group summaries are provided following this program summary.</p> <p>Annual programming provides allocations as required for each of the service areas as follows:</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: left;">Service Area</th> <th style="text-align: right;">Buildings</th> <th style="text-align: right;">Parks</th> </tr> </thead> <tbody> <tr><td>By-Law Services</td><td style="text-align: right;">155</td><td></td></tr> <tr><td>Child Care Services</td><td style="text-align: right;">370</td><td></td></tr> <tr><td>Cultural Services</td><td style="text-align: right;">905</td><td></td></tr> <tr><td>Fire Services</td><td style="text-align: right;">2,000</td><td></td></tr> <tr><td>General Government</td><td style="text-align: right;">6,125</td><td></td></tr> <tr><td>Public Library</td><td style="text-align: right;">810</td><td></td></tr> <tr><td>Long Term Care</td><td style="text-align: right;">645</td><td></td></tr> <tr><td>Parks &amp; Recreation Facilities</td><td style="text-align: right;">14,659</td><td style="text-align: right;">5,000</td></tr> <tr><td>Roads Services</td><td style="text-align: right;">3,645</td><td></td></tr> <tr><td>Social Services</td><td style="text-align: right;">1,230</td><td></td></tr> <tr><td>Water Services</td><td style="text-align: right;">575</td><td></td></tr> <tr><td>Transit Services</td><td style="text-align: right;">3,600</td><td></td></tr> <tr><td><b>TOTAL Authority Request</b></td><td style="text-align: right;"><b>34,719</b></td><td style="text-align: right;"><b>5,000</b></td></tr> </tbody> </table>			Service Area	Buildings	Parks	By-Law Services	155		Child Care Services	370		Cultural Services	905		Fire Services	2,000		General Government	6,125		Public Library	810		Long Term Care	645		Parks & Recreation Facilities	14,659	5,000	Roads Services	3,645		Social Services	1,230		Water Services	575		Transit Services	3,600		<b>TOTAL Authority Request</b>	<b>34,719</b>	<b>5,000</b>	<b>2019 Request</b>	<b>645</b>	Projected Yearend Unspent Bal.		0
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Revenues	0	Debt																																															
Tax Supported/ Dedicated	645	Tax Supported/ Dedicated Debt			0																																												
Rate Supported	0	Rate Supported Debt			0																																												
Develop. Charges	0	Develop. Charges Debt			0																																												
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<b>Forecast</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>																																													
Authority	645	1,000	1,000	1,000																																													
Spending Plan	645	500	800	1,200																																													
FTE's	0	0	0	0																																													
Operating Impact	0	0	0	0																																													



**City of Ottawa**  
**2019 Draft Capital Budget**  
**Service Area: Long Term Care**  
In Thousands (\$000)

Project Information			Financial Details					
<b>909545 2019 Furniture &amp; Equip. - Long Term Care</b>			<b>Class of Estimate: Not Applicable</b>					
Dept:	Community and Social Services Department	Category: Renewal of City Assets	Ward: 12, 8, 22	Year of Completion: 2020				
<p>The project includes \$350K of Provincial funding for the replacement of furniture and equipment through lifecycle for the safety of residents and staff and compliance with Ministry of Health and Long-Term Care standards.</p> <p>There is also a one-time funding request in the amount of \$300K based on the third-party review recommendations in the Council Report ACS2018-CSS-GEN-0009.</p>			<b>2019 Request</b>	<b>650</b>	Projected Yearend Unspent Bal.		0	
			Revenues	350	Debt			
			Tax Supported/ Dedicated	300	Tax Supported/ Dedicated Debt	0		
			Rate Supported	0	Rate Supported Debt	0		
			Develop. Charges	0	Develop. Charges Debt	0		
			Gas Tax	0	Gas Tax Debt	0		
			<b>Forecast</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	
			Authority	650	350	350	350	
			Spending Plan	650	350	350	350	
			FTE's	0	0	0	0	
Operating Impact	0	0	0	0				

**City of Ottawa**  
**2019 Draft Capital Budget**  
**Service Area: Long Term Care**  
 In Thousands (\$000)

Program Information		Financial Details																			
<b>Accessibility - Long Term Care</b>		<b>Class of Estimate: C) Planning</b>																			
Dept: Planning, Infrastructure & Economic Development Department	Category: Service Enhancement	Ward: Multiple	Year of Completion: Various																		
<p>The Accessibility program provides for barrier removals to existing building and park assets based on ongoing condition assessments. Detailed scope of work for specific projects extends to a wide assortment of planned and/or emergency works: installation of ramps, elevators, power door operators, signage, handrails in arena stands, removal of barriers in exterior and interior paths of travels, washroom / changeroom / kitchen remedial work, and parks playgrounds.</p> <p>Annual programming provides allocations as required for each of the service areas as follows:</p>		<b>2019 Request</b>	<b>60</b>	Projected Yearend Unspent Bal.		0															
		Revenues	0	Debt																	
		Tax Supported/ Dedicated	60	Tax Supported/ Dedicated Debt			0														
		Rate Supported	0	Rate Supported Debt			0														
		Develop. Charges	0	Develop. Charges Debt			0														
		Gas Tax	0	Gas Tax Debt			0														
		<b>Forecast</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>															
Authority	60	60	60	60																	
Spending Plan	60	30	50	70																	
FTE's	0	0	0	0																	
Operating Impact	0	0	0	0																	
<p><u>Service Area</u></p> <table> <tr> <td>Child Care</td> <td>60</td> </tr> <tr> <td>Cultural Services</td> <td>60</td> </tr> <tr> <td>General Government</td> <td>725</td> </tr> <tr> <td>Library</td> <td>140</td> </tr> <tr> <td>Long Term Care</td> <td>60</td> </tr> <tr> <td>Parks &amp; Recreation</td> <td>1,395</td> </tr> <tr> <td>Social Services</td> <td>60</td> </tr> <tr> <td><b>Total Authority Request</b></td> <td><b>2,500</b></td> </tr> </table>		Child Care	60	Cultural Services	60	General Government	725	Library	140	Long Term Care	60	Parks & Recreation	1,395	Social Services	60	<b>Total Authority Request</b>	<b>2,500</b>				
Child Care	60																				
Cultural Services	60																				
General Government	725																				
Library	140																				
Long Term Care	60																				
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Social Services	60																				
<b>Total Authority Request</b>	<b>2,500</b>																				





City of Ottawa  
 2019 Draft Capital Budget  
 Community & Protective Services Committee  
 In Thousands (\$000)

Service Area: Paramedic Service											
Category	2019 Capital Budget	Revenues	Tax Supported/ Dedicated Reserves	Rate Supported Reserves	Develop. Charges	Gas Tax	Debt				
							Tax/ Dedicated	Rate	Develop. Charges	Gas Tax	Total Debt
Renewal of City Assets	1,082	0	1,082	0	0	0	0	0	0	0	0
Growth	990	0	166	0	824	0	0	0	0	0	0
Regulatory	0	0	0	0	0	0	0	0	0	0	0
Service Enhancement	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>2,072</b>	<b>0</b>	<b>1,248</b>	<b>0</b>	<b>824</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**City of Ottawa**  
**2019 Draft Capital Budget**  
**Service Area: Paramedic Service**  
 In Thousands (\$000)

Program Information		Financial Details				
<b>Life Cycle Renewal - Paramedic</b>		<b>Class of Estimate: Not Applicable</b>				
Dept: Emergency & Protective Services Department	Category: Renewal of City Assets	Ward: Multiple	Year of Completion: Various			
<p>The program includes the annual lifecycle replacement of medical equipment, technology and systems, which ensures that equipment is current, safe and reliable for effective day-to-day operations.</p>		<b>2019 Request</b>	<b>1,082</b>	Projected Yearend Unspent Bal.	0	
		Revenues	0	Debt		
		Tax Supported/Dedicated	1,082	Tax Supported/Dedicated Debt	0	
		Rate Supported	0	Rate Supported Debt	0	
		Develop. Charges	0	Develop. Charges Debt	0	
		Gas Tax	0	Gas Tax Debt	0	
		<b>Forecast</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
		Authority	1,082	1,558	1,603	3,499
		Spending Plan	1,082	1,558	1,603	3,499
		FTE's	0	0	0	0
Operating Impact	0	0	0	0		

**City of Ottawa**  
**2019 Draft Capital Budget**  
**Service Area: Paramedic Service**  
**In Thousands (\$000)**

Project(s) within a Program Information			\$000's
<b>909073</b>	<b>Paramedic Facilities/Post Equipment Replacement (2019)</b>	<b>Class of Estimate: Not Applicable</b>	<b>300</b>
Category: Renewal of City Assets	Ward: CW	Year of Completion: 2021	
<p>This project covers an annual life cycle replacement of the assets relating to Paramedic Service Posts and Headquarters equipment including: clinical diagnostic tools, shop equipment and office furniture.</p>			
<b>909420</b>	<b>Paramedic Equipment Replacement (2019)</b>	<b>Class of Estimate: Not Applicable</b>	<b>350</b>
Category: Renewal of City Assets	Ward: CW	Year of Completion: 2021	
<p>This project covers an annual life cycle replacement of the assets relating to Paramedic Service equipment. The program includes, but is not limited to, medical equipment including: cardiac monitors, stretchers, back boards, and ventilators.</p>			
<b>909421</b>	<b>Paramedic Technology &amp; Equipment (2019)</b>	<b>Class of Estimate: Not Applicable</b>	<b>432</b>
Category: Renewal of City Assets	Ward: CW	Year of Completion: 2021	
<p>This project covers an annual life cycle replacement of technology and infrastructure relating to Paramedic Service. The program includes, but is not limited to, technology equipment including: mobile and portable radios, in-vehicle laptops, electronic patient care record (ePCR) devices, automated vehicle locator (AVL) system, real-time data and business intelligence systems, staff scheduling system (Telestaff) and asset and preventative maintenance tracking system (FDM).</p>			

**City of Ottawa**  
**2019 Draft Capital Budget**  
**Service Area: Paramedic Service**  
**In Thousands (\$000)**

Project Information			Financial Details								
<b>909076 Paramedic West End Deployment Facility</b>			<b>Class of Estimate: D) Conceptual</b>								
Dept: Emergency & Protective Services Department	Category: Growth	Ward: CW	Year of Completion: 2022								
<p>This was previously identified in the long-term plan to address staff growth, fleet growth, and vehicle processing challenges as a result of the increasing call volumes. This will allow Paramedic Service to define the project goals and objectives, constraints and potential risks as the project progresses.</p> <p>It is Council's intention to recover the growth -related share of this capital project, which will be approved with with the passage of the 2019 Development Charges By-law and Background Study (DCA,1997 s.s. 5(1)3).</p>			<b>2019 Request</b>		500		Projected Yearend Unspent Bal.		0		
			Revenues		0		Debt				
			Tax Supported/Dedicated		95		Tax Supported/Dedicated Debt		0		
			Rate Supported		0		Rate Supported Debt		0		
			Develop. Charges		405		Develop. Charges Debt		0		
			Gas Tax		0		Gas Tax Debt		0		
			<b>Forecast</b>		<b>2019</b>		<b>2020</b>		<b>2021</b>		<b>2022</b>
			Authority		500		1,000		2,000		0
			Spending Plan		500		1,000		2,000		0
			FTE's		0		0		0		0
			Operating Impact		0		0		0		4,400
			<b>909419 Paramedic Vehicles &amp; Equipment (2019)</b>			<b>Class of Estimate: Not Applicable</b>					
			Dept: Emergency & Protective Services Department	Category: Growth	Ward: CW	Year of Completion: 2021					
<p>This project covers the growth in call volume and the required vehicles and equipment in support of the request for additional staff in 2019, per the Council approved report ACS2016-EPS-GEN-0005 Ottawa Paramedic Service Review. Paramedics and Paramedic Superintendents provide direct patient care and are deployed and respond to calls for service in emergency response vehicles. This project is for the purchase of emergency response vehicles and required equipment. Provincial legislation stipulates stringent vehicle standards and equipment requirements.</p>			<b>2019 Request</b>		490		Projected Yearend Unspent Bal.		0		
			Revenues		0		Debt				
			Tax Supported/Dedicated		71		Tax Supported/Dedicated Debt		0		
			Rate Supported		0		Rate Supported Debt		0		
			Develop. Charges		419		Develop. Charges Debt		0		
			Gas Tax		0		Gas Tax Debt		0		
			<b>Forecast</b>		<b>2019</b>		<b>2020</b>		<b>2021</b>		<b>2022</b>
			Authority		490		490		500		510
			Spending Plan		490		490		500		510
			FTE's		14		14		14		14
			Operating Impact		150		150		153		156

City of Ottawa  
 2019 Draft Capital Budget  
 Community & Protective Services Committee  
 In Thousands (\$000)

Service Area: Parks, Recreation & Culture											
Category	2019 Capital Budget	Revenues	Tax Supported/ Dedicated Reserves	Rate Supported Reserves	Develop. Charges	Gas Tax	Debt				
							Tax/ Dedicated	Rate	Develop. Charges	Gas Tax	Total Debt
Renewal of City Assets	27,594	2,191	25,403	0	0	0	0	0	0	0	0
Growth	23,697	2,610	1,115	0	11,803	0	0	0	8,169	0	8,169
Regulatory	0	0	0	0	0	0	0	0	0	0	0
Servie Enhancement	2,485	0	2,485	0	0	0	0	0	0	0	0
<b>Total</b>	<b>53,776</b>	<b>4,801</b>	<b>29,003</b>	<b>0</b>	<b>11,803</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>8,169</b>	<b>0</b>	<b>8,169</b>

**City of Ottawa**  
**2019 Draft Capital Budget**  
**Service Area: Parks, Recreation & Culture**  
 In Thousands (\$000)

Program Information			Financial Details						
<b>Buildings-Cultural Services</b>			<b>Class of Estimate: C) Planning</b>						
Dept: Planning, Infrastructure & Economic Development Department	Category: Renewal of City Assets		Ward: Multiple		Year of Completion: Various				
<p>The Building and Park programs provide for life cycle renewal and replacement works to existing building and park assets. Detailed scope of work for specific projects extends to a wide assortment of work: roof replacement, building preservation, building mechanical and electrical systems, parks playgrounds and property elements, hard landscaping, arena and pool equipment and unplanned emergency work.</p> <p>Forecasts are based on bulk allocations that will be detailed in future budget submissions. Project cost group summaries are provided following this program summary.</p> <p>Annual programming provides allocations as required for each of the service areas as follows:</p>			<b>2019 Request</b>		905		Projected Yearend Unspent Bal.	0	
			Revenues		0		Debt		
			Tax Supported/Dedicated		905		Tax Supported/Dedicated Debt		0
			Rate Supported		0		Rate Supported Debt		0
			Develop. Charges		0		Develop. Charges Debt		0
			Gas Tax		0		Gas Tax Debt		0
			<b>Forecast</b>		<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	
			Authority		905	800	800	800	
			Spending Plan		905	400	640	960	
			FTE's		0	0	0	0	
Operating Impact		0	0	0	0				
<b>Service Area</b>	<b>Buildings</b>	<b>Parks</b>							
By-Law Services	155								
Child Care Services	370								
Cultural Services	905								
Fire Services	2,000								
General Government	6,125								
Public Library	810								
Long Term Care	645								
Parks & Recreation Facilities	14,659	5,000							
Roads Services	3,645								
Social Services	1,230								
Water Services	575								
Transit Services	3,600								
<b>TOTAL Authority Request</b>	<b>34,719</b>	<b>5,000</b>							





**City of Ottawa**  
**2019 Draft Capital Budget**  
**Service Area: Parks, Recreation & Culture**  
 In Thousands (\$000)

Program Information			Financial Details																																														
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Dept: Planning, Infrastructure & Economic Development Department	Category: Renewal of City Assets		Ward: Multiple		Year of Completion: Various																																												
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<b>Forecast</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>																																													
Authority	14,659	25,196	30,806	32,300																																													
Spending Plan	7,330	16,998	25,892	36,886																																													
FTE's	0	0	0	0																																													
Operating Impact	0	0	0	0																																													

**City of Ottawa**  
**2019 Draft Capital Budget**  
**Service Area: Parks, Recreation & Culture**  
In Thousands (\$000)

Project Information		Location/Description	\$000's
<b>909367 2019 Buildings-Parks &amp; Rec</b>		<b>Class of Estimate: C) Planning</b>	<b>14,659</b>
Category: Renewal of City Assets	Ward: CW	Year of Completion: 2021	
<p>This program provides for life cycle renewal and replacement works to existing building assets and is a component of the corporate Buildings and Parks Program.</p>			
01	Bob Macquarrie Recreation Complex - Orleans	Replace Boiler #1 And #3	
01	Petrie Island: Comfort Station	Type II Building Condition Audit	
01	Petrie Island: Storage Building	Type II Building Condition Audit	
01	Ray Friel Recreation Complex	Replace Arena #1 Chiller/Brine Header/Ice Plant Control Panel/Gas Boiler #10	
01	Ray Friel Recreation Complex	Replace Main Lobby Marmoleum Flooring/Repaint Roof Deck (Arena 1)	
01	Ray Friel Recreation Complex	Replace Arena #1 Ammonia Compressors (2)/Radiant Heating Systems	
02	Blackburn Arena	Rods / Floor (Bleachers)	
03	Walter Baker Sports Centre	Design Asphalt Renewal For Entire Site	
03	Walter Baker Sports Centre	Replace Overhead Zamboni Doors/Skylights (Second Floor)	
03	Walter Baker Sports Centre	Replace Main HVAC AC11/AHU 6 Serving Pool/Pool Tile Grouting	
04	J.G. Mlacak Centre	Advance Design - Replace Rink Floor	
05	Fitzroy Harbour Community Centre And Library	Replace Vinyl Tile Flooring	
06	Goulbourn Recreation Complex	Remediate Lobby/Arena B End Wall	
07	Corkstown Park: Outdoor Pool	Replace Railings	
07	Ron Kolbus Centre	Repair Exterior Brick And Veneer/Rooftop AC Unit 1	
07	Ruth Wildgen Park: Comfort Station	Replace Roof	
08	Pinecrest Recreation Complex	Replace Walls Ceramic Tile - Dressing Room Showers	
09	Nepean Sportsplex	Structural Adequacy Review - Arena 2/Curling Rink	
09	Nepean Sportsplex	Design Asphalt Renewal For Entire Site	
09	Nepean Sportsplex	Replace Plumbing/Ceramic Floor Tiles/Repair Catwalk/Gymnasium Floor	
09	Nepean Sportsplex	Replace Pool Dectron/Arena 2 Dehumidifiers (3)/HVAC On Medical Office Roof	
10	Sawmill Creek Pool	Replace 1 Meter Diving Stand (1)	
11	Earl Armstrong Arena	Replace Rink Dehumidifiers (2)	
11	Splash - Wave Pool	Structural Adequacy Review	
11	Splash - Wave Pool	Replace Primary Boiler System	
			0

**City of Ottawa**  
**2019 Draft Capital Budget**  
**Service Area: Parks, Recreation & Culture**  
 In Thousands (\$000)

Project Information		Location/Description	\$000's
<b>909367 2019 Buildings-Parks &amp; Rec</b>		<b>Class of Estimate: C) Planning</b>	<b>14,659</b>
Category: Renewal of City Assets   Ward: CW		Year of Completion: 2021	
909367 Continued			
12	Centre Richelieu Vanier	Modernization Of Elevator, PVC Encapsulation Completed	
12	Parc Riverain Park: Vanier Tennis Chalet	Structural Assessment Of The Foundation	
12	Sandy Hill Arena	Assessment - Seismic Restraint/Condensation	
12	Sandy Hill Community Centre	Type II Building Condition Audit	
12	Sandy Hill Community Centre	Elevator Modernization Including PVC Encapsulation	
13	Raymond Chabot Grant Thornton Park	Annual Life Cycle Capital Investment	
13	St Laurent Don Gamble Recreation Complex	Structural Adequacy Review	
13	St Laurent Don Gamble Recreation Complex	Advance Design - Replace Split Trane Chiller System	
13	St Laurent Don Gamble Recreation Complex	Replace Ammonia Compressors/Arena Infrared Tube Heaters	
14	Jack Purcell Recreation Complex	Replace Hydronic Heating Convectors And Piping	
14	Plouffe Park: Plant Recreation Centre	Replace AC7 (Dectron)	
14	Plouffe Park: Plant Recreation Centre	Investigation - Columns Corrosion	
15	Churchill Seniors Recreation Centre	Type II Building Condition Audit	
15	Dovercourt Recreation Complex	Replace Self Adhering Membrane Roof Areas # 2, 3	
15	Laroche Field Shack	Demolish/Replacement Contribution	
15	Tom Brown Arena	Replace Ammonia Compressor #3/Main Hall Hvac Unit	
17	Brewer Pool	Install Fire Alarm System	
17	Glebe Community Centre	Advance Design - Main Hall : Floor Finish Replacement	
17	Lansdowne Park: Aberdeen Pavilion	Advance Design - Bldg Env/Roof/Windows/Slab	
17	Ottawa Windsor Field House	Investigation - Condition Of Concrete Block Wall	
18	Alda Burt Park Comfort Station	Structural Investigation - Foundation And Slab	
18	Canterbury Pool	Structural Adequacy Review	
18	Canterbury Pool	Replace High & Low Roofs/Pool Lighting/Repaint Steel Trusses/Ceiling	
18	Dale Little League Bldg	Type II Building Condition Audit	
18	Hawthorne Park: Field House	Replace Mod Bit Roof	
			0

**City of Ottawa**  
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In Thousands (\$000)

Project Information		Location/Description	\$000's
<b>909367 2019 Buildings-Parks &amp; Rec</b>		<b>Class of Estimate: C) Planning</b>	<b>14,659</b>
Category: Renewal of City Assets   Ward: CW		Year of Completion: 2021	
909367 Continued			
18	Heron Road Multi-Service Centre	Design - Re-Coat EIFS/Stucco Cladding	
18	Weston Park Field House	Replace Mod Bit Roof	
19	Bearbrook Community Centre	Replace Septic System	
19	Navan Memorial Centre	Structural Adequacy Review	
19	R.J. Kennedy Memorial Centre	Structural Adequacy Review	
19	Sarsfield Community Centre	Replace Roof	
20	Kenmore Community Hall	Replace Roof	
20	Larry Robinson Arena	Replace Arena Dehumidifiers (2)/Repair Concrete Block Walls	
20	Osgoode CC And Stuart Holmes Arena	Advance Design - Replace Arena Floor And Boards	
20	Vernon Recreation Centre	Repair Foundation Wall Including Regrading	
21	Dickinson House Manotick	Remediate Brick Chimney/Foundation Wall/Framing	
21	Richmond Arena And Community Centre	Structural Adequacy Review	
21	Richmond Arena And Community Centre	Repair Concrete Blocks At The Steel Columns/Roof Remediation	
22	Claudette Cain Park: Field House	Type II Building Condition Audit	
22	Fred Barrett Arena	Structural Adequacy Review	
23	Glen Cairn Community Centre	Repair Failed Waterproofing System	
23	Glen Cairn Pool: Change Pavilion	Type II Building Condition Audit	
23	Jack Charron Arena	Advance Design - Deteriorated Steel Decking & Corroded Steel Members	
23	Jack Charron Arena	Replace Fire Alarm System And Add Annunciator Panel	
23	Kanata Recreation Complex	Remediate Flooding Issues South East Of Arena	
CW	City Wide: Parks And Recreation Facilities	Fixed Ladder Remediation Program - Priority 2	
CW	City Wide: Parks And Recreation Facilities	Condition Audits/Advance Design	
CW	City Wide: Parks And Recreation Facilities	Unscheduled Works: Recreation Facilities General Buildings	
CW	City Wide: Parks And Recreation Facilities	Unscheduled Works: Underground Services	
CW	City Wide: Parks And Recreation Facilities	Site Specific: Recreation Facilities Parking Lot Remediation	
			0



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Program Information			Financial Details																																														
<b>Parks - Parks &amp; Recreation</b>			<b>Class of Estimate: C) Planning</b>																																														
Dept: Planning, Infrastructure & Economic Development Department	Category: Renewal of City Assets		Ward: Multiple		Year of Completion: Various																																												
<p>The Building and Park programs provide for life cycle renewal and replacement works to existing building and park assets. Detailed scope of work for specific projects extends to a wide assortment of work: roof replacement, building preservation, building mechanical and electrical systems, parks playgrounds and property elements, hard landscaping, arena and pool equipment and unplanned emergency work.</p> <p>Forecasts are based on bulk allocations that will be detailed in future budget submissions. Project cost group summaries are provided following this program summary.</p> <p>Annual programming provides allocations as required for each of the service areas as follows:</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: left;">Service Area</th> <th style="text-align: right;">Buildings</th> <th style="text-align: right;">Parks</th> </tr> </thead> <tbody> <tr><td>By-Law Services</td><td style="text-align: right;">155</td><td></td></tr> <tr><td>Child Care Services</td><td style="text-align: right;">370</td><td></td></tr> <tr><td>Cultural Services</td><td style="text-align: right;">905</td><td></td></tr> <tr><td>Fire Services</td><td style="text-align: right;">2,000</td><td></td></tr> <tr><td>General Government</td><td style="text-align: right;">6,125</td><td></td></tr> <tr><td>Public Library</td><td style="text-align: right;">810</td><td></td></tr> <tr><td>Long Term Care</td><td style="text-align: right;">645</td><td></td></tr> <tr><td>Parks &amp; Recreation Facilities</td><td style="text-align: right;">14,659</td><td style="text-align: right;">5,000</td></tr> <tr><td>Roads Services</td><td style="text-align: right;">3,645</td><td></td></tr> <tr><td>Social Services</td><td style="text-align: right;">1,230</td><td></td></tr> <tr><td>Water Services</td><td style="text-align: right;">575</td><td></td></tr> <tr><td>Transit Services</td><td style="text-align: right;">3,600</td><td></td></tr> <tr> <td><b>TOTAL Authority Request</b></td> <td style="text-align: right;"><b>34,719</b></td> <td style="text-align: right;"><b>5,000</b></td> </tr> </tbody> </table>			Service Area	Buildings	Parks	By-Law Services	155		Child Care Services	370		Cultural Services	905		Fire Services	2,000		General Government	6,125		Public Library	810		Long Term Care	645		Parks & Recreation Facilities	14,659	5,000	Roads Services	3,645		Social Services	1,230		Water Services	575		Transit Services	3,600		<b>TOTAL Authority Request</b>	<b>34,719</b>	<b>5,000</b>	<b>2019 Request</b>	<b>5,000</b>	Projected Yearend Unspent Bal.		0
			Service Area	Buildings	Parks																																												
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<b>TOTAL Authority Request</b>	<b>34,719</b>	<b>5,000</b>																																															
Revenues	0	Debt																																															
Tax Supported/ Dedicated	5,000	Tax Supported/ Dedicated Debt			0																																												
Rate Supported	0	Rate Supported Debt			0																																												
Develop. Charges	0	Develop. Charges Debt			0																																												
Gas Tax	0	Gas Tax Debt			0																																												
<b>Forecast</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>																																													
Authority	5,000	5,500	6,000	7,000																																													
Spending Plan	2,500	4,250	5,650	7,800																																													
FTE's	0	0	0	0																																													
Operating Impact	0	0	0	0																																													

**City of Ottawa**  
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In Thousands (\$000)

Project Information		Location/Description	\$000's
<b>909372</b>	<b>2019 Parks - Parks &amp; Rec</b>	<b>Class of Estimate: C) Planning</b>	<b>5,000</b>
Category: Renewal of City Assets   Ward: CW		Year of Completion: 2021	
<p>This program provides for life cycle renewal and replacement works to existing building assets and is a component of the corporate Buildings and Parks Program.</p>			
01	Fallingbrook Park	Replace Asphalt Walkways	
01	Hiawatha Park: Water Spray Pad	Replace Spray Pad	
02	Ruisseau Park: Playground	Replace Junior, Senior Playstructures And Play Equipment	
03	Ken Ross Park: Bob Stephen Football Field	Sport Field Relamping (84) - Football	
03	Moloughney Park: Playground	Replace Junior Playstructure And Play Equipment	
04	Morgan Grant Woods: Playground	Replace Senior Playstructure And Play Equipment	
04	Whalen Park: Playground	Replace Senior Playstructure And Play Equipment	
07	Barwell Park: Playground	Replace Senior Playstructure And Swing	
07	George C. Brown Park: Playground	Replace Junior Playstructure And Play Equipment	
09	General Burns Park: Outdoor Pool	Replace Diving Boards	
09	Manordale Park: Playground	Replace Senior Playstructure And Play Equipment	
10	Dossetter Park: Playground	Replace Junior Playstructure And Swing	
10	Karsh Park: Playground	Replace Junior Playstructure And Play Equipment	
10	Sieveright Park: Playground	Replace Senior Playstructure And Play Equipment	
12	Genest Outdoor Pool	Condition Assessment Audit	
14	Arlington Park: Playground	Replace Junior Playstructure	
15	Laroche Park: Playground	Replace Junior Playstructure And Play Equipment	
15	Tillbury Park: Playground	Replace Junior, Senior Playstructures, Play Equipment and Gazebo	
17	Central Park	Surface Drainage	
19	Bella Vista Park: Playground	Replace Junior Playstructure And Play Equipment	
21	Chris Bracken Park: Playground	Replace Junior Playstructure	
23	Appaloosa Park: Playground	Replace Junior Playstructure And Play Equipment	
23	Mattawa Park: Playground	Replace Senior Playstructure And Play Equipment	
CW	City Wide: Parks And Recreation Facilities	Pathway And Paving Remediation	
CW	City Wide: Parks And Recreation Facilities	Unscheduled Work: Parks/Playstructures	
			0





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Program Information		Financial Details																						
<b>Accessibility - Cultural Services</b>		<b>Class of Estimate: C) Planning</b>																						
Dept: Planning, Infrastructure & Economic Development Department	Category: Service Enhancement	Ward: Multiple	Year of Completion: Various																					
<p>The Accessibility program provides for barrier removals to existing building and park assets based on ongoing condition assessments. Detailed scope of work for specific projects extends to a wide assortment of planned and/or emergency works: installation of ramps, elevators, power door operators, signage, handrails in arena stands, removal of barriers in exterior and interior paths of travels, washroom / changeroom / kitchen remedial work, and parks playgrounds.</p> <p>Annual programming provides allocations as required for each of the service areas as follows:</p> <table border="0"> <tr> <td colspan="2"><u>Service Area</u></td> </tr> <tr> <td>Child Care</td> <td>60</td> </tr> <tr> <td>Cultural Services</td> <td>60</td> </tr> <tr> <td>General Government</td> <td>725</td> </tr> <tr> <td>Library</td> <td>140</td> </tr> <tr> <td>Long Term Care</td> <td>60</td> </tr> <tr> <td>Parks &amp; Recreation</td> <td>1,395</td> </tr> <tr> <td>Social Services</td> <td>60</td> </tr> <tr> <td><b>Total Authority Request</b></td> <td><b>2,500</b></td> </tr> </table>		<u>Service Area</u>		Child Care	60	Cultural Services	60	General Government	725	Library	140	Long Term Care	60	Parks & Recreation	1,395	Social Services	60	<b>Total Authority Request</b>	<b>2,500</b>	<b>2019 Request</b>	<b>60</b>	Projected Yearend Unspent Bal.		0
		<u>Service Area</u>																						
		Child Care	60																					
		Cultural Services	60																					
		General Government	725																					
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		Parks & Recreation	1,395																					
		Social Services	60																					
		<b>Total Authority Request</b>	<b>2,500</b>																					
Revenues	0	Debt																						
Tax Supported/ Dedicated	60	Tax Supported/ Dedicated Debt			0																			
Rate Supported	0	Rate Supported Debt			0																			
Develop. Charges	0	Develop. Charges Debt			0																			
Gas Tax	0	Gas Tax Debt			0																			
		<b>Forecast</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>																		
		Authority	60	60	60	60																		
		Spending Plan	60	30	50	70																		
		FTE's	0	0	0	0																		
		Operating Impact	0	0	0	0																		



**City of Ottawa**  
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 In Thousands (\$000)

Program Information		Financial Details																						
<b>Accessibility - Parks &amp; Recreation</b>		<b>Class of Estimate: C) Planning</b>																						
Dept: Planning, Infrastructure & Economic Development Department	Category: Service Enhancement	Ward: Multiple	Year of Completion: Various																					
<p>The Accessibility program provides for barrier removals to existing building and park assets based on ongoing condition assessments. Detailed scope of work for specific projects extends to a wide assortment of planned and/or emergency works: installation of ramps, elevators, power door operators, signage, handrails in arena stands, removal of barriers in exterior and interior paths of travels, washroom / changeroom / kitchen remedial work, and parks playgrounds.</p> <p>Annual programming provides allocations as required for each of the service areas as follows:</p> <table border="1"> <thead> <tr> <th>Service Area</th> <th></th> </tr> </thead> <tbody> <tr> <td>Child Care</td> <td>60</td> </tr> <tr> <td>Cultural Services</td> <td>60</td> </tr> <tr> <td>General Government</td> <td>725</td> </tr> <tr> <td>Library</td> <td>140</td> </tr> <tr> <td>Long Term Care</td> <td>60</td> </tr> <tr> <td>Parks &amp; Recreation</td> <td>1,395</td> </tr> <tr> <td>Social Services</td> <td>60</td> </tr> <tr> <td><b>Total Authority Request</b></td> <td><b>2,500</b></td> </tr> </tbody> </table>		Service Area		Child Care	60	Cultural Services	60	General Government	725	Library	140	Long Term Care	60	Parks & Recreation	1,395	Social Services	60	<b>Total Authority Request</b>	<b>2,500</b>	<b>2019 Request</b>	<b>1,395</b>	Projected Yearend Unspent Bal.		0
		Service Area																						
		Child Care	60																					
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		<b>Total Authority Request</b>	<b>2,500</b>																					
Revenues	0	Debt																						
Tax Supported/ Dedicated	1,395	Tax Supported/ Dedicated Debt			0																			
Rate Supported	0	Rate Supported Debt			0																			
Develop. Charges	0	Develop. Charges Debt			0																			
Gas Tax	0	Gas Tax Debt			0																			
		<b>Forecast</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>																		
		Authority	1,395	1,395	1,395	1,395																		
		Spending Plan	1,395	700	1,120	1,675																		
		FTE's	0	0	0	0																		
		Operating Impact	0	0	0	0																		



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Project Information			Financial Details					
<b>908423 Backflow Prevention Project</b>			<b>Class of Estimate: Not Applicable</b>					
Dept:	Recreation, Cultural and Facility Operations Department	Category: Renewal of City Assets	Ward: CW	Year of Completion: 2020				
<p>The Backflow Prevention Program will apply current Ontario Building Code requirements for backflow prevention valves on water services to City buildings built before the Building Code amendments. New year of completion 2020.</p>			<b>2019 Request</b>		750	Projected Yearend Unspent Bal.	1,277	
			Revenues		0	Debt		
			Tax Supported/Dedicated		750	Tax Supported/Dedicated Debt		0
			Rate Supported		0	Rate Supported Debt		0
			Develop. Charges		0	Develop. Charges Debt		0
			Gas Tax		0	Gas Tax Debt		0
			<b>Forecast</b>		<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
			Authority		750	0	0	0
			Spending Plan		1,277	250	500	0
			FTE's		0	0	0	0
Operating Impact		0	0	0	0			
<b>909107 Facility Minor Capital Front of House Repairs</b>			<b>Class of Estimate: Not Applicable</b>					
Dept:	Recreation, Cultural and Facility Operations Department	Category: Renewal of City Assets	Ward: CW	Year of Completion: 2021				
<p>Provides funds for repairs costing less than 10K per project, that will improve public access and service at RCFS facilities.</p>			<b>2019 Request</b>		300	Projected Yearend Unspent Bal.	0	
			Revenues		0	Debt		
			Tax Supported/Dedicated		300	Tax Supported/Dedicated Debt		0
			Rate Supported		0	Rate Supported Debt		0
			Develop. Charges		0	Develop. Charges Debt		0
			Gas Tax		0	Gas Tax Debt		0
			<b>Forecast</b>		<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
			Authority		300	300	300	300
			Spending Plan		300	300	300	300
			FTE's		0	0	0	0
Operating Impact		0	0	0	0			

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Project Information			Financial Details								
<b>909127 Shenkman Theatre Capital Renewals 2019</b>			<b>Class of Estimate: Not Applicable</b>								
Dept: Recreation, Cultural and Facility Operations Department	Category: Renewal of City Assets	Ward: 1	Year of Completion: 2021								
<p>Funded by a fee on ticket sales or a flat rate on non-ticketed events the reserve fund supports the on-going needs for equipment replacement, building improvements, theatre system upgrades, adopting new technologies in customer service, and support to maintain quality facilities for community theatre.</p>			<b>2019 Request</b>		40		Projected Yearend Unspent Bal.		0		
			Revenues		0		Debt				
			Tax Supported/ Dedicated		40		Tax Supported/ Dedicated Debt		0		
			Rate Supported		0		Rate Supported Debt		0		
			Develop. Charges		0		Develop. Charges Debt		0		
			Gas Tax		0		Gas Tax Debt		0		
			<b>Forecast</b>		<b>2019</b>		<b>2020</b>		<b>2021</b>		<b>2022</b>
			Authority		40		40		40		40
			Spending Plan		40		40		40		40
			FTE's		0		0		0		0
			Operating Impact		0		0		0		0
			<b>909440 Outdoor Pool Security Upgrades 2019</b>			<b>Class of Estimate: Not Applicable</b>					
Dept: Recreation, Cultural and Facility Operations Department	Category: Renewal of City Assets	Ward: CW	Year of Completion: 2021								
<p>To upgrade outdoor security for the City's Outdoor Pools. Such measures include improved fencing and perimeter protection, and monitoring equipment.</p>			<b>2019 Request</b>		100		Projected Yearend Unspent Bal.		0		
			Revenues		0		Debt				
			Tax Supported/ Dedicated		100		Tax Supported/ Dedicated Debt		0		
			Rate Supported		0		Rate Supported Debt		0		
			Develop. Charges		0		Develop. Charges Debt		0		
			Gas Tax		0		Gas Tax Debt		0		
			<b>Forecast</b>		<b>2019</b>		<b>2020</b>		<b>2021</b>		<b>2022</b>
			Authority		100		100		100		0
			Spending Plan		100		100		100		0
			FTE's		0		0		0		0
			Operating Impact		0		0		0		0

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Project Information			Financial Details					
<b>909441 Outdoor Sports Court Redevelopment 2019</b>			<b>Class of Estimate: Not Applicable</b>					
Dept:	Recreation, Cultural and Facility Operations Department	Category: Renewal of City Assets	Ward: CW	Year of Completion: 2021				
<p>Supports the refurbishment of existing outdoor public sports courts across the City, including resurfacing, drainage improvements, lighting, etc. Priority sites for improvements are identified through annual inspections and community input.</p>			<b>2019 Request</b>		<b>179</b>	Projected Yearend Unspent Bal.	0	
			Revenues		0	Debt		
			Tax Supported/Dedicated		179	Tax Supported/Dedicated Debt		0
			Rate Supported		0	Rate Supported Debt		0
			Develop. Charges		0	Develop. Charges Debt		0
			Gas Tax		0	Gas Tax Debt		0
			<b>Forecast</b>		<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
			Authority		179	200	0	200
			Spending Plan		179	200	0	200
			FTE's		0	0	0	0
Operating Impact		0	0	0	0			
<b>909442 Minor Park Improvement 2019</b>			<b>Class of Estimate: Not Applicable</b>					
Dept:	Recreation, Cultural and Facility Operations Department	Category: Renewal of City Assets	Ward: CW	Year of Completion: 2020				
<p>The Minor Park Improvement Program enables staff to respond to priority community requests for minor capital improvements and to add specific elements to parks independent of full redevelopment. Examples of minor elements include park furniture such as benches, picnic tables, litter containers, bike racks or single park components such as a set of swings, spring toys, etc. The program provides the flexibility required to respond promptly to community requests resulting from recreation trend changes, population increases or demographic changes in the service area of a park.</p>			<b>2019 Request</b>		<b>150</b>	Projected Yearend Unspent Bal.	0	
			Revenues		0	Debt		
			Tax Supported/Dedicated		150	Tax Supported/Dedicated Debt		0
			Rate Supported		0	Rate Supported Debt		0
			Develop. Charges		0	Develop. Charges Debt		0
			Gas Tax		0	Gas Tax Debt		0
			<b>Forecast</b>		<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
			Authority		150	250	250	250
			Spending Plan		150	250	250	250
			FTE's		0	0	0	0
Operating Impact		0	0	0	0			

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Project Information			Financial Details					
<b>909443 Park Redevelopment 2019</b>			<b>Class of Estimate: Not Applicable</b>					
Dept:	Recreation, Cultural and Facility Operations Department	Category: Renewal of City Assets	Ward: CW	Year of Completion: 2020				
<p>This program provides the ability to re-develop parks that no longer meet community needs due to changes to the neighbourhood demographics and are not achievable through the Lifecycle Replacement Program.</p>			<b>2019 Request</b>		300	Projected Yearend Unspent Bal.	0	
			Revenues		0	Debt		
			Tax Supported/Dedicated		300	Tax Supported/Dedicated Debt		0
			Rate Supported		0	Rate Supported Debt		0
			Develop. Charges		0	Develop. Charges Debt		0
			Gas Tax		0	Gas Tax Debt		0
			<b>Forecast</b>		<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
			Authority		300	0	500	0
			Spending Plan		300	0	500	0
			FTE's		0	0	0	0
Operating Impact		0	0	0	0			
<b>909444 Fitness &amp; Recreation Equip. Replace 2019</b>			<b>Class of Estimate: Not Applicable</b>					
Dept:	Recreation, Cultural and Facility Operations Department	Category: Renewal of City Assets	Ward: CW	Year of Completion: 2020				
<p>Supports the ongoing lifecycle replacement of fitness equipment in community facilities, including cardio and strength training equipment at City fitness centres, and general programming equipment across the City. Timely planned replacement of equipment promotes more effective program delivery, client satisfaction, and safer programming environments.</p>			<b>2019 Request</b>		100	Projected Yearend Unspent Bal.	0	
			Revenues		0	Debt		
			Tax Supported/Dedicated		100	Tax Supported/Dedicated Debt		0
			Rate Supported		0	Rate Supported Debt		0
			Develop. Charges		0	Develop. Charges Debt		0
			Gas Tax		0	Gas Tax Debt		0
			<b>Forecast</b>		<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
			Authority		100	0	250	0
			Spending Plan		100	0	250	0
			FTE's		0	0	0	0
Operating Impact		0	0	0	0			



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Project Information			Financial Details						
<b>909445 Infrastructure Upgrades 2019</b>			<b>Class of Estimate: Not Applicable</b>						
Dept: Recreation, Cultural and Facility Operations Department	Category: Renewal of City Assets	Ward: CW	Year of Completion: 2021						
RCFS currently oversees 1275 properties and 867 facilities, which require upgrades to add functionality and meet emerging community needs.			<b>2019 Request</b>		578		Projected Yearend Unspent Bal.	0	
			Revenues		0		Debt		
			Tax Supported/Dedicated		578		Tax Supported/Dedicated Debt		0
			Rate Supported		0		Rate Supported Debt		0
			Develop. Charges		0		Develop. Charges Debt		0
			Gas Tax		0		Gas Tax Debt		0
			<b>Forecast</b>		<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	
			Authority		578	777	798	671	
			Spending Plan		578	777	798	671	
			FTE's		0	0	0	0	
			Operating Impact		0	0	0	0	
			<b>909448 Artifact &amp; Art Collection Restore &amp; Maint 2019</b>			<b>Class of Estimate: Not Applicable</b>			
Dept: Recreation, Cultural and Facility Operations Department	Category: Renewal of City Assets	Ward: CW	Year of Completion: 2021						
Supports the professional care and management of 300,000+ objects of irreplaceable historical and cultural significance in the City's art, artefact, and archaeological collections.			<b>2019 Request</b>		50		Projected Yearend Unspent Bal.	0	
			Revenues		0		Debt		
			Tax Supported/Dedicated		50		Tax Supported/Dedicated Debt		0
			Rate Supported		0		Rate Supported Debt		0
			Develop. Charges		0		Develop. Charges Debt		0
			Gas Tax		0		Gas Tax Debt		0
			<b>Forecast</b>		<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	
			Authority		50	50	50	50	
			Spending Plan		50	50	0	50	
			FTE's		0	0	0	0	
			Operating Impact		0	0	0	0	

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Project Information			Financial Details					
<b>909449 Centrepointe Theatre Cap Renewal Fund 2019</b>			<b>Class of Estimate: Not Applicable</b>					
Dept:	Recreation, Cultural and Facility Operations Department	Category: Renewal of City Assets	Ward: 8	Year of Completion: 2021				
<p>Meridian Theatre Cap Renewal Fund 2019  Funded by a fee on ticket sales or a flat rate on non-ticketed events the reserve fund supports the on-going needs for equipment replacement, building improvements, theatre system upgrades, adopting new technologies in customer service, and support to maintain quality facilities for community theatre.</p>			<b>2019 Request</b>		192	Projected Yearend Unspent Bal.	0	
			Revenues		0	Debt		
			Tax Supported/Dedicated		192	Tax Supported/Dedicated Debt		0
			Rate Supported		0	Rate Supported Debt		0
			Develop. Charges		0	Develop. Charges Debt		0
			Gas Tax		0	Gas Tax Debt		0
			<b>Forecast</b>		<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
			Authority		192	100	100	100
			Spending Plan		192	100	100	100
			FTE's		0	0	0	0
Operating Impact		0	0	0	0			
<b>909450 Cultural Building &amp; Equip 2019</b>			<b>Class of Estimate: Not Applicable</b>					
Dept:	Recreation, Cultural and Facility Operations Department	Category: Renewal of City Assets	Ward: CW	Year of Completion: 2020				
<p>Supports the operation of cultural facilities/spaces that provide direct services to residents and allows for ongoing repair and maintenance to equipment and program building improvements to meet health and safety standards and accessibility requirements. This funding includes program equipment replacement, system upgrades, building program improvements and renovations.</p>			<b>2019 Request</b>		100	Projected Yearend Unspent Bal.	0	
			Revenues		0	Debt		
			Tax Supported/Dedicated		100	Tax Supported/Dedicated Debt		0
			Rate Supported		0	Rate Supported Debt		0
			Develop. Charges		0	Develop. Charges Debt		0
			Gas Tax		0	Gas Tax Debt		0
			<b>Forecast</b>		<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
			Authority		100	126	125	125
			Spending Plan		100	126	125	125
			FTE's		0	0	0	0
Operating Impact		0	0	0	0			

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In Thousands (\$000)

Project Information			Financial Details					
<b>909546 Meridian Naming Rights Enhancements</b>			<b>Class of Estimate: Not Applicable</b>					
Dept:	Recreation, Cultural and Facility Operations Department	Category: Renewal of City Assets	Ward: 8	Year of Completion: 2022				
<p>Funded by the Council approved naming rights sponsorship of Centrepointe Theatres by Meridian Credit Union to support capital improvements for the theatres' enhancement of service delivery to patrons and clients, including but not limited to building improvements and equipment requirements.</p>			<b>2019 Request</b>		191	Projected Yearend Unspent Bal.	0	
			Revenues		191	Debt		
			Tax Supported/Dedicated		0	Tax Supported/Dedicated Debt		0
			Rate Supported		0	Rate Supported Debt		0
			Develop. Charges		0	Develop. Charges Debt		0
			Gas Tax		0	Gas Tax Debt		0
			<b>Forecast</b>		<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
			Authority		191	0	0	0
			Spending Plan		64	64	64	0
			FTE's		0	0	0	0
Operating Impact		0	0	0	0			
<b>909549 Blackburn Arena Upgrades</b>			<b>Class of Estimate: C) Planning</b>					
Dept:	Recreation, Cultural and Facility Operations Department	Category: Renewal of City Assets	Ward: CW	Year of Completion: 2022				
<p>The Blackburn Arena Upgrade project is a 6,700 sq. ft. addition and 6,000 sq. ft. renovation including new full-size players' dressing rooms, alternate needs dressing rooms, expanded lobby, universal washroom, multi-purpose room, accessible bleachers, and parking lot. The Province of Ontario approved \$1M of construction funding for the project in the 2018 Provincial Budget. An application has been submitted to the Government of Canada's Enabling Accessibility Fund for \$1M of construction funding. City funding is required for the balance of the construction cost. Construction of the project is contingent on obtaining approval and funding agreements from the Federal and Provincial governments.</p>			<b>2019 Request</b>		4,000	Projected Yearend Unspent Bal.	0	
			Revenues		2,000	Debt		
			Tax Supported/Dedicated		2,000	Tax Supported/Dedicated Debt		0
			Rate Supported		0	Rate Supported Debt		0
			Develop. Charges		0	Develop. Charges Debt		0
			Gas Tax		0	Gas Tax Debt		0
			<b>Forecast</b>		<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
			Authority		4,000	0	0	0
			Spending Plan		2,000	1,500	500	0
			FTE's		0	0	0	0
Operating Impact		0	0	0	0			

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Project Information			Financial Details						
<b>907842 Community Centre South</b>			<b>Class of Estimate: C) Planning</b>						
Dept:	Recreation, Cultural and Facility Operations Department	Category: Growth	Ward: 22	Year of Completion: 2020					
<p>As identified in the Development Charge background study and advanced through Council Motion 34/4 on June 22, 2016, a new community centre is to be developed in the fast growing community of Riverside South with an estimated value of \$1.93M. The 2018 budget provided \$1.93M for design, the 2019 funding represents the balance of the estimated project costs and will be used to implement facility and site construction. Estimated Construction Completion Date: 2022</p>			<b>2019 Request</b>		<b>17,400</b>		Projected Yearend Unspent Bal.	1,934	
			Revenues		2,610		Debt		
			Tax Supported/Dedicated		0		Tax Supported/Dedicated Debt		0
			Rate Supported		0		Rate Supported Debt		0
			Develop. Charges		6,621		Develop. Charges Debt		8,169
			Gas Tax		0		Gas Tax Debt		0
			<b>Forecast</b>		<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	
			Authority		17,400	0	0	0	
			Spending Plan		4,833	4,833	4,834	4,834	
			FTE's		0	0	0	0	
Operating Impact		0	0	0	0				
<b>909102 Community Centre Upgrades</b>			<b>Class of Estimate: C) Planning</b>						
Dept:	Recreation, Cultural and Facility Operations Department	Category: Growth	Ward: CW	Year of Completion: 2024					
<p>Intensification occurring in existing communities increases the pressure on existing community centres to expand programs and services. Funds will be allocated at locations where expansion and upgrade of the facilities can efficiently address the pressures experienced from infill growth.</p>			<b>2019 Request</b>		<b>330</b>		Projected Yearend Unspent Bal.	0	
			Revenues		0		Debt		
			Tax Supported/Dedicated		167		Tax Supported/Dedicated Debt		0
			Rate Supported		0		Rate Supported Debt		0
			Develop. Charges		163		Develop. Charges Debt		0
			Gas Tax		0		Gas Tax Debt		0
			<b>Forecast</b>		<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	
			Authority		330	0	903	435	
			Spending Plan		330	0	903	435	
			FTE's		0	0	0	0	
Operating Impact		0	0	0	0				

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Project Information			Financial Details						
<b>909446 Major Capital Partnerships 2019</b>			<b>Class of Estimate: Not Applicable</b>						
Dept:	Recreation, Cultural and Facility Operations Department	Category: Service Enhancement	Ward: CW	Year of Completion: 2020					
<p>The Community Partnership Major Capital Program provides funding to community groups to enter into partnerships with the City to implement major capital projects for new development, renovations and expansions to parks and recreation facilities.</p>			<b>2019 Request</b>		730		Projected Yearend Unspent Bal.	0	
			Revenues		0		Debt		
			Tax Supported/Dedicated		730		Tax Supported/Dedicated Debt		0
			Rate Supported		0		Rate Supported Debt		0
			Develop. Charges		0		Develop. Charges Debt		0
			Gas Tax		0		Gas Tax Debt		0
			<b>Forecast</b>		<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	
			Authority		730	730	730	730	
			Spending Plan		730	730	730	730	
			FTE's		0	0	0	0	
			Operating Impact		0	0	0	0	
<b>909447 Minor Capital Partnerships 2019</b>			<b>Class of Estimate: Not Applicable</b>						
Dept:	Recreation, Cultural and Facility Operations Department	Category: Service Enhancement	Ward: CW	Year of Completion: 2020					
<p>The Community Partnership Minor Capital Program provides funding to community groups to implement minor capital improvements to parks and recreation facilities on a cost-sharing basis with the City to a maximum City contribution of \$10,000. This program enables the City to upgrade its recreational assets incrementally, as the community requires, thereby reducing the frequency for capital development projects. As neighbourhoods change, socially and demographically, the program is able to respond quickly to the changing requirements of the local residents. Community participation in fundraising, planning and installation of recreational facilities promotes community pride, ownership and stewardship of asset.</p>			<b>2019 Request</b>		300		Projected Yearend Unspent Bal.	0	
			Revenues		0		Debt		
			Tax Supported/Dedicated		300		Tax Supported/Dedicated Debt		0
			Rate Supported		0		Rate Supported Debt		0
			Develop. Charges		0		Develop. Charges Debt		0
			Gas Tax		0		Gas Tax Debt		0
			<b>Forecast</b>		<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	
			Authority		300	300	300	300	
			Spending Plan		300	300	300	300	
			FTE's		0	0	0	0	
			Operating Impact		0	0	0	0	

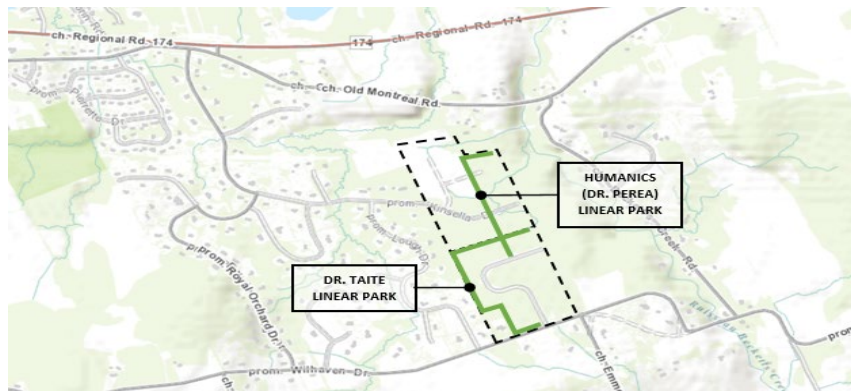
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**In Thousands (\$000)**

Project Information			Financial Details		
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<b>907417 Dr. Taite Linear Park</b>			<b>Class of Estimate: D) Conceptual</b>		
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Dept: Recreation, Cultural and Facility Operations Department	Category: Growth	Ward: 19	Year of Completion: 2019		
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<p>Funds are required for the design of a 0.8ha. linear park in an estate lot subdivision of Cumberland. The park, along with Humanics (Dr. Perera) Linear Park, will connect two subdivisions with local trails and provide recreation for residents, hikers and cross-country skiers. The subdivision is anticipated to be ready for park construction in 2020 with park completion 2021.</p>	<b>2019 Request</b>		64		Projected Yearend Unspent Bal.	37
	Revenues	0		Debt		
	Tax Supported/ Dedicated	6	Tax Supported/ Dedicated Debt		0	
	Rate Supported	0	Rate Supported Debt		0	
	Develop. Charges	58	Develop. Charges Debt		0	
	Gas Tax	0	Gas Tax Debt		0	
	<b>Forecast</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	
	Authority	64	0	0	0	
	Spending Plan	37	64	0	0	
	FTE's	0	0	0	0	
Operating Impact	0	0	0	0		



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**In Thousands (\$000)**

Project Information			Financial Details	
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**908534 Cobble Hill Park Strandherd Meadows** **Class of Estimate: D) Conceptual**

Dept: Recreation, Cultural and Facility Operations Department	Category: Growth	Ward 3	Year of Completion: 2022	
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To commence design and construction of the 2.7ha Cobble Hill Park to meet community needs, with construction completion in 2020.	<b>2019 Request</b>	<b>1,142</b>	Projected Yearend Unspent Bal.		196
	Revenues	0	Debt		
	Tax Supported/ Dedicated	114	Tax Supported/ Dedicated Debt	0	
	Rate Supported	0	Rate Supported Debt	0	
	Develop. Charges	1,028	Develop. Charges Debt	0	
	Gas Tax	0	Gas Tax Debt	0	
	<b>Forecast</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
	Authority	1,142	0	0	0
	Spending Plan	1,338	0	0	0
	FTE's	0	0	0	0
Operating Impact	0	0	0	0	



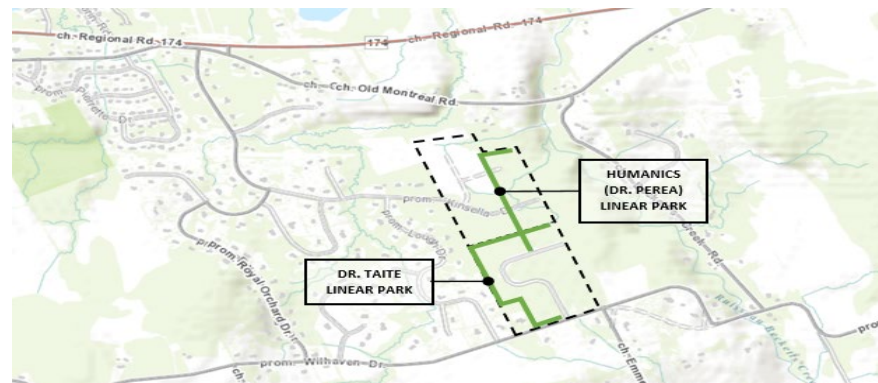
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**In Thousands (\$000)**

Project Information			Financial Details		
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<b>908538 Humanics Linear Park</b>			<b>Class of Estimate: D) Conceptual</b>		
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Dept: Recreation, Cultural and Facility Operations Department	Category: Growth	Ward: 19	Year of Completion: 2022		
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<p>Funds are required for the design of a 0.9ha. linear park in an estate lot subdivision of Cumberland. Humanics (Dr. Perera) Linear Park, along with Dr Taite Linear Park, will connect two subdivisions with local trails and provide recreation for residents, hikers and cross-country skiers. The subdivision is anticipated to be ready for park construction in 2020 with park completion in 2021.</p>	<b>2019 Request</b>		141		Projected Yearend Unspent Bal.	0
	Revenues	0		Debt		
	Tax Supported/Dedicated	14	Tax Supported/Dedicated Debt	0		
	Rate Supported	0	Rate Supported Debt	0		
	Develop. Charges	127	Develop. Charges Debt	0		
	Gas Tax	0	Gas Tax Debt	0		
	<b>Forecast</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	
	Authority	141	0	0	0	
	Spending Plan	100	41	0	0	
	FTE's	0	0	0	0	
Operating Impact	0	0	0	0		





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**Service Area: Parks, Recreation & Culture**  
**In Thousands (\$000)**

Project Information			Financial Details		
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<b>908539 Kanata West District Park</b>			<b>Class of Estimate: D) Conceptual</b>		
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Dept: Recreation, Cultural and Facility Operations Department	Category: Growth	Ward 6	Year of Completion: 2026		
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Design of the Kanata West District Park, a 5.9HA sized park to include a tournament baseball site (minimum 2 diamonds), district sized splash pad/water play, special event area with outdoor theatre/stage, gazebo, gathering area, pathways and landscaping, plus a parking lot. Construction to proceed in 2020-2021.	<b>2019 Request</b>		<b>609</b>	Projected Yearend Unspent Bal.		0
	Revenues	0	Debt			
	Tax Supported/Dedicated	61	Tax Supported/Dedicated Debt	0		
	Rate Supported	0	Rate Supported Debt	0		
	Develop. Charges	548	Develop. Charges Debt	0		
	Gas Tax	0	Gas Tax Debt	0		
	<b>Forecast</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	
	Authority	609	2,000	4,995	0	
	Spending Plan	1,267	1,267	1,267	1,267	
	FTE's	0	0	0	0	
Operating Impact	0	0	0	0		



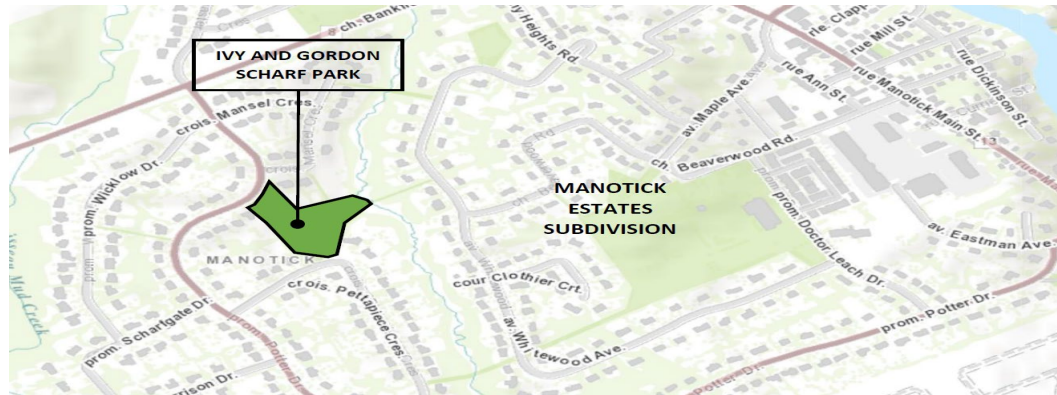
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**In Thousands (\$000)**

Project Information			Financial Details		
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<b>908541 Manotick Estates Park</b>			<b>Class of Estimate: D) Conceptual</b>		
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Dept: Recreation, Cultural and Facility Operations Department	Category: Growth	Ward 21	Year of Completion: 2023		
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<p>Development Charges for park development were collected as the Manotick Estates subdivision developed. This capital account was forecast to be spent in 2018, however no specific park was identified for the funding. In 2018, the Ward Councillor and the community identified Ivy and Gordon Scharf Park as needing play equipment for children ages 5 - 12. The \$106,000 in growth funding will be combined with a Ward Cash-in-Lieu contribution of \$110,000 for total project funding of \$216,000. Construction is scheduled for spring 2019.</p>	<b>2019 Request</b>		106		Projected Yearend Unspent Bal.	0
	Revenues	0		Debt		
	Tax Supported/ Dedicated	11		Tax Supported/ Dedicated Debt	0	
	Rate Supported	0		Rate Supported Debt	0	
	Develop. Charges	95		Develop. Charges Debt	0	
	Gas Tax	0		Gas Tax Debt	0	
	<b>Forecast</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	
	Authority	106	0	0	0	
	Spending Plan	106	0	0	0	
	FTE's	0	0	0	0	
Operating Impact	0	0	0	0		



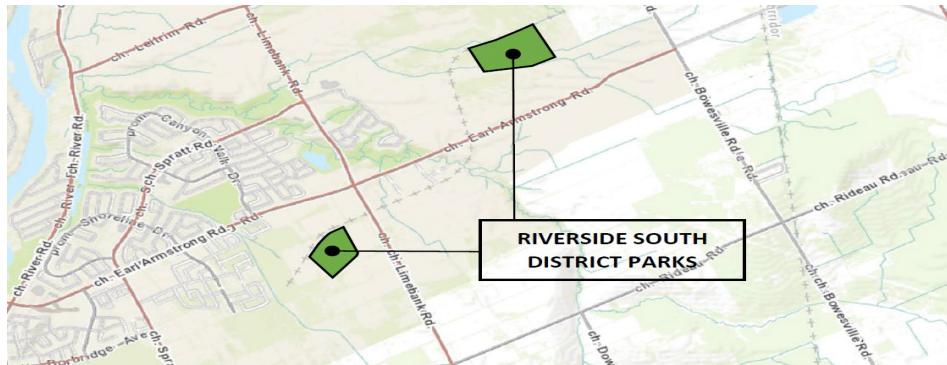
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**In Thousands (\$000)**

Project Information		Financial Details	
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<b>908546</b>	<b>Riverside South District Parks</b>	<b>Class of Estimate:</b>	<b>D) Conceptual</b>
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Dept: Recreation, Cultural and Facility Operations Department	Category: Growth	Ward 22	Year of Completion: 2020
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<p>Design of facilities and amenities in Riverside South District Parks.</p> <p>New estimated year of completion is 2024.</p>	<b>2019 Request</b>		3,905		Projected Yearend Unspent Bal.	3,905
	Revenues	0		Debt		
	Tax Supported/ Dedicated	742	Tax Supported/ Dedicated Debt		0	
	Rate Supported	0	Rate Supported Debt		0	
	Develop. Charges	3,163	Develop. Charges Debt		0	
	Gas Tax	0	Gas Tax Debt		0	
	<b>Forecast</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	
	Authority	3,905	0	0	0	
	Spending Plan	1,952	1,952	1,952	1,952	
	FTE's	0	0	0	0	
Operating Impact	0	0	0	0		



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Service Area: Security & Emergency Management											
Category	2019 Capital Budget	Revenues	Tax Supported/ Dedicated Reserves	Rate Supported Reserves	Develop. Charges	Gas Tax	Debt				
							Tax/ Dedicated	Rate	Develop. Charges	Gas Tax	Total Debt
Renewal of City Assets	400	0	400	0	0	0	0	0	0	0	0
Growth	0	0	0	0	0	0	0	0	0	0	0
Regulatory	0	0	0	0	0	0	0	0	0	0	0
Service Enhancement	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>400</b>	<b>0</b>	<b>400</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

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**Service Area: Security & Emergency Management**  
 In Thousands (\$000)

Program Information		Financial Details				
<b>Life Cycle Renewal - SEM</b>		<b>Class of Estimate: Not Applicable</b>				
Dept: Emergency & Protective Services Department	Category: Renewal of City Assets	Ward: Multiple	Year of Completion: Various			
<p>Security and Emergency Management's Life Cycle Renewal Program ensures equipment that is both current and reliable, which reduces the possibility of failure during operations. This allows for the continued quality and timely replacement of technology and equipment related to Security Operations, Corporate Radio System, Chemical, Biological, Radiological, Nuclear, Explosive (CBRNE) and Urban, Search and Rescue (USAR) and the Emergency Operations Centre (EOC).</p> <p>The program requires ongoing capital funding for the annual lifecycle replacement of equipment, maintenance and development of systems and unexpected loss due to operational incidents to ensure effective day-to-day operation.</p>		<b>2019 Request</b>	<b>400</b>	Projected Yearend Unspent Bal.	0	
		Revenues	0	Debt		
		Tax Supported/Dedicated	400	Tax Supported/Dedicated Debt	0	
		Rate Supported	0	Rate Supported Debt	0	
		Develop. Charges	0	Develop. Charges Debt	0	
		Gas Tax	0	Gas Tax Debt	0	
		<b>Forecast</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
		Authority	400	500	506	761
		Spending Plan	400	500	506	761
		FTE's	0	0	0	0
Operating Impact	0	0	0	0		

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Project(s) within a Program Information			\$000's
<b>908684</b>	<b>Emergency Operations Equipment Replacement</b>	<b>Class of Estimate: Not Applicable</b>	<b>100</b>
Category: Renewal of City Assets	Ward: CW	Year of Completion: 2028	
<p>The Office of Emergency Management (OEM) operates an Emergency Operations Centre (EOC) as required by the Provincial Emergency Management Civil Protection Act (EMCPA). Technology equipment required to maintain the EOC requires annual lifecycle maintenance and/or replacement.</p>			
<b>909105</b>	<b>CBRNE/USAR Equipment and Training</b>	<b>Class of Estimate: Not Applicable</b>	<b>50</b>
Category: Renewal of City Assets	Ward: CW	Year of Completion: 2028	
<p>Security and Emergency Management (SEM) is the corporate agency responsible for coordinating Chemical, Biological, Radiological, Nuclear and Explosive (CBRNE) and Urban, Search and Rescue (USAR) responses. SEM coordinates the efforts for policy, procedures and equipment for First Responder agencies involved in CBRNE and USAR.</p>			
<b>909106</b>	<b>Security Operations Equipment Replacement</b>	<b>Class of Estimate: Not Applicable</b>	<b>200</b>
Category: Renewal of City Assets	Ward: CW	Year of Completion: 2028	
<p>Corporate Security (CS) operates and maintains a Security Operations Centre (SOC). In addition, CS operates and maintains the Closed Circuit Television (CCTV) system for the City. Both the SOC and CCTV equipment requires annual lifecycle maintenance and/or replacement.</p>			

**City of Ottawa**  
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**Service Area: Security & Emergency Management**  
 In Thousands (\$000)

Project(s) within a Program Information			\$000's
<b>909434</b>	<b>IMCMS Equipment</b>	<b>Class of Estimate: Not Applicable</b>	<b>50</b>
Category: Renewal of City Assets	Ward: CW	Year of Completion: 2028	
<p>Security and Emergency Management is the City's responsible Service for the Corporate Radio System: Interoperable Mobile Communications Managed Services (IMCMS). The radio system infrastructure is managed by an external contractor. The City is required to purchase, maintain and lifecycle system hardware such as portable radios, mobile radios, repeaters, voice recorders.</p>			

**City of Ottawa**  
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**Community & Protective Services Committee**  
**In Thousands (\$000)**

Service Area: Social Services											
Category	2019 Capital Budget	Revenues	Tax Supported/ Dedicated Reserves	Rate Supported Reserves	Develop. Charges	Gas Tax	Debt				
							Tax/ Dedicated	Rate	Develop. Charges	Gas Tax	Total Debt
Renewal of City Assets	1,230	0	1,230	0	0	0	0	0	0	0	0
Growth	0	0	0	0	0	0	0	0	0	0	0
Regulatory	0	0	0	0	0	0	0	0	0	0	0
Service Enhancement	60	0	60	0	0	0	0	0	0	0	0
<b>Total</b>	<b>1,290</b>	<b>0</b>	<b>1,290</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>



**City of Ottawa**  
**2019 Draft Capital Budget**  
**Service Area: Social Services**  
 In Thousands (\$000)

Program Information			Financial Details						
<b>Buildings-Social Services</b>			<b>Class of Estimate: C) Planning</b>						
Dept:	Planning, Infrastructure & Economic Development Department	Category: Renewal of City Assets	Ward: Multiple	Year of Completion: Various					
<p>The Building and Park programs provide for life cycle renewal and replacement works to existing building and park assets. Detailed scope of work for specific projects extends to a wide assortment of work: roof replacement, building preservation, building mechanical and electrical systems, parks playgrounds and property elements, hard landscaping, arena and pool equipment and unplanned emergency work.</p> <p>Forecasts are based on bulk allocations that will be detailed in future budget submissions. Project cost group summaries are provided following this program summary.</p> <p>Annual programming provides allocations as required for each of the service areas as follows:</p>			<b>2019 Request</b>		<b>1,230</b>	Projected Yearend Unspent Bal.		0	
			Revenues		0	Debt			
			Tax Supported/Dedicated		1,230	Tax Supported/Dedicated Debt		0	
			Rate Supported		0	Rate Supported Debt		0	
			Develop. Charges		0	Develop. Charges Debt		0	
			Gas Tax		0	Gas Tax Debt		0	
			<b>Forecast</b>		<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	
Authority		1,230	250	250	250				
Spending Plan		1,230	130	210	300				
FTE's		0	0	0	0				
Operating Impact		0	0	0	0				
<b>Service Area</b>	<b>Buildings</b>	<b>Parks</b>							
By-Law Services	155								
Child Care Services	370								
Cultural Services	905								
Fire Services	2,000								
General Government	6,125								
Public Library	810								
Long Term Care	645								
Parks & Recreation Facilities	14,659	5,000							
Roads Services	3,645								
Social Services	1,230								
Water Services	575								
Transit Services	3,600								
<b>TOTAL Authority Request</b>	<b>34,719</b>	<b>5,000</b>							



**City of Ottawa**  
**2019 Draft Capital Budget**  
**Service Area: Social Services**  
 In Thousands (\$000)

Program Information		Financial Details																		
<b>Accessibility - Social Services</b>		<b>Class of Estimate: C) Planning</b>																		
Dept: Planning, Infrastructure & Economic Development Department	Category: Service Enhancement	Ward: Multiple	Year of Completion: Various																	
<p>The Accessibility program provides for barrier removals to existing building and park assets based on ongoing condition assessments. Detailed scope of work for specific projects extends to a wide assortment of planned and/or emergency works: installation of ramps, elevators, power door operators, signage, handrails in arena stands, removal of barriers in exterior and interior paths of travels, washroom / changeroom / kitchen remedial work, and parks playgrounds.</p> <p>Annual programming provides allocations as required for each of the service areas as follows:</p>		<b>2019 Request</b>	<b>60</b>	Projected Yearend Unspent Bal.	0															
		Revenues	0	Debt																
		Tax Supported/ Dedicated	60	Tax Supported/ Dedicated Debt	0															
		Rate Supported	0	Rate Supported Debt	0															
		Develop. Charges	0	Develop. Charges Debt	0															
		Gas Tax	0	Gas Tax Debt	0															
		<b>Forecast</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>														
Authority	60	60	60	60																
Spending Plan	60	30	50	70																
FTE's	0	0	0	0																
Operating Impact	0	0	0	0																
<p><u>Service Area</u></p> <table> <tr> <td>Child Care</td> <td>60</td> </tr> <tr> <td>Cultural Services</td> <td>60</td> </tr> <tr> <td>General Government</td> <td>725</td> </tr> <tr> <td>Library</td> <td>140</td> </tr> <tr> <td>Long Term Care</td> <td>60</td> </tr> <tr> <td>Parks &amp; Recreation</td> <td>1,395</td> </tr> <tr> <td>Social Services</td> <td>60</td> </tr> <tr> <td><b>Total Authority Request</b></td> <td><b>2,500</b></td> </tr> </table>		Child Care	60	Cultural Services	60	General Government	725	Library	140	Long Term Care	60	Parks & Recreation	1,395	Social Services	60	<b>Total Authority Request</b>	<b>2,500</b>			
Child Care	60																			
Cultural Services	60																			
General Government	725																			
Library	140																			
Long Term Care	60																			
Parks & Recreation	1,395																			
Social Services	60																			
<b>Total Authority Request</b>	<b>2,500</b>																			



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Project Description	2019	2020	2021	2022	Total
<b>By-law &amp; Regulatory Services</b>					
<b>Renewal of City Assets</b>					
909118 By-law Ballistic Vest Replacement	-	75	-	-	75
909119 By-law Field Technology Systems	-	-	300	-	300
909360 2019 Buildings-By-Law Services	155	500	500	500	1,655
909436 2019 By-law Equipment Replacement	70	60	61	62	253
<b>Renewal of City Assets Total</b>	<b>225</b>	<b>635</b>	<b>861</b>	<b>562</b>	<b>2,283</b>
<b>By-law &amp; Regulatory Services Total</b>	<b>225</b>	<b>635</b>	<b>861</b>	<b>562</b>	<b>2,283</b>
<b>Child Care</b>					
<b>Renewal of City Assets</b>					
909361 2019 Buildings-Child Care Services	370	150	150	150	820
<b>Renewal of City Assets Total</b>	<b>370</b>	<b>150</b>	<b>150</b>	<b>150</b>	<b>820</b>
<b>Service Enhancement</b>					
909236 2019 Accessibility - Child Care Services	60	60	60	60	240
<b>Service Enhancement Total</b>	<b>60</b>	<b>60</b>	<b>60</b>	<b>60</b>	<b>240</b>
<b>Child Care Total</b>	<b>430</b>	<b>210</b>	<b>210</b>	<b>210</b>	<b>1,060</b>
<b>Fire Services</b>					
<b>Growth</b>					
906832 Fire Vehicles & Equipment	-	-	-	500	500
908031 Kanata North Fire Station	-	750	2,750	-	3,500
909130 Fire Rural Water Supply	-	200	-	-	200
<b>Growth Total</b>	<b>-</b>	<b>950</b>	<b>2,750</b>	<b>500</b>	<b>4,200</b>
<b>Renewal of City Assets</b>					
908883 Fire Back-Up Generators	-	200	200	-	400
908895 Fire Station Alerting & Paging System Up	632	1,161	-	-	1,793
909324 Fire Tech. Development & Equipment-2019	300	475	500	437	1,712
909325 Specialty Fire Equip. Replacement-2019	300	500	500	500	1,800
909326 Fire Equipment Replacement Prog.-2019	400	540	500	433	1,873
909327 Fire Safety Equipment Replacement-2019	400	400	500	440	1,740
909328 Fire Facility Equipment Replacement-2019	250	375	353	359	1,337

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Project Description	2019	2020	2021	2022	Total
909363 2019 Buildings-Fire Services	2,000	500	500	500	3,500
<b>Renewal of City Assets Total</b>	<b>4,282</b>	<b>4,151</b>	<b>3,053</b>	<b>2,669</b>	<b>14,155</b>
<b>Service Enhancement</b>					
909329 CBRN Grant-2019	150	150	150	150	600
<b>Service Enhancement Total</b>	<b>150</b>	<b>150</b>	<b>150</b>	<b>150</b>	<b>600</b>
<b>Fire Services Total</b>	<b>4,432</b>	<b>5,251</b>	<b>5,953</b>	<b>3,319</b>	<b>18,955</b>
<b>Long Term Care</b>					
<b>Renewal of City Assets</b>					
909366 2019 Buildings-Long Term Care	645	1,000	1,000	1,000	3,645
909545 2019 Furniture & Equip. - Long Term Care	650	350	350	350	1,700
<b>Renewal of City Assets Total</b>	<b>1,295</b>	<b>1,350</b>	<b>1,350</b>	<b>1,350</b>	<b>5,345</b>
<b>Service Enhancement</b>					
909477 2019 Accessibility - Long Term Care	60	60	60	60	240
<b>Service Enhancement Total</b>	<b>60</b>	<b>60</b>	<b>60</b>	<b>60</b>	<b>240</b>
<b>Long Term Care Total</b>	<b>1,355</b>	<b>1,410</b>	<b>1,410</b>	<b>1,410</b>	<b>5,585</b>
<b>Paramedic Service</b>					
<b>Growth</b>					
909076 Paramedic West End Deployment Facility	500	1,000	2,000	-	3,500
909419 Paramedic Vehicles & Equipment (2019)	490	490	500	510	1,990
<b>Growth Total</b>	<b>990</b>	<b>1,490</b>	<b>2,500</b>	<b>510</b>	<b>5,490</b>
<b>Renewal of City Assets</b>					
909073 Paramedic Facilities/Post Equipment Repl	300	100	102	110	612
909074 Paramedic Defibrillator Replace (2020)	-	550	650	2,300	3,500
909075 Paramedic Mobile Data Equipment (2021)	-	-	300	-	300
909420 Paramedic Equipment Replacement (2019)	350	360	250	439	1,399
909421 Paramedic Technology & Equipment (2019)	432	548	301	650	1,931
<b>Renewal of City Assets Total</b>	<b>1,082</b>	<b>1,558</b>	<b>1,603</b>	<b>3,499</b>	<b>7,742</b>
<b>Paramedic Service Total</b>	<b>2,072</b>	<b>3,048</b>	<b>4,103</b>	<b>4,009</b>	<b>13,232</b>
<b>Parks, Recreation &amp; Culture</b>					

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Project Description	2019	2020	2021	2022	Total
<b>Growth</b>					
907417 Dr. Taite Linear Park	64	-	-	-	64
907842 Community Centre South	17,400	-	-	-	17,400
908531 Buckles St. Neighbourhood Park	-	1,214	-	-	1,214
908532 Carp Airport Community Park	-	1,384	-	-	1,384
908533 Cedar Lakes (1566 Stagecoach Rd-Ripley)	-	-	305	-	305
908534 Cobble Hill Park Strandherd Meadows	1,142	-	-	-	1,142
908535 EUC District Park	-	-	-	482	482
908536 Fernbank District Park - Richcraft	-	-	-	5,288	5,288
908538 Humanics Linear Park	141	-	-	-	141
908539 Kanata West District Park	609	2,000	4,995	-	7,604
908541 Manotick Estates Park	106	-	-	-	106
908542 Ogilvie Cummings Parkette	-	-	-	313	313
908543 Onessa Springs Park	-	487	-	-	487
908544 Place des Gouverneurs Park	-	-	342	-	342
908545 Quinn Farm Park: Cadieux Land & Farm Sub	-	-	-	1,204	1,204
908546 Riverside South District Parks	3,905	-	-	-	3,905
908548 Train Lands TOD	-	-	609	-	609
909102 Community Centre Upgrades	330	-	903	435	1,668
909490 Jockvale River District Park	-	2,000	-	-	2,000
909503 Spring Valley Trails Community Park	-	-	400	-	400
909504 Montfort Parkette	-	-	-	400	400
<b>Growth Total</b>	<b>23,697</b>	<b>7,085</b>	<b>7,554</b>	<b>8,122</b>	<b>46,458</b>
<b>Renewal of City Assets</b>					
907844 Park Pathway Lighting 2018	-	250	-	250	500
908423 Backflow Prevention Project	750	-	-	-	750
909104 Beach Pavillion Upgrade/Renewal	-	-	933	921	1,854
909107 Facility Repairs	300	300	300	300	1,200
909127 Shenkman Theatre Cap Renewal Fund 2019	40	40	40	40	160
909362 2019 Buildings-Cultural Services	905	800	800	800	3,305
909367 2019 Buildings-Parks & Rec	14,659	25,196	30,806	32,300	102,961
909372 2019 Parks - Parks & Rec	5,000	5,500	6,000	7,000	23,500

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Project Description	2019	2020	2021	2022	Total
909428 Infrastruct Support - Outdoor Rinks 2019	-	400	-	400	800
909440 Outdoor Pool Security Upgrades 2019	100	100	100	-	300
909441 Outdoor Sports Court Redevelopment 2019	179	200	-	200	579
909442 Minor Park Improvement 2019	150	250	250	250	900
909443 Park Redevelopment 2019	300	-	500	-	800
909444 Fitness & Recreation Equip. Replace 2019	100	-	250	-	350
909445 Infrastructure Upgrades 2019	578	777	798	671	2,824
909448 Artifact & Art Collection Restore & Maint	50	50	50	50	200
909449 Centrepointe Theatre Cap Renew Fund 2019	192	100	100	100	492
909450 Cultural Building & Equip 2019	100	126	125	125	476
909451 Museum Sustainability Plan 2019	-	200	200	200	600
909546 Meridian Naming Rights Enhancements	191	-	-	-	191
909549 Blackburn Arena Upgrades	4,000	-	-	-	4,000
<b>Renewal of City Assets Total</b>	<b>27,594</b>	<b>34,289</b>	<b>41,252</b>	<b>43,607</b>	<b>146,742</b>
<b>Service Enhancement</b>					
909240 2019 Accessibility - Cultural Services	60	60	60	60	240
909446 Major Capital Partnerships 2019	730	730	730	730	2,920
909447 Minor Capital Partnerships 2019	300	300	300	300	1,200
909478 2019 Accessibility - Parks & Rec	1,395	1,395	1,395	1,395	5,580
<b>Service Enhancement Total</b>	<b>2,485</b>	<b>2,485</b>	<b>2,485</b>	<b>2,485</b>	<b>9,940</b>
<b>Parks, Recreation &amp; Culture Total</b>	<b>53,776</b>	<b>43,859</b>	<b>51,291</b>	<b>54,214</b>	<b>203,140</b>
<b>Security &amp; Emergency Management</b>					
<b>Renewal of City Assets</b>					
908684 Emergency Operations Equipment Replacemt	100	100	104	106	410
909105 CBRNE/USAR Equipment and Training	50	50	50	250	400
909106 Security Operations Equipment Replacemnt	200	300	302	355	1,157
909434 IMCMS Equipment	50	50	50	50	200
<b>Renewal of City Assets Total</b>	<b>400</b>	<b>500</b>	<b>506</b>	<b>761</b>	<b>2,167</b>
<b>Security &amp; Emergency Management Total</b>	<b>400</b>	<b>500</b>	<b>506</b>	<b>761</b>	<b>2,167</b>
<b>Social Services</b>					



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Project Description	2019	2020	2021	2022	Total
<b>Renewal of City Assets</b>					
909369 2019 Buildings-Social Services	1,230	250	250	250	1,980
<b>Renewal of City Assets Total</b>	<b>1,230</b>	<b>250</b>	<b>250</b>	<b>250</b>	<b>1,980</b>
<b>Service Enhancement</b>					
909479 2019 Accessibility - Social Services	60	60	60	60	240
<b>Service Enhancement Total</b>	<b>60</b>	<b>60</b>	<b>60</b>	<b>60</b>	<b>240</b>
<b>Social Services Total</b>	<b>1,290</b>	<b>310</b>	<b>310</b>	<b>310</b>	<b>2,220</b>
<b>Grand Total</b>	<b>63,980</b>	<b>55,223</b>	<b>64,644</b>	<b>64,795</b>	<b>248,641</b>

**City of Ottawa  
Community & Protective Service  
Capital Works-In-Progress**

Project Description	Total Authority	Total Expenditures as of September 30th, 2018	Unspent Cash Balance as of September 30th, 2018	Total Contractual Obligations	Unspent/Uncommitted Balance as of September 30th, 2018
<b>By-Law &amp; Regulatory Services</b>					
<b>Renewal of City Assets</b>					
908041 By-law Equipment Replacement (2016)	51,000	25,692	25,308	-	25,308
908109 2016 Buildings-By-Law Services	192,000	180,759	11,241	3,145	8,095
908462 2017 Buildings-By-Law Services	86,000	27,628	58,372	1,694	56,679
908525 By-law Equipment Replacement (2017)	55,000	-	55,000	-	55,000
908920 2018 Buildings-By-Law Services	250,000	5,100	244,900	155,076	89,824
909120 By-law Equipment Replacement (2018)	57,000	-	57,000	-	57,000
<b>Renewal of City Assets Total</b>	<b>691,000</b>	<b>239,179</b>	<b>451,821</b>	<b>159,915</b>	<b>291,906</b>
<b>By-Law &amp; Regulatory Services Total</b>	<b>691,000</b>	<b>239,179</b>	<b>451,821</b>	<b>159,915</b>	<b>291,906</b>
<b>Child Care</b>					
<b>Renewal of City Assets</b>					
904935 Mun. Child Care Outdoor Facilities	200,000	153,745	46,255	-	46,255
905638 Mun. Child Care Infrastructure	400,000	218,254	181,746	8,258	173,488
908463 2017 Buildings-Child Care Services	185,000	24,780	160,220	-	160,220
908921 2018 Buildings-Child Care Services	145,000	-	145,000	-	145,000
<b>Renewal of City Assets Total</b>	<b>930,000</b>	<b>396,780</b>	<b>533,220</b>	<b>8,258</b>	<b>524,962</b>
<b>Growth</b>					
907885 Child Care Facilities	4,529,000	-	4,529,000	-	4,529,000
<b>Growth Total</b>	<b>4,529,000</b>	<b>-</b>	<b>4,529,000</b>	<b>-</b>	<b>4,529,000</b>
<b>Service Enhancement</b>					
908456 2017 Accessibility - Child Care	80,000	24,480	55,520	9,381	46,139
908933 2018 Accessibility - Child Care	165,000	1,717	163,283	-	163,283
<b>Service Enhancement Total</b>	<b>245,000</b>	<b>26,197</b>	<b>218,803</b>	<b>9,381</b>	<b>209,422</b>
<b>Child Care Total</b>	<b>5,704,000</b>	<b>422,977</b>	<b>5,281,023</b>	<b>17,639</b>	<b>5,263,384</b>
<b>Fire Services</b>					

**City of Ottawa  
Community & Protective Service  
Capital Works-In-Progress**

Project Description	Total Authority	Total Expenditures as of September 30th, 2018	Unspent Cash Balance as of September 30th, 2018	Total Contractual Obligations	Unspent/Uncommitted Balance as of September 30th, 2018
Renewal of City Assets					
908112 2016 Buildings-Fire Services	543,000	522,258	20,742	3,220	17,522
908417 Fire Tech. Development & Equipment-2017	100,000	32,235	67,765	15,065	52,700
908418 Fire Equipment Replacement Prog.-2017	325,000	275,462	49,538	37,278	12,259
908419 Fire Facility Equipment Replacement-2017	200,000	178,130	21,870	30,230	(8,359)
908420 Fire Safety Equipment Replacement-2017	350,000	365,328	(15,328)	31,338	(46,667)
908421 Specialty Fire Equip. Replacement-2017	150,000	62,254	87,746	43,696	44,050
908465 2017 Buildings-Fire Services	775,000	656,043	118,957	56,871	62,086
908896 Fire Tech. Development & Equipment-2018	251,700	-	251,700	127,167	124,533
908897 Fire Equipment Replacement Prog.-2018	270,900	124,803	146,097	30,575	115,522
908898 Fire Facility Equipment Replacement-2018	100,000	-	100,000	53,933	46,067
908899 Fire Safety Equipment Replacement-2018	438,300	130,558	307,742	245,003	62,738
908900 Specialty Fire Equip. Replacement-2018	150,000	104,271	45,729	-	45,729
908923 2018 Buildings-Fire Services	760,000	257,197	502,803	198,482	304,321
<b>Renewal of City Assets Total</b>	<b>4,413,900</b>	<b>2,708,540</b>	<b>1,705,360</b>	<b>872,859</b>	<b>832,501</b>
Growth					
903142 Ottawa East Fire Station	7,000,000	5,675,357	1,324,643	319,343	1,005,300
903157 Ottawa West Fire Station	8,750,000	8,341,902	408,098	53,602	354,496
<b>Growth Total</b>	<b>15,750,000</b>	<b>14,017,259</b>	<b>1,732,741</b>	<b>372,945</b>	<b>1,359,796</b>
Service Enhancement					
907527 Fire Dynamics	1,200,000	1,576,813	(376,813)	15,761	(392,574)
908030 Cyrville Fire Station	6,951,114	6,407,075	544,039	477,338	66,701
908422 CBRN Grant-2017	100,000	100,000	-	-	-
908901 CBRN Grant-2018	100,000	54,049	45,951	-	45,951
<b>Service Enhancement Total</b>	<b>8,351,114</b>	<b>8,137,937</b>	<b>213,177</b>	<b>493,099</b>	<b>(279,922)</b>
<b>Fire Services Total</b>	<b>28,515,014</b>	<b>24,863,736</b>	<b>3,651,278</b>	<b>1,738,903</b>	<b>1,912,375</b>
GM Comm & Social Svcs					

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Project Description	Total Authority	Total Expenditures as of September 30th, 2018	Unspent Cash Balance as of September 30th, 2018	Total Contractual Obligations	Unspent/Uncommitted Balance as of September 30th, 2018
Renewal of City Assets					
908305 Section 37 Ward 14 Community Garden Proj	106,536	8,901	97,635	77,047	20,589
<b>Renewal of City Assets Total</b>	<b>106,536</b>	<b>8,901</b>	<b>97,635</b>	<b>77,047</b>	<b>20,589</b>
<b>GM Comm &amp; Social Svcs Total</b>	<b>106,536</b>	<b>8,901</b>	<b>97,635</b>	<b>77,047</b>	<b>20,589</b>
Infrastructure Svcs & Commtly S					
Renewal of City Assets					
908929 2018 Buildings-Social Services	600,000	15,509	584,491	12,805	571,686
<b>Renewal of City Assets Total</b>	<b>600,000</b>	<b>15,509</b>	<b>584,491</b>	<b>12,805</b>	<b>571,686</b>
<b>Infrastructure Svcs &amp; Commtly S Total</b>	<b>600,000</b>	<b>15,509</b>	<b>584,491</b>	<b>12,805</b>	<b>571,686</b>
Long Term Care					
Renewal of City Assets					
908115 2016 Buildings-Long Term Care	1,030,000	959,603	70,397	30,926	39,471
908468 2017 Buildings-Long Term Care	2,130,000	1,683,229	446,771	217,117	229,653
908926 2018 Buildings-Long Term Care	4,525,000	243,059	4,281,941	452,849	3,829,092
909048 2018 Furniture & Equip. - Long Term Care	350,400	185,452	164,948	31,970	132,978
909233 LTC - Technology & Equipment Upgrades	1,000,000	7,396	992,604	59,840	932,764
<b>Renewal of City Assets Total</b>	<b>9,035,400</b>	<b>3,078,740</b>	<b>5,956,660</b>	<b>792,702</b>	<b>5,163,958</b>
Service Enhancement					
907994 Accessibility - Long Term Care	50,000	11,494	38,506	-	38,506
908566 Accessibility - Long Term Care	90,000	-	90,000	-	90,000
908937 2018 Accessibility - Long Term Care	60,000	-	60,000	-	60,000
<b>Service Enhancement Total</b>	<b>200,000</b>	<b>11,494</b>	<b>188,506</b>	<b>-</b>	<b>188,506</b>
<b>Long Term Care Total</b>	<b>9,235,400</b>	<b>3,090,234</b>	<b>6,145,166</b>	<b>792,702</b>	<b>5,352,465</b>
Paramedic Service					
Renewal of City Assets					

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Project Description	Total Authority	Total Expenditures as of September 30th, 2018	Unspent Cash Balance as of September 30th, 2018	Total Contractual Obligations	Unspent/Uncommitted Balance as of September 30th, 2018
906161 Paramedic Defibrillator Replacement	3,800,150	2,819,971	980,179	420,523	559,656
908315 Buildings-Paramedic Services (P3)	456,242	456,242	0	-	0
908630 Paramedic Equipment Replacement (2017)	1,616,000	1,709,492	(93,492)	5,871	(99,363)
908631 Paramedic Technology & Equipment (2017)	518,000	111,563	406,437	127,489	278,948
909045 Paramedic Equipment Replacement (2018)	750,000	525,641	224,359	33,757	190,601
909046 Paramedic Technology & Equipment (2018)	274,000	-	274,000	-	274,000
<b>Renewal of City Assets Total</b>	<b>7,414,392</b>	<b>5,622,909</b>	<b>1,791,483</b>	<b>587,641</b>	<b>1,203,842</b>
Growth					
908632 Paramedic Vehicles & Equipment (2017)	460,000	307,199	152,801	92,818	59,983
909047 Paramedic Vehicles & Equipment (2018)	245,000	-	245,000	-	245,000
<b>Growth Total</b>	<b>705,000</b>	<b>307,199</b>	<b>397,801</b>	<b>92,818</b>	<b>304,983</b>
Service Enhancement					
905210 Paramedic CACC Facility (Don Reid Dr.)	12,445,796	12,361,079	84,717	-	84,717
<b>Service Enhancement Total</b>	<b>12,445,796</b>	<b>12,361,079</b>	<b>84,717</b>	<b>-</b>	<b>84,717</b>
<b>Paramedic Service Total</b>	<b>20,565,188</b>	<b>18,291,187</b>	<b>2,274,001</b>	<b>680,459</b>	<b>1,593,542</b>
Parks, Recreation & Culture					
Renewal of City Assets					
902396 Rock Knoll Land Acquisition	200,000	(20,942)	220,942	-	220,942
904699 Brewer Park	100,000	112	99,888	-	99,888
906181 Tennis Court Redevelopment	55,107	21,698	33,409	24,999	8,410
906183 Cultural Facilities Security Systems	142,500	130,712	11,788	-	11,788
906855 Minor Park Improvement 2013	593,950	532,292	61,658	10,194	51,464
907003 Mooney's Bay Upgrade/Renewal	250,000	204,456	45,544	79,246	(33,702)
907147 Reid Park Redevelopment - Design Phase	1,576,000	721,518	854,482	811,325	43,157
907318 Ward 13 Cash in Lieu Projects	155,815	155,197	618	5,139	(4,521)
907355 Miracle League Ottawa Field & Playground	1,729,500	1,031,828	697,672	540,081	157,591
907356 Cultural Services Bulding & Equip. 2014	95,000	86,742	8,258	-	8,258

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Project Description	Total Authority	Total Expenditures as of September 30th, 2018	Unspent Cash Balance as of September 30th, 2018	Total Contractual Obligations	Unspent/Uncommitted Balance as of September 30th, 2018
907358 Minor Park Improvement 2014	440,650	299,726	140,924	19,100	121,824
907426 George Nelms Park Fieldhouse-Major Cap.	475,000	(92,704)	567,704	-	567,704
907430 Urban Parks Manual	190,000	38,265	151,735	-	151,735
907803 Fitness & Recreation Equip. Replace 2015	247,000	246,405	595	-	595
907804 Minor Park Improvement 2015	371,800	66,154	305,646	-	305,646
907810 Tennis Court Redevelopment 2016	170,543	-	170,543	32,563	137,980
907811 Infrastruct Support - Outdoor Rinks 2016	400,000	75,960	324,041	20,235	303,806
907844 Park Pathway Lighting 2018	247,000	-	247,000	-	247,000
907933 Centrepointe Theatre Cap Renewal Fund	326,514	314,734	11,780	-	11,780
907935 Nixon Farm Park	480,000	63,397	416,603	22,762	393,842
907937 Kings Grant	870,000	486,965	383,035	98,944	284,091
907951 Redevelopment of Optimist Park	1,276,500	1,213,261	63,239	9,177	54,062
907953 Shefford Road Sports Park - Field Replac	656,700	594,420	62,280	-	62,280
907956 CIP150 - Manotick Arena - reno & exp	2,750,727	2,550,607	200,120	205,352	(5,232)
907976 Cathcart Park Dog Park - fencing	210,000	181,081	28,919	10,555	18,364
908020 Canterbury Park -Outdoor Roofed Ice Rink	94,000	74,390	19,610	-	19,610
908051 Cultural Services Bulding & Equip. 2016	275,000	32,686	242,314	-	242,314
908111 2016 Buildings-Cultural Services	1,085,000	727,203	357,797	245,330	112,467
908116 2016 Buildings-Parks & Rec	15,785,000	14,710,137	1,074,863	835,913	238,950
908120 2016 Parks - Parks & Rec	3,717,000	3,642,556	74,444	35,684	38,760
908295 Manor Park Community Cntr Interior Reno	620,000	509,153	110,847	21,365	89,482
908296 Loyola Park - Splash Pad	390,000	370,303	19,697	22,277	(2,580)
908304 Meadowbreeze Pk-RinkShack Ship Container	50,000	47,838	2,162	138	2,023
908311 CIP150 - Bayshore C.C. Bldg - reno & exp	1,000,000	942,824	57,176	38,086	19,090
908312 CIP150 - Orleans Sports Field - lighting	500,000	439,530	60,470	-	60,470
908313 CIP150 - AlbionHeatherington C.C.-upgrad	880,000	752,701	127,299	23,305	103,995
908325 Inverness Park - Splash Pad	268,683	268,683	-	-	-
908341 Ward 22 Cash-in-lieu 2016	46,000	41,449	4,551	1,221	3,329

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Project Description	Total Authority	Total Expenditures as of September 30th, 2018	Unspent Cash Balance as of September 30th, 2018	Total Contractual Obligations	Unspent/Uncommitted Balance as of September 30th, 2018
908346 Mooney's Bay Playground	1,155,725	1,127,830	27,895	1,154	26,742
908356 Ward 21 Cash-in-lieu 2016	33,250	29,378	3,872	-	3,872
908362 Walter Baker Sports Complex -improvement	162,624	144,593	18,031	-	18,031
908374 Carp Highlands Pathway	122,000	-	122,000	-	122,000
908395 Ward 13 Cash-in-lieu 2016	60,000	54,210	5,790	-	5,790
908423 Backflow Prevention Project	1,400,000	122,955	1,277,045	833,493	443,552
908464 2017 Buildings-Cultural Services	1,895,000	1,460,587	434,413	320,972	113,441
908469 2017 Buildings-Parks & Rec	14,179,000	11,014,164	3,164,836	1,631,384	1,533,452
908475 2017 Parks - Parks & Rec	5,000,000	4,378,041	621,959	481,579	140,380
908478 Deer Run Park - splash pad	283,000	296,664	(13,664)	2,680	(16,344)
908636 Minor Park Improvement 2017	237,500	21,974	215,526	1,761	213,764
908638 Park Redevelopment 2017	355,000	16,236	338,764	269,848	68,915
908641 Centrepointe Theatre Cap Renewal Fund	60,000	1,765	58,235	-	58,235
908642 Cultural Services Building & Equip. 2017	75,000	42,850	32,150	12,922	19,229
908719 Featherston Park - play equipment improv	153,000	83,668	69,332	91,074	(21,742)
908775 Ward 1 Cash-in-lieu 2016	7,500	7,500	0	-	0
908778 Manotick Remembrance Park - construction	282,950	323,372	(40,422)	0	(40,422)
908779 Dunrobin Park - rink upgrade	55,000	107,746	(52,746)	-	(52,746)
908797 Ward 2 Cash-in-Lieu 2018	23,191	22,496	694	-	694
908813 Hazeldean Open Space Improvements	127,778	123,178	4,600	-	4,600
908814 Ward 22 Cash-in-lieu 2017	39,481	38,043	1,438	-	1,438
908815 Village Square Park - Drinking Fountain	64,000	30,810	33,190	38,677	(5,487)
908821 Paul Landry Park - park improvements	170,000	139,972	30,028	28,814	1,214
908828 C W Funded Public Art Commission 2017	551,000	(50,568)	601,568	401,952	199,616
908829 Devonian Park - Tennis Courts	60,000	-	60,000	-	60,000
908830 Cardinal Glen Park rehabilitation proj.	312,000	232,038	79,962	24,226	55,736
908846 Minto Field	930,000	836,422	93,578	39,933	53,644
908857 Ward 21 Cash-in-lieu 2017	40,000	-	40,000	-	40,000

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Project Description	Total Authority	Total Expenditures as of September 30th, 2018	Unspent Cash Balance as of September 30th, 2018	Total Contractual Obligations	Unspent/Uncommitted Balance as of September 30th, 2018
908865 Rate Funded Public Art Commissions 2017	278,689	-	278,689	-	278,689
908871 Ward 2 Cash-in-lieu 2017	10,930	10,930	0	-	0
908872 Rose Park Fitness Equipment	95,000	65,169	29,831	6,701	23,130
908873 Central Park East Lighting project	100,000	22,922	77,078	98,388	(21,310)
908891 CIP150 - Pat Clarke Community Centre Ren	3,849,000	1,078,659	2,770,341	1,112,602	1,657,739
908903 Ward 9 Cash-in-lieu 2017	44,215	9,741	34,474	-	34,474
908910 Ken Ross Park Eagle's Nest - Dugout	4,425	4,425	-	-	-
908913 Ward 8 Cash-in-lieu 2017	25,000	14,884	10,116	-	10,116
908914 Ward 16 Cash-in-lieu 2017	4,302	4,302	-	-	-
908922 2018 Buildings-Cultural Services	1,490,000	51,105	1,438,895	241,360	1,197,535
908927 2018 Buildings-Parks & Rec	15,670,000	5,714,613	9,955,387	4,211,200	5,744,187
908932 2018 Parks - Parks & Rec	6,925,000	1,459,216	5,465,784	2,518,374	2,947,410
908992 Lynwood Park - Sitting Area	64,200	5,969	58,231	56,262	1,970
908993 Ward 23 Cash-in-lieu 2017	28,460	26,611	1,849	-	1,849
909000 Dalhousie South Park 2018 Redevelopment	180,000	18,523	161,477	132,493	28,984
909004 Dovercourt Phase 2 Expansion	826,000	181,880	644,120	-	644,120
909103 Infrastruct Support - Outdoor Rinks 2018	289,000	-	289,000	159,148	129,852
909110 Minor Park Improvement 2018	326,000	(33,811)	359,811	30,101	329,710
909111 Park Redevelopment 2018	156,000	-	156,000	-	156,000
909112 Fitness & Recreation Equip. Replace 2018	130,000	-	130,000	-	130,000
909113 Centrepointe Theatre Cap Renew Fund 2018	60,000	-	60,000	-	60,000
909114 Cultural Services Building & Equip. 2018	205,000	6,431	198,569	11,064	187,505
909138 Sylvia Holden Park Rink Upgrades	99,000	-	99,000	-	99,000
909186 Woodroffe Park Fieldhouse Replacement	994,500	-	994,500	-	994,500
909188 Gordon & Ivy Scharf Park Play Equipment	110,000	21,862	88,138	8,264	79,874
909190 Ward 5 Cash-in-Lieu 2017	12,099	-	12,099	-	12,099
909192 Ward 6 Cash-in-Lieu 2018	145,625	-	145,625	69,999	75,626
909193 Langstaff Park Fitness Equipment	38,000	498	37,502	-	37,502



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Project Description	Total Authority	Total Expenditures as of September 30th, 2018	Unspent Cash Balance as of September 30th, 2018	Total Contractual Obligations	Unspent/ Uncommitted Balance as of September 30th, 2018
909194 Arcadia Park Splash Pad	99,999	-	99,999	-	99,999
909197 Ward 7 Cash-in-Lieu 2018	68,359	11,188	57,172	2,728	54,444
909202 Ward 21 Cash-in-Lieu 2018	35,700	6,373	29,327	29,758	(430)
909205 Ward 18 Cash-in-Lieu 2018	38,900	33,678	5,222	3,368	1,854
909206 Rate Funded Public Art Commissions 2018	706,000	49,317	656,683	-	656,683
909207 Mountain Meadows Pk -Umbrellas & benches	60,000	1,657	58,343	26,305	32,038
909209 Rockcliffe Park Fieldhouse & Rink	565,000	301,368	263,632	-	263,632
909210 Fallingbrook South Area Splash Pad	324,000	12,321	311,679	20,963	290,716
909211 Ben Franklin Splash Pad	300,000	4,636	295,364	283,845	11,519
909212 Ward 9 Cash-in-Lieu 2018	10,000	-	10,000	-	10,000
909213 W.C. Bowes Park Splash Pad	434,950	27,708	407,242	34,857	372,384
909214 Nimiq Park Splash Pad	308,500	296,896	11,604	5,660	5,944
909230 Ward 4 Cash-in-Lieu 2018	30,000	-	30,000	-	30,000
909231 Ward 10 Tennis Court Redevelopment	351,017	67,100	283,918	256,053	27,865
909232 Carlington Park - Mountain Bike Track	153,000	5,697	147,303	5	147,297
909234 Barrhaven/Walter Baker Food Cuboard	100,000	(96,585)	196,585	16,776	179,809
909244 Ward 1 Cash-in-Lieu 2018	43,074	16,083	26,991	-	26,991
909246 C W Funded Public Art Commission 2018	114,886	-	114,886	-	114,886
909247 Constance Buckham's Bay CC -Kitchen Reno	160,000	12,000	148,000	11,955	136,045
909248 Fairmile View Park - Land Acquisition	57,000	110,525	(53,525)	-	(53,525)
909250 Alexander Park - Improvements	140,000	573	139,427	18,005	121,421
909252 Nepean Sportsplex Football Lighting Proj	600,000	-	600,000	-	600,000
909253 Infrastructure Strategy	150,000	-	150,000	-	150,000
909254 Confederation Field	210,000	-	210,000	-	210,000
909259 Bilberry Park - Orleans Bengals Football	32,000	-	32,000	-	32,000
909260 Ward 3 Cash-in-Lieu 2018	51,611	7,317	44,294	-	44,294
909268 Nanaimo Park - basketball court	65,500	5,909	59,591	56,642	2,950
909269 Ward 23 Cash-in-lieu 2018	15,550	-	15,550	-	15,550

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909271 Ward 14 Cash-in-lieu 2018	2,996	2,996	-	-	-
909275 Ward 8 Cash-in-lieu 2018	3,141	2,405	736	-	736
909277 Ward 15 Cash-In-Lieu 2018	510	-	510	-	510
909286 Ward 19 Cash-In-Lieu 2018	20,000	-	20,000	-	20,000
909287 Petrie Island Picnic Gazebo	90,000	-	90,000	-	90,000
909290 Ward 13 Cash-in-lieu 2018	13,000	-	13,000	13,229	(229)
909291 Steve MacLean Park - basketball court	65,000	-	65,000	-	65,000
909292 Ward 20 Cash-in-lieu 2018	3,863	528	3,335	-	3,335
909300 McCormick Park	130,000	95,469	34,531	3,385	31,147
<b>Renewal of City Assets Total</b>	<b>104,268,989</b>	<b>61,706,346</b>	<b>42,562,643</b>	<b>16,732,947</b>	<b>25,829,696</b>
Growth					
902412 Beryl Gaffney Park	684,250	317,195	367,055	-	367,055
903115 Manotick Park Development	368,000	14,220	353,781	-	353,781
903622 Riverside South Recreation Complex Land	4,500,000	4,145	4,495,855	-	4,495,855
903623 District Skate Board Park-East	750,000	-	750,000	-	750,000
903624 Minto Recreation Complex	53,502,444	52,921,436	581,008	360,504	220,504
904373 ENCB*North Kanata Recreation Complex	43,472,000	42,383,236	1,088,764	1,476	1,087,288
905842 Romina Park	546,500	562,903	(16,403)	-	(16,403)
905902 Kanata Town Centre Parks	187,000	177,451	9,549	1,600	7,948
906277 Broughton Park	417,500	373,113	44,387	-	44,387
906279 Kristina Kiss Park	1,373,500	1,323,917	49,583	-	49,583
906296 Lalande Conservation Park	355,000	249,926	105,074	-	105,074
906546 Community Centre East - FDRC	5,456,000	4,881,957	574,043	316,274	257,769
906580 Expand/Redevelop Sawmill Creek Pool & CC	1,532,000	215,007	1,316,993	24,070	1,292,923
906993 Emerald Links Park	400,000	-	400,000	-	400,000
906994 Greely Village Centre Park	3,121,000	2,875,514	245,486	10,638	234,848
906995 Kizell Pond Pathway	1,000,000	8,340	991,660	44,807	946,853
906996 Watershields Park	361,000	359,371	1,629	806	822

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907231 Leitrim East Neighbourhood Park	1,005,000	984,727	20,273	34,033	(13,760)
907319 Boothfield Park	1,392,202	1,257,068	135,134	73,645	61,488
907411 Leboutillier Park	320,000	301,080	18,920	-	18,920
907412 Blackstone Community Park	720,000	54,555	665,445	-	665,445
907413 Cardinal Creek Park (18A)	1,938,000	818,759	1,119,241	518,234	601,007
907417 Dr. Taite Linear Park	40,000	3,469	36,531	-	36,531
907418 Mancini Park	880,000	848,630	31,370	1,719	29,651
907419 Havencrest Woods Park	460,000	301,520	158,480	-	158,480
907422 Green Meadows (Rivington)	550,000	399,727	150,273	-	150,273
907423 Meadow Breeze Park Expansion	562,000	554,115	7,885	-	7,885
907424 Millennium Park	8,030,000	7,977,879	52,121	11,012	41,109
907427 Richardson Ridge Park	490,000	484,550	5,450	-	5,450
907428 Summerhill Park	1,210,000	1,022,371	187,629	-	187,629
907429 Tulip Tree Park	330,000	314,019	15,981	-	15,981
907524 Fosterbrook Park	50,000	44,557	5,443	-	5,443
907549 DCA-Joseph Vezina Park Phase II	338,000	-	338,000	-	338,000
907842 Community Centre South	1,934,000	-	1,934,000	-	1,934,000
907905 Quarry Ridge Recreational Pathway	260,000	164,089	95,911	1,450	94,461
907907 Longfields Ph 4 (Leather Leaf Parkette)	290,000	309,332	(19,332)	-	(19,332)
907908 Avalon South Recreational Pathway	510,000	331,661	178,339	32,354	145,985
907936 Cassandra Park	310,000	266,026	43,974	40,348	3,626
908277 Longfields Phase 6 Mattino	160,000	6,459	153,541	-	153,541
908355 Canterbury Comm Outdoor Covered Rink Fac	5,850,000	4,815,975	1,034,025	104,765	929,260
908373 Diamond Jubilee Park Phase 2	1,129,000	37,998	1,091,002	89,269	1,001,733
908534 Cobble Hill Park Strandherd Meadows	196,000	255	195,745	-	195,745
908537 Hill Side Vista Park	386,000	-	386,000	-	386,000
908546 Riverside South District Park	3,905,000	-	3,905,000	-	3,905,000
908827 Half Moon Bay South Community Park	951,160	951,160	-	-	-

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**Capital Works-In-Progress**

Project Description	Total Authority	Total Expenditures as of September 30th, 2018	Unspent Cash Balance as of September 30th, 2018	Total Contractual Obligations	Unspent/Uncommitted Balance as of September 30th, 2018
908882 2017 Parks Growth	600,000	280,326	319,674	27,495	292,178
909160 S 37 Ward 15 Park	400,000	-	400,000	-	400,000
909281 Gladstone Lands Park Development	1,000,000	-	1,000,000	-	1,000,000
909289 Clarity Park	619,555	-	619,555	-	619,555
<b>Growth Total</b>	<b>154,842,111</b>	<b>129,198,037</b>	<b>25,644,074</b>	<b>1,694,500</b>	<b>23,949,574</b>
Service Enhancement					
905118 Community Centre Additions	2,131,000	708,609	1,422,391	53,515	1,368,875
905848 Laroche Park Improvements	55,000	59,121	(4,121)	18,555	(22,676)
906232 Sports Development - Lansdown extra 2011	5,023,000	2,956,470	2,066,530	5,854	2,060,677
906236 Program Facilities Upgrades	2,061,223	2,032,060	29,163	810	28,353
907294 Accessibility-Parks & Rec	1,523,000	1,479,526	43,474	23,451	20,023
907362 Minor Capital Partnerships 2014	330,000	342,798	(12,798)	-	(12,798)
907986 PRCS Facility Upgrades 2015	784,312	575,888	208,424	37,951	170,474
907987 Major Capital Partnership 2015	276,747	-	276,747	-	276,747
907988 Minor Capital Partnership 2015	300,000	75,739	224,261	22,500	201,761
907990 Accessibility - Cultural Services	38,000	-	38,000	-	38,000
907993 Accessibility - Parks & Rec	1,530,000	1,425,692	104,308	11,001	93,307
908123 2016 Accessibility - Cultural Services	175,000	36,756	138,244	127,319	10,925
908126 2016 Accessibility - Parks & Rec	1,615,500	1,494,879	120,621	33,901	86,720
908213 PRCS Facility Upgrades 2016	2,052,088	1,537,779	514,309	51,290	463,019
908214 Major Capital Partnership 2016	502,800	197,891	304,909	-	304,909
908270 Minor Capital Partnership 2016	300,000	-	300,000	-	300,000
908389 Booking & Registration System Replace.	5,040,000	1,086,372	3,953,628	304,948	3,648,680
908457 2017 Accessibility - Cultural Services	471,000	74,965	396,035	169,520	226,515
908460 2017 Accessibility - Parks & Rec	1,925,000	1,399,471	525,529	129,769	395,760
908635 PRCS Facility Upgrades 2017	410,000	76,875	333,125	17,074	316,050
908639 Major Capital Partnership 2017	230,000	-	230,000	-	230,000
908640 Minor Capital Partnership 2017	300,000	-	300,000	-	300,000

**City of Ottawa  
Community & Protective Service  
Capital Works-In-Progress**

Project Description	Total Authority	Total Expenditures as of September 30th, 2018	Unspent Cash Balance as of September 30th, 2018	Total Contractual Obligations	Unspent/Uncommitted Balance as of September 30th, 2018
908893 Doug Frobel Park	380,000	254,702	125,298	1,526	123,771
908934 2018 Accessibility - Cultural Services	50,000	-	50,000	-	50,000
908938 2018 Accessibility - Parks & Rec	2,525,000	291,574	2,233,426	590,155	1,643,271
909077 RCFS Facility Upgrades 2018	1,560,000	-	1,560,000	-	1,560,000
909078 Major Capital Partnership 2018	730,000	-	730,000	-	730,000
909079 Minor Capital Partnership 2018	300,000	-	300,000	-	300,000
<b>Service Enhancement Total</b>	<b>32,618,670</b>	<b>16,107,168</b>	<b>16,511,502</b>	<b>1,599,140</b>	<b>14,912,362</b>
<b>Parks, Recreation &amp; Culture Total</b>	<b>291,729,769</b>	<b>207,011,550</b>	<b>84,718,220</b>	<b>20,026,587</b>	<b>64,691,632</b>
Security & Emergency Mgmt					
Renewal of City Assets					
905916 SEM - Corporate Radio System	9,583,000	7,724,571	1,858,429	19,661	1,838,769
907913 SEM-Closed Circuit TV (CCTV) Equip.	1,382,500	581,342	801,158	135,370	665,788
<b>Renewal of City Assets Total</b>	<b>10,965,500</b>	<b>8,305,913</b>	<b>2,659,587</b>	<b>155,031</b>	<b>2,504,556</b>
<b>Security &amp; Emergency Mgmt Total</b>	<b>10,965,500</b>	<b>8,305,913</b>	<b>2,659,587</b>	<b>155,031</b>	<b>2,504,556</b>
Social Services					
Renewal of City Assets					
907042 CSSD Client & Community Hub Design&Build	400,000	47,478	352,522	17,944	334,579
908472 2017 Buildings-Social Services	460,000	130,211	329,789	47,576	282,213
<b>Renewal of City Assets Total</b>	<b>860,000</b>	<b>177,689</b>	<b>682,311</b>	<b>65,519</b>	<b>616,792</b>
Service Enhancement					
906448 2016 Accessibility - Social Services	454,000	441,550	12,450	2,294	10,157
908461 2017 Accessibility - Social Services	60,000	-	60,000	-	60,000
908939 2018 Accessibility - Social Services	60,000	-	60,000	-	60,000
<b>Service Enhancement Total</b>	<b>574,000</b>	<b>441,550</b>	<b>132,450</b>	<b>2,294</b>	<b>130,157</b>
<b>Social Services Total</b>	<b>1,434,000</b>	<b>619,239</b>	<b>814,761</b>	<b>67,813</b>	<b>746,948</b>
<b>Grand Total</b>	<b>369,546,407</b>	<b>262,868,423</b>	<b>106,677,984</b>	<b>23,728,901</b>	<b>82,949,083</b>