



**Finance and Economic
Development
Committee**

Tax Supported Programs



**Draft
BUDGET 2019**

Better roads and transit.
Safer communities.
More housing.

2019-194

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Finance and Economic Development Committee

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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	
Expenditures by Program					
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
Gross Expenditure	577,089	577,092	570,091	580,382	10,291
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
Net Requirement	-1,455,434	-1,511,647	-1,492,558	-1,562,844	-70,286

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

	2017	2018		2019	\$ Change over 2018 Budget
	Actual	Forecast	Budget	Estimate	
Expenditures by Type					
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
Gross Expenditures	577,089	577,092	570,091	580,382	10,291
Recoveries & Allocations	-53,801	-58,498	-52,937	-56,049	-3,112
Net Expenditure	523,288	518,594	517,154	524,333	7,179
Revenues By Type					
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
Total Revenue	-1,978,722	-2,030,241	-2,009,712	-2,087,177	-77,465
Net Requirement	-1,455,434	-1,511,647	-1,492,558	-1,562,844	-70,286
Full Time Equivalents			1,154.58	1,158.58	4.00

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

	2017	2018		2019	\$ Change over 2018 Budget
	Actual	Forecast	Budget	Estimate	
Expenditures by Program					
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
Gross Expenditure	12,016	13,159	12,032	12,272	240
Recoveries & Allocations	-468	-450	0	0	0
Revenue	0	0	0	0	0
Net Requirement	11,548	12,709	12,032	12,272	240
Expenditures by Type					
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
Gross Expenditures	12,016	13,159	12,032	12,272	240
Recoveries & Allocations	-468	-450	0	0	0
Net Expenditure	11,548	12,709	12,032	12,272	240
Revenues By Type					
Federal	0	0	0	0	0
Provincial	0	0	0	0	0
Municipal	0	0	0	0	0
Own Funds	0	0	0	0	0
Fees and Services	0	0	0	0	0
Fines	0	0	0	0	0
Other	0	0	0	0	0
Total Revenue	0	0	0	0	0
Net Requirement	11,548	12,709	12,032	12,272	240
Full Time Equivalents			0.00	0.00	0.00

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

	2017	2018		2019	\$ Change over 2018 Budget
	Actual	Forecast	Budget	Estimate	
Expenditures by Program					
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
Gross Expenditure	32,436	40,295	38,684	34,778	-3,906
Recoveries & Allocations	-6,452	-7,008	-5,487	-4,849	638
Revenue	-761	-6,089	-6,037	-1,686	4,351
Net Requirement	25,223	27,198	27,160	28,243	1,083
Expenditures by Type					
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
Gross Expenditures	32,436	40,295	38,684	34,778	-3,906
Recoveries & Allocations	-6,452	-7,008	-5,487	-4,849	638
Net Expenditure	25,984	33,287	33,197	29,929	-3,268
Revenues By Type					
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
Total Revenue	-761	-6,089	-6,037	-1,686	4,351
Net Requirement	25,223	27,198	27,160	28,243	1,083
Full Time Equivalents			226.55	227.55	1.00

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)
Digital Prints, B&W or Colour							
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	
Digital Scans							
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	
Audio-visual							
Duplication to CD or DVD (supported formats)	20.00	20.00	20.00	0.0%	0.0%	01-Apr-19	
Photocopies							
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)
Research and Associated Fees							
Research	35.00	40.00	40.00	0.0%	14.3%	01-Apr-19 01-Apr-19	
Certified True Copy	Free	Free	Free	-	-	01-Apr-19	
Usage fees, commercial / internet publication, still images used in publication per image, non-exclusive, non-transferable, one-time only, single- language							
Fee per image, NFP	Free	Free	Free	-	-	01-Apr-19	
Fee per image, commercial	50.00	50.00	50.00	0.0%	0.0%	01-Apr-19	
Publications							
Individual titles	Cover price	Cover price	Cover price	-	-	01-Apr-19	
Rentals / Other							
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	
Total Departmental							0

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

	2017	2018		2019	\$ Change over 2018 Budget
	Actual	Forecast	Budget	Estimate	
Expenditures by Program					
City Manager's Office	1,479	1,506	1,510	1,555	45
Gross Expenditure	1,479	1,506	1,510	1,555	45
Recoveries & Allocations	0	0	0	0	0
Revenue	0	0	0	0	0
Net Requirement	1,479	1,506	1,510	1,555	45
Expenditures by Type					
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
Gross Expenditures	1,479	1,506	1,510	1,555	45
Recoveries & Allocations	0	0	0	0	0
Net Expenditure	1,479	1,506	1,510	1,555	45
Revenues By Type					
Federal	0	0	0	0	0
Provincial	0	0	0	0	0
Municipal	0	0	0	0	0
Own Funds	0	0	0	0	0
Fees and Services	0	0	0	0	0
Fines	0	0	0	0	0
Other	0	0	0	0	0
Total Revenue	0	0	0	0	0
Net Requirement	1,479	1,506	1,510	1,555	45
Full Time Equivalents			8.00	8.00	0.00

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	
Expenditures by Program					
O-Train Construction	5,586	3,778	3,077	1,612	-1,465
Gross Expenditure	5,586	3,778	3,077	1,612	-1,465
Recoveries & Allocations	-2,642	-3,778	-3,072	-1,607	1,465
Revenue	-2,944	0	-5	-5	0
Net Requirement	0	0	0	0	0
Expenditures by Type					
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
Gross Expenditures	5,586	3,778	3,077	1,612	-1,465
Recoveries & Allocations	-2,642	-3,778	-3,072	-1,607	1,465
Net Expenditure	2,944	0	5	5	0
Revenues By Type					
Federal	0	0	0	0	0
Provincial	0	0	0	0	0
Municipal	0	0	0	0	0
Own Funds	-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
Total Revenue	-2,944	0	-5	-5	0
Net Requirement	0	0	0	0	0
Full Time Equivalents			18.00	18.00	0.00

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

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

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

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

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

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

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

	2017	2018		2019	\$ Change over 2018 Budget
	Actual	Forecast	Budget	Estimate	
Expenditures by Program					
O-Train Planning	2,198	2,676	2,921	7,021	4,100
Gross Expenditure	2,198	2,676	2,921	7,021	4,100
Recoveries & Allocations	-2,198	-2,676	-2,921	-7,021	-4,100
Revenue	0	0	0	0	0
Net Requirement	0	0	0	0	0
Expenditures by Type					
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
Gross Expenditures	2,198	2,676	2,921	7,021	4,100
Recoveries & Allocations	-2,198	-2,676	-2,921	-7,021	-4,100
Net Expenditure	0	0	0	0	0
Revenues By Type					
Federal	0	0	0	0	0
Provincial	0	0	0	0	0
Municipal	0	0	0	0	0
Own Funds	0	0	0	0	0
Fees and Services	0	0	0	0	0
Fines	0	0	0	0	0
Other	0	0	0	0	0
Total Revenue	0	0	0	0	0
Net Requirement	0	0	0	0	0
Full Time Equivalents			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	
Expenditures by Program					
General Manager's Office	917	421	422	442	20
Business Support Services	3,368	3,295	3,697	3,602	-95
Gross Expenditure	4,285	3,716	4,119	4,044	-75
Recoveries & Allocations	-1,354	-1,565	-1,565	-1,595	-30
Revenue	0	0	0	0	0
Net Requirement	2,931	2,151	2,554	2,449	-105
Expenditures by Type					
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
Gross Expenditures	4,285	3,716	4,119	4,044	-75
Recoveries & Allocations	-1,354	-1,565	-1,565	-1,595	-30
Net Expenditure	2,931	2,151	2,554	2,449	-105
Revenues By Type					
Federal	0	0	0	0	0
Provincial	0	0	0	0	0
Municipal	0	0	0	0	0
Own Funds	0	0	0	0	0
Fees and Services	0	0	0	0	0
Fines	0	0	0	0	0
Other	0	0	0	0	0
Total Revenue	0	0	0	0	0
Net Requirement	2,931	2,151	2,554	2,449	-105
Full Time Equivalents			33.00	33.00	0.00

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	
Expenditures by Program					
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
Gross Expenditure	13,334	9,221	9,168	9,798	630
Recoveries & Allocations	-301	-198	-129	-134	-5
Revenue	-1,899	-2	0	0	0
Net Requirement	11,134	9,021	9,039	9,664	625
Expenditures by Type					
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
Gross Expenditures	13,334	9,221	9,168	9,798	630
Recoveries & Allocations	-301	-198	-129	-134	-5
Net Expenditure	13,033	9,023	9,039	9,664	625
Revenues By Type					
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
Total Revenue	-1,899	-2	0	0	0
Net Requirement	11,134	9,021	9,039	9,664	625
Full Time Equivalents			19.00	19.00	0.00

City of Ottawa

Planning, Infrastructure & Economic Development Department

Economic Development and Long Range Planning - Marchés d'Ottawa Markets User Fees

	2017 Rate \$	2018 Rate \$	2019 Rate \$	% Change Over 2018	% Change Over 2017	Effective Date	2019 Revenue (\$000)
ByWard Market Application and License Renewal fees by Category of Vending Activity							
Selection Committee Reviews Application fee: all categories and street performers except SP, SPA & RS	75.00	76.50	78.03	2.0%	4.0%	01-Jan-19	
Annual License renewal: all categories and street performers except SP, SPA & RS	75.00	76.50	78.03	2.0%	4.0%	01-Jan-19	
ByWard Market Permit Fees by Category of Vending Activity							
ByWard Market Season & Monthly Permit Fee per square foot per month							
AF-1, AC-1, FS	2.62	2.67	2.72	2.0%	3.9%	01-Jan-19	
AF-2, AC-2, AC-3, MP	3.94	4.02	4.10	2.0%	4.1%	01-Jan-19	
AF-3, AC-4, RK, RP, RS, RV, TS, MP	5.24	5.34	5.45	2.0%	3.9%	01-Jan-19	
Market Season Daily Permit							
AF-1, AC-1, FS Monday - Thursday	13.00	13.30	13.57	2.0%	4.4%	01-Jan-19	
AF-1, AC-1, FS Friday, Saturday, Sunday & Statutory Holidays	26.00	26.60	27.13	2.0%	4.4%	01-Jan-19	
AF-2, AC-2, AC-3 Monday - Thursday	19.00	19.40	19.79	2.0%	4.1%	01-Jan-19	
AF-2, AC-2, AC-3 Friday, Saturday, Sunday & Statutory Holidays, MP	38.00	38.80	39.58	2.0%	4.1%	01-Jan-19	
AF-3, AC-4 Monday - Thursday	26.00	26.60	27.13	2.0%	4.4%	01-Jan-19	
AF-3, AC-4 Friday, Saturday, Sunday & Statutory Holidays, MP	51.00	52.10	53.14	2.0%	4.2%	01-Jan-19	
Holiday Season, Market Off-Season & Monthly Permit Fee per month							
AF-1, AC-1, FS, XT, XD	205.00	210.00	214.20	2.0%	4.5%	01-Jan-19	
AF-2, AC-2, AC-3, MP	308.00	315.00	321.30	2.0%	4.3%	01-Jan-19	
AF-3, AC-4, RK, RP, RS, RV, TS, MP	410.00	419.00	427.38	2.0%	4.2%	01-Jan-19	

City of Ottawa

Planning, Infrastructure & Economic Development Department

Economic Development and Long Range Planning - Marchés d'Ottawa Markets User Fees

	2017 Rate \$	2018 Rate \$	2019 Rate \$	% Change Over 2018	% Change Over 2017	Effective Date	2019 Revenue (\$000)
Market Off-Season Daily Permit							
AF-1, AC-1, FS Monday - Thursday	10.00	10.20	10.40	2.0%	4.0%	01-Jan-19	
AF-1, AC-1, FS Friday, Saturday, Sunday & Statutory Holidays	21.00	21.50	21.93	2.0%	4.4%	01-Jan-19	
AF-2, AC-2, AC-3 Monday - Thursday	15.00	15.30	15.61	2.0%	4.0%	01-Jan-19	
AF-2, AC-2, AC-3 Friday, Saturday, Sunday & Statutory Holidays	31.00	31.70	32.33	2.0%	4.3%	01-Jan-19	
AF-3, AC-4 Monday - Thursday	21.00	21.50	21.93	2.0%	4.4%	01-Jan-19	
AF-3, AC-4 Friday, Saturday, Sunday & Statutory Holidays	41.00	41.90	42.74	2.0%	4.2%	01-Jan-19	
Additional Charge Stand Permit Fees (listed above) In addition to the permit fees listed above a \$3.00 charge will be added to all daily permit fees and a \$25.00 charge will be added to all categories & seasons of monthly permits, and the revenue from these charges will be granted by the City to the ByWard Market Standholders Association.							
Annual Permit - SP, SPA (50% of rate after August 1st)	150.00	153.00	156.06	2.0%	4.0%	01-Jan-19	
Daily Permit - SP, SPA	10.00	10.20	10.40	2.0%	4.0%	01-Jan-19	

	2017 Rate \$	2018 Rate \$	2019 Rate \$	% Change Over 2018	% Change Over 2017	Effective Date	2019 Revenue (\$000)
Parkdale Market Application and License Renewal fees by Category of Vending Activity							
Selection Committee Reviews Application fee: all categories	75.00	76.50	78.03	2.0%	4.0%	01-Jan-19	
Annual License renewal: all categories	75.00	76.50	78.03	2.0%	4.0%	01-Jan-19	
Parkdale Market Permit Fees by Category of Vending Activity							
Parkdale Market Season & Monthly Permit Fee per square foot per month							
AF-1, AC-1, FS	1.97	2.01	2.05	2.0%	4.1%	01-Jan-19	
AF-2	2.95	3.01	3.07	2.0%	4.1%	01-Jan-19	
AF-3	3.95	4.03	4.11	2.0%	4.1%	01-Jan-19	
Market Season Daily Permit							
AF-1, AC-1, FS Monday - Thursday	13.00	13.30	13.57	2.0%	4.4%	01-Jan-19	
AF-1, AC-1, FS Friday, Saturday, Sunday & Statutory Holidays	26.00	26.60	27.13	2.0%	4.4%	01-Jan-19	
AF-2 Monday - Thursday	19.00	19.40	19.79	2.0%	4.1%	01-Jan-19	
AF-2 Friday, Saturday, Sunday & Statutory Holidays	38.00	38.80	39.58	2.0%	4.1%	01-Jan-19	
AF-3 Monday - Thursday	26.00	26.60	27.13	2.0%	4.4%	01-Jan-19	
AF-3 Friday, Saturday, Sunday & Statutory Holidays	51.00	52.10	53.14	2.0%	4.2%	01-Jan-19	
Market Off-Season & Monthly Permit Fee per month							
AF-1, AC-1, FS	205.00	209.10	213.28	2.0%	4.0%	01-Jan-19	
AF-2	308.00	314.20	320.48	2.0%	4.1%	01-Jan-19	
Market Off-Season Daily Permit							
AF-1, AC-1, FS Monday - Thursday	10.00	10.20	10.40	2.0%	4.0%	01-Jan-19	
AF-1, AC-1, FS Friday, Saturday, Sunday & Statutory Holidays	21.00	21.50	21.93	2.0%	4.4%	01-Jan-19	
AF-2 Monday - Thursday	15.00	15.30	15.61	2.0%	4.0%	01-Jan-19	
AF-2 Friday, Saturday, Sunday & Statutory Holidays	31.00	31.70	32.33	2.0%	4.3%	01-Jan-19	
AF-3 Monday - Thursday	21.00	21.50	21.93	2.0%	4.4%	01-Jan-19	
AF-3 Friday, Saturday, Sunday & Statutory Holidays	41.00	41.90	42.74	2.0%	4.2%	01-Jan-19	
Total							

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	
Expenditures by Program					
General Manager's Office	343	371	365	380	15
Business Support Services	2,670	2,791	2,732	2,777	45
Gross Expenditure	3,013	3,162	3,097	3,157	60
Recoveries & Allocations	0	0	0	0	0
Revenue	0	0	0	0	0
Net Requirement	3,013	3,162	3,097	3,157	60
Expenditures by Type					
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
Gross Expenditures	3,013	3,162	3,097	3,157	60
Recoveries & Allocations	0	0	0	0	0
Net Expenditure	3,013	3,162	3,097	3,157	60
Revenues By Type					
Federal	0	0	0	0	0
Provincial	0	0	0	0	0
Municipal	0	0	0	0	0
Own Funds	0	0	0	0	0
Fees and Services	0	0	0	0	0
Fines	0	0	0	0	0
Other	0	0	0	0	0
Total Revenue	0	0	0	0	0
Net Requirement	3,013	3,162	3,097	3,157	60
Full Time Equivalents			24.00	24.00	0.00

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	
Expenditures by Program					
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
Gross Expenditure	3,164	3,816	3,976	4,066	90
Recoveries & Allocations	0	0	0	0	0
Revenue	0	0	0	0	0
Net Requirement	3,164	3,816	3,976	4,066	90
Expenditures by Type					
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
Gross Expenditures	3,164	3,816	3,976	4,066	90
Recoveries & Allocations	0	0	0	0	0
Net Expenditure	3,164	3,816	3,976	4,066	90
Revenues By Type					
Federal	0	0	0	0	0
Provincial	0	0	0	0	0
Municipal	0	0	0	0	0
Own Funds	0	0	0	0	0
Fees and Services	0	0	0	0	0
Fines	0	0	0	0	0
Other	0	0	0	0	0
Total Revenue	0	0	0	0	0
Net Requirement	3,164	3,816	3,976	4,066	90
Full Time Equivalent			30.50	30.50	0.00

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	
Expenditures by Program					
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
Gross Expenditure	3,511	3,849	3,729	3,814	85
Recoveries & Allocations	-7	-43	0	0	0
Revenue	-1	0	0	0	0
Net Requirement	3,503	3,806	3,729	3,814	85
Expenditures by Type					
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
Gross Expenditures	3,511	3,849	3,729	3,814	85
Recoveries & Allocations	-7	-43	0	0	0
Net Expenditure	3,504	3,806	3,729	3,814	85
Revenues By Type					
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
Total Revenue	-1	0	0	0	0
Net Requirement	3,503	3,806	3,729	3,814	85
Full Time Equivalents			31.00	31.00	0.00

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	
Expenditures by Program					
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
Gross Expenditure	13,807	14,558	14,686	15,321	635
Recoveries & Allocations	-708	-729	-730	-730	0
Revenue	0	-31	0	0	0
Net Requirement	13,099	13,798	13,956	14,591	635
Expenditures by Type					
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
Gross Expenditures	13,807	14,558	14,686	15,321	635
Recoveries & Allocations	-708	-729	-730	-730	0
Net Expenditure	13,099	13,829	13,956	14,591	635
Revenues By Type					
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
Total Revenue	0	-31	0	0	0
Net Requirement	13,099	13,798	13,956	14,591	635
Full Time Equivalent			107.10	107.10	0.00

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	
Expenditures by Program					
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
Gross Expenditure	14,688	14,646	15,026	15,516	490
Recoveries & Allocations	-516	-510	-530	-530	0
Revenue	-1,189	-1,235	-1,254	-1,279	-25
Net Requirement	12,983	12,901	13,242	13,707	465
Expenditures by Type					
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
Gross Expenditures	14,688	14,646	15,026	15,516	490
Recoveries & Allocations	-516	-510	-530	-530	0
Net Expenditure	14,172	14,136	14,496	14,986	490
Revenues By Type					
Federal	0	0	0	0	0
Provincial	0	0	0	0	0
Municipal	0	0	0	0	0
Own Funds	0	0	0	0	0
Fees and Services	-1,189	-1,235	-1,254	-1,279	-25
Fines	0	0	0	0	0
Other	0	0	0	0	0
Total Revenue	-1,189	-1,235	-1,254	-1,279	-25
Net Requirement	12,983	12,901	13,242	13,707	465
Full Time Equivalent			117.27	120.27	3.00

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)
Vital Stats Program							
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	
Civil Marriages							
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
Community and Customer Service							
Photocopies							
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	
Promotional Merchandise							
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	
Total Departmental							-25

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	
Expenditures by Program					
General Manager's Office	423	447	440	451	11
Business Support Services	2,818	2,795	2,915	2,964	49
Gross Expenditure	3,241	3,242	3,355	3,415	60
Recoveries & Allocations	0	0	0	0	0
Revenue	0	0	0	0	0
Net Requirement	3,241	3,242	3,355	3,415	60
Expenditures by Type					
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
Gross Expenditures	3,241	3,242	3,355	3,415	60
Recoveries & Allocations	0	0	0	0	0
Net Expenditure	3,241	3,242	3,355	3,415	60
Revenues By Type					
Federal	0	0	0	0	0
Provincial	0	0	0	0	0
Municipal	0	0	0	0	0
Own Funds	0	0	0	0	0
Fees and Services	0	0	0	0	0
Fines	0	0	0	0	0
Other	0	0	0	0	0
Total Revenue	0	0	0	0	0
Net Requirement	3,241	3,242	3,355	3,415	60
Full Time Equivalents			27.00	27.00	0.00

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	
Expenditures by Program					
Revenue Services	21,338	22,501	21,129	21,572	443
Gross Expenditure	21,338	22,501	21,129	21,572	443
Recoveries & Allocations	-8,753	-9,512	-7,870	-7,870	0
Revenue	-6,496	-6,687	-5,957	-6,057	-100
Net Requirement	6,089	6,302	7,302	7,645	343
Expenditures by Type					
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
Gross Expenditures	21,338	22,501	21,129	21,572	443
Recoveries & Allocations	-8,753	-9,512	-7,870	-7,870	0
Net Expenditure	12,585	12,989	13,259	13,702	443
Revenues By Type					
Federal	0	0	0	0	0
Provincial	0	0	0	0	0
Municipal	0	0	0	0	0
Own Funds	0	0	0	0	0
Fees and Services	-6,496	-6,687	-5,957	-6,057	-100
Fines	0	0	0	0	0
Other	0	0	0	0	0
Total Revenue	-6,496	-6,687	-5,957	-6,057	-100
Net Requirement	6,089	6,302	7,302	7,645	343
Full Time Equivalents			189.45	189.45	0.00

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)
Revenue - User Fees							
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)
Tax Sales Fees							
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	
Sale of Land by Tender Process							
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	
Collection Fees							
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	
Total Departmental							-100

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	
Expenditures by Program					
Corporate Finance	20,429	21,437	21,433	21,948	515
Gross Expenditure	20,429	21,437	21,433	21,948	515
Recoveries & Allocations	-1,184	-1,289	-1,117	-1,117	0
Revenue	0	0	0	0	0
Net Requirement	19,245	20,148	20,316	20,831	515
Expenditures by Type					
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
Gross Expenditures	20,429	21,437	21,433	21,948	515
Recoveries & Allocations	-1,184	-1,289	-1,117	-1,117	0
Net Expenditure	19,245	20,148	20,316	20,831	515
Revenues By Type					
Federal	0	0	0	0	0
Provincial	0	0	0	0	0
Municipal	0	0	0	0	0
Own Funds	0	0	0	0	0
Fees and Services	0	0	0	0	0
Fines	0	0	0	0	0
Other	0	0	0	0	0
Total Revenue	0	0	0	0	0
Net Requirement	19,245	20,148	20,316	20,831	515
Full Time Equivalents			212.22	212.22	0.00

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	
Expenditures by Program					
Supply Services	6,673	7,465	6,488	7,248	760
Gross Expenditure	6,673	7,465	6,488	7,248	760
Recoveries & Allocations	-1,687	-1,602	-1,525	-1,525	0
Revenue	-808	-1,184	-450	-785	-335
Net Requirement	4,178	4,679	4,513	4,938	425
Expenditures by Type					
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
Gross Expenditures	6,673	7,465	6,488	7,248	760
Recoveries & Allocations	-1,687	-1,602	-1,525	-1,525	0
Net Expenditure	4,986	5,863	4,963	5,723	760
Revenues By Type					
Federal	0	0	0	0	0
Provincial	0	0	0	0	0
Municipal	0	0	0	0	0
Own Funds	0	0	0	0	0
Fees and Services	-808	-1,184	-450	-785	-335
Fines	0	0	0	0	0
Other	0	0	0	0	0
Total Revenue	-808	-1,184	-450	-785	-335
Net Requirement	4,178	4,679	4,513	4,938	425
Full Time Equivalents			63.99	63.99	0.00

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	
Expenditures by Program					
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
Gross Expenditure	14,264	14,811	14,623	14,788	165
Recoveries & Allocations	-4,148	-5,852	-4,705	-4,705	0
Revenue	-285	-228	-299	-309	-10
Net Requirement	9,831	8,731	9,619	9,774	155
Expenditures by Type					
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
Gross Expenditures	14,264	14,811	14,623	14,788	165
Recoveries & Allocations	-4,148	-5,852	-4,705	-4,705	0
Net Expenditure	10,116	8,959	9,918	10,083	165
Revenues By Type					
Federal	0	0	0	0	0
Provincial	0	0	0	0	0
Municipal	0	0	0	0	0
Own Funds	0	0	0	0	0
Fees and Services	-285	-228	-299	-309	-10
Fines	0	0	0	0	0
Other	0	0	0	0	0
Total Revenue	-285	-228	-299	-309	-10
Net Requirement	9,831	8,731	9,619	9,774	155
Full Time Equivalents			46.50	46.50	0.00

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)
Real Estate Agreements							
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	
Total Departmental							-10

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

	2017	2018		2019	\$ Change over 2018 Budget
	Actual	Forecast	Budget	Estimate	
Corporate Human Resource Provision Expenditure					
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
Net Corp HR Provision Requirement	6,600	6,923	6,923	6,923	0
Capital Formation Costs Expenditure					
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
Net Expenditure	322,245	317,157	320,721	330,955	10,234
Revenue					
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
Total Revenue	-135,995	-119,875	-123,588	-123,998	-410
Net Capital Formation Costs Requirement	186,250	197,282	197,133	206,957	9,824

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

	2017	2018		2019	\$ Change over 2018 Budget
	Actual	Forecast	Budget	Estimate	
Corporate Common Expenditures					
Expenditure					
Financial Charges & Other	-3,879	12,229	3,930	6,055	2,125
Gross Expenditure	-3,879	12,229	3,930	6,055	2,125
Recoveries & Allocations - Water/Sewer	-23,383	-23,286	-23,286	-24,366	-1,080
Net Expenditure	-27,262	-11,057	-19,356	-18,311	1,045
Net Corporate Common Expenditures Requirement	-27,262	-11,057	-19,356	-18,311	1,045
Corporate Common Revenues					
Expenditure					
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
Gross Expenditure	794	18,079	14,463	16,363	1,900
Recoveries & Allocations	0	0	0	0	0
Net Expenditure	794	18,079	14,463	16,363	1,900
Revenue					
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
Total Revenue	-80,187	-111,465	-85,616	-93,192	-7,576
Net Corporate Common Revenues Requirement	-79,393	-93,386	-71,153	-76,829	-5,676

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

	2017	2018		2019	\$ Change over 2018 Budget
	Actual	Forecast	Budget	Estimate	
Tax Related Expenditures and Revenues					
Expenditure					
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
Net Expenditure	75,867	38,866	45,001	38,161	-6,840
Revenue					
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
Total Revenue	-1,748,157	-1,783,445	-1,786,506	-1,859,866	-73,360
Net Tax Related Expenditures and Revenues	-1,672,290	-1,744,579	-1,741,505	-1,821,705	-80,200
Total Net Requirement	-1,586,095	-1,644,817	-1,627,958	-1,702,965	-75,007

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
General Government						
Renewal of City Assets						
909364 2019 Buildings-General Government	-	6,125	-	-	-	6,125
Renewal of City Assets Total	-	6,125	-	-	-	6,125
Service Enhancement						
909241 2019 Accessibility - General Government	-	725	-	-	-	725
Service Enhancement Total	-	725	-	-	-	725
General Government Total	-	6,850	-	-	-	6,850
Real Estate Partnerships & Development						
Service Enhancement						
909154 Accommodation Fit-Ups and Renovations	-	500	-	-	-	500
Service Enhancement Total	-	500	-	-	-	500
Real Estate Partnerships & Development Total	-	500	-	-	-	500
Total	-	7,350	-	-	-	7,350

City of Ottawa

Finance & Economic Development 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	
Expenditures by Program								
Elected Officials	13,159	12,032	0	240	0	0	12,272	240
City Clerk & Solicitor	40,295	38,684	0	-4,001	95	0	34,778	-3,906
City Manager's Office	1,506	1,510	0	45	0	0	1,555	45
O-Train Construction	3,778	3,077	-1,495	30	0	0	1,612	-1,465
O-Train Planning	2,676	2,921	3,960	140	0	0	7,021	4,100
GM's Office & Business Support Services - Planning, Infrastructure & Economic Development	3,716	4,119	0	-75	0	0	4,044	-75
Economic Development and Long Range Planning	9,221	9,168	0	630	0	0	9,798	630
GM's Office & Business Support Services - Service Innovation & Performance	3,162	3,097	0	60	0	0	3,157	60
Service Transformation	3,816	3,976	0	90	0	0	4,066	90
Public Information & Media Relations	3,849	3,729	0	85	0	0	3,814	85
Human Resources	14,558	14,686	200	435	0	0	15,321	635
Service Ottawa	14,646	15,026	0	190	300	0	15,516	490
GM's Office & Business Support Services - Corporate Services	3,242	3,355	0	60	0	0	3,415	60
Revenue	22,501	21,129	0	443	0	0	21,572	443
Corporate Finance	21,437	21,433	0	515	0	0	21,948	515
Supply Services	7,465	6,488	0	760	0	0	7,248	760
Corporate Real Estate Office	14,811	14,623	0	165	0	0	14,788	165
Non Departmental	393,254	391,038	-9,650	13,219	3,850	0	398,457	7,419
Gross Expenditure	577,092	570,091	-6,985	13,031	4,245	0	580,382	10,291
Recoveries & Allocations	-58,498	-52,937	-2,465	-647	0	0	-56,049	-3,112
Revenue	-2,030,241	-2,009,712	-6,100	-46,690	-24,205	-470	-2,087,177	-77,465
Net Requirement	-1,511,647	-1,492,558	-15,550	-34,306	-19,960	-470	-1,562,844	-70,286

	2018 Baseline			2019 Adjustments			2019	\$ Change over 2018 Budget
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Growth	User Fees & Revenues	Estimate	
Expenditures by Type								
Salaries, Wages & Benefits	142,268	139,770	2,465	1,878	395	0	144,508	4,738
Overtime	2,148	1,787	0	-1,300	0	0	487	-1,300
Material & Services	40,094	40,086	-15	-918	0	0	39,153	-933
Transfers/Grants/Financial Charges	399,727	369,610	-9,435	13,929	3,850	0	377,954	8,344
Fleet Costs	344	275	0	43	0	0	318	43
Program Facility Costs	1,205	1,209	0	18	0	0	1,227	18
Other Internal Costs	-8,694	17,354	0	-619	0	0	16,735	-619
Gross Expenditures	577,092	570,091	-6,985	13,031	4,245	0	580,382	10,291
Recoveries & Allocations	-58,498	-52,937	-2,465	-647	0	0	-56,049	-3,112
Net Expenditure	518,594	517,154	-9,450	12,384	4,245	0	524,333	7,179
Percent of 2018 Net Expenditure Budget			-1.8%	2.4%	0.8%	0.0%	1.4%	

City of Ottawa
 Finance & Economic Development 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	
Revenues By Type								
Federal	-56,292	-56,274	0	-410	0	0	-56,684	-410
Provincial	-45,303	-44,604	0	-1,026	0	0	-45,630	-1,026
Municipal	0	0	0	0	0	0	0	0
Own Funds	-6,062	-6,028	0	4,351	0	0	-1,677	4,351
Fees and Services	-26,659	-24,662	-1,900	0	0	-470	-27,032	-2,370
Fines	-34,671	-27,660	-2,900	0	-450	0	-31,010	-3,350
Other	-1,861,254	-1,850,484	-1,300	-49,605	-23,755	0	-1,925,144	-74,660
Total Revenue	-2,030,241	-2,009,712	-6,100	-46,690	-24,205	-470	-2,087,177	-77,465
Percent of 2018 Revenue Budget			0.3%	2.3%	1.2%	0.0%	3.9%	
Net Requirement	-1,511,647	-1,492,558	-15,550	-34,306	-19,960	-470	-1,562,844	-70,286
Percent of 2018 Net Requirement Budget			1.0%	2.3%	1.3%	0.0%	4.7%	
Full Time Equivalents (FTE's)		1,154.58	0.00	0.00	4.00	0.00	1,158.58	4.00
Percent of 2018 FTE's			0.0%	0.0%	0.3%	0.0%	0.3%	

City of Ottawa
Elected Officials - 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	
Expenditures by Program								
Mayor's Office	912	929	0	15	0	0	944	15
Constituency Services & Administration	12,247	11,603	0	225	0	0	11,828	225
Provision for Surplus	0	-500	0	0	0	0	-500	0
Gross Expenditure	13,159	12,032	0	240	0	0	12,272	240
Recoveries & Allocations	-450	0	0	0	0	0	0	0
Revenue	0	0	0	0	0	0	0	0
Net Requirement	12,709	12,032	0	240	0	0	12,272	240
Expenditures by Type								
Salaries, Wages & Benefits	10,939	10,435	0	240	0	0	10,675	240
Overtime	88	0	0	0	0	0	0	0
Material & Services	1,456	1,411	0	0	0	0	1,411	0
Transfers/Grants/Financial Charges	103	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	573	186	0	0	0	0	186	0
Gross Expenditures	13,159	12,032	0	240	0	0	12,272	240
Recoveries & Allocations	-450	0	0	0	0	0	0	0
Net Expenditure	12,709	12,032	0	240	0	0	12,272	240
Percent of 2018 Net Expenditure Budget			0.0%	2.0%	0.0%	0.0%	2.0%	
Revenues By Type								
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
Total Revenue	0	0	0	0	0	0	0	0
Percent of 2018 Revenue Budget			0.0%	0.0%	0.0%	0.0%	0.0%	
Net Requirement	12,709	12,032	0	240	0	0	12,272	240
Percent of 2018 Net Requirement Budget			0.0%	2.0%	0.0%	0.0%	2.0%	
Full Time Equivalents (FTE's)		0.00	0.00	0.00	0.00	0.00	0.00	0.00
Percent of 2018 FTE's			0.0%	0.0%	0.0%	0.0%	0.0%	

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

2018 Forecast vs. Budget Variance Explanation	Surplus / (Deficit)		
	Expense	Revenue	Net
Operational deficit as a result of one-time severance payments associated with the 2018 municipal election.	-677	0	-677
Total Surplus / (Deficit)	-677	0	-677

2019 Pressure Category / Explanation	Increase / (Decrease)			
	Expense	Revenue	Net 2019 Changes	FTE Impact
Maintain Services All programs include an adjustment for potential 2019 cost of living, increments and benefit adjustments.	240	0	240	0.00
Total Maintain Services	240	0	240	0.00
Total Budget Changes	240	0	240	0.00

City of Ottawa
City Clerk & Solicitor - 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	
Expenditures by Program								
City Clerk & Solicitor's Office	422	447	0	17	0	0	464	17
Policy & Technical Solution Services	6,816	6,582	0	-449	0	0	6,133	-449
Legal Services	12,025	11,352	0	65	0	0	11,417	65
Protocol	1,445	1,200	0	24	95	0	1,319	119
Legislative Services	16,479	16,023	0	-3,700	0	0	12,323	-3,700
French Language Services	3,108	3,080	0	42	0	0	3,122	42
Gross Expenditure	40,295	38,684	0	-4,001	95	0	34,778	-3,906
Recoveries & Allocations	-7,008	-5,487	0	638	0	0	-4,849	638
Revenue	-6,089	-6,037	0	4,351	0	0	-1,686	4,351
Net Requirement	27,198	27,160	0	988	95	0	28,243	1,083
Expenditures by Type								
Salaries, Wages & Benefits	23,628	24,558	0	-872	95	0	23,781	-777
Overtime	1,624	1,413	0	-1,300	0	0	113	-1,300
Material & Services	12,594	10,518	0	-1,528	0	0	8,990	-1,528
Transfers/Grants/Financial Charges	0	0	0	300	0	0	300	300
Fleet Costs	109	93	0	0	0	0	93	0
Program Facility Costs	1,205	1,209	0	18	0	0	1,227	18
Other Internal Costs	1,135	893	0	-619	0	0	274	-619
Gross Expenditures	40,295	38,684	0	-4,001	95	0	34,778	-3,906
Recoveries & Allocations	-7,008	-5,487	0	638	0	0	-4,849	638
Net Expenditure	33,287	33,197	0	-3,363	95	0	29,929	-3,268
Percent of 2018 Net Expenditure Budget			0.0%	-10.1%	0.3%	0.0%	-9.8%	

City of Ottawa
City Clerk & Solicitor - 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	
Revenues By Type								
Federal	-18	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	-6,029	-6,028	0	4,351	0	0	-1,677	4,351
Fees and Services	-42	-9	0	0	0	0	-9	0
Fines	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0
Total Revenue	-6,089	-6,037	0	4,351	0	0	-1,686	4,351
Percent of 2018 Revenue Budget			0.0%	-72.1%	0.0%	0.0%	-72.1%	
Net Requirement	27,198	27,160	0	988	95	0	28,243	1,083
Percent of 2018 Net Requirement Budget			0.0%	3.6%	0.3%	0.0%	4.0%	
Full Time Equivalent (FTE's)		226.55	0.00	0.00	1.00	0.00	227.55	1.00
Percent of 2018 FTE's			0.0%	0.0%	0.4%	0.0%	0.4%	

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

2018 Forecast vs. Budget Variance Explanation	Surplus / (Deficit)		
	Expense	Revenue	Net
No significant variances to report.	-90	52	-38
Total Surplus / (Deficit)	-90	52	-38

2019 Pressure Category / Explanation	Increase / (Decrease)			
	Expense	Revenue	Net 2019 Changes	FTE Impact
Maintain Services				
All programs include an adjustment for potential 2019 cost of living, increments and benefit adjustments.	470	0	470	0.00
Reduced Election requirement funded from Reserves.	-4,351	4,351	0	0.00
By-election in Rideau-Rockcliffe ward.	500	0	500	0.00
Increase in Facility costs related to inflation on compensation contracts, hydro increases, security and maintenance contracts (Election and Archives locations).	18	0	18	0.00
Total Maintain Services	-3,363	4,351	988	0.00
Growth				
Protocol Officer to support the growing number of events of increased complexity and size.	95	0	95	1.00
Total Growth	95	0	95	1.00
User Fees & Revenues				
See following user fee schedule for details on the specific rates.	0	0	0	0.00
Total User Fees & Revenues	0	0	0	0.00
Total Budget Changes	-3,268	4,351	1,083	1.00

City of Ottawa
City Manager's Office - 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	
Expenditures by Program								
City Manager's Office	1,506	1,510	0	45	0		1,555	45
Gross Expenditure	1,506	1,510	0	45	0	0	1,555	45
Recoveries & Allocations	0	0	0	0	0	0	0	0
Revenue	0	0	0	0	0	0	0	0
Net Requirement	1,506	1,510	0	45	0	0	1,555	45
Expenditures by Type								
Salaries, Wages & Benefits	1,429	1,393	0	45	0		1,438	45
Overtime	0	0	0	0	0	0	0	0
Material & Services	69	104	0	0	0	0	104	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	8	13	0	0	0	0	13	0
Gross Expenditures	1,506	1,510	0	45	0	0	1,555	45
Recoveries & Allocations	0	0	0	0	0	0	0	0
Net Expenditure	1,506	1,510	0	45	0	0	1,555	45
Percent of 2018 Net Expenditure Budget			0.0%	3.0%	0.0%	0.0%	3.0%	
Revenues By Type								
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
Total Revenue	0	0	0	0	0	0	0	0
Percent of 2018 Revenue Budget			0.0%	0.0%	0.0%	0.0%	0.0%	
Net Requirement	1,506	1,510	0	45	0	0	1,555	45
Percent of 2018 Net Requirement Budget			0.0%	3.0%	0.0%	0.0%	3.0%	
Full Time Equivalents (FTE's)		8.00	0.00	0.00	0.00	0.00	8.00	0.00
Percent of 2018 FTE's			0.0%	0.0%	0.0%	0.0%	0.0%	

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

2018 Forecast vs. Budget Variance Explanation	Surplus / (Deficit)		
	Expense	Revenue	Net
No significant variances to report.	4	0	4
Total Surplus / (Deficit)	4	0	4

2019 Pressure Category / Explanation	Increase / (Decrease)			FTE Impact
	Expense	Revenue	Net 2019 Changes	
Maintain Services All programs include an adjustment for potential 2019 cost of living, increments and benefit adjustments.	45	0	45	0.00
Total Maintain Services	45	0	45	0.00
Total Budget Changes	45	0	45	0.00

City of Ottawa
Transportation Services Department
O-Train Construction - 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	
Expenditures by Program								
O-Train Construction	3,778	3,077	-1,495	30	0	0	1,612	-1,465
Gross Expenditure	3,778	3,077	-1,495	30	0	0	1,612	-1,465
Recoveries & Allocations	-3,778	-3,072	1,495	-30	0	0	-1,607	1,465
Revenue	0	-5	0	0	0	0	-5	0
Net Requirement	0	0	0	0	0	0	0	0
Expenditures by Type								
Salaries, Wages & Benefits	3,730	3,042	-1,495	30	0	0	1,577	-1,465
Overtime	22	30	0	0	0	0	30	0
Material & Services	26	5	0	0	0	0	5	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	0	0	0	0	0	0	0	0
Gross Expenditures	3,778	3,077	-1,495	30	0	0	1,612	-1,465
Recoveries & Allocations	-3,778	-3,072	1,495	-30	0	0	-1,607	1,465
Net Expenditure	0	5	0	0	0	0	5	0
Percent of 2018 Net Expenditure Budget			0.0%	0.0%	0.0%	0.0%	0.0%	
Revenues By Type								
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	-5	0	0	0	0	-5	0
Fines	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0
Total Revenue	0	-5	0	0	0	0	-5	0
Percent of 2018 Revenue Budget			0.0%	0.0%	0.0%	0.0%	0.0%	
Net Requirement	0	0	0	0	0	0	0	0
Percent of 2018 Net Requirement Budget			0.0%	0.0%	0.0%	0.0%	0.0%	
Full Time Equivalents (FTE's)		18.00	0.00	0.00	0.00	0.00	18.00	0.00
Percent of 2018 FTE's			0.0%	0.0%	0.0%	0.0%	0.0%	

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

2018 Forecast vs. Budget Variance Explanation	Surplus / (Deficit)			
	Expense	Revenue	Net	
No significant variance to report	5	-5	0	
Total Surplus / (Deficit)	5	-5	0	
Increase / (Decrease)				
2018 Baseline Adjustment / Explanation	Expense	Revenue	Net 2018 Changes	FTE Impact
Change in staffing levels and office budget, as a result of completed projects and Revenue Service Availability.	-1,495	0	-1,495	0.00
Reduced capital recoveries as a result of lower staffing levels and office budget.	1,495	0	1,495	0.00
Total Adjustments to Base Budget	0	0	0	0.00
Increase / (Decrease)				
2019 Pressure Category / Explanation	Expense	Revenue	Net 2019 Changes	FTE Impact
Maintain Services				
All programs include an adjustment for potential 2019 cost of living, increments and benefit adjustments.	30	0	30	0.00
Increased capital recoveries for cost of living, increments and benefits.	-30	0	-30	0.00
Total Maintain Services	0	0	0	0.00
User Fees & Revenues				
See following user fee schedule for details on the specific rates.	0	0	0	0.00
Total User Fees & Revenues	0	0	0	0.00
Total Budget Changes	0	0	0	0.00

City of Ottawa
Transportation Services Department
O-Train 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	
Expenditures by Program								
O-Train Planning	2,676	2,921	3,960	140	0	0	7,021	4,100
Gross Expenditure	2,676	2,921	3,960	140	0	0	7,021	4,100
Recoveries & Allocations	-2,676	-2,921	-3,960	-140	0	0	-7,021	-4,100
Revenue	0	0	0	0	0	0	0	0
Net Requirement	0	0	0	0	0	0	0	0
Expenditures by Type								
Salaries, Wages & Benefits	2,661	2,921	3,960	140	0	0	7,021	4,100
Overtime	4	0	0	0	0	0	0	0
Material & Services	11	0	0	0	0	0	0	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	0	0	0	0	0	0	0	0
Gross Expenditures	2,676	2,921	3,960	140	0	0	7,021	4,100
Recoveries & Allocations	-2,676	-2,921	-3,960	-140	0	0	-7,021	-4,100
Net Expenditure	0	0	0	0	0	0	0	0
Percent of 2018 Net Expenditure Budget			0.0%	0.0%	0.0%	0.0%	0.0%	
Revenues By Type								
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
Total Revenue	0	0	0	0	0	0	0	0
Percent of 2018 Revenue Budget			0.0%	0.0%	0.0%	0.0%	0.0%	
Net Requirement	0	0	0	0	0	0	0	0
Percent of 2018 Net Requirement Budget			0.0%	0.0%	0.0%	0.0%	0.0%	
Full Time Equivalent (FTE's)		1.00	0.00	0.00	0.00	0.00	1.00	0.00
Percent of 2018 FTE's			0.0%	0.0%	0.0%	0.0%	0.0%	

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

2018 Forecast vs. Budget Variance Explanation	Surplus / (Deficit)			
	Expense	Revenue	Net	
No significant variance to report.	0	0	0	
Total Surplus / (Deficit)	0	0	0	
2018 Baseline Adjustment / Explanation	Increase / (Decrease)			
	Expense	Revenue	Net 2018 Changes	FTE Impact
Increased temporary staffing cost for Light Rail Planning & Implementation.	3,960	0	3,960	0.00
Increased capital recoveries for Light Rail Planning & Implementation.	-3,960	0	-3,960	0.00
Total Adjustments to Base Budget	0	0	0	0.00
2019 Pressure Category / Explanation	Increase / (Decrease)			
	Expense	Revenue	Net 2019 Changes	FTE Impact
Maintain Services				
All programs include an adjustment for potential 2019 cost of living, increments and benefit adjustments.	140	0	140	0.00
Increased capital recoveries for cost of living, increments and benefit adjustments.	-140	0	-140	0.00
Total Maintain Services	0	0	0	0.00
Total Budget Changes	0	0	0	0.00

City of Ottawa
 Planning, Infrastructure & Economic Development Department
 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	
Expenditures by Program								
General Manager's Office	421	422	0	20	0	0	442	20
Business Support Services	3,295	3,697	0	-95	0	0	3,602	-95
Gross Expenditure	3,716	4,119	0	-75	0	0	4,044	-75
Recoveries & Allocations	-1,565	-1,565	0	-30	0	0	-1,595	-30
Revenue	0	0	0	0	0	0	0	0
Net Requirement	2,151	2,554	0	-105	0	0	2,449	-105
Expenditures by Type								
Salaries, Wages & Benefits	3,550	3,708	0	75	0	0	3,783	75
Overtime	4	15	0	0	0	0	15	0
Material & Services	136	183	0	0	0	0	183	0
Transfers/Grants/Financial Charges	2	200	0	-150	0	0	50	-150
Fleet Costs	0	0	0	0	0	0	0	0
Program Facility Costs	0	0	0	0	0	0	0	0
Other Internal Costs	24	13	0	0	0	0	13	0
Gross Expenditures	3,716	4,119	0	-75	0	0	4,044	-75
Recoveries & Allocations	-1,565	-1,565	0	-30	0	0	-1,595	-30
Net Expenditure	2,151	2,554	0	-105	0	0	2,449	-105
Percent of 2018 Net Expenditure Budget			0.0%	-4.1%	0.0%	0.0%	-4.1%	
Revenues By Type								
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
Total Revenue	0	0	0	0	0	0	0	0
Percent of 2018 Revenue Budget			0.0%	0.0%	0.0%	0.0%	0.0%	
Net Requirement	2,151	2,554	0	-105	0	0	2,449	-105
Percent of 2018 Net Requirement Budget			0.0%	-4.1%	0.0%	0.0%	-4.1%	
Full Time Equivalents (FTE's)		33.00	0.00	0.00	0.00	0.00	33.00	0.00
Percent of 2018 FTE's			0.0%	0.0%	0.0%	0.0%	0.0%	

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

		Surplus / (Deficit)			
2018 Forecast vs. Budget Variance Explanation		Expense	Revenue	Net	
Expenditure savings largely due to vacancies and unspent Development Fees Grant Program funding.		403	0	403	
Total Surplus / (Deficit)		403	0	403	
		Increase / (Decrease)			
2019 Pressure Category / Explanation		Expense	Revenue	Net 2019 Changes	FTE Impact
Maintain Services					
All programs include an adjustment for potential 2019 cost of living, increments and benefit adjustments.		75	0	75	0.00
All programs include an adjustment for potential 2019 cost of living, increments and benefit adjustments offset by recoveries and allocations.		-30	0	-30	0.00
Decrease to the existing Development Fees Grant Program to fund the anticipated increase in Heritage Grant Program.		-150	0	-150	0.00
Total Maintain Services		-105	0	-105	0.00
Total Budget Changes		-105	0	-105	0.00

City of Ottawa
 Planning, Infrastructure & Economic Development Department
 Economic Development and Long Range 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	
Expenditures by Program								
Director's Office	578	524	0	4	0	0	528	4
High Economic Impact Projects	7,997	8,048	0	611	0	0	8,659	611
Research & Forecasting	646	596	0	15	0	0	611	15
Markets Management	0	0	0	0	0	0	0	0
Gross Expenditure	9,221	9,168	0	630	0	0	9,798	630
Recoveries & Allocations	-198	-129	0	-5	0	0	-134	-5
Revenue	-2	0	0	0	0	0	0	0
Net Requirement	9,021	9,039	0	625	0	0	9,664	625
Expenditures by Type								
Salaries, Wages & Benefits	2,231	2,120	0	70	0	0	2,190	70
Overtime	4	6	0	0	0	0	6	0
Material & Services	226	372	0	0	0	0	372	0
Transfers/Grants/Financial Charges	6,728	6,665	0	560	0	0	7,225	560
Fleet Costs	0	0	0	0	0	0	0	0
Program Facility Costs	0	0	0	0	0	0	0	0
Other Internal Costs	32	5	0	0	0	0	5	0
Gross Expenditures	9,221	9,168	0	630	0	0	9,798	630
Recoveries & Allocations	-198	-129	0	-5	0	0	-134	-5
Net Expenditure	9,023	9,039	0	625	0	0	9,664	625
Percent of 2018 Net Expenditure Budget			0.0%	6.9%	0.0%	0.0%	6.9%	

City of Ottawa
 Planning, Infrastructure & Economic Development Department
 Economic Development and Long Range 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	
Revenues By Type								
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	-2	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
Total Revenue	-2	0	0	0	0	0	0	0
Percent of 2018 Revenue Budget			0.0%	0.0%	0.0%	0.0%	0.0%	
Net Requirement	9,021	9,039	0	625	0	0	9,664	625
Percent of 2018 Net Requirement Budget			0.0%	6.9%	0.0%	0.0%	6.9%	
Full Time Equivalents (FTE's)		19.00	0.00	0.00	0.00	0.00	19.00	0.00
Percent of 2018 FTE's			0.0%	0.0%	0.0%	0.0%	0.0%	

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

2018 Forecast vs. Budget Variance Explanation	Surplus / (Deficit)		
	Expense	Revenue	Net
No significant variances to report.	16	2	18
Total Surplus / (Deficit)	16	2	18

2019 Pressure Category / Explanation	Increase / (Decrease)			
	Expense	Revenue	Net 2019 Changes	FTE Impact
Maintain Services				
All programs include an adjustment for potential 2019 cost of living, increments and benefit adjustments.	70	0	70	0.00
All programs include an adjustment for potential 2019 cost of living, increments and benefit adjustments offset by recoveries.	-5	0	-5	0.00
Additional funding to increase the capacity of the Ottawa Film Office to communicate and market the potential soon-to-be-developed soundstage and creative hub.	60	0	60	0.00
Additional support for Invest Ottawa to attract and retain talent for local business as well as to increase global expansion efforts.	500	0	500	0.00
Total Maintain Services	625	0	625	0.00
Total Budget Changes	625	0	625	0.00

City of Ottawa
Service Innovation & Performance Department
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	
Expenditures by Program								
General Manager's Office	371	365	0	15	0	0	380	15
Business Support Services	2,791	2,732	0	45	0	0	2,777	45
Gross Expenditure	3,162	3,097	0	60	0	0	3,157	60
Recoveries & Allocations	0	0	0	0	0	0	0	0
Revenue	0	0	0	0	0	0	0	0
Net Requirement	3,162	3,097	0	60	0	0	3,157	60
Expenditures by Type								
Salaries, Wages & Benefits	2,947	2,850	0	60	0	0	2,910	60
Overtime	5	1	0	0	0	0	1	0
Material & Services	199	240	0	0	0	0	240	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	11	6	0	0	0	0	6	0
Gross Expenditures	3,162	3,097	0	60	0	0	3,157	60
Recoveries & Allocations	0	0	0	0	0	0	0	0
Net Expenditure	3,162	3,097	0	60	0	0	3,157	60
Percent of 2018 Net Expenditure Budget			0.0%	1.9%	0.0%	0.0%	1.9%	
Revenues By Type								
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
Total Revenue	0	0	0	0	0	0	0	0
Percent of 2018 Revenue Budget			0.0%	0.0%	0.0%	0.0%	0.0%	
Net Requirement	3,162	3,097	0	60	0	0	3,157	60
Percent of 2018 Net Requirement Budget			0.0%	1.9%	0.0%	0.0%	1.9%	
Full Time Equivalents (FTE's)		24.00	0.00	0.00	0.00	0.00	24.00	0.00
Percent of 2018 FTE's			0.0%	0.0%	0.0%	0.0%	0.0%	

City of Ottawa

Service Innovation & Performance Department

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.	-65	0	-65
Total Surplus / (Deficit)	-65	0	-65

2019 Pressure Category / Explanation	Increase / (Decrease)			
	Expense	Revenue	Net 2019 Changes	FTE Impact
Maintain Services All programs include an adjustment for potential 2019 cost of living, increments and benefit adjustments.	60	0	60	0.00
Total Maintain Services	60	0	60	0.00
Total Budget Changes	60	0	60	0.00

City of Ottawa
Service Innovation & Performance Department
Service Transformation - 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	
Expenditures by Program								
Director's Office	320	371	0	5	0	0	376	5
Service Improvement	761	698	0	7	0	0	705	7
Service Analytics & Planning	969	1,166	0	10	0	0	1,176	10
Organizational Effectiveness	1,374	1,474	0	38	0	0	1,512	38
Digital Service & Innovation	392	267	0	30	0	0	297	30
Gross Expenditure	3,816	3,976	0	90	0	0	4,066	90
Recoveries & Allocations	0	0	0	0	0	0	0	0
Revenue	0	0	0	0	0	0	0	0
Net Requirement	3,816	3,976	0	90	0	0	4,066	90
Expenditures by Type								
Salaries, Wages & Benefits	3,644	3,782	0	90	0	0	3,872	90
Overtime	1	2	0	0	0	0	2	0
Material & Services	149	183	0	0	0	0	183	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	22	9	0	0	0	0	9	0
Gross Expenditures	3,816	3,976	0	90	0	0	4,066	90
Recoveries & Allocations	0	0	0	0	0	0	0	0
Net Expenditure	3,816	3,976	0	90	0	0	4,066	90
Percent of 2018 Net Expenditure Budget			0.0%	2.3%	0.0%	0.0%	2.3%	

City of Ottawa
Service Innovation & Performance Department
Service Transformation - 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	
Revenues By Type								
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
Total Revenue	0	0	0	0	0	0	0	0
Percent of 2018 Revenue Budget			0.0%	0.0%	0.0%	0.0%	0.0%	
Net Requirement	3,816	3,976	0	90	0	0	4,066	90
Percent of 2018 Net Requirement Budget			0.0%	2.3%	0.0%	0.0%	2.3%	
Full Time Equivalents (FTE's)		30.50	0.00	0.00	0.00	0.00	30.50	0.00
Percent of 2018 FTE's			0.0%	0.0%	0.0%	0.0%	0.0%	

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

2018 Forecast vs. Budget Variance Explanation	Surplus / (Deficit)		
	Expense	Revenue	Net
Savings due to vacancies throughout the year.	160	0	160
Total Surplus / (Deficit)	160	0	160

2019 Pressure Category / Explanation	Increase / (Decrease)			
	Expense	Revenue	Net 2019 Changes	FTE Impact
Maintain Services All programs include an adjustment for potential 2019 cost of living, increments and benefit adjustments.	90	0	90	0.00
Total Maintain Services	90	0	90	0.00
Total Budget Changes	90	0	90	0.00

City of Ottawa
Service Innovation & Performance Department
Public Information & Media Relations - 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	
Expenditures by Program								
Director's Office	439	459	0	21	0	0	480	21
Media Relations & Outreach	1,566	1,495	0	39	0	0	1,534	39
Public Information	1,833	1,775	0	25	0	0	1,800	25
Legislative Support	11	0	0	0	0	0	0	0
Gross Expenditure	3,849	3,729	0	85	0	0	3,814	85
Recoveries & Allocations	-43	0	0	0	0	0	0	0
Revenue	0	0	0	0	0	0	0	0
Net Requirement	3,806	3,729	0	85	0	0	3,814	85
Expenditures by Type								
Salaries, Wages & Benefits	3,632	3,497	0	85	0	0	3,582	85
Overtime	36	23	0	0	0	0	23	0
Material & Services	159	191	0	0	0	0	191	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	22	18	0	0	0	0	18	0
Gross Expenditures	3,849	3,729	0	85	0	0	3,814	85
Recoveries & Allocations	-43	0	0	0	0	0	0	0
Net Expenditure	3,806	3,729	0	85	0	0	3,814	85
Percent of 2018 Net Expenditure Budget			0.0%	2.3%	0.0%	0.0%	2.3%	

City of Ottawa
 Service Innovation & Performance Department
 Public Information & Media Relations - 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	
Revenues By Type								
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
Total Revenue	0	0	0	0	0	0	0	0
Percent of 2018 Revenue Budget			0.0%	0.0%	0.0%	0.0%	0.0%	
Net Requirement	3,806	3,729	0	85	0	0	3,814	85
Percent of 2018 Net Requirement Budget			0.0%	2.3%	0.0%	0.0%	2.3%	
Full Time Equivalents (FTE's)		31.00	0.00	0.00	0.00	0.00	31.00	0.00
Percent of 2018 FTE's			0.0%	0.0%	0.0%	0.0%	0.0%	

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

2018 Forecast vs. Budget Variance Explanation	Surplus / (Deficit)		
	Expense	Revenue	Net
No significant variances to report.	-77	0	-77
Total Surplus / (Deficit)	-77	0	-77

2019 Pressure Category / Explanation	Increase / (Decrease)			
	Expense	Revenue	Net 2019 Changes	FTE Impact
Maintain Services All programs include an adjustment for potential 2019 cost of living, increments and benefit adjustments.	85	0	85	0.00
Total Maintain Services	85	0	85	0.00
Total Budget Changes	85	0	85	0.00

City of Ottawa
Service Innovation & Performance Department
Human Resources - 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	
Expenditures by Program								
Director's Office	402	271	0	128	0	0	399	128
Client Relations	2,047	2,108	0	107	0	0	2,215	107
Programs & Governance	4,036	4,009	0	20	0	0	4,029	20
Leadership and Development	2,610	2,855	200	45	0	0	3,100	245
HR Service Center	1,792	1,846	0	76	0	0	1,922	76
Employee Health & Wellness	3,671	3,597	0	59	0	0	3,656	59
Gross Expenditure	14,558	14,686	200	435	0	0	15,321	635
Recoveries & Allocations	-729	-730	0	0	0	0	-730	0
Revenue	-31	0	0	0	0	0	0	0
Net Requirement	13,798	13,956	200	435	0	0	14,591	635
Expenditures by Type								
Salaries, Wages & Benefits	11,771	11,424	0	435	0	0	11,859	435
Overtime	0	3	0	0	0	0	3	0
Material & Services	2,680	3,110	200	0	0	0	3,310	200
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	107	149	0	0	0	0	149	0
Gross Expenditures	14,558	14,686	200	435	0	0	15,321	635
Recoveries & Allocations	-729	-730	0	0	0	0	-730	0
Net Expenditure	13,829	13,956	200	435	0	0	14,591	635
Percent of 2018 Net Expenditure Budget			1.4%	3.1%	0.0%	0.0%	4.6%	

City of Ottawa
Service Innovation & Performance Department
Human Resources - 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	
Revenues By Type								
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	-31	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
Total Revenue	-31	0	0	0	0	0	0	0
Percent of 2018 Revenue Budget			0.0%	0.0%	0.0%	0.0%	0.0%	
Net Requirement	13,798	13,956	200	435	0	0	14,591	635
Percent of 2018 Net Requirement Budget			1.4%	3.1%	0.0%	0.0%	4.6%	
Full Time Equivalent (FTE's)		107.10	0.00	0.00	0.00	0.00	107.10	0.00
Percent of 2018 FTE's			0.0%	0.0%	0.0%	0.0%	0.0%	

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

2018 Forecast vs. Budget Variance Explanation	Surplus / (Deficit)				
	Expense	Revenue	Net		
Surplus is largely due to lower demand for training services.	127	31	158		
Total Surplus / (Deficit)	127	31	158		
Increase / (Decrease)					
2018 Baseline Adjustment / Explanation	Expense	Revenue	Net 2018 Changes	FTE Impact	
Reversal of 2018 one-time contribution to fund SAP business process review.	200	0	200	0.00	
Total Adjustments to Base Budget	200	0	200	0.00	
Increase / (Decrease)					
2019 Pressure Category / Explanation	Expense	Revenue	Net 2019 Changes	FTE Impact	
All programs include an adjustment for potential 2019 cost of living, increments and benefit adjustments.	435	0	435	0.00	
Total Maintain Services	435	0	435	0.00	
Total Budget Changes	635	0	635	0	

City of Ottawa
Service Innovation & Performance Development
Service Ottawa - 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	
Expenditures by Program								
Director's Office	1,007	961	0	4	0	0	965	4
Continuous Improvement	10	16	0	0	0	0	16	0
Web Services	1,516	1,652	0	9	0	0	1,661	9
Call Center Services	3,655	3,335	0	44	0	0	3,379	44
Counter Services	8,458	9,062	0	133	300		9,495	433
Gross Expenditure	14,646	15,026	0	190	300	0	15,516	490
Recoveries & Allocations	-510	-530	0	0	0	0	-530	0
Revenue	-1,235	-1,254	0	0	0	-25	-1,279	-25
Net Requirement	12,901	13,242	0	190	300	-25	13,707	465
Expenditures by Type								
Salaries, Wages & Benefits	10,763	10,727	0	190	300	0	11,217	490
Overtime	149	157	0	0	0	0	157	0
Material & Services	3,288	3,685	0	0	0	0	3,685	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	446	457	0	0	0	0	457	0
Gross Expenditures	14,646	15,026	0	190	300	0	15,516	490
Recoveries & Allocations	-510	-530	0	0	0	0	-530	0
Net Expenditure	14,136	14,496	0	190	300	0	14,986	490
Percent of 2018 Net Expenditure Budget			0.0%	1.3%	2.1%	0.0%	3.4%	

City of Ottawa
Service Innovation & Performance Development
Service Ottawa - 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	
Revenues By Type								
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	-1,235	-1,254	0	0	0	-25	-1,279	-25
Fines	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0
Total Revenue	-1,235	-1,254	0	0	0	-25	-1,279	-25
Percent of 2018 Revenue Budget			0.0%	0.0%	0.0%	2.0%	2.0%	
Net Requirement	12,901	13,242	0	190	300	-25	13,707	465
Percent of 2018 Net Requirement Budget			0.0%	1.4%	2.3%	-0.2%	3.5%	
Full Time Equivalents (FTE's)		117.27	0.00	0.00	3.00	0.00	120.27	3.00
Percent of 2018 FTE's			0.0%	0.0%	2.6%	0.0%	2.6%	

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

2018 Forecast vs. Budget Variance Explanation	Surplus / (Deficit)		
	Expense	Revenue	Net
Operational savings due to delays in retrofit work and delays in web services contracts.	360	-19	341
Total Surplus / (Deficit)	360	-19	341

2019 Pressure Category / Explanation	Increase / (Decrease)			
	Expense	Revenue	Net 2019 Changes	FTE Impact
Maintain Services All programs include an adjustment for potential 2019 cost of living, increments and benefit adjustments.	190	0	190	0.00
Total Maintain Services	190	0	190	0.00
Growth Additional support to address the increased administrative workload associated with the activation of over ten new Red Light Cameras.	300	0	300	3.00
Total Growth	300	0	300	3.00
User Fees & Revenues See following user fee schedule for details on the specific rates.	0	-25	-25	0.00
Total User Fees & Revenues	0	-25	-25	0.00
Total Budget Changes	490	-25	465	3.00

City of Ottawa
 Corporate Services Department
 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	
Expenditures by Program								
General Manager's Office	447	440	0	11	0	0	451	11
Business Support Services	2,795	2,915	0	49	0	0	2,964	49
Gross Expenditure	3,242	3,355	0	60	0	0	3,415	60
Recoveries & Allocations	0	0	0	0	0	0	0	0
Revenue	0	0	0	0	0	0	0	0
Net Requirement	3,242	3,355	0	60	0	0	3,415	60
Expenditures by Type								
Salaries, Wages & Benefits	3,174	3,209	0	60	0	0	3,269	60
Overtime	1	10	0	0	0	0	10	0
Material & Services	63	127	0	0	0	0	127	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	4	9	0	0	0	0	9	0
Gross Expenditures	3,242	3,355	0	60	0	0	3,415	60
Recoveries & Allocations	0	0	0	0	0	0	0	0
Net Expenditure	3,242	3,355	0	60	0	0	3,415	60
Percent of 2018 Net Expenditure Budget			0.0%	1.8%	0.0%	0.0%	1.8%	
Revenues By Type								
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
Total Revenue	0	0	0	0	0	0	0	0
Percent of 2018 Revenue Budget			0.0%	0.0%	0.0%	0.0%	0.0%	
Net Requirement	3,242	3,355	0	60	0	0	3,415	60
Percent of 2018 Net Requirement Budget			0.0%	1.8%	0.0%	0.0%	1.8%	
Full Time Equivalents (FTE's)		27.00	0.00	0.00	0.00	0.00	27.00	0.00
Percent of 2018 FTE's			0.0%	0.0%	0.0%	0.0%	0.0%	

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

		Surplus / (Deficit)			
2018 Forecast vs. Budget Variance Explanation		Expense	Revenue	Net	
No significant variances to report		113	0	113	
Total Surplus / (Deficit)		113	0	113	
		Increase / (Decrease)			
2019 Pressure Category / Explanation		Expense	Revenue	Net 2019 Changes	FTE Impact
Maintain Services					
All programs include an adjustment for potential 2019 cost of living, increments and benefit adjustments.		60	0	60	0.00
Total Maintain Services		60	0	60	0.00
Total Budget Changes		60	0	60	0.00

City of Ottawa
 Corporate Services Department
 Revenue 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	
Expenditures by Program								
Revenue Services	22,501	21,129	0	443	0	0	21,572	443
Gross Expenditure	22,501	21,129	0	443	0	0	21,572	443
Recoveries & Allocations	-9,512	-7,870	0	0	0	0	-7,870	0
Revenue	-6,687	-5,957	0	0	0	-100	-6,057	-100
Net Requirement	6,302	7,302	0	443	0	-100	7,645	343
Expenditures by Type								
Salaries, Wages & Benefits	17,995	16,316	0	400	0	0	16,716	400
Overtime	142	22	0	0	0	0	22	0
Material & Services	3,880	4,318	0	0	0	0	4,318	0
Transfers/Grants/Financial Charges	66	130	0	0	0	0	130	0
Fleet Costs	227	182	0	43	0	0	225	43
Program Facility Costs	0	0	0	0	0	0	0	0
Other Internal Costs	191	161		0	0	0	161	0
Gross Expenditures	22,501	21,129	0	443	0	0	21,572	443
Recoveries & Allocations	-9,512	-7,870	0	0	0	0	-7,870	0
Net Expenditure	12,989	13,259	0	443	0	0	13,702	443
Percent of 2018 Net Expenditure Budget			0.0%	3.3%	0.0%	0.0%	3.3%	
Revenues By Type								
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	-6,687	-5,957	0	0	0	-100	-6,057	-100
Fines	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0
Total Revenue	-6,687	-5,957	0	0	0	-100	-6,057	-100
Percent of 2018 Revenue Budget			0.0%	0.0%	0.0%	1.7%	1.7%	
Net Requirement	6,302	7,302	0	443	0	-100	7,645	343
Percent of 2018 Net Requirement Budget			0.0%	6.1%	0.0%	-1.4%	4.7%	
Full Time Equivalent (FTE's)		189.45	0.00	0.00	0.00	0.00	189.45	0.00
Percent of 2018 FTE's			0.0%	0.0%	0.0%	0.0%	0.0%	

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

2018 Forecast vs. Budget Variance Explanation	Surplus / (Deficit)		
	Expense	Revenue	Net
Savings in service delivery costs and higher than anticipated revenue from water & tax billing services.	270	730	1,000
Total Surplus / (Deficit)	270	730	1,000

2019 Pressure Category / Explanation	Increase / (Decrease)			
	Expense	Revenue	Net 2019 Changes	FTE Impact
Maintain Services				
All programs include an adjustment for potential 2019 cost of living, increments and benefit adjustments.	400	0	400	0.00
Increase in Fleet costs related to inflation on compensation contracts, parts, fuel, contribution to capital reserve and maintenance.	43	0	43	0.00
Total Maintain Services	443	0	443	0.00
User Fees & Revenues				
See following user fee schedule for details on the specific rates.	0	-100	-100	0.00
Total User Fees & Revenues	0	-100	-100	0.00
Total Budget Changes	443	-100	343	0.00

City of Ottawa
 Corporate Services Department
 Corporate Finance - 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	
Expenditures by Program								
Corporate Finance	21,437	21,433	0	515	0	0	21,948	515
Gross Expenditure	21,437	21,433	0	515	0	0	21,948	515
Recoveries & Allocations	-1,289	-1,117	0	0	0	0	-1,117	0
Revenue	0	0	0	0	0	0	0	0
Net Requirement	20,148	20,316	0	515	0	0	20,831	515
Expenditures by Type								
Salaries, Wages & Benefits	20,613	20,584	0	515	0	0	21,099	515
Overtime	58	71	0	0	0	0	71	0
Material & Services	571	611	0	0	0	0	611	0
Transfers/Grants/Financial Charges	1	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	194	167		0	0	0	167	0
Gross Expenditures	21,437	21,433	0	515	0	0	21,948	515
Recoveries & Allocations	-1,289	-1,117	0	0	0	0	-1,117	0
Net Expenditure	20,148	20,316	0	515	0	0	20,831	515
Percent of 2018 Net Expenditure Budget			0.0%	2.5%	0.0%	0.0%	2.5%	
Revenues By Type								
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
Total Revenue	0	0	0	0	0	0	0	0
Percent of 2018 Revenue Budget			0.0%	0.0%	0.0%	0.0%	0.0%	
Net Requirement	20,148	20,316	0	515	0	0	20,831	515
Percent of 2018 Net Requirement Budget			0.0%	2.5%	0.0%	0.0%	2.5%	
Full Time Equivalents (FTE's)		212.22	0.00	0.00	0.00	0.00	212.22	0.00
Percent of 2018 FTE's			0.0%	0.0%	0.0%	0.0%	0.0%	

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

		Surplus / (Deficit)			
2018 Forecast vs. Budget Variance Explanation		Expense	Revenue	Net	
No significant variances to report.		168	0	168	
Total Surplus / (Deficit)		168	0	168	
		Increase / (Decrease)			
2019 Pressure Category / Explanation		Expense	Revenue	Net 2019 Changes	FTE Impact
Maintain Services					
All programs include an adjustment for potential 2019 cost of living, increments and benefit adjustments.		515	0	515	0.00
Total Maintain Services		515	0	515	0.00
Total Budget Changes		515	0	515	0.00

City of Ottawa
 Corporate Services Department
 Supply 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	
Expenditures by Program								
Supply Services	7,465	6,488	0	760	0	0	7,248	760
Gross Expenditure	7,465	6,488	0	760	0	0	7,248	760
Recoveries & Allocations	-1,602	-1,525	0	0	0	0	-1,525	0
Revenue	-1,184	-450	0	0	0	-335	-785	-335
Net Requirement	4,679	4,513	0	760	0	-335	4,938	425
Expenditures by Type								
Salaries, Wages & Benefits	6,611	6,263	0	150	0	0	6,413	150
Overtime	1	7	0	0	0	0	7	0
Material & Services	762	158	0	610	0	0	768	610
Transfers/Grants/Financial Charges	50	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	41	60		0	0	0	60	0
Gross Expenditures	7,465	6,488	0	760	0	0	7,248	760
Recoveries & Allocations	-1,602	-1,525	0	0	0	0	-1,525	0
Net Expenditure	5,863	4,963	0	760	0	0	5,723	760
Percent of 2018 Net Expenditure Budget			0.0%	15.3%	0.0%	0.0%	15.3%	
Revenues By Type								
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	-1,184	-450	0	0	0	-335	-785	-335
Fines	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0
Total Revenue	-1,184	-450	0	0	0	-335	-785	-335
Percent of 2018 Revenue Budget			0.0%	0.0%	0.0%	74.4%	74.4%	
Net Requirement	4,679	4,513	0	760	0	-335	4,938	425
Percent of 2018 Net Requirement Budget			0.0%	16.8%	0.0%	-7.4%	9.4%	
Full Time Equivalent (FTE's)		63.99	0.00	0.00	0.00	0.00	63.99	0.00
Percent of 2018 FTE's			0.0%	0.0%	0.0%	0.0%	0.0%	

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

		Surplus / (Deficit)			
2018 Forecast vs. Budget Variance Explanation		Expense	Revenue	Net	
Increased revenue due to higher than anticipated corporate credit card rebates offsets additional licenses and maintenance support costs.		-900	734	-166	
Total Surplus / (Deficit)		-900	734	-166	
		Increase / (Decrease)			
2019 Pressure Category / Explanation		Expense	Revenue	Net 2019 Changes	FTE Impact
Maintain Services					
All programs include an adjustment for potential 2019 cost of living, increments and benefit adjustments.		150	0	150	0.00
Software subscription costs associated with the SAP Source to Pay application that will standardize, integrate, streamline and automate the procurement operations.		610	0	610	0.00
Total Maintain Services		760	0	760	0.00
User Fees & Revenues					
Increased corporate credit card rebates.		0	-335	-335	0.00
Total User Fees & Revenues		0	-335	-335	0.00
Total Budget Changes		760	-335	425	0.00

City of Ottawa
 Corporate Services Department
 Corporate Real Estate Office - 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	
Expenditures by Program								
Director's Office	307	311	0	2	0	0	313	2
Realty Services	2,934	2,917	0	109	0	0	3,026	109
Realty Initiatives & Development	11,570	11,395	0	54	0	0	11,449	54
Gross Expenditure	14,811	14,623	0	165	0	0	14,788	165
Recoveries & Allocations	-5,852	-4,705	0	0	0	0	-4,705	0
Revenue	-228	-299	0	0	0	-10	-309	-10
Net Requirement	8,731	9,619	0	165	0	-10	9,774	155
Expenditures by Type								
Salaries, Wages & Benefits	5,667	5,557	0	165	0	0	5,722	165
Overtime	9	27	0	0	0	0	27	0
Material & Services	4,291	4,634	0	0	0	0	4,634	0
Transfers/Grants/Financial Charges	4,484	4,161	0	0	0	0	4,161	0
Fleet Costs	8	0	0	0	0	0	0	0
Program Facility Costs	0	0	0	0	0	0	0	0
Other Internal Costs	352	244	0	0	0	0	244	0
Gross Expenditures	14,811	14,623	0	165	0	0	14,788	165
Recoveries & Allocations	-5,852	-4,705	0	0	0	0	-4,705	0
Net Expenditure	8,959	9,918	0	165	0	0	10,083	165
Percent of 2018 Net Expenditure Budget			0.0%	1.7%	0.0%	0.0%	1.7%	

City of Ottawa
 Corporate Services Department
 Corporate Real Estate Office - 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	
Revenues By Type								
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	-228	-299	0	0	0	-10	-309	-10
Fines	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0
Total Revenue	-228	-299	0	0	0	-10	-309	-10
Percent of 2018 Revenue Budget			0.0%	0.0%	0.0%	3.3%	3.3%	
Net Requirement	8,731	9,619	0	165	0	-10	9,774	155
Percent of 2018 Net Requirement Budget			0.0%	1.7%	0.0%	-0.1%	1.6%	
Full Time Equivalents (FTE's)		46.50	0.00	0.00	0.00	0.00	46.50	0.00
Percent of 2018 FTE's			0.0%	0.0%	0.0%	0.0%	0.0%	

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

2018 Forecast vs. Budget Variance Explanation	Surplus / (Deficit)		
	Expense	Revenue	Net
Savings due to higher property taxes recovery and contract delays.	959	-71	888
Total Surplus / (Deficit)	959	-71	888

2019 Pressure Category / Explanation	Increase / (Decrease)			
	Expense	Revenue	Net 2019 Changes	FTE Impact
Maintain Services All programs include an adjustment for potential 2019 cost of living, increments and benefit adjustments.	165	0	165	0.00
Total Maintain Services	165	0	165	0.00
User Fees & Revenues See following user fee schedule for details on the specific rates.	0	-10	-10	0.00
Total User Fees & Revenues	0	-10	-10	0.00
Total Budget Changes	165	-10	155	0.00

City of Ottawa
 Non Departmental - 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	
Corporate Human Resource Provision Expenditure								
Sick Leave Banks	3,020	3,020	0	0	0	0	3,020	0
Retiree Costs	2,700	2,700	0	0	0	0	2,700	0
Employee Benefits	1,128	1,128	0	0	0	0	1,128	0
Benefit Adjustments	75	75	0	0	0	0	75	0
Net Corp HR Provision Requirement	6,923	6,923	0	0	0	0	6,923	0
Capital Formation Costs Expenditure								
Contribution to City Wide Capital Reserve	108,344	108,344	-2,586	14,310	1,450	0	121,518	13,174
Contribution to Tax Stabilization Reserve	2,657	2,657	-2,800	-1,561	0	0	-1,704	-4,361
Contribution to Gas Tax Reserve Fund	93,416	92,801	0	410	0	0	93,211	410
Transfer to CW Capital from Endowment Earnings	6,162	13,000	0	0	0	0	13,000	0
Transfer to CW Capital from OCLDC	1,794	5,000	0	0	0	0	5,000	0
Transfer to CW Capital from Sale of Surplus Land	7,183	1,500	0	0	0	0	1,500	0
City Wide Debt Charges	91,190	91,006	1,011	0	0	0	92,017	1,011
100 Constellation Lease	6,411	6,413	0	0	0	0	6,413	0
Net Expenditure	317,157	320,721	-4,375	13,159	1,450	0	330,955	10,234
Revenue								
Gas Tax Receipts	-93,416	-92,801	0	-410	0	0	-93,211	-410
Endowment Fund Earnings	-6,162	-13,000	0	0	0	0	-13,000	0
Ottawa Lands Development Corp (OCLDC)	-1,794	-5,000	0	0	0	0	-5,000	0
Sale of Surplus Land	-7,183	-1,500	0	0	0	0	-1,500	0
City Wide Debt Charge Funding	-11,320	-11,287	0	0	0	0	-11,287	0
Total Revenue	-119,875	-123,588	0	-410	0	0	-123,998	-410
Net Capital Formation Costs Requirement	197,282	197,133	-4,375	12,749	1,450	0	206,957	9,824

City of Ottawa
 Non Departmental - 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	
Corporate Common Expenditures								
Expenditure								
Financial Charges & Other	12,229	3,930	-275	0	2,400	0	6,055	2,125
Gross Expenditure	12,229	3,930	-275	0	2,400	0	6,055	2,125
Recoveries & Allocations - Water/Sewer	-23,286	-23,286	0	-1,080	0	0	-24,366	-1,080
Net Expenditure	-11,057	-19,356	-275	-1,080	2,400	0	-18,311	1,045
Net Corporate Common Expenditures Requirement	-11,057	-19,356	-275	-1,080	2,400	0	-18,311	1,045
Corporate Common Revenues								
Expenditure								
Penalty & Interest	322	0	0	0	0	0	0	0
Investment Income	326	326	0	0	0	0	326	0
Provincial Offences Act	195	137	0	0	0	0	137	0
Hydro Ottawa Dividends	1,900	0	0	0	0	0	0	0
Municipal Accommodation Tax	15,336	14,000	1,900	0	0	0	15,900	1,900
Gross Expenditure	18,079	14,463	1,900	0	0	0	16,363	1,900
Recoveries & Allocations	0	0	0	0	0	0	0	0
Net Expenditure	18,079	14,463	1,900	0	0	0	16,363	1,900
Revenue								
Penalty & Interest	-18,422	-14,339	-1,700	0	0	0	-16,039	-1,700
Investment Income	-20,313	-15,006	-800	0	0	0	-15,806	-800
Hydro Ottawa Dividends	-21,900	-20,000	0	0	0	0	-20,000	0
Provincial Offences Act	-16,289	-12,907	-1,200	0	-450	0	-14,557	-1,650
Rideau Carleton Raceway	-5,938	-5,600	0	0	0	0	-5,600	0
Lottery Fees	-717	-1,004	0	0	0	0	-1,004	0
Municipal Accommodation Tax	-15,759	-14,000	-2,400	0	0	0	-16,400	-2,400
Other Miscellaneous Revenue	-12,127	-2,760	0	-1,026	0	0	-3,786	-1,026
Total Revenue	-111,465	-85,616	-6,100	-1,026	-450	0	-93,192	-7,576
Net Corporate Common Revenues Requirement	-93,386	-71,153	-4,200	-1,026	-450	0	-76,829	-5,676

City of Ottawa
 Non Departmental - 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	
Tax Related Expenditures and Revenues								
Expenditure								
Tax Rebates & Remissions	25,332	31,467	-6,900	0	0	0	24,567	-6,900
Municipal Property Assessment Corp	13,534	13,534	0	60	0	0	13,594	60
Net Expenditure	38,866	45,001	-6,900	60	0	0	38,161	-6,840
Revenue								
Supplemental Assessment	-29,552	-20,434	0	-4,500	0	0	-24,934	-4,500
Payments-in-Lieu Taxation	-163,698	-176,073	0	4,500	0	0	-171,573	4,500
Public Institutions	-6,557	-6,361	0	0	0	0	-6,361	0
Property Tax Revenue	-1,583,638	-1,583,638	0	-49,605	-23,755	0	-1,656,998	-73,360
Total Revenue	-1,783,445	-1,786,506	0	-49,605	-23,755	0	-1,859,866	-73,360
Net Tax Related Expenditures and Revenues	-1,744,579	-1,741,505	-6,900	-49,545	-23,755	0	-1,821,705	-80,200
Total Net Requirement	-1,644,817	-1,627,958	-15,750	-38,902	-20,355	0	-1,702,965	-75,007

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

2018 Forecast vs. Budget Variance Explanation	Surplus / (Deficit)		
	Expense	Revenue	Net
Endowment Fund - actual 2018 net distributions were lower than the amounts budgeted resulting in a lower contribution to reserves to fund capital expenditures.	6,800	-6,800	0
Ottawa Community Land Development Corporation - lower than expected land sales resulting in a lower contribution to reserves to fund capital expenditures.	3,200	-3,200	0
Sale of Surplus Lands - Revenues derived from the sale of surplus City lands are not budgeted for on an annual basis since the amount of land available for sale will vary significantly from year to year.	-5,700	5,700	0
Hydro Ottawa Dividends - Based on the city's dividend policy, Hydro Ottawa is required to remit to the City the greater of \$14 million or 40% of net income. The higher Ottawa Hydro earnings are offset with a contribution to reserves to fund capital expenditures.	-1,900	1,900	0
Proceeds from the sale of the Central Branch of the Ottawa Public Library and offsetting contribution to capital reserve.	-10,000	10,000	0
Financial charges and debentures costs savings as a result of lower banking fees and new debentures not issued in 2018.	3,739	0	3,739
Gas Tax - revenue received in 2018 was higher than anticipated and as a result there will be an equalling and offsetting contribution to capital reserves.	-615	615	0
Increased demand for grants under the Brownfields Redevelopment Program.	-2,500	0	-2,500
Vacancy rebates savings as a result of program phase-out.	6,100	0	6,100
Penalties and Interest and other revenues - growth in fees collected and other revenue.	0	3,700	3,700
Investment income increase as a result increased short-term interest rates and larger short-term investment balances due to delays to Light Rail.	0	5,300	5,300
Provincial Offences Act - Revenues are higher than budget primarily due to out of Province ticket collections and an increase in the number of red light cameras.	0	3,400	3,400
Additional tax revenue from assessment growth.	0	9,100	9,100
Payments in Lieu of Taxation shortfall is mainly due to the lower MPAC assessments for commercial and office properties.	0	-12,400	-12,400
Higher than expected Municipal Accommodation Tax (MAT) revenue directed to Ottawa Tourism to promote and develop Ottawa as a tourist destination.	-1,340	1,340	0
Municipal Accommodation Tax (MAT) from AirBnB.	0	420	420
Total Surplus / (Deficit)	-2,216	19,075	16,859

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

2018 Baseline Adjustment / Explanation	Increase / (Decrease)			
	Expense	Revenue	Net 2018 Changes	FTE Impact
Removal of 2018 Council approved items funded from the One-Time & Unforeseen Provision account and other miscellaneous funding adjustments.	-2,000	0	-2,000	0.00
Reversal of 2018 Strategic Initiative Funding - Transfer to Capital Reserve as per 2015-2018 Term of Council Priorities (ACS2015-CMR-OCM-0016).	-2,375	0	-2,375	0.00
Elimination of Vacancy Rebates program for the commercial and industrial property classes (ACS2017-CSD-REV-0004).	-6,900	0	-6,900	0.00
Budget increases resulting from trend analysis of actual results for prompt payment discounts, penalties & interest, Provincial offences and investment earnings.	-275	-3,700	-3,975	0.00
Municipal Accommodation Tax (MAT) revenue directed to Ottawa Tourism to promote and develop Ottawa as a tourist destination.	1,900	-1,900	0	0.00
Municipal Accommodation Tax (MAT) from AirBnB.	0	-500	-500	0.00
Total Adjustments to Base Budget	-9,650	-6,100	-15,750	0.00

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

2019 Pressure Category / Explanation	Increase / (Decrease)			
	Expense	Revenue	Net 2019 Changes	FTE Impact
Maintain Services				
Contributions to Capital - based on Long Range Financial Plan funding strategy to maintain assets in a good state of repair (ACS2017-CSD-FIN-0017) and to adjust for inflation.	9,800	0	9,800	0.00
Contribution to Capital - inflationary increase.	4,510	0	4,510	0.00
Contributions to Tax Stabilization for Cannabis Implementation costs from the Ontario Cannabis Legislation Implementation Fund and for one-time and unforeseen requirements. Additional contributions as per the Reserves Review Report (ACS2018-CSD-FIN-0004).	4,926	-1,026	3,900	0.00
One-time contributions from Tax Stabilization for the Women and Gender Equity Strategy, Housing reserve, Brownsfield, Building Better Revitalized Neighbourhoods initiatives, Public Health cost share initiatives, Police Services, the By-election in Ward 13 and McArthur bike lanes.	-11,282	0	-11,282	0.00
Contribution to Ottawa Police Services.	4,795	0	4,795	0.00
Decrease in valuation of the Payment in Lieu of Taxes base for the Commercial and Office class.	0	4,500	4,500	0.00
Supplementary Assessment increase as a result of new residential and commercial properties being added to the assessment base.	0	-4,500	-4,500	0.00
Increase in Federal Gas Tax revenue, offset by Contribution to Capital Gas Tax Reserve.	410	-410	0	0.00
Inflationary increase in rate administration allocation.	-1,080	0	-1,080	0.00
Increase in the costs for the Municipal Property Assessment Corporation services.	60	0	60	0.00
Tax increase for City/Police Services as approved by Council in report ACS2018-CSD-FIN-0023.	0	-49,605	-49,605	0.00
Total Maintain Services	12,139	-51,041	-38,902	0.00
Growth				
One time grant increase for the Brownfields Redevelopment Program.	2,400	0	2,400	0.00
Contribution to Capital as per the Long Range Financial Plan funding strategy to recognize growth in the asset base and provide for early cost effective renewal interventions. (ACS2017-CSD-FIN-0017).	1,000	0	1,000	0.00
Revenue increase as a result of the installation of red light cameras offset by contribution to the Tax Stabilization reserve.	450	-450	0	0.00
Additional taxation revenue for City services from assessment growth (including Police).	0	-23,755	-23,755	0.00
Total Growth	3,850	-24,205	-20,355	0.00
Total Budget Changes	6,339	-81,346	-75,007	0.00

Capital Budget

City of Ottawa
2019 Draft Capital Budget
Finance & Economic Development Committee
In Thousands (\$000)

Service Area: Real Estate Partnerships & Development											
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	0	0	0	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	500	0	500	0	0	0	0	0	0	0	0
Total	500	0	500	0	0	0	0	0	0	0	0

City of Ottawa
2019 Draft Capital Budget
Service Area: Real Estate Partnerships & Development
 In Thousands (\$000)

Project Information		Financial Details					
909154 Accommodation Fit-Ups and Renovations		Class of Estimate: Not Applicable					
Dept: Corporate Services Department	Category: Service Enhancement	Ward: CW	Year of Completion: 2020				
<p>The Corporate Accommodation Review is a Council directed project that will review corporate space standards, policies, and processes; to maximize space in City administrative facilities, shrink the corporate footprint, and achieve efficiency savings. The funds will be used to accommodate minor fit-ups and renovations as required to achieve this objective.</p>		2019 Request	500	Projected Yearend Unspent Bal.		186	
		Revenues	0	Debt			
		Tax Supported/ Dedicated	500	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
		Forecast	2019	2020	2021	2022	
		Authority	500	500	500	500	
		Spending Plan	686	500	500	500	
		FTE's	0	0	0	0	
Operating Impact	0	0	0	0			

City of Ottawa
 2019 Draft Capital Budget
 Finance & Economic Development Committee
 In Thousands (\$000)

Service Area: General Government											
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	6,125	0	6,125	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	725	0	725	0	0	0	0	0	0	0	0
Total	6,850	0	6,850	0	0	0	0	0	0	0	0

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

Program Information			Financial Details																																														
Buildings-General Government			Class of Estimate: C) Planning																																														
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 & 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>TOTAL Authority Request</td> <td style="text-align: right;">34,719</td> <td style="text-align: right;">5,000</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		TOTAL Authority Request	34,719	5,000	2019 Request	6,125	Projected Yearend Unspent Bal.		0
			Service Area	Buildings	Parks																																												
			By-Law Services	155																																													
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TOTAL Authority Request	34,719	5,000																																															
Revenues	0	Debt																																															
Tax Supported/ Dedicated	6,125	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																																												
Forecast	2019	2020	2021	2022																																													
Authority	6,125	1,000	1,000	1,000																																													
Spending Plan	3,063	2,338	2,025	1,200																																													
FTE's	0	0	0	0																																													
Operating Impact	0	0	0	0																																													

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

Program Information		Financial Details																						
Accessibility - General Government		Class of Estimate: C) Planning																						
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 & Recreation</td> <td>1,395</td> </tr> <tr> <td>Social Services</td> <td>60</td> </tr> <tr> <td>Total Authority Request</td> <td>2,500</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	Total Authority Request	2,500	2019 Request	725	Projected Yearend Unspent Bal.		0
		Service Area																						
		Child Care	60																					
		Cultural Services	60																					
		General Government	725																					
		Library	140																					
		Long Term Care	60																					
		Parks & Recreation	1,395																					
		Social Services	60																					
		Total Authority Request	2,500																					
Revenues	0	Debt																						
Tax Supported/ Dedicated	725	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																			
		Forecast	2019	2020	2021	2022																		
		Authority	725	725	725	725																		
		Spending Plan	725	360	580	875																		
		FTE's	0	0	0	0																		
		Operating Impact	0	0	0	0																		

City of Ottawa
2019 Draft Capital Budget
Finance & Economic Development Committee
Capital Forecast Summary
In Thousands (000's)

Project Description	2019	2020	2021	2022	Total
General Government					
Renewal of City Assets					
909364 2019 Buildings-General Government	6,125	1,000	1,000	1,000	9,125
Renewal of City Assets Total	6,125	1,000	1,000	1,000	9,125
Service Enhancement					
909241 2019 Accessibility - General Government	725	725	725	725	2,900
Service Enhancement Total	725	725	725	725	2,900
General Government Total	6,850	1,725	1,725	1,725	12,025
Real Estate Partnerships & Development					
Service Enhancement					
909154 Accommodation Fit-Ups and Renovations	500	500	500	500	2,000
Service Enhancement Total	500	500	500	500	2,000
Real Estate Partnerships & Development Total	500	500	500	500	2,000
Grand Total	7,350	2,225	2,225	2,225	14,025

City of Ottawa
Finance & Economic Development
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
City Manager's Office					
Service Enhancement					
907220 Hosted Enterprise Payments	643,136	372,350	270,786	117,602	153,184
Service Enhancement Total	643,136	372,350	270,786	117,602	153,184
City Manager's Office Total	643,136	372,350	270,786	117,602	153,184
Corporate Real Estate Office					
Renewal of City Assets					
905673 Business Park Properties Buy Back	1,800,000	1,002,547	797,453	-	797,453
907567 Arts Court	44,586,500	41,011,340	3,575,160	1,760,325	1,814,836
Renewal of City Assets Total	46,386,500	42,013,887	4,372,613	1,760,325	2,612,288
Growth					
904066 Kanata Town Centre Roads	724,000	282,440	441,560	8,497	433,063
908826 Leitrim Pond 2 - Sanitary Sewer Ext.	665,000	-	665,000	-	665,000
Growth Total	1,389,000	282,440	1,106,560	8,497	1,098,063
Regulatory					
909154 Accommodation Fit-Ups and Renovations	500,000	314,384	185,616	33,119	152,497
Regulatory Total	500,000	314,384	185,616	33,119	152,497
Corporate Real Estate Office Total	48,275,500	42,610,711	5,664,789	1,801,941	3,862,848
Finance					
Renewal of City Assets					
908025 AMI IT Application Upgrade & SvcContract	1,211,393	883,910	327,483	6,638	320,844
Renewal of City Assets Total	1,211,393	883,910	327,483	6,638	320,844
Finance Total	1,211,393	883,910	327,483	6,638	320,844
General Government					
Renewal of City Assets					
908113 2016 Buildings-General Government	983,000	884,723	98,277	45,496	52,781

City of Ottawa
Finance & Economic Development
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
908466 2017 Buildings-General Government	915,000	447,642	467,358	351,690	115,669
908924 2018 Buildings-General Government	2,065,000	344,705	1,720,295	427,043	1,293,252
Renewal of City Assets Total	3,963,000	1,677,070	2,285,930	824,229	1,461,701
Service Enhancement					
908458 2017 Accessibility - General Government	350,000	-	350,000	-	350,000
908935 2018 Accessibility - General Government	340,000	-	340,000	77,805	262,195
Service Enhancement Total	690,000	-	690,000	77,805	612,195
General Government Total	4,653,000	1,677,070	2,975,930	902,034	2,073,896
Infrastructure Svcs & Commtty S					
Service Enhancement					
909280 Main Streets Revitalization	856,070	-	856,070	-	856,070
Service Enhancement Total	856,070	-	856,070	-	856,070
Infrastructure Svcs & Commtty S Total	856,070	-	856,070	-	856,070
Lansdowne					
Service Enhancement					
905886 LPP - Urban Park *Legacy*	46,231,000	45,633,008	597,992	45,439	552,553
Service Enhancement Total	46,231,000	45,633,008	597,992	45,439	552,553
Lansdowne Total	46,231,000	45,633,008	597,992	45,439	552,553
Library					
Service Enhancement					
909293 OPL - LAC Joint Facility	174,819,800	-	174,819,800	-	174,819,800
909294 OPL Central Library Parking Facility	18,100,000	-	18,100,000	-	18,100,000
Service Enhancement Total	192,919,800	-	192,919,800	-	192,919,800
Library Total	192,919,800	-	192,919,800	-	192,919,800
Parks, Recreation & Culture					

City of Ottawa
Finance & Economic Development
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					
908271 Berrigan Skate Park	382,283	382,283	-	2,510	(2,510)
Renewal of City Assets Total	382,283	382,283	-	2,510	(2,510)
Parks, Recreation & Culture Total	382,283	382,283	-	2,510	(2,510)
Policy & Technical Solutions					
Renewal of City Assets					
908634 Fleet Growth - Mail Delivery - 2017	40,000	39,350	650	51	599
Renewal of City Assets Total	40,000	39,350	650	51	599
Policy & Technical Solutions Total	40,000	39,350	650	51	599
Service Ottawa					
Service Enhancement					
908388 Digital Service Strategy & Implementation	3,466,000	1,420,619	2,045,381	448,576	1,596,805
Service Enhancement Total	3,466,000	1,420,619	2,045,381	448,576	1,596,805
Service Ottawa Total	3,466,000	1,420,619	2,045,381	448,576	1,596,805
Transit Services					
Renewal of City Assets					
906740 LRT 417 Widening	224,500,000	223,997,492	502,508	200,756	301,752
907201 O-OTM Civic Works - Cash Allowances	58,281,000	54,090,818	4,190,182	-	4,190,182
907279 ORAP - CSST (OLRT Civic Works)	1,890,000	1,539,135	350,865	331,430	19,434
907301 Rock Stabilization OLRT Civic Works	290,000	287,296	2,704	-	2,704
907657 417/Innes Road Widening	1,500,000	1,511,093	(11,093)	-	(11,093)
908752 PTIF 001 Mann Ave Transit Structure Repl	5,000,000	4,340,640	659,360	-	659,360
909155 PTIF 010Booth Bike JohnAMacDonald-Albert	2,000,000	1,462,845	537,155	59,704	477,451
Renewal of City Assets Total	293,461,000	287,229,319	6,231,681	591,891	5,639,790
Growth					
905176 Confederation Line	2,095,600,000	1,518,584,741	577,015,259	575,880,534	1,134,725

**City of Ottawa
Finance & Economic Development
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
906569 SouthWest Twy (Baseline to Norice)	33,333,000	2,086,483	31,246,517	29,618	31,216,900
907143 Confederation Line Contingency	100,000,000	49,059,686	50,940,314	6,048,179	44,892,135
907926 Stage 2 LRT-Preliminary Plan-Procurement	178,000,000	93,690,121	84,309,879	8,086,983	76,222,896
908650 Stage 2 LRT - RTG MOU	492,000,000	219,943,909	272,056,091	84,153	271,971,938
908709 PTIF 026 Acquisition of 2 train sets	40,000,000	-	40,000,000	-	40,000,000
908771 PTIF 028 LRT Stage2 - Bridge VIA/O-Train	2,500,000	-	2,500,000	-	2,500,000
Growth Total	2,941,433,000	1,883,364,940	1,058,068,060	590,129,466	467,938,593
Service Enhancement					
908772 PTIF 030 Aboriginal Consultation	200,000	29,124	170,876	21,370	149,506
Service Enhancement Total	200,000	29,124	170,876	21,370	149,506
Transit Services Total	3,235,094,000	2,170,623,384	1,064,470,616	590,742,727	473,727,890
Grand Total	3,533,772,182	2,263,642,684	1,270,129,498	594,067,518	676,061,980