



## Finance and Economic Development Committee

Tax Supported Programs



2019-194

# Draft BUDGET 2019

Better roads and transit.  
Safer communities.  
More housing.



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# **Elected Officials**

## **2019 Service Area Summary**

### **Description**

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

### **Programs/Services Offered**

In accordance with the Municipal Act, 2001

- Support the Statutory Role of Council:
  - Represent the public and consider the well-being and interests of the municipality
  - Develop and evaluate policies and programs and determine which services the municipality provides
  - Maintain the financial integrity of the municipality
  - Administrative and controllership policies to implement decisions of Council, and
  - Accountability and transparency of City's operations including the activities of senior management
- Support the Statutory Role of the Mayor:
  - Preside over Council meetings to ensure business is carried out efficiently and effectively

- Provide information and recommendations to Council with respect to the role of Council concerning its administrative and controllership policies as well as the accountability and transparency of the City's operations; and
- Uphold and promote purposes of the municipality as a representative of the municipality locally, nationally and internationally



# Office of the City Clerk and Solicitor

## 2019 Service Area Summary

### Description

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

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

### Programs/Services Offered

- Support to City Council meetings and provision of staff resources to Standing and Advisory Committees as well as several boards, pursuant to the Municipal Act, 2001, the City of Ottawa Act, 1999 and related provincial statutes
- Administration of the Accountability Framework (e.g. the Lobbyist Registry, Public Disclosure of Elected Officials' Office Expenses, support to Integrity Commissioner, etc.), governance policies and procedures and the Commemorative Naming Program
- Point of contact on all matters of protocol between the City and federal, provincial and municipal governments, offices of government officials, diplomatic missions, military, civic, cultural and religious organizations as well as responsibility for a wide range of Protocol activities that include events, issuance of proclamations, courtesy calls with the Mayor, visiting delegations and Council presentations

- Fulfilling legislated and advisory responsibilities relating to elections pursuant to the Municipal Elections Act, as well as access to information and protection of privacy in accordance with the Municipal Freedom of Information and Protection of Privacy Act, the Personal Health Information Protection Act and related provincial statutes and regulations
- Developing, monitoring and maintaining Corporate and Departmental Information Management policies; design and maintenance of the corporate records classifications and the City's Retention and Disposition By-law pursuant to the Municipal Act, 2001
- Processing printing requests, administering corporate copier fleet, delivering internal mail, coordinating courier services and processing external mail
- Legal and procedural advice, including: legislative drafting, interpretation and application of statutes and by-laws; real estate services; legal agreement drafting and review; access to information and privacy law; municipal assessment and taxation legal issues; zoning and official plan legal issues under the Planning Act and the Development Charges Act; tendering and procurement law advice and support under the Purchasing By-law; labour relations advice and services under the relevant federal and provincial labour relations statutes, including collective bargaining; civil litigation; claims processing, investigation and management; city-wide insurance matters; and by-law prosecutions, as well as proceedings under the Building Code Act, Provincial Offences Act and other related provincial statutes

# City Manager's Office

## 2019 Service Area Summary

### Description

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

### Programs/Services Offered

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

Canadian Municipalities (FCM), the Mayors and Regional Chairs of Ontario (MARCO), the Regional Chief Administrative Officers (CAOs), the Ontario Municipal Benchmarking Initiative (OMBI), and provincial and federal ministries, etc.

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

# **Transportation Services Department**

## **O-Train Construction**

### **2019 Service Area Summary**

#### **Description**

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

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

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

- Ensure technical compliance with Project Agreement requirements including review of contractor design submissions, construction activities, vehicle requirements, systems, testing and commissioning
- Manage project scope, cost and schedule
- Identify land and property requirements
- Coordinate planning works to support Official Plan (OP) land use goals, Transportation Master Plan (TMP) goals, and arts and culture

- Coordinate urban design and support business development opportunities
- Manage risk, scope, change and dispute resolution

# **Transportation Services Department**

## **O-Train Planning/Rail Construction Program**

### **2019 Service Area Summary**

#### **Description**

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

The Stage 2 Light Rail Transit (LRT) project will extend the Confederation Line from Tunney's Pasture to Baseline Station and Moodie Station in the west and from Blair Station to Trim Road in the east. Stage 2 LRT will also extend the existing Trillium Line farther south to Limebank Road, with a new rail link to the Ottawa Macdonald-Cartier International Airport. Several municipal infrastructure projects are also bundled with the Stage 2 project along with the delivery of works and activities associated with the City's Memorandum of Understanding with Rideau Transit Group to support and maintain the expanded Confederation Line.

The O-Train Planning office will complete the planning and procurement process of the Stage 2 Light Rail Transit (LRT) project in Q1 2019 and hand-over to the Rail Construction Program for execution.

#### **O-Train Planning Programs/Services Offered**

Procurement

- Achieve program objectives, principles and risk transfer requirements as developed and captured in the Project Specific Output Specifications (PSOS) and the Project Agreement(s)
- Continue to implement and manage the procurement process for the Confederation and Trillium Line projects to contract award and to commercial close
- Undertake and administrate the expropriation process for property required for the Stage 2 project
- Finalize and administer Memorandum of Understandings (MOUs) and agreements with key agencies
- Manage senior government contribution agreements

## Rail Construction Programs/Services Offered

### Construction

- Lead the design and construction of the O-Train Confederation and Trillium Line extensions, civil works, environmental controls, traffic and facilities including stations, tracks and tunnels, rail systems, vehicles, testing and commissioning and integration with the existing system
- Lead all rail related City bundled projects, including projects bundled with the Ministry of Transportation
- Manage communications for all projects associated with light rail construction including stakeholder relations and community engagement
- Administer the Public Art program for light rail capital projects
- Administer senior government contribution agreements
- Oversee completion and administration of related property acquisitions, easements (both temporary and permanent) as well as third party agreements



# Planning, Infrastructure and Economic Development Department

## Economic Development and Long Range Planning

### 2019 Service Area Summary

#### Description

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

#### Programs/Services Offered

Economic Development and Long Range Planning Services collaborates and engages with multiple stakeholders to set the direction through policies, strategies, programs and regulations to facilitate and manage the physical and economic growth of Ottawa in support of the PIED Vision to be the most liveable Mid Size City in North America. The service area delivers programs, services, and initiatives within two broad focus areas – Economic Development and Policy Planning supported by a Research and Forecasting team. The respective work units within each area work together to identify synergies and opportunities to ensure policies, strategies, plans and programs are developed and implemented in a way that capitalizes on the City's opportunities to realize the Departmental Vision and responds to the challenges facing the city as it continues to grow and evolve.

**Economic Development:** Participate with key economic development partners in developing and implementing economic development policies, strategies and programs under the umbrella of the City's overarching Economic Development Strategy to capitalize on assets and opportunities in growing and diversifying the City's economy as a key element of broader city building.

The City's Economic Development Strategy focuses on four interrelated pillars: Knowledge based industry sector which includes Government research groups and agencies focused on ED, PSI's, and Technology companies; Rural Economic Development; Creative, Cultural and Tourism industries; and Urban Services/Main Streets which includes SME's, BIA's and Chambers of Commerce, and service industries. The economic development team comprises three units as follows:

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

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

**Rural Affairs:** Provides for the continuation of the rural affairs office services to the rural community, supporting the development and implementation of a rural Economic Development strategy and advancing other rural economic development initiatives.

**Policy Planning** is responsible for formulating a strategic vision for the proper land use planning for all lands within the corporate limits of the City – urban, suburban and rural and recognizing the special status of Ottawa as the capital city of Canada. More specifically, the Policy Planning team comprises three teams who work together (with the Economic Development team), with a collective responsibility for formulating the plans by which the City's growth evolves as a sustainable and resilient community through the preparation, monitoring and maintenance of the City's Official Plan, secondary plans, natural systems plans and policies, community plans, the Comprehensive Zoning By-law, and Development Charges By-law, and natural systems planning and has oversight for developing environmental policies and programs to address issues related to climate change. The three units within the Policy Planning team are:

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

**Zoning & Interpretation:** Responsible for developing zoning provisions to implement Official Plan policy, undertaking issue-or area-specific zoning amendments at the direction of Council, initiating land use studies and zoning by-law amendments in response to evolving land use issues and undertaking administrative updates to correct errors and ensure the efficient function of the Zoning By-law. Additionally, the unit prepares by-laws for the approval of Council and providing formal interpretations regarding how the Zoning By-law is to be implemented and enforced and has responsibility in developing other regulatory tools such as inclusionary zoning and the Development Charges by-law.

**Research & Forecasting** is the Centre of expertise for population, employment, land use, development of travel demand input data, and for monitoring and forecasting related to population, employment and housing to inform the development of economic and planning policy and to monitor development and economic activity within the City.

# **Service Innovation and Performance Department**

## **Service Transformation**

### **2019 Service Area Summary**

#### Description

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

#### Programs/Services Offered

**Service Analytics and Planning:** manages the City's Open Data Program and provides data analytics, strategic planning expertise and project support to improve service delivery, efficiency and decision-making.

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

Organizational Effectiveness: provides employee communications and organizational development expertise to facilitate employee engagement, share information and influence systemic change in organizational functions, structures and processes to align the organization and culture to Council and the City administration's strategic priorities.

# **Service Innovation and Performance Department**

## **Public Information and Media Relations**

### **2019 Service Area Summary**

#### **Description**

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

The department delivers strategic communications by:

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

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

#### **Programs/Services offered**

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

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

#### Public Information

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

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

#### Media Relations

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

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

## Legislative Support

Legislative Support falls under the Media Relations branch, but has a distinct function to provide strategic communications advice on the legislative agenda. The function supports the communications needs of Chairs, Committees and departments and provides information on the legislative activities of the City in a clear and consistent manner. Legislative Support develops Committee Updates and Council Updates for the public.



# **Service Innovation and Performance Department**

## **Human Resources Services**

### **2019 Service Area Summary**

#### **Description**

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

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

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

##### **Client Relations**

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

## Employee Health Safety and Wellness

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

## HR Programs and Governance

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

## Talent Acquisition

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

## Talent Development

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

## Total Rewards

Responsible for the development of compensation, benefits, recognition and job evaluation programs. This forms the value proposition the City offers to its employees.

# **Service Innovation and Performance Department – ServiceOttawa 2019 Service Area Summary**

## **Description**

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

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

## **Programs/Services Offered**

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

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

In 2017, ServiceOttawa supported over 8.5 million individual visits to ottawa.ca, 3-1-1 agents answered nearly half a million calls, over a quarter million transactions were completed through the CSC and POA offices, and over \$190 million in revenue was handled by ServiceOttawa.

# **Department of Corporate Services**

## **Revenue Service Area**

### **2019 Service Area Summary**

#### **Description**

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

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

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

##### **Corporate Revenue**

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

Core services include:

- Developing the City’s tax policies, issuing and collecting all City tax bills, administering the assessment roll and tax mitigation programs, and maintaining all customer tax accounts

- Responsibility for the maintenance of the water meters, setting water meter standards as well as oversight of the automated meter reading infrastructure across the City
- Issuing and collecting all City water bills as well as maintaining all customer water accounts
- Provides billing and collection services for all accounts receivables (corporate accounts receivable, provincial offences fines, payment in lieu of taxation, etc.)
- Oversight of the Municipal Accommodation Tax and the City's corporate cash handling policies and procedures
- Resident payment experience including the management of the multi-payment channel options

# **Department of Corporate Services**

## **Corporate Finance Service Area**

### **2019 Service Area Summary**

#### **Description**

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

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

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

Core services include:

- Developing, presenting and monitoring the City of Ottawa's operating, capital, and rate budgets
- Preparing the City's annual financial statements and related reporting
- Responsibility for the accurate pay and benefits for employees, and issuing of T4s and T4As
- Maintaining and monitoring payroll compliance with contractual and legislated requirements
- Responsibility for Commodity Tax and Harmonize Sales Tax oversight
- Manage the issuance of City debt, sinking funds and investment portfolios

- Providing financial support and services to all City Departments and various boards and agencies

# Corporate Services Department

## Supply Service Area

### 2019 Service Area Summary

#### Description

The Supply services area (“Supply”) within the Corporate Services Department (CSD) administers the procurement and payment activities of the City, Ottawa Police and Ottawa Public Library in accordance with the City of Ottawa Procurement By-law, Federal and Provincial Legislation, and established policies and procedures to ensure:

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

#### Programs/Services Offered

Supply provides a broad range of services to internal and external clients. The service area plays a critical role throughout the corporation, and supports the delivery of city services by providing excellent service to the public and City departments; partnering with clients to develop innovative solutions to business needs; and ensuring compliance with all legislation, by-laws and other governance requirements.

#### **Procurement Services**

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

Core services include:



- Responsibility for the application of the City's Procurement By-law including preparation of bid solicitations, facilitation of evaluations, negotiations, contract awards, and reporting to Council

### **Strategic Sourcing**

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

Core services include:

- Responsible for managing supplier performance, tracking supplier health and assessing supply chain risk
- Monitoring compliance with the City's Procurement Bylaw and associated policies and procedures; and
- Accounts Payable

# **Department of Corporate Services**

## **Corporate Real Estate Office**

### **2019 Service Area Summary**

#### **Description**

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

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

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

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

# Non-Departmental 2019 Service Area Summary

## Description

### Corporate Human Resource Provision

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

### Capital Formation Costs

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

### Corporate Common Expenditures

- Election Reserve Fund: Annual contribution to an Election Reserve Fund to offset operating costs of elections
- Self Insurance: Insurance premium costs and the portion the City pays up to the deductible for insurance claims
- One-Time & Unforeseen Provision: Annual provision for unanticipated and one-time operating expenditures
- Sale of Surplus Lands: Income generated by the sale of lands identified by the City as surplus
- Ottawa Lands Development: Council-approved land sales generated by the Ottawa Community Lands Development Corporation

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

### **Corporate Common Revenues**

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

### **Tax Related Revenues & Expenditures**

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

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

	2017	2018		2019	\$ Change over 2018 Budget
	Actual	Forecast	Budget	Estimate	
<b>Expenditures by Program</b>					
Elected Officials	12,016	13,159	12,032	12,272	240
City Clerk & Solicitor	32,436	40,295	38,684	34,778	-3,906
City Manager's Office	1,479	1,506	1,510	1,555	45
O-Train Construction	5,586	3,778	3,077	1,612	-1,465
O-Train Planning	2,198	2,676	2,921	7,021	4,100
GM's Office & Business Support Services - Planning, Infrastructure & Economic Development	4,285	3,716	4,119	4,044	-75
Economic Development and Long Range Planning	13,334	9,221	9,168	9,798	630
GM's Office & Business Support Services - Service Innovation & Performance	3,013	3,162	3,097	3,157	60
Service Transformation	3,164	3,816	3,976	4,066	90
Public Information & Media Relations	3,511	3,849	3,729	3,814	85
Human Resources	13,807	14,558	14,686	15,321	635
Service Ottawa	14,688	14,646	15,026	15,516	490
GM's Office & Business Support Services - Corporate Services	3,241	3,242	3,355	3,415	60
Revenue	21,338	22,501	21,129	21,572	443
Corporate Finance	20,429	21,437	21,433	21,948	515
Supply Services	6,673	7,465	6,488	7,248	760
Corporate Real Estate Office	14,264	14,811	14,623	14,788	165
Non Departmental	401,627	393,254	391,038	398,457	7,419
<b>Gross Expenditure</b>	<b>577,089</b>	<b>577,092</b>	<b>570,091</b>	<b>580,382</b>	<b>10,291</b>
Recoveries & Allocations	-53,801	-58,498	-52,937	-56,049	-3,112
Revenue	-1,978,722	-2,030,241	-2,009,712	-2,087,177	-77,465
<b>Net Requirement</b>	<b>-1,455,434</b>	<b>-1,511,647</b>	<b>-1,492,558</b>	<b>-1,562,844</b>	<b>-70,286</b>

City of Ottawa  
 Finance & Economic Development 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	134,837	142,268	139,770	144,508	4,738
Overtime	702	2,148	1,787	487	-1,300
Material & Services	37,738	40,094	40,086	39,153	-933
Transfers/Grants/Financial Charges	407,495	399,727	369,610	377,954	8,344
Fleet Costs	299	344	275	318	43
Program Facility Costs	1,127	1,205	1,209	1,227	18
Other Internal Costs	-5,109	-8,694	17,354	16,735	-619
<b>Gross Expenditures</b>	<b>577,089</b>	<b>577,092</b>	<b>570,091</b>	<b>580,382</b>	<b>10,291</b>
Recoveries & Allocations	-53,801	-58,498	-52,937	-56,049	-3,112
<b>Net Expenditure</b>	<b>523,288</b>	<b>518,594</b>	<b>517,154</b>	<b>524,333</b>	<b>7,179</b>
<b>Revenues By Type</b>					
Federal	-54,682	-56,292	-56,274	-56,684	-410
Provincial	-43,878	-45,303	-44,604	-45,630	-1,026
Municipal	0	0	0	0	0
Own Funds	-5,940	-6,062	-6,028	-1,677	4,351
Fees and Services	-12,971	-26,659	-24,662	-27,032	-2,370
Fines	-33,204	-34,671	-27,660	-31,010	-3,350
Other	-1,828,047	-1,861,254	-1,850,484	-1,925,144	-74,660
<b>Total Revenue</b>	<b>-1,978,722</b>	<b>-2,030,241</b>	<b>-2,009,712</b>	<b>-2,087,177</b>	<b>-77,465</b>
<b>Net Requirement</b>	<b>-1,455,434</b>	<b>-1,511,647</b>	<b>-1,492,558</b>	<b>-1,562,844</b>	<b>-70,286</b>
<b>Full Time Equivalents</b>			<b>1,154.58</b>	<b>1,158.58</b>	<b>4.00</b>

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

	2017	2018		2019	\$ Change over 2018 Budget
	Actual	Forecast	Budget	Estimate	
<b>Expenditures by Program</b>					
Mayor's Office	833	912	929	944	15
Constituency Services & Administration	11,183	12,247	11,603	11,828	225
Provision for Surplus	0	0	-500	-500	0
<b>Gross Expenditure</b>	<b>12,016</b>	<b>13,159</b>	<b>12,032</b>	<b>12,272</b>	<b>240</b>
Recoveries & Allocations	-468	-450	0	0	0
Revenue	0	0	0	0	0
<b>Net Requirement</b>	<b>11,548</b>	<b>12,709</b>	<b>12,032</b>	<b>12,272</b>	<b>240</b>
<b>Expenditures by Type</b>					
Salaries, Wages & Benefits	9,844	10,939	10,435	10,675	240
Overtime	13	88	0	0	0
Material & Services	1,484	1,456	1,411	1,411	0
Transfers/Grants/Financial Charges	103	103	0	0	0
Fleet Costs	0	0	0	0	0
Program Facility Costs	0	0	0	0	0
Other Internal Costs	572	573	186	186	0
<b>Gross Expenditures</b>	<b>12,016</b>	<b>13,159</b>	<b>12,032</b>	<b>12,272</b>	<b>240</b>
Recoveries & Allocations	-468	-450	0	0	0
<b>Net Expenditure</b>	<b>11,548</b>	<b>12,709</b>	<b>12,032</b>	<b>12,272</b>	<b>240</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>11,548</b>	<b>12,709</b>	<b>12,032</b>	<b>12,272</b>	<b>240</b>
<b>Full Time Equivalents</b>			<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

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

	2017	2018		2019	\$ Change over 2018 Budget
	Actual	Forecast	Budget	Estimate	
<b>Expenditures by Program</b>					
City Clerk & Solicitor's Office	428	422	447	464	17
Policy & Technical Solution Services	5,970	6,816	6,582	6,133	-449
Legal Services	11,840	12,025	11,352	11,417	65
Protocol	1,191	1,445	1,200	1,319	119
Legislative Services	9,945	16,479	16,023	12,323	-3,700
French Language Services	3,062	3,108	3,080	3,122	42
<b>Gross Expenditure</b>	<b>32,436</b>	<b>40,295</b>	<b>38,684</b>	<b>34,778</b>	<b>-3,906</b>
Recoveries & Allocations	-6,452	-7,008	-5,487	-4,849	638
Revenue	-761	-6,089	-6,037	-1,686	4,351
<b>Net Requirement</b>	<b>25,223</b>	<b>27,198</b>	<b>27,160</b>	<b>28,243</b>	<b>1,083</b>
<b>Expenditures by Type</b>					
Salaries, Wages & Benefits	21,525	23,628	24,558	23,781	-777
Overtime	83	1,624	1,413	113	-1,300
Material & Services	9,174	12,594	10,518	8,990	-1,528
Transfers/Grants/Financial Charges	0	0	0	300	300
Fleet Costs	83	109	93	93	0
Program Facility Costs	1,127	1,205	1,209	1,227	18
Other Internal Costs	444	1,135	893	274	-619
<b>Gross Expenditures</b>	<b>32,436</b>	<b>40,295</b>	<b>38,684</b>	<b>34,778</b>	<b>-3,906</b>
Recoveries & Allocations	-6,452	-7,008	-5,487	-4,849	638
<b>Net Expenditure</b>	<b>25,984</b>	<b>33,287</b>	<b>33,197</b>	<b>29,929</b>	<b>-3,268</b>
<b>Revenues By Type</b>					
Federal	-14	-18	0	0	0
Provincial	0	0	0	0	0
Municipal	0	0	0	0	0
Own Funds	-723	-6,029	-6,028	-1,677	4,351
Fees and Services	-24	-42	-9	-9	0
Fines	0	0	0	0	0
Other	0	0	0	0	0
<b>Total Revenue</b>	<b>-761</b>	<b>-6,089</b>	<b>-6,037</b>	<b>-1,686</b>	<b>4,351</b>
<b>Net Requirement</b>	<b>25,223</b>	<b>27,198</b>	<b>27,160</b>	<b>28,243</b>	<b>1,083</b>
<b>Full Time Equivalents</b>			<b>226.55</b>	<b>227.55</b>	<b>1.00</b>



**City of Ottawa**  
**City Clerk & Solicitor - User Fees**

	2017 Rate \$	2018 Rate \$	2019 Rate \$	% Change Over 2018	% Change Over 2017	Effective Date	2019 Revenue (\$000)
<b>Digital Prints, B&amp;W or Colour</b>							
Up to 8 x 10	18.87	19.25	19.64	2.0%	4.1%	01-Apr-19	
On archival paper (add)	1.79	1.83	1.87	2.0%	4.3%	01-Apr-19	
11 x 14 or 16 x 20	51.00	52.02	53.06	2.0%	4.0%	01-Apr-19	
20 x 24	76.50	78.03	79.59	2.0%	4.0%	01-Apr-19	
On archival paper (add)	6.12	6.24	6.36	2.0%	4.0%	01-Apr-19	
Oversize photographs, black and white (per sq. ft)							
New actively promoted service	2.04	19.25	19.64	2.0%	862.5%	01-Apr-19	
Oversize photographs, col. (per sq. ft)							
New actively promoted service	6.12	19.25	19.64	2.0%	220.8%	01-Apr-19	
Frame (11 x 14) + mat	-	40.00	40.00	0.0%	n/a	01-Apr-19	
Rush surcharge	50%	50%	50%	0.0%	0.0%	01-Apr-19	
<b>Digital Scans</b>							
Up to 8 x 10 target size, 100 dpi	7.40	7.55	7.70	2.0%	4.1%	01-Apr-19	
Up to 4 x 5 target size, 300 dpi	-	8.25	8.42	2.0%	n/a	01-Apr-19	
Up to 8 x 10 target size, 300 dpi	13.77	14.05	14.33	2.0%	4.1%	01-Apr-19	
Up to 8 x 10 target size, 600 dpi	35.70	36.41	37.14	2.0%	4.0%	01-Apr-19	
Maps & plans, 300 dpi	15.30	15.61	15.92	2.0%	4.1%	01-Apr-19	
Custom photography / scanning (per hour)	-	40.00	40.00	0.0%	n/a	01-Apr-19	
On CD or DVD (add)	2.55	2.60	2.65	2.0%	4.0%	01-Apr-19	
Rush surcharge	50%	50%	50%	0.0%	0.0%	01-Apr-19	
<b>Audio-visual</b>							
Duplication to CD or DVD (supported formats)	20.00	20.00	20.00	0.0%	0.0%	01-Apr-19	
<b>Photocopies</b>							
Photocopying (self-serve)	0.25	0.25	0.25	0.0%	0.0%	01-Apr-19	
Photocopying (large, self-serve)	1.00	1.00	1.00	0.0%	0.0%	01-Apr-19	
Photocopying (by staff)	0.50	0.50	0.50	0.0%	0.0%	01-Apr-19	
Microfilm hardcopy	1.00	1.00	-	-	-	01-Apr-19	

City of Ottawa  
City Clerk & Solicitor - User Fees

	2017 Rate \$	2018 Rate \$	2019 Rate \$	% Change Over 2018	% Change Over 2017	Effective Date	2019 Revenue (\$000)
<b>Research and Associated Fees</b>							
Research	35.00	40.00	40.00	0.0%	14.3%	01-Apr-19	
Certified True Copy	Free	Free	Free	-	-	01-Apr-19	
<b>Usage fees, commercial / internet publication, still images used in publication per image, non-exclusive, non-transferable, one-time only, single-language</b>							
Fee per image, NFP	Free	Free	Free	-	-	01-Apr-19	
Fee per image, commercial	50.00	50.00	50.00	0.0%	0.0%	01-Apr-19	
<b>Publications</b>							
Individual titles	Cover price	Cover price	Cover price	-	-	01-Apr-19	
<b>Rentals / Other</b>							
Rooms as per existing Facility schedule	Facility schedule	Facility schedule	Facility schedule	-	-	01-Apr-19	
Gallery space (per day, commercial rental)	Negotiated contract	Negotiated contract	Negotiated contract	-	-	01-Apr-19	
Exhibit / artifact loan fee (per hour - intake / return)	-	50.00	50.00	0.0%	n/a	01-Apr-19	
Exhibit case rental (per day)	-	250.00	250.00	0.0%	n/a	01-Apr-19	
Exhibition design services (per hour, chargeback)	-	50.00	50.00	0.0%	n/a	01-Apr-19	
Archival quality boxes (20 cm box, per lot of 25)	-	60.75	60.75	0.0%	n/a	01-Apr-19	
Home Archives Kit	-	65.00	65.00	0.0%	n/a	01-Apr-19	
Deluxe Home Archives Kit	-	99.00	99.00	0.0%	n/a	01-Apr-19	
<b>Total Departmental</b>							<b>0</b>

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

	2017	2018		2019	\$ Change over 2018 Budget
	Actual	Forecast	Budget	Estimate	
<b>Expenditures by Program</b>					
City Manager's Office	1,479	1,506	1,510	1,555	45
<b>Gross Expenditure</b>	<b>1,479</b>	<b>1,506</b>	<b>1,510</b>	<b>1,555</b>	<b>45</b>
Recoveries & Allocations	0	0	0	0	0
Revenue	0	0	0	0	0
<b>Net Requirement</b>	<b>1,479</b>	<b>1,506</b>	<b>1,510</b>	<b>1,555</b>	<b>45</b>
<b>Expenditures by Type</b>					
Salaries, Wages & Benefits	1,388	1,429	1,393	1,438	45
Overtime	0	0	0	0	0
Material & Services	80	69	104	104	0
Transfers/Grants/Financial Charges	0	0	0	0	0
Fleet Costs	0	0	0	0	0
Program Facility Costs	0	0	0	0	0
Other Internal Costs	11	8	13	13	0
<b>Gross Expenditures</b>	<b>1,479</b>	<b>1,506</b>	<b>1,510</b>	<b>1,555</b>	<b>45</b>
Recoveries & Allocations	0	0	0	0	0
<b>Net Expenditure</b>	<b>1,479</b>	<b>1,506</b>	<b>1,510</b>	<b>1,555</b>	<b>45</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>1,479</b>	<b>1,506</b>	<b>1,510</b>	<b>1,555</b>	<b>45</b>
<b>Full Time Equivalents</b>			<b>8.00</b>	<b>8.00</b>	<b>0.00</b>

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

	2017	2018		2019	\$ Change over 2018 Budget
	Actual	Forecast	Budget	Estimate	
<b>Expenditures by Program</b>					
O-Train Construction	5,586	3,778	3,077	1,612	-1,465
<b>Gross Expenditure</b>	<b>5,586</b>	<b>3,778</b>	<b>3,077</b>	<b>1,612</b>	<b>-1,465</b>
Recoveries & Allocations	-2,642	-3,778	-3,072	-1,607	1,465
Revenue	-2,944	0	-5	-5	0
<b>Net Requirement</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditures by Type</b>					
Salaries, Wages & Benefits	4,612	3,730	3,042	1,577	-1,465
Overtime	41	22	30	30	0
Material & Services	877	26	5	5	0
Transfers/Grants/Financial Charges	0	0	0	0	0
Fleet Costs	0	0	0	0	0
Program Facility Costs	0	0	0	0	0
Other Internal Costs	56	0	0	0	0
<b>Gross Expenditures</b>	<b>5,586</b>	<b>3,778</b>	<b>3,077</b>	<b>1,612</b>	<b>-1,465</b>
Recoveries & Allocations	-2,642	-3,778	-3,072	-1,607	1,465
<b>Net Expenditure</b>	<b>2,944</b>	<b>0</b>	<b>5</b>	<b>5</b>	<b>0</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	-2,941	0	0	0	0
Fees and Services	-3	0	-5	-5	0
Fines	0	0	0	0	0
Other	0	0	0	0	0
<b>Total Revenue</b>	<b>-2,944</b>	<b>0</b>	<b>-5</b>	<b>-5</b>	<b>0</b>
<b>Net Requirement</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Full Time Equivalents</b>			<b>18.00</b>	<b>18.00</b>	<b>0.00</b>

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

	2017 Rate \$	2018 Rate \$	2019 Rate \$	% Change Over 2018	Effective Date	2019 Revenue (\$000)
<b>Proximity Fees</b>						
<b>Shoring – Design &amp; Monitoring Plan</b>						
Level 1 Fee	500	500	500	0%		
Level 2 Fee	2,000	2,000	2,000	0%		
Level 3 Fee	4,000	4,000	4,000	0%		
<b>Excavation Support System</b>						
Level 2 Fee	500	500	500	0%		
Level 3 Fee	1,500	1,500	1,500	0%		
<b>Geotechnical Hydrogeological Analysis</b>						
Level 2 Fee	1,000	1,000	1,000	0%		
Level 3 Fee	1,000	1,000	1,000	0%		
<b>Groundwater Control Plan</b>						
Level 1 Fee	500	500	500	0%		
Level 2 Fee	2,000	2,000	2,000	0%		
Level 3 Fee	2,000	2,000	2,000	0%		
<b>Waterproofing System</b>						
Level 2 Fee	500	500	500	0%		
Level 3 Fee	1,000	1,000	1,000	0%		
<b>Structural Analysis –Loading</b>						
Level 2 Fee	2,000	2,000	2,000	0%		
Level 3 Fee	2,000	2,000	2,000	0%		
<b>Fire Ventilation</b>						
Level 2 Fee	500	500	500	0%		
Level 3 Fee	1,000	1,000	1,000	0%		
<b>Station Ventilation</b>						
Level 2 Fee	500	500	500	0%		
Level 3 Fee	1,000	1,000	1,000	0%		
<b>Access Requirements (including AODA)</b>						
Level 1 Fee	500	500	500	0%		
Level 2 Fee	500	500	500	0%		
Level 3 Fee	750	750	750	0%		
<b>Noise and Vibration Study</b>						
Level 1 Fee	500	500	500	0%		
Level 2 Fee	1,000	1,000	1,000	0%		
Level 3 Fee	2,000	2,000	2,000	0%		

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

	2017 Rate \$	2018 Rate \$	2019 Rate \$	% Change Over 2018	Effective Date	2019 Revenue (\$000)
<b>EMI/Stray Current</b>						
Level 2 Fee	500	500	500	0%		
Level 3 Fee	500	500	500	0%		
<b>Construction Coordination Protocols</b>						
Level 1 Fee	500	500	500	0%		
Level 2 Fee	1,500	1,500	1,500	0%		
Level 3 Fee	3,000	3,000	3,000	0%		
<b>Pre-Post Construction Surveys</b>						
Level 1 Fee	500	500	500	0%		
Level 2 Fee	500	500	500	0%		
Level 3 Fee	1,500	1,500	1,500	0%		
<b>Set-Back Requirements from Structures in the Zone of Influence</b>						
Level 1 Fee	500	500	500	0%		
Level 2 Fee	1,000	1,000	1,000	0%		
Level 3 Fee	1,500	1,500	1,500	0%		
<b>Fire/Smoke Dispersion Analysis</b>						
Level 2 Fee	1,500	1,500	1,500	0%		
Level 3 Fee	2,000	2,000	2,000	0%		
<b>Crane Swing and Lifting Loads</b>						
Level 1 Fee	500	500	500	0%		
Level 2 Fee	1,000	1,000	1,000	0%		
Level 3 Fee	1,500	1,500	1,500	0%		
<b>Insurance Requirements</b>						
Level 2 Fee	500	500	500	0%		
Level 3 Fee	500	500	500	0%		
<b>Property – M&amp;L Requirements</b>						
Level 2 Fee	500	500	500	0%		
Level 3 Fee	1,000	1,000	1,000	0%		

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

	2017 Rate \$	2018 Rate \$	2019 Rate \$	% Change Over 2018	Effective Date	2019 Revenue (\$000)
<b>Utility relocations and Installations</b>						
Level 1 Fee	500	500	500	0%		
Level 2 Fee	1,000	1,000	1,000	0%		
Level 3 Fee	1,500	1,500	1,500	0%		
<b>Entrance Connection Agreement</b>						
Level 2 Fee	4,000	4,000	4,000	0%		
Level 3 Fee	5,000	5,000	5,000	0%		
<b>Security Plan</b>						
Level 2 Fee	1,500	1,500	1,500	0%		
Level 3 Fee	1,500	1,500	1,500	0%		
<b>Construction As-Built Drawings</b>						
Level 2 Fee	500	500	500	0%		
Level 3 Fee	1,500	1,500	1,500	0%		
<b>Total Departmental</b>						

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

	2017	2018		2019	\$ Change over 2018 Budget
	Actual	Forecast	Budget	Estimate	
<b>Expenditures by Program</b>					
O-Train Planning	2,198	2,676	2,921	7,021	4,100
<b>Gross Expenditure</b>	<b>2,198</b>	<b>2,676</b>	<b>2,921</b>	<b>7,021</b>	<b>4,100</b>
Recoveries & Allocations	-2,198	-2,676	-2,921	-7,021	-4,100
Revenue	0	0	0	0	0
<b>Net Requirement</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditures by Type</b>					
Salaries, Wages & Benefits	2,183	2,661	2,921	7,021	4,100
Overtime	5	4	0	0	0
Material & Services	10	11	0	0	0
Transfers/Grants/Financial Charges	0	0	0	0	0
Fleet Costs	0	0	0	0	0
Program Facility Costs	0	0	0	0	0
Other Internal Costs	0	0	0	0	0
<b>Gross Expenditures</b>	<b>2,198</b>	<b>2,676</b>	<b>2,921</b>	<b>7,021</b>	<b>4,100</b>
Recoveries & Allocations	-2,198	-2,676	-2,921	-7,021	-4,100
<b>Net Expenditure</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</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>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Full Time Equivalents</b>			1.00	1.00	0.00



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

	2017	2018		2019	\$ Change over 2018 Budget
	Actual	Forecast	Budget	Estimate	
<b>Expenditures by Program</b>					
General Manager's Office	917	421	422	442	20
Business Support Services	3,368	3,295	3,697	3,602	-95
<b>Gross Expenditure</b>	<b>4,285</b>	<b>3,716</b>	<b>4,119</b>	<b>4,044</b>	<b>-75</b>
Recoveries & Allocations	-1,354	-1,565	-1,565	-1,595	-30
Revenue	0	0	0	0	0
<b>Net Requirement</b>	<b>2,931</b>	<b>2,151</b>	<b>2,554</b>	<b>2,449</b>	<b>-105</b>
<b>Expenditures by Type</b>					
Salaries, Wages & Benefits	4,007	3,550	3,708	3,783	75
Overtime	4	4	15	15	0
Material & Services	248	136	183	183	0
Transfers/Grants/Financial Charges	1	2	200	50	-150
Fleet Costs	0	0	0	0	0
Program Facility Costs	0	0	0	0	0
Other Internal Costs	25	24	13	13	0
<b>Gross Expenditures</b>	<b>4,285</b>	<b>3,716</b>	<b>4,119</b>	<b>4,044</b>	<b>-75</b>
Recoveries & Allocations	-1,354	-1,565	-1,565	-1,595	-30
<b>Net Expenditure</b>	<b>2,931</b>	<b>2,151</b>	<b>2,554</b>	<b>2,449</b>	<b>-105</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>2,931</b>	<b>2,151</b>	<b>2,554</b>	<b>2,449</b>	<b>-105</b>
<b>Full Time Equivalents</b>			<b>33.00</b>	<b>33.00</b>	<b>0.00</b>

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

	2017	2018		2019	\$ Change over 2018 Budget
	Actual	Forecast	Budget	Estimate	
<b>Expenditures by Program</b>					
Director's Office	1,181	578	524	528	4
High Economic Impact Projects	10,179	7,997	8,048	8,659	611
Research & Forecasting	561	646	596	611	15
Markets Management	1,413	0	0	0	0
<b>Gross Expenditure</b>	<b>13,334</b>	<b>9,221</b>	<b>9,168</b>	<b>9,798</b>	<b>630</b>
Recoveries & Allocations	-301	-198	-129	-134	-5
Revenue	-1,899	-2	0	0	0
<b>Net Requirement</b>	<b>11,134</b>	<b>9,021</b>	<b>9,039</b>	<b>9,664</b>	<b>625</b>
<b>Expenditures by Type</b>					
Salaries, Wages & Benefits	3,011	2,231	2,120	2,190	70
Overtime	38	4	6	6	0
Material & Services	729	226	372	372	0
Transfers/Grants/Financial Charges	9,461	6,728	6,665	7,225	560
Fleet Costs	0	0	0	0	0
Program Facility Costs	0	0	0	0	0
Other Internal Costs	95	32	5	5	0
<b>Gross Expenditures</b>	<b>13,334</b>	<b>9,221</b>	<b>9,168</b>	<b>9,798</b>	<b>630</b>
Recoveries & Allocations	-301	-198	-129	-134	-5
<b>Net Expenditure</b>	<b>13,033</b>	<b>9,023</b>	<b>9,039</b>	<b>9,664</b>	<b>625</b>
<b>Revenues By Type</b>					
Federal	0	0	0	0	0
Provincial	-17	0	0	0	0
Municipal	0	0	0	0	0
Own Funds	-476	-2	0	0	0
Fees and Services	-1,406	0	0	0	0
Fines	0	0	0	0	0
Other	0	0	0	0	0
<b>Total Revenue</b>	<b>-1,899</b>	<b>-2</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Requirement</b>	<b>11,134</b>	<b>9,021</b>	<b>9,039</b>	<b>9,664</b>	<b>625</b>
<b>Full Time Equivalents</b>			<b>19.00</b>	<b>19.00</b>	<b>0.00</b>

City of Ottawa  
Service Innovation & Performance Department  
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	343	371	365	380	15
Business Support Services	2,670	2,791	2,732	2,777	45
<b>Gross Expenditure</b>	<b>3,013</b>	<b>3,162</b>	<b>3,097</b>	<b>3,157</b>	<b>60</b>
Recoveries & Allocations	0	0	0	0	0
Revenue	0	0	0	0	0
<b>Net Requirement</b>	<b>3,013</b>	<b>3,162</b>	<b>3,097</b>	<b>3,157</b>	<b>60</b>
<b>Expenditures by Type</b>					
Salaries, Wages & Benefits	2,772	2,947	2,850	2,910	60
Overtime	5	5	1	1	0
Material & Services	218	199	240	240	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	18	11	6	6	0
<b>Gross Expenditures</b>	<b>3,013</b>	<b>3,162</b>	<b>3,097</b>	<b>3,157</b>	<b>60</b>
Recoveries & Allocations	0	0	0	0	0
<b>Net Expenditure</b>	<b>3,013</b>	<b>3,162</b>	<b>3,097</b>	<b>3,157</b>	<b>60</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>3,013</b>	<b>3,162</b>	<b>3,097</b>	<b>3,157</b>	<b>60</b>
<b>Full Time Equivalents</b>			<b>24.00</b>	<b>24.00</b>	<b>0.00</b>

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

	2017	2018		2019	\$ Change over 2018 Budget
	Actual	Forecast	Budget	Estimate	
<b>Expenditures by Program</b>					
Director's Office	170	320	371	376	5
Service Improvement	528	761	698	705	7
Service Analytics & Planning	703	969	1,166	1,176	10
Organizational Effectiveness	1,519	1,374	1,474	1,512	38
Digital Service & Innovation	244	392	267	297	30
<b>Gross Expenditure</b>	<b>3,164</b>	<b>3,816</b>	<b>3,976</b>	<b>4,066</b>	<b>90</b>
Recoveries & Allocations	0	0	0	0	0
Revenue	0	0	0	0	0
<b>Net Requirement</b>	<b>3,164</b>	<b>3,816</b>	<b>3,976</b>	<b>4,066</b>	<b>90</b>
<b>Expenditures by Type</b>					
Salaries, Wages & Benefits	2,799	3,644	3,782	3,872	90
Overtime	1	1	2	2	0
Material & Services	294	149	183	183	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	70	22	9	9	0
<b>Gross Expenditures</b>	<b>3,164</b>	<b>3,816</b>	<b>3,976</b>	<b>4,066</b>	<b>90</b>
Recoveries & Allocations	0	0	0	0	0
<b>Net Expenditure</b>	<b>3,164</b>	<b>3,816</b>	<b>3,976</b>	<b>4,066</b>	<b>90</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>3,164</b>	<b>3,816</b>	<b>3,976</b>	<b>4,066</b>	<b>90</b>
<b>Full Time Equivalent</b>			<b>30.50</b>	<b>30.50</b>	<b>0.00</b>

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

	2017	2018		2019	\$ Change over 2018 Budget
	Actual	Forecast	Budget	Estimate	
<b>Expenditures by Program</b>					
Director's Office	831	439	459	480	21
Media Relations & Outreach	1,009	1,566	1,495	1,534	39
Public Information	1,671	1,833	1,775	1,800	25
Legislative Support	0	11	0	0	0
<b>Gross Expenditure</b>	<b>3,511</b>	<b>3,849</b>	<b>3,729</b>	<b>3,814</b>	<b>85</b>
Recoveries & Allocations	-7	-43	0	0	0
Revenue	-1	0	0	0	0
<b>Net Requirement</b>	<b>3,503</b>	<b>3,806</b>	<b>3,729</b>	<b>3,814</b>	<b>85</b>
<b>Expenditures by Type</b>					
Salaries, Wages & Benefits	3,273	3,632	3,497	3,582	85
Overtime	59	36	23	23	0
Material & Services	153	159	191	191	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	26	22	18	18	0
<b>Gross Expenditures</b>	<b>3,511</b>	<b>3,849</b>	<b>3,729</b>	<b>3,814</b>	<b>85</b>
Recoveries & Allocations	-7	-43	0	0	0
<b>Net Expenditure</b>	<b>3,504</b>	<b>3,806</b>	<b>3,729</b>	<b>3,814</b>	<b>85</b>
<b>Revenues By Type</b>					
Federal	-1	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>-1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Requirement</b>	<b>3,503</b>	<b>3,806</b>	<b>3,729</b>	<b>3,814</b>	<b>85</b>
<b>Full Time Equivalents</b>			<b>31.00</b>	<b>31.00</b>	<b>0.00</b>

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

	2017	2018		2019	\$ Change over 2018 Budget
	Actual	Forecast	Budget	Estimate	
<b>Expenditures by Program</b>					
Director's Office	317	402	271	399	128
Client Relations	1,903	2,047	2,108	2,215	107
Programs & Governance	3,187	4,036	4,009	4,029	20
Leadership and Development	2,591	2,610	2,855	3,100	245
HR Service Center	2,167	1,792	1,846	1,922	76
Employee Health & Wellness	3,642	3,671	3,597	3,656	59
<b>Gross Expenditure</b>	<b>13,807</b>	<b>14,558</b>	<b>14,686</b>	<b>15,321</b>	<b>635</b>
Recoveries & Allocations	-708	-729	-730	-730	0
Revenue	0	-31	0	0	0
<b>Net Requirement</b>	<b>13,099</b>	<b>13,798</b>	<b>13,956</b>	<b>14,591</b>	<b>635</b>
<b>Expenditures by Type</b>					
Salaries, Wages & Benefits	11,302	11,771	11,424	11,859	435
Overtime	0	0	3	3	0
Material & Services	2,341	2,680	3,110	3,310	200
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	164	107	149	149	0
<b>Gross Expenditures</b>	<b>13,807</b>	<b>14,558</b>	<b>14,686</b>	<b>15,321</b>	<b>635</b>
Recoveries & Allocations	-708	-729	-730	-730	0
<b>Net Expenditure</b>	<b>13,099</b>	<b>13,829</b>	<b>13,956</b>	<b>14,591</b>	<b>635</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	-31	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>-31</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Requirement</b>	<b>13,099</b>	<b>13,798</b>	<b>13,956</b>	<b>14,591</b>	<b>635</b>
<b>Full Time Equivalent</b>			<b>107.10</b>	<b>107.10</b>	<b>0.00</b>

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

	2017	2018		2019	\$ Change over 2018 Budget
	Actual	Forecast	Budget	Estimate	
<b>Expenditures by Program</b>					
Director's Office	1,073	1,007	961	965	4
Continuous Improvement	40	10	16	16	0
Web Services	1,643	1,516	1,652	1,661	9
Call Center Services	3,424	3,655	3,335	3,379	44
Counter Services	8,508	8,458	9,062	9,495	433
<b>Gross Expenditure</b>	<b>14,688</b>	<b>14,646</b>	<b>15,026</b>	<b>15,516</b>	<b>490</b>
Recoveries & Allocations	-516	-510	-530	-530	0
Revenue	-1,189	-1,235	-1,254	-1,279	-25
<b>Net Requirement</b>	<b>12,983</b>	<b>12,901</b>	<b>13,242</b>	<b>13,707</b>	<b>465</b>
<b>Expenditures by Type</b>					
Salaries, Wages & Benefits	10,357	10,763	10,727	11,217	490
Overtime	140	149	157	157	0
Material & Services	3,744	3,288	3,685	3,685	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	447	446	457	457	0
<b>Gross Expenditures</b>	<b>14,688</b>	<b>14,646</b>	<b>15,026</b>	<b>15,516</b>	<b>490</b>
Recoveries & Allocations	-516	-510	-530	-530	0
<b>Net Expenditure</b>	<b>14,172</b>	<b>14,136</b>	<b>14,496</b>	<b>14,986</b>	<b>490</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	-1,189	-1,235	-1,254	-1,279	-25
Fines	0	0	0	0	0
Other	0	0	0	0	0
<b>Total Revenue</b>	<b>-1,189</b>	<b>-1,235</b>	<b>-1,254</b>	<b>-1,279</b>	<b>-25</b>
<b>Net Requirement</b>	<b>12,983</b>	<b>12,901</b>	<b>13,242</b>	<b>13,707</b>	<b>465</b>
<b>Full Time Equivalent</b>			<b>117.27</b>	<b>120.27</b>	<b>3.00</b>

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

	2017 Rate \$	2018 Rate \$	2019 Rate \$	% Change Over 2018	% Change Over 2017	Effective Date	2019 Revenue (\$000)
<b>Vital Stats Program</b>							
Marriage License	158.40	161.60	164.80	2.0%	4.0%	01-Apr-19	-14
Death Registration	44.50	45.40	46.30	2.0%	4.0%	01-Apr-19	-6
Commission of Oaths (Affidavits)	13.90	14.20	14.50	2.1%	4.3%	01-Apr-19	-1
Express Processing (Xpresspost)	37.25	38.00	38.75	2.0%	4.0%	01-Apr-19	
<b>Civil Marriages</b>							
Option A: M-F (business hours)	138.50	141.30	144.10	2.0%	4.0%	01-Apr-19	-3
Option B: Friday evening & Saturday afternoons	207.75	212.00	216.25	2.0%	4.1%	01-Apr-19	-1
<b>Community and Customer Service</b>							
<b>Photocopies</b>							
First Page	1.20	1.20	1.20	0.0%	0.0%	01-Apr-19	
Each additional page	0.35	0.35	0.35	0.0%	0.0%	01-Apr-19	
<b>Promotional Merchandise</b>							
Flag Large 9x5	189.00	193.00	193.00	0.0%	2.1%	01-Apr-19	
Flag Small 6x3	82.55	84.00	84.00	0.0%	1.8%	01-Apr-19	
Lapel Pins	0.69	0.70	0.70	0.0%	1.4%	01-Apr-19	
<b>Total Departmental</b>							<b>-25</b>



City of Ottawa  
 Corporate Services Department  
 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	423	447	440	451	11
Business Support Services	2,818	2,795	2,915	2,964	49
<b>Gross Expenditure</b>	<b>3,241</b>	<b>3,242</b>	<b>3,355</b>	<b>3,415</b>	<b>60</b>
Recoveries & Allocations	0	0	0	0	0
Revenue	0	0	0	0	0
<b>Net Requirement</b>	<b>3,241</b>	<b>3,242</b>	<b>3,355</b>	<b>3,415</b>	<b>60</b>
<b>Expenditures by Type</b>					
Salaries, Wages & Benefits	3,172	3,174	3,209	3,269	60
Overtime	2	1	10	10	0
Material & Services	57	63	127	127	0
Transfers/Grants/Financial Charges	0	0	0	0	0
Fleet Costs	0	0	0	0	0
Program Facility Costs	0	0	0	0	0
Other Internal Costs	10	4	9	9	0
<b>Gross Expenditures</b>	<b>3,241</b>	<b>3,242</b>	<b>3,355</b>	<b>3,415</b>	<b>60</b>
Recoveries & Allocations	0	0	0	0	0
<b>Net Expenditure</b>	<b>3,241</b>	<b>3,242</b>	<b>3,355</b>	<b>3,415</b>	<b>60</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>3,241</b>	<b>3,242</b>	<b>3,355</b>	<b>3,415</b>	<b>60</b>
<b>Full Time Equivalents</b>			<b>27.00</b>	<b>27.00</b>	<b>0.00</b>

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

	2017	2018		2019	\$ Change over 2018 Budget
	Actual	Forecast	Budget	Estimate	
<b>Expenditures by Program</b>					
Revenue Services	21,338	22,501	21,129	21,572	443
<b>Gross Expenditure</b>	<b>21,338</b>	<b>22,501</b>	<b>21,129</b>	<b>21,572</b>	<b>443</b>
Recoveries & Allocations	-8,753	-9,512	-7,870	-7,870	0
Revenue	-6,496	-6,687	-5,957	-6,057	-100
<b>Net Requirement</b>	<b>6,089</b>	<b>6,302</b>	<b>7,302</b>	<b>7,645</b>	<b>343</b>
<b>Expenditures by Type</b>					
Salaries, Wages & Benefits	16,488	17,995	16,316	16,716	400
Overtime	193	142	22	22	0
Material & Services	4,056	3,880	4,318	4,318	0
Transfers/Grants/Financial Charges	85	66	130	130	0
Fleet Costs	211	227	182	225	43
Program Facility Costs	0	0	0	0	0
Other Internal Costs	305	191	161	161	0
<b>Gross Expenditures</b>	<b>21,338</b>	<b>22,501</b>	<b>21,129</b>	<b>21,572</b>	<b>443</b>
Recoveries & Allocations	-8,753	-9,512	-7,870	-7,870	0
<b>Net Expenditure</b>	<b>12,585</b>	<b>12,989</b>	<b>13,259</b>	<b>13,702</b>	<b>443</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	-6,496	-6,687	-5,957	-6,057	-100
Fines	0	0	0	0	0
Other	0	0	0	0	0
<b>Total Revenue</b>	<b>-6,496</b>	<b>-6,687</b>	<b>-5,957</b>	<b>-6,057</b>	<b>-100</b>
<b>Net Requirement</b>	<b>6,089</b>	<b>6,302</b>	<b>7,302</b>	<b>7,645</b>	<b>343</b>
<b>Full Time Equivalents</b>			<b>189.45</b>	<b>189.45</b>	<b>0.00</b>

City of Ottawa  
Corporate Services Department  
Revenue Services - User Fees

	2017 Rate \$	2018 Rate \$	2019 Rate \$	% Change Over 2018	% Change Over 2017	Effective Date	2019 Revenue (\$000)
<b>Revenue - User Fees</b>							
Tax Certificates	69.00	70.00	71.00	1.4%	2.9%	01-Apr-19	
Water Certificates	69.00	70.00	71.00	1.4%	2.9%	01-Apr-19	
Reminder Notice: Tax	7.50	7.75	8.00	3.2%	6.7%	01-Apr-19	
Reminder Notice: Water	7.50	7.75	8.00	3.2%	6.7%	01-Apr-19	
New Account Fee: Tax	69.00	70.00	71.00	1.4%	2.9%	01-Apr-19	
New Account Fee: Water	69.00	70.00	71.00	1.4%	2.9%	01-Apr-19	
Tax Change of Ownership/Name	43.00	44.00	44.00	0.0%	2.3%	01-Apr-19	
Water Change of Ownership/Occupancy	43.00	44.00	44.00	0.0%	2.3%	01-Apr-19	
Bill Reprint/Statement of Account History : Tax							
	37.00	38.00	38.00	0.0%	2.7%	01-Apr-19	
Bill Reprint/Statement of Account History : Water	37.00	38.00	38.00	0.0%	2.7%	01-Apr-19	
Return Payment Fee: Tax	44.00	45.00	46.00	2.2%	4.5%	01-Apr-19	
Return Payment Fee: Water	44.00	45.00	46.00	2.2%	4.5%	01-Apr-19	
Return Payment Fee: Accounts Receivable	44.00	45.00	46.00	2.2%	4.5%	01-Apr-19	
Return Payment Fee: Overpayment Recovery							
	44.00	45.00	46.00	2.2%	4.5%	01-Apr-19	
Deferral Program: New Application	121.00	123.00	141.00	14.6%	16.5%	01-Apr-19	
Deferral Program: Renewal	42.00	43.00	50.00	16.3%	19.0%	01-Apr-19	
Tax/Water Payment Redistribution	43.00	28.00	28.00	0.0%	-34.9%	01-Apr-19	
Refund Processing Fee	27.00	28.00	28.00	0.0%	3.7%	01-Apr-19	
Mortgage List and Bulk Maintenance: Tax							-100
	9.00	10.00	12.00	20.0%	33.3%	01-Apr-19	
Arrears list research for mortgage companies							
	37.00	38.00	39.00	2.6%	5.4%	01-Apr-19	
Water Termination Notice	37.00	42.00	43.00	2.4%	16.2%	01-Apr-19	
Water Consumption Report	37.00	38.00	40.00	5.3%	8.1%	01-Apr-19	

City of Ottawa  
 Corporate Services Department  
 Revenue Services - User Fees

	2017 Rate \$	2018 Rate \$	2019 Rate \$	% Change Over 2018	% Change Over 2017	Effective Date	2019 Revenue (\$000)
<b>Tax Sales Fees</b>							
Municipal Tax Sale: Step 1	1,340.00	1,367.00	1,394.00	2.0%	4.0%	01-Apr-19	
Municipal Tax Sale: Step 2	405.00	413.00	421.00	1.9%	4.0%	01-Apr-19	
Extension Agreement	810.00	826.00	843.00	2.1%	4.1%	01-Apr-19	
Survey	Actual cost	Actual cost	Actual cost	0.0%	0.0%	01-Apr-19	
<b>Sale of Land by Tender Process</b>							
Expenses for Tax Sale Proceedings	850.00	867.00	884.00	2.0%	4.0%	01-Apr-19	
After Tender Opening: Mailing Costs	281.00	287.00	293.00	2.1%	4.3%	01-Apr-19	
After Tender Opening: Registration	405.00	413.00	421.00	1.9%	4.0%	01-Apr-19	
After Tender Opening: Distribution of Sale	405.00	413.00	421.00	1.9%	4.0%	01-Apr-19	
Tender Package Purchase	41.00	42.00	43.00	2.4%	4.9%	01-Apr-19	
Advertising Costs	Actual cost	Actual cost	Actual cost	0.0%	0.0%	01-Apr-19	
Legal Cost	Actual cost	Actual cost	Actual cost	0.0%	0.0%	01-Apr-19	
<b>Collection Fees</b>							
Collection Handling Fee	40.00	42.00	43.00	2.4%	7.5%	01-Apr-19	
Private Collection Agency Fee Recovery	Actual %	Actual %	Actual %	0.0%	0.0%	01-Apr-19	
Account Statement Fee: Accounts Receivable	37.00	38.00	38.00	0.0 %	0.0 %	01-Apr-19	
Additions to Tax Roll	42.00	43.00	43.00	0.0 %	2.4 %	01-Apr-19	
Registered Letter for Arrears on Tax Account	40.00	42.00	43.00	2.4%	7.5%	01-Apr-19	
Corporate Accounts Receivable Interest	1.25% Compounded per month	1.25% Compounded per month	1.25% Compounded per month	0.0%	0.0%	01-Apr-19	
Water Bill Interest Applied after the due date, every 15 days thereafter and before each bill.	1.25% Compounded per month	0.625% Compounded bi-weekly	0.0417% Daily Rate	0.0%	0.0%	01-Apr-19	
Credit Card/Mastercard Visa Debit Service fee	1.99%	1.99%	1.99%	0.0%	0.0%	01-Apr-19	
Interac Payment Service Fee	1.99%	\$0.49	\$0.49	0.0%	0.0%	01-Apr-19	
<b>Total Departmental</b>							<b>-100</b>

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

	2017	2018		2019	\$ Change over 2018 Budget
	Actual	Forecast	Budget	Estimate	
<b>Expenditures by Program</b>					
Corporate Finance	20,429	21,437	21,433	21,948	515
<b>Gross Expenditure</b>	<b>20,429</b>	<b>21,437</b>	<b>21,433</b>	<b>21,948</b>	<b>515</b>
Recoveries & Allocations	-1,184	-1,289	-1,117	-1,117	0
Revenue	0	0	0	0	0
<b>Net Requirement</b>	<b>19,245</b>	<b>20,148</b>	<b>20,316</b>	<b>20,831</b>	<b>515</b>
<b>Expenditures by Type</b>					
Salaries, Wages & Benefits	19,385	20,613	20,584	21,099	515
Overtime	115	58	71	71	0
Material & Services	736	571	611	611	0
Transfers/Grants/Financial Charges	1	1	0	0	0
Fleet Costs	0	0	0	0	0
Program Facility Costs	0	0	0	0	0
Other Internal Costs	192	194	167	167	0
<b>Gross Expenditures</b>	<b>20,429</b>	<b>21,437</b>	<b>21,433</b>	<b>21,948</b>	<b>515</b>
Recoveries & Allocations	-1,184	-1,289	-1,117	-1,117	0
<b>Net Expenditure</b>	<b>19,245</b>	<b>20,148</b>	<b>20,316</b>	<b>20,831</b>	<b>515</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>19,245</b>	<b>20,148</b>	<b>20,316</b>	<b>20,831</b>	<b>515</b>
<b>Full Time Equivalents</b>			<b>212.22</b>	<b>212.22</b>	<b>0.00</b>

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

	2017	2018		2019	\$ Change over 2018 Budget
	Actual	Forecast	Budget	Estimate	
<b>Expenditures by Program</b>					
Supply Services	6,673	7,465	6,488	7,248	760
<b>Gross Expenditure</b>	<b>6,673</b>	<b>7,465</b>	<b>6,488</b>	<b>7,248</b>	<b>760</b>
Recoveries & Allocations	-1,687	-1,602	-1,525	-1,525	0
Revenue	-808	-1,184	-450	-785	-335
<b>Net Requirement</b>	<b>4,178</b>	<b>4,679</b>	<b>4,513</b>	<b>4,938</b>	<b>425</b>
<b>Expenditures by Type</b>					
Salaries, Wages & Benefits	6,427	6,611	6,263	6,413	150
Overtime	-1	1	7	7	0
Material & Services	190	762	158	768	610
Transfers/Grants/Financial Charges	0	50	0	0	0
Fleet Costs	0	0	0	0	0
Program Facility Costs	0	0	0	0	0
Other Internal Costs	57	41	60	60	0
<b>Gross Expenditures</b>	<b>6,673</b>	<b>7,465</b>	<b>6,488</b>	<b>7,248</b>	<b>760</b>
Recoveries & Allocations	-1,687	-1,602	-1,525	-1,525	0
<b>Net Expenditure</b>	<b>4,986</b>	<b>5,863</b>	<b>4,963</b>	<b>5,723</b>	<b>760</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	-808	-1,184	-450	-785	-335
Fines	0	0	0	0	0
Other	0	0	0	0	0
<b>Total Revenue</b>	<b>-808</b>	<b>-1,184</b>	<b>-450</b>	<b>-785</b>	<b>-335</b>
<b>Net Requirement</b>	<b>4,178</b>	<b>4,679</b>	<b>4,513</b>	<b>4,938</b>	<b>425</b>
<b>Full Time Equivalents</b>			<b>63.99</b>	<b>63.99</b>	<b>0.00</b>

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

	2017	2018		2019	\$ Change over 2018 Budget
	Actual	Forecast	Budget	Estimate	
<b>Expenditures by Program</b>					
Director's Office	297	307	311	313	2
Realty Services	7,589	2,934	2,917	3,026	109
Realty Initiatives & Development	6,378	11,570	11,395	11,449	54
<b>Gross Expenditure</b>	<b>14,264</b>	<b>14,811</b>	<b>14,623</b>	<b>14,788</b>	<b>165</b>
Recoveries & Allocations	-4,148	-5,852	-4,705	-4,705	0
Revenue	-285	-228	-299	-309	-10
<b>Net Requirement</b>	<b>9,831</b>	<b>8,731</b>	<b>9,619</b>	<b>9,774</b>	<b>155</b>
<b>Expenditures by Type</b>					
Salaries, Wages & Benefits	5,447	5,667	5,557	5,722	165
Overtime	4	9	27	27	0
Material & Services	4,614	4,291	4,634	4,634	0
Transfers/Grants/Financial Charges	3,766	4,484	4,161	4,161	0
Fleet Costs	5	8	0	0	0
Program Facility Costs	0	0	0	0	0
Other Internal Costs	428	352	244	244	0
<b>Gross Expenditures</b>	<b>14,264</b>	<b>14,811</b>	<b>14,623</b>	<b>14,788</b>	<b>165</b>
Recoveries & Allocations	-4,148	-5,852	-4,705	-4,705	0
<b>Net Expenditure</b>	<b>10,116</b>	<b>8,959</b>	<b>9,918</b>	<b>10,083</b>	<b>165</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	-285	-228	-299	-309	-10
Fines	0	0	0	0	0
Other	0	0	0	0	0
<b>Total Revenue</b>	<b>-285</b>	<b>-228</b>	<b>-299</b>	<b>-309</b>	<b>-10</b>
<b>Net Requirement</b>	<b>9,831</b>	<b>8,731</b>	<b>9,619</b>	<b>9,774</b>	<b>155</b>
<b>Full Time Equivalents</b>			<b>46.50</b>	<b>46.50</b>	<b>0.00</b>

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

	2017 Rate \$	2018 Rate \$	2019 Rate \$	% Change Over 2018	% Change Over 2017	Effective Date	2019 Revenue (\$000)
<b>Real Estate Agreements</b>							
Lease agreements	1,061.00	1,082.00	1,103.64	2.0%	4.0%	01-Apr-19	
Lease Assignment Amendment	530.00	541.00	551.82	2.0%	4.1%	01-Apr-19	
Lease Renewal Agreements	530.00	541.00	551.82	2.0%	4.1%	01-Apr-19	
Licence of Occupation Agreements	1,061.00	1,082.00	1,103.64	2.0%	4.0%	01-Apr-19	
Licence Assignment	530.00	541.00	551.82	2.0%	4.1%	01-Apr-19	
Licence Renewal	530.00	541.00	551.82	2.0%	4.1%	01-Apr-19	
Consent to Enter Agreements	265.00	270.00	275.40	2.0%	3.9%	01-Apr-19	
Reconveyance of Dedicated Road Widening requirements	530.00	541.00	551.82	2.0%	4.1%	01-Apr-19	
Cost of Negotiation of off-site management agreement	1,591.00	1,623.00	1,655.46	2.0%	4.1%	01-Apr-19	
Cost of Negotiation fee	1,591.00	1,623.00	1,655.46	2.0%	4.1%	01-Apr-19	
Cost of appraisal	actual cost	actual cost	actual cost	n/a	n/a	01-Apr-19	
Cost of appraisal admin fee	1,591.00	1,623.00	1,655.46	2.0%	4.1%	01-Apr-19	
Cost of survey	actual cost	actual cost	actual cost	n/a	n/a	01-Apr-19	
Cost of survey admin fee	1,591.00	1,623.00	1,655.46	2.0%	4.1%	01-Apr-19	
Recovery of actual costs relating to real estate operations	actual cost	actual cost	actual cost	n/a	n/a	01-Apr-19	
Administration and overhead charge for third party requests wherein the benefit is for the party's sole interest.	15%	15%	15%	n/a	n/a	01-Apr-19	
<b>Total Departmental</b>							<b>-10</b>



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

	2017	2018		2019	\$ Change over 2018 Budget
	Actual	Forecast	Budget	Estimate	
<b>Corporate Human Resource Provision Expenditure</b>					
Sick Leave Banks	2,214	3,020	3,020	3,020	0
Retiree Costs	3,225	2,700	2,700	2,700	0
Employee Benefits	1,128	1,128	1,128	1,128	0
Benefit Adjustments	33	75	75	75	0
<b>Net Corp HR Provision Requirement</b>	<b>6,600</b>	<b>6,923</b>	<b>6,923</b>	<b>6,923</b>	<b>0</b>
<b>Capital Formation Costs Expenditure</b>					
Contribution to City Wide Capital Reserve	100,833	108,344	108,344	121,518	13,174
Contribution to Tax Stabilization Reserve	2,206	2,657	2,657	-1,704	-4,361
Contribution to Gas Tax Reserve Fund	91,194	93,416	92,801	93,211	410
Transfer to CW Capital from Endowment Earnings	13,000	6,162	13,000	13,000	0
Transfer to CW Capital from OCLDC	17,502	1,794	5,000	5,000	0
Transfer to CW Capital from Sale of Surplus Land	1,668	7,183	1,500	1,500	0
Transfer to Environmental Lands Reserve	200	0	0	0	0
City Wide Debt Charges	89,231	91,190	91,006	92,017	1,011
100 Constellation Lease	6,411	6,411	6,413	6,413	0
<b>Net Expenditure</b>	<b>322,245</b>	<b>317,157</b>	<b>320,721</b>	<b>330,955</b>	<b>10,234</b>
<b>Revenue</b>					
Contribution from City Wide Capital Reserve	-1,800	0	0	0	0
Gas Tax Receipts	-91,194	-93,416	-92,801	-93,211	-410
Endowment Fund Earnings	-13,000	-6,162	-13,000	-13,000	0
Ottawa Lands Development Corp (OCLDC)	-17,502	-1,794	-5,000	-5,000	0
Sale of Surplus Land	-1,668	-7,183	-1,500	-1,500	0
City Wide Debt Charge Funding	-10,831	-11,320	-11,287	-11,287	0
<b>Total Revenue</b>	<b>-135,995</b>	<b>-119,875</b>	<b>-123,588</b>	<b>-123,998</b>	<b>-410</b>
<b>Net Capital Formation Costs Requirement</b>	<b>186,250</b>	<b>197,282</b>	<b>197,133</b>	<b>206,957</b>	<b>9,824</b>

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

	2017	2018		2019	\$ Change over 2018 Budget
	Actual	Forecast	Budget	Estimate	
<b>Corporate Common Expenditures</b>					
<b>Expenditure</b>					
Financial Charges & Other	-3,879	12,229	3,930	6,055	2,125
<b>Gross Expenditure</b>	<b>-3,879</b>	<b>12,229</b>	<b>3,930</b>	<b>6,055</b>	<b>2,125</b>
Recoveries & Allocations - Water/Sewer	-23,383	-23,286	-23,286	-24,366	-1,080
<b>Net Expenditure</b>	<b>-27,262</b>	<b>-11,057</b>	<b>-19,356</b>	<b>-18,311</b>	<b>1,045</b>
<b>Net Corporate Common Expenditures Requirement</b>	<b>-27,262</b>	<b>-11,057</b>	<b>-19,356</b>	<b>-18,311</b>	<b>1,045</b>
<b>Corporate Common Revenues</b>					
<b>Expenditure</b>					
Penalty & Interest	312	322	0	0	0
Investment Income	326	326	326	326	0
Provincial Offences Act	156	195	137	137	0
Hydro Ottawa Dividends	0	1,900	0	0	0
Municipal Accommodation Tax	0	15,336	14,000	15,900	1,900
<b>Gross Expenditure</b>	<b>794</b>	<b>18,079</b>	<b>14,463</b>	<b>16,363</b>	<b>1,900</b>
Recoveries & Allocations	0	0	0	0	0
<b>Net Expenditure</b>	<b>794</b>	<b>18,079</b>	<b>14,463</b>	<b>16,363</b>	<b>1,900</b>
<b>Revenue</b>					
Penalty & Interest	-17,878	-18,422	-14,339	-16,039	-1,700
Investment Income	-17,502	-20,313	-15,006	-15,806	-800
Hydro Ottawa Dividends	-20,600	-21,900	-20,000	-20,000	0
Provincial Offences Act	-13,147	-16,289	-12,907	-14,557	-1,650
Rideau Carleton Raceway	-5,201	-5,938	-5,600	-5,600	0
Lottery Fees	-829	-717	-1,004	-1,004	0
Municipal Accommodation Tax	0	-15,759	-14,000	-16,400	-2,400
Other Miscellaneous Revenue	-5,030	-12,127	-2,760	-3,786	-1,026
<b>Total Revenue</b>	<b>-80,187</b>	<b>-111,465</b>	<b>-85,616</b>	<b>-93,192</b>	<b>-7,576</b>
<b>Net Corporate Common Revenues Requirement</b>	<b>-79,393</b>	<b>-93,386</b>	<b>-71,153</b>	<b>-76,829</b>	<b>-5,676</b>

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

	2017	2018		2019	\$ Change over 2018 Budget
	Actual	Forecast	Budget	Estimate	
<b>Tax Related Expenditures and Revenues</b>					
<b>Expenditure</b>					
Tax Rebates & Remissions	62,491	25,332	31,467	24,567	-6,900
Municipal Property Assessment Corp	13,376	13,534	13,534	13,594	60
<b>Net Expenditure</b>	<b>75,867</b>	<b>38,866</b>	<b>45,001</b>	<b>38,161</b>	<b>-6,840</b>
<b>Revenue</b>					
Supplemental Assessment	-34,043	-29,552	-20,434	-24,934	-4,500
Payments-in-Lieu Taxation	-188,716	-163,698	-176,073	-171,573	4,500
Public Institutions	-6,456	-6,557	-6,361	-6,361	0
Property Tax Revenue	-1,518,942	-1,583,638	-1,583,638	-1,656,998	-73,360
<b>Total Revenue</b>	<b>-1,748,157</b>	<b>-1,783,445</b>	<b>-1,786,506</b>	<b>-1,859,866</b>	<b>-73,360</b>
<b>Net Tax Related Expenditures and Revenues</b>	<b>-1,672,290</b>	<b>-1,744,579</b>	<b>-1,741,505</b>	<b>-1,821,705</b>	<b>-80,200</b>
<b>Total Net Requirement</b>	<b>-1,586,095</b>	<b>-1,644,817</b>	<b>-1,627,958</b>	<b>-1,702,965</b>	<b>-75,007</b>

**City Of Ottawa**  
**2019 Draft Capital Budget**  
**Finance & Economic Development Committee**  
**Capital Funding Summary**  
**In Thousands (\$000's)**

Project Description	Revenues	Capital Reserve Fund	Gas Tax	Development Charges	Debt Funding	Total
<b>General Government</b>						
Renewal of City Assets						
909364 2019 Buildings-General Government	-	6,125	-	-	-	6,125
<b>Renewal of City Assets Total</b>	<b>-</b>	<b>6,125</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>6,125</b>
<b>Service Enhancement</b>						
909241 2019 Accessibility - General Government	-	725	-	-	-	725
<b>Service Enhancement Total</b>	<b>-</b>	<b>725</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>725</b>
<b>General Government Total</b>	<b>-</b>	<b>6,850</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>6,850</b>
<b>Real Estate Partnerships &amp; Development</b>						
Service Enhancement						
909154 Accommodation Fit-Ups and Renovations	-	500	-	-	-	500
<b>Service Enhancement Total</b>	<b>-</b>	<b>500</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>500</b>
<b>Real Estate Partnerships &amp; Development Total</b>	<b>-</b>	<b>500</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>500</b>
<b>Total</b>	<b>-</b>	<b>7,350</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>7,350</b>