



Finance and
Economic
Development
Committee

Tax Supported Programs

Draft
BUDGET 2018

Balanced, Affordable and Progressive

Tabled November 8, 2017



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Finance and Economic Development Committee

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Elected Officials

2018 Budget Briefing Note

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

City Clerk and Solicitor

2018 Budget Briefing Note

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

2018 Budget Briefing Note

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

2018 Budget Briefing Note

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

2018 Budget Briefing Note

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 Planning office is to develop, procure and implement the Stage 2 Light Rail Transit (LRT) project, which 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 Earl Armstrong/Bowesville, as well as a new link to the Macdonald-Cartier International Airport. Highway 417 Expansion work and several municipal infrastructure projects are also being bundled in Stage 2. The bulk of construction of Stage 2 LRT is scheduled to begin in 2019, with revenue service for all extensions to be launched between 2021 and 2023.

Programs/Services Offered

- Develop and achieve program objectives, principles and risk transfer requirements
- Project Management for the Stage 2 LRT project, including the development and management of project elements such as schedule and budget
- Complete preliminary engineering, including design, value engineering, scope definition, constructability analysis, cost estimates, risk registry and transfer analysis, operational analysis, bus network analysis and property definition

- Continue to develop, implement and manage the procurement process for the Confederation and Trillium Line projects through the in-market period to contract award
- As part of the procurement process, continue to develop and refine the Project Specific Output Specifications (PSOS) and the Project Agreement(s)
- Undertake and administrate the expropriation process for property required for the Stage 2 project
- Develop and execute Memorandum of Understandings (MOUs) and agreements with key agencies
- Manage senior government funding requests and associated contribution agreements

Planning, Infrastructure and Economic Development Department

2018 Budget Briefing Note

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 Long Range Planning Services facilitates economic growth in Ottawa by setting the direction and managing the evolution of the City. The service area delivers programs, services, and initiatives that advance job creation and economic diversification while managing the growth of the City through the Official Plan. The following are services offered:

Economic Development: Create and promote economic development strategies to capitalize on assets and opportunities. Developing partnerships with key ED stakeholders to develop and deliver various programs to support investment attraction, business retention/expansion, entrepreneurship, tourism development.

Sponsorship and Advertising: Develop and market sponsorship and advertising for City facilities and develop partnership opportunities to provide supports for Economic Development initiatives.

Research & Forecasting: 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.

Rural Affairs: Provides for the continuation of the rural affairs office services to the rural community while positioning the office to support the development and implementation of a rural Economic Development strategy.

Policy Planning is responsible for developing the planning policy framework for directing and managing the growth of the City through the official Plan, secondary plans, natural systems plans and policies, and community plans and in developing and maintaining regulatory tools including the City's Zoning By-law, DC By-law and others for implementing these.

Zoning & Interpretation is 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, prepares by-laws for the approval of Council and providing formal interpretations regarding how the Zoning By-law is to be implemented and enforced.

Community Planning is 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.

Natural Systems & Environmental Protection provides strategic policy expertise and coordination to the City in the areas of natural systems & climate change mitigation and adaptation, while delivering clear, consistent environmental policies to support planning and growth management of the City while minimizing negative impacts and building resilience. It also fosters a positive public persona of Ottawa as a healthy liveable city through policy, strategies, public engagement by promoting stewardship of the natural environment and a sustainable, resilient city by developing and facilitating the implementation of watershed strategies, environmental plans, protocols, guidelines, by-laws and other tools to inform and influence the corporation's environmental and city building objectives.

Service Innovation and Performance Department

2018 Budget Briefing Note

Description

This new 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: provides data analytics and strategic planning expertise and project support to improve service delivery, efficiency and decision making.

Service Improvement: establishes and maintains the City's targeted service improvement framework with associated tools and a dedicated team to enable a consistent and straightforward approach. It focuses on high-opportunity, high-impact business process reviews and other improvement methodologies that increase efficiencies and reduce waste targeting our main challenges across the City.

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 advance the organization through the culture shift to One City, One Team.

Service Innovation and Performance Department

Public Information and Media Relations

2018 Budget Briefing Note

Description

The mandate of Public Information and Media Relations (PIMR) is “to ensure communications efforts are aligned with the City’s priorities and plans while providing strategic communications advice and support to the programs, services and initiatives of the corporation.”

The service areas of priority include:

Aligning and integrating communications initiatives across the corporation to provide consistent and clear information to residents

Harnessing new technology to deliver innovative communications to residents in the way they consume information

Communicating with residents during emergencies to help protect public safety, 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 & Outreach, 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.

Media Relations and Outreach

Media Relations and Outreach 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 provides provides 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

2018 Budget Briefing Note

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

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.

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.

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.

HR Service Centre

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.

Learning and Development

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

Service Innovation and Performance Department - ServiceOttawa 2018 Budget Briefing Note

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 2016, ServiceOttawa supported over 10 million individual visits to ottawa.ca, 3-1-1 agents spoke to nearly half a million callers, over a quarter million transactions were completed through the CSC and POA offices, and over \$182 million in revenue was handled by ServiceOttawa.

Corporate Services Department

2018 Budget Briefing Note

Description

The Corporate Services Department (CSD) 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

CSD 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 Real Estate Office (CREO)

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

The core services that CREO provides are:

- 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
- Valuations and appraisals
- Realty initiatives, strategic land development and special projects.

Corporate Revenue, Corporate Finance and Procurement Services

Comprised of Corporate Finance, Procurement, and Corporate Revenue Services, these areas uphold the statutory requirements of the Municipal Act and other Acts of Legislation; provides services and expertise on all financial, payroll, and supply 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
- 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 application of the City's Purchasing By-law including preparation of bid solicitations, evaluation, negotiation, contract awards, and reporting to Council
- 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

- Responsible for the payments to vendors
- Responsibility for Commodity Tax and Harmonize Sales Tax oversight
- Providing financial support and services to all City Departments and various boards and agencies

Information Technology (IT) Services

IT Services provides access to information for City staff and citizens, and ensures that the technology used to deliver City services is reliable, and secure. IT Services provides core technology infrastructure services to 350 City facilities, supports more than 11,900 clients and 14,500 computers and mobile devices, and maintains several hundred business-specific software and applications in support of the range of services and programs offered across the City.

IT's core services include:

- Workplace essentials such as e-mail system management, telephones, pagers, & smart phones, service desk, walk-in service centre and additional end user support services, hardware & software purchasing, phone, network & email account set-up, printing, fax and scanning support, mobility enablement and computer training
- Advisory services such as business technology planning; enterprise architecture; industry trends & market research; security & risk assessment; and vendor & product assessment
- Application services such as enterprise and business-specific system implementation, integration, support and maintenance; business intelligence tools, reporting & analytics; business process mapping & reengineering; and software application lifecycle management
- Infrastructure services such as network management (voice, data, & remote access); data management (storage & backup); security safeguards & engineering; facility technology fit-ups; investigations and audit support; and telecommunication services

Non-Departmental 2018 Budget Briefing Note

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 \$14 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)

	2016	2017		2018	\$ Change over 2017 Budget
	Actual	Forecast	Budget	Estimate	
Expenditures by Program					
Elected Officials	11,763	11,502	11,742	11,952	210
City Clerk & Solicitor	35,318	32,085	32,425	38,073	5,648
City Manager's Office	1,419	1,480	1,480	1,510	30
O-Train Construction	6,264	4,890	4,911	3,531	-1,380
O-Train Planning	1,537	1,921	1,571	2,921	1,350
GM's Office & Business Support Services - Planning, Infrastructure & Economic Development	3,423	4,047	4,047	4,157	110
Economic Development and Long Range Planning	14,954	13,202	13,602	9,446	-4,156
GM's Office & Business Support Services - Service Innovation & Performance	2,257	2,918	3,018	3,078	60
Service Transformation	3,720	3,537	4,037	4,127	90
Public Information & Media Relations	5,020	3,670	3,670	3,745	75
Human Resources	15,942	14,691	14,691	14,926	235
Service Ottawa	13,670	14,687	14,787	15,032	245
GM's Office & Business Support Services - Corporate Services	1,632	3,290	3,290	3,355	65
Revenue	16,763	20,673	20,673	21,313	640
Corporate Finance	20,856	20,531	20,531	20,986	455
Supply Services	6,535	6,380	6,350	6,590	240
Information Technology	64,666	60,673	60,214	63,934	3,720
Corporate Real Estate Office	13,674	14,473	14,573	14,623	50
Non Departmental	354,534	363,502	369,467	374,669	5,202
Gross Expenditure	593,947	598,152	605,079	617,968	12,889
Recoveries & Allocations	-52,366	-58,054	-56,966	-56,983	-17
Revenue	-1,902,888	-1,937,731	-1,936,376	-1,992,600	-56,224
Net Requirement	-1,361,307	-1,397,633	-1,388,263	-1,431,615	-43,352

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

	2016	2017		2018	\$ Change over 2017 Budget
	Actual	Forecast	Budget	Estimate	
Expenditures by Type					
Salaries, Wages & Benefits	174,207	169,237	173,731	172,786	-945
Overtime	520	819	820	2,095	1,275
Material & Services	80,114	67,772	66,281	71,092	4,811
Transfers/Grants/Financial Charges	363,086	368,015	371,980	379,756	7,776
Fleet Costs	73	260	260	260	0
Program Facility Costs	1,129	1,276	1,276	1,276	0
Other Internal Costs	-25,182	-9,227	-9,269	-9,297	-28
Gross Expenditures	593,947	598,152	605,079	617,968	12,889
Recoveries & Allocations	-52,366	-58,054	-56,966	-56,983	-17
Net Expenditure	541,581	540,098	548,113	560,985	12,872
Revenues By Type					
Federal	-53,722	-54,667	-54,667	-56,274	-1,607
Provincial	-41,498	-42,441	-42,441	-42,441	0
Municipal	0	0	0	0	0
Own Funds	-18,617	-3,174	-3,174	-6,028	-2,854
Fees and Services	-12,048	-12,859	-13,179	-11,938	1,241
Fines	-30,649	-29,580	-27,380	-27,660	-280
Other	-1,746,354	-1,795,010	-1,795,535	-1,848,259	-52,724
Total Revenue	-1,902,888	-1,937,731	-1,936,376	-1,992,600	-56,224
Net Requirement	-1,361,307	-1,397,633	-1,388,263	-1,431,615	-43,352
Full Time Equivalents			1,454.55	1,442.98	-11.57

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

	2016	2017		2018	\$ Change over 2016 Budget
	Actual	Forecast	Budget	Estimate	
Expenditures by Program					
Mayor's Office	814	838	838	849	11
Constituency Services & Administration	10,949	10,664	11,404	11,603	199
Provision for Surplus	0	0	-500	-500	0
Gross Expenditure	11,763	11,502	11,742	11,952	210
Recoveries & Allocations	-321	0	0	0	0
Revenue	0	0	0	0	0
Net Requirement	11,442	11,502	11,742	11,952	210
Expenditures by Type					
Salaries, Wages & Benefits	9,647	9,945	10,145	10,355	210
Overtime	26	0	0	0	0
Material & Services	1,489	1,371	1,411	1,411	0
Transfers/Grants/Financial Charges	104	0	0	0	0
Fleet Costs	0	0	0	0	0
Program Facility Costs	0	0	0	0	0
Other Internal Costs	497	186	186	186	0
Gross Expenditures	11,763	11,502	11,742	11,952	210
Recoveries & Allocations	-321	0	0	0	0
Net Expenditure	11,442	11,502	11,742	11,952	210
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	11,442	11,502	11,742	11,952	210
Full Time Equivalents			0.00	0.00	0.00

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

	2016	2017		2018	\$ Change over 2017 Budget
	Actual	Forecast	Budget	Estimate	
Expenditures by Program					
City Clerk & Solicitor's Office	416	443	443	447	4
Policy & Technical Solution Services	7,627	5,834	5,904	6,037	133
Legal Services	12,675	11,165	10,965	11,116	151
Protocol	1,068	1,229	1,229	1,265	36
Legislative Services	10,510	10,352	10,822	16,120	5,298
French Language Services	3,022	3,062	3,062	3,088	26
Gross Expenditure	35,318	32,085	32,425	38,073	5,648
Recoveries & Allocations	-7,242	-5,242	-4,942	-4,950	-8
Revenue	-854	-907	-907	-6,037	-5,130
Net Requirement	27,222	25,936	26,576	27,086	510
Expenditures by Type					
Salaries, Wages & Benefits	22,608	22,571	22,571	24,417	1,846
Overtime	68	113	113	1,413	1,300
Material & Services	11,102	7,769	8,109	10,611	2,502
Transfers/Grants/Financial Charges	15	0	0	0	0
Fleet Costs	73	93	93	93	0
Program Facility Costs	1,129	1,276	1,276	1,276	0
Other Internal Costs	323	263	263	263	0
Gross Expenditures	35,318	32,085	32,425	38,073	5,648
Recoveries & Allocations	-7,242	-5,242	-4,942	-4,950	-8
Net Expenditure	28,076	26,843	27,483	33,123	5,640
Revenues By Type					
Federal	-6	0	0	0	0
Provincial	0	0	0	0	0
Municipal	0	0	0	0	0
Own Funds	-833	-898	-898	-6,028	-5,130
Fees and Services	-15	-9	-9	-9	0
Fines	0	0	0	0	0
Other	0	0	0	0	0
Total Revenue	-854	-907	-907	-6,037	-5,130
Net Requirement	27,222	25,936	26,576	27,086	510
Full Time Equivalents			224.55	224.55	0.00

City of Ottawa
City Clerk & Solicitor - User Fees

	2016 Rate \$	2017 Rate \$	2018 Rate \$	% Change Over 2017	% Change Over 2016	Effective Date	2018 Revenue (\$000)
Digital Prints, B&W or Colour							
Up to 8 x 10	18.87	18.87	19.25	2.0%	2.0%	01-Jan-18	
On archival paper (add)	1.79	1.79	1.83	2.2%	2.2%	01-Jan-18	
11 x 14 or 16 x 20	51.00	51.00	52.02	2.0%	2.0%	01-Jan-18	
20 x 24	76.50	76.50	78.03	2.0%	2.0%	01-Jan-18	
On archival paper (add)	6.12	6.12	6.24	2.0%	2.0%	01-Jan-18	
Oversize photographs, black and white (per sq. ft)							
New actively promoted service	2.04	2.04	19.25	843.6%	843.6%	01-Jan-18	
Oversize photographs, col. (per sq. ft)							
New actively promoted service	6.12	6.12	19.25	214.5%	214.5%	01-Jan-18	
Frame (11 x 14) + mat		-	40.00	-	-	01-Jan-18	
Rush surcharge	50%	50%	50%	0.0%	0.0%	01-Jan-18	
Digital Scans							
Up to 8 x 10 target size, 100 dpi	7.40	7.40	7.55	2.0%	2.0%	01-Jan-18	
Up to 4 x 5 target size, 300 dpi	-	-	8.25	-	-	01-Jan-18	
Up to 8 x 10 target size, 300 dpi	13.77	13.77	14.05	2.0%	2.0%	01-Jan-18	
Up to 8 x 10 target size, 600 dpi	35.70	35.70	36.41	2.0%	2.0%	01-Jan-18	
Maps & plans, 300 dpi	15.30	15.30	15.61	2.0%	2.0%	01-Jan-18	
Custom photography / scanning (per hour)	-	-	40.00	-	-	01-Jan-18	
On CD or DVD (add)	2.55	2.55	2.60	2.0%	2.0%	01-Jan-18	
Rush surcharge	50%	50%	50%	0.0%	0.0%	01-Jan-18	
Audio-visual							
Duplication to CD or DVD (supported formats)	20.00	20.00	20.00	0.0%	0.0%	01-Jan-18	
Photocopies							
Photocopying (self-serve)	0.25	0.25	0.25	0.0%	0.0%	01-Jan-18	
Photocopying (large, self-serve)	1.00	1.00	1.00	0.0%	0.0%	01-Jan-18	
Photocopying (by staff)	0.50	0.50	0.50	0.0%	0.0%	01-Jan-18	
Microfilm hardcopy	1.00	1.00	1.00	0.0%	0.0%	01-Jan-18	

City of Ottawa
City Clerk & Solicitor - User Fees

	2016 Rate \$	2017 Rate \$	2018 Rate \$	% Change Over 2017	% Change Over 2016	Effective Date	2018 Revenue (\$000)
Research and Associated Fees							
Research	35.00	35.00	40.00	14.3%	14.3%	01-Jan-18	
Certified True Copy	Free	Free	Free	-	-	01-Jan-18	
Copyright and usage fees, commercial / internet publication, still images used in publication per image, non-exclusive, non-transferable, one-time only, single-language							
Fee per image, NFP	Free	Free	Free	-	-	01-Jan-18	
Fee per image, commercial	50.00	50.00	50.00	0.0%	0.0%	01-Jan-18	
Publications							
Individual titles	Cover price	Cover price	Cover price	-	-	01-Jan-18	
Rentals / Other							
Rooms as per existing Facility schedule	Facility schedule	Facility schedule	Facility schedule	-	-	01-Jan-18	
Gallery space (per day, commercial rental)	Negotiated contract	Negotiated contract	Negotiated contract	-	-	01-Jan-18	
Exhibit / artifact loan fee (per hour - intake / return)	-	-	50.00	-	-	01-Jan-18	
Exhibit case rental (per day)	-	-	250.00	-	-	01-Jan-18	
Exhibition design services (per hour, chargeback)	-	-	50.00	-	-	01-Jan-18	
Archival quality boxes (20 cm box, per lot of 25)	-	-	60.75	-	-	01-Jan-18	
Home Archives Kit	-	-	65.00	-	-	01-Jan-18	
Deluxe Home Archives Kit	-	-	99.00	-	-	01-Jan-18	
Total Departmental							0

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

	2016	2017		2018	\$ Change over 2017 Budget
	Actual	Forecast	Budget	Estimate	
Expenditures by Program					
City Manager's Office	1,419	1,480	1,480	1,510	30
Gross Expenditure	1,419	1,480	1,480	1,510	30
Recoveries & Allocations	0	0	0	0	0
Revenue	0	0	0	0	0
Net Requirement	1,419	1,480	1,480	1,510	30
Expenditures by Type					
Salaries, Wages & Benefits	1,402	1,363	1,363	1,393	30
Overtime	5	0	0	0	0
Material & Services	4	103	104	104	0
Transfers/Grants/Financial Charges	0	0	0	0	0
Fleet Costs	0	0	0	0	0
Program Facility Costs	0	0	0	0	0
Other Internal Costs	8	14	13	13	0
Gross Expenditures	1,419	1,480	1,480	1,510	30
Recoveries & Allocations	0	0	0	0	0
Net Expenditure	1,419	1,480	1,480	1,510	30
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	1,419	1,480	1,480	1,510	30
Full Time Equivalents			8.00	8.00	0.00

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

	2016	2017		2018	\$ Change over 2017 Budget
	Actual	Forecast	Budget	Estimate	
Expenditures by Program					
O-Train Construction	6,264	4,890	4,911	3,531	-1,380
Gross Expenditure	6,264	4,890	4,911	3,531	-1,380
Recoveries & Allocations	-2,188	-4,885	-4,906	-3,526	1,380
Revenue	-4,076	-5	-5	-5	0
Net Requirement	0	0	0	0	0
Expenditures by Type					
Salaries, Wages & Benefits	4,732	4,249	4,371	3,041	-1,330
Overtime	89	36	40	30	-10
Material & Services	1,415	538	468	428	-40
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	28	67	32	32	0
Gross Expenditures	6,264	4,890	4,911	3,531	-1,380
Recoveries & Allocations	-2,188	-4,885	-4,906	-3,526	1,380
Net Expenditure	4,076	5	5	5	0
Revenues By Type					
Federal	0	0	0	0	0
Provincial	0	0	0	0	0
Municipal	0	0	0	0	0
Own Funds	-4,070	0	0	0	0
Fees and Services	-6	-5	-5	-5	0
Fines	0	0	0	0	0
Other	0	0	0	0	0
Total Revenue	-4,076	-5	-5	-5	0
Net Requirement	0	0	0	0	0
Full Time Equivalents			18.00	18.00	0.00

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

	2016 Rate \$	2017 Rate \$	2018 Rate \$	% Change Over 2017	Effective Date	2018 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

	2016 Rate \$	2017 Rate \$	2018 Rate \$	% Change Over 2017	Effective Date	2018 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

	2016 Rate \$	2017 Rate \$	2018 Rate \$	% Change Over 2017	Effective Date	2018 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)

	2016	2017		2018	\$ Change over 2017 Budget
	Actual	Forecast	Budget	Estimate	
Expenditures by Program					
O-Train Planning	1,537	1,921	1,571	2,921	1,350
Gross Expenditure	1,537	1,921	1,571	2,921	1,350
Recoveries & Allocations	-1,537	-1,921	-1,571	-2,921	-1,350
Revenue	0	0	0	0	0
Net Requirement	0	0	0	0	0
Expenditures by Type					
Salaries, Wages & Benefits	1,524	1,905	1,571	2,921	1,350
Overtime	4	3	0	0	0
Material & Services	5	8	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	4	5	0	0	0
Gross Expenditures	1,537	1,921	1,571	2,921	1,350
Recoveries & Allocations	-1,537	-1,921	-1,571	-2,921	-1,350
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)

	2016	2017		2018	\$ Change over 2017 Budget
	Actual	Forecast	Budget	Estimate	
Expenditures by Program					
General Manager's Office	337	349	349	364	15
Business Support Services	3,086	3,698	3,698	3,793	95
Gross Expenditure	3,423	4,047	4,047	4,157	110
Recoveries & Allocations	-582	-1,317	-1,317	-1,320	-3
Revenue	0	0	0	0	0
Net Requirement	2,841	2,730	2,730	2,837	107
Expenditures by Type					
Salaries, Wages & Benefits	3,163	3,506	3,506	3,651	145
Overtime	0	15	15	15	0
Material & Services	206	313	313	278	-35
Transfers/Grants/Financial Charges	33	200	200	200	0
Fleet Costs	0	0	0	0	0
Program Facility Costs	0	0	0	0	0
Other Internal Costs	21	13	13	13	0
Gross Expenditures	3,423	4,047	4,047	4,157	110
Recoveries & Allocations	-582	-1,317	-1,317	-1,320	-3
Net Expenditure	2,841	2,730	2,730	2,837	107
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	2,841	2,730	2,730	2,837	107
Full Time Equivalents			32.00	32.00	0.00

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

	2016	2017		2018	\$ Change over 2017 Budget
	Actual	Forecast	Budget	Estimate	
Expenditures by Program					
Director's Office	24	1,360	1,360	889	-471
High Economic Impact Projects	11,865	9,595	9,995	7,762	-2,233
Research & Forecasting	1,212	590	590	595	5
Markets Management	1,456	1,462	1,462	0	-1,462
Sponsorship & Advertising	397	195	195	200	5
Gross Expenditure	14,954	13,202	13,602	9,446	-4,156
Recoveries & Allocations	-1,461	-166	-166	-172	-6
Revenue	-3,132	-2,819	-3,219	-1,275	1,944
Net Requirement	10,361	10,217	10,217	7,999	-2,218
Expenditures by Type					
Salaries, Wages & Benefits	3,641	3,038	3,168	2,406	-762
Overtime	23	20	20	5	-15
Material & Services	2,091	1,101	1,271	590	-681
Transfers/Grants/Financial Charges	9,062	9,010	9,110	6,440	-2,670
Fleet Costs	0	0	0	0	0
Program Facility Costs	0	0	0	0	0
Other Internal Costs	137	33	33	5	-28
Gross Expenditures	14,954	13,202	13,602	9,446	-4,156
Recoveries & Allocations	-1,461	-166	-166	-172	-6
Net Expenditure	13,493	13,036	13,436	9,274	-4,162
Revenues By Type					
Federal	0	0	0	0	0
Provincial	-178	0	0	0	0
Municipal	0	0	0	0	0
Own Funds	-414	-476	-476	0	476
Fees and Services	-2,540	-2,343	-2,743	-1,275	1,468
Fines	0	0	0	0	0
Other	0	0	0	0	0
Total Revenue	-3,132	-2,819	-3,219	-1,275	1,944
Net Requirement	10,361	10,217	10,217	7,999	-2,218
Full Time Equivalent			29.57	18.00	-11.57

City of Ottawa

Planning, Infrastructure & Economic Development Department

Economic Development and Long Range Planning - User Fees

	2016 Rate \$	2017 Rate \$	2018 Rate \$	% Change Over 2017	% Change Over 2016	Effective Date	2018 Revenue (\$000)
ByWard Market Application and License Renewal fees by Category of Vending Activity							
Selection Committee Reviews Application fee: all categories except SP, SPA & RS	75.00	75.00	76.50	2.0%	2.0%	01-Jan-18	
Annual License renewal: all categories except SP, SPA & RS	75.00	75.00	76.50	2.0%	2.0%	01-Jan-18	
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	2.62	2.67	1.9%	1.9%	01-Jan-18	
AF-2, AC-2, AC-3	3.94	3.94	4.02	2.0%	2.0%	01-Jan-18	
AF-3, AC-4, RK, RP, RS, RV, TS	5.24	5.24	5.34	1.9%	1.9%	01-Jan-18	
Market Season Daily Permit							
AF-1, AC-1, FS Monday - Thursday	13.00	13.00	13.30	2.3%	2.3%	01-Jan-18	
AF-1, AC-1, FS Friday, Saturday, Sunday & Statutory Holidays	26.00	26.00	26.60	2.3%	2.3%	01-Jan-18	
AF-2, AC-2, AC-3 Monday - Thursday	19.00	19.00	19.40	2.1%	2.1%	01-Jan-18	
AF-2, AC-2, AC-3 Friday, Saturday, Sunday & Statutory Holidays	38.00	38.00	38.80	2.1%	2.1%	01-Jan-18	
AF-3, AC-4 Monday - Thursday	26.00	26.00	26.60	2.3%	2.3%	01-Jan-18	
AF-3, AC-4 Friday, Saturday, Sunday & Statutory Holidays	51.00	51.00	52.10	2.2%	2.2%	01-Jan-18	
Holiday Season, Market Off-Season & Monthly Permit Fee per month							
AF-1, AC-1, FS, XT, XD	205.00	205.00	210.00	2.4%	2.4%	01-Jan-18	
AF-2, AC-2, AC-3	308.00	308.00	315.00	2.3%	2.3%	01-Jan-18	
AF-3, AC-4, RK, RP, RS, RV, TS	410.00	410.00	419.00	2.2%	2.2%	01-Jan-18	

City of Ottawa

Planning, Infrastructure & Economic Development Department

Economic Development and Long Range Planning - User Fees

	2016 Rate \$	2017 Rate \$	2018 Rate \$	% Change Over 2017	% Change Over 2016	Effective Date	2018 Revenue (\$000)
Market Off-Season Daily Permit							
AF-1, AC-1, FS Monday - Thursday	10.00	10.00	10.20	2.0%	2.0%	01-Jan-18	
AF-1, AC-1, FS Friday, Saturday, Sunday & Statutory Holidays	21.00	21.00	21.50	2.4%	2.4%	01-Jan-18	
AF-2, AC-2, AC-3 Monday - Thursday	15.00	15.00	15.30	2.0%	2.0%	01-Jan-18	
AF-2, AC-2, AC-3 Friday, Saturday, Sunday & Statutory Holidays	31.00	31.00	31.70	2.3%	2.3%	01-Jan-18	
AF-3, AC-4 Monday - Thursday	21.00	21.00	21.50	2.4%	2.4%	01-Jan-18	
AF-3, AC-4 Friday, Saturday, Sunday & Statutory Holidays	41.00	41.00	41.90	2.2%	2.2%	01-Jan-18	
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	150.00	153.00	2.0%	2.0%	01-Jan-18	
Daily Permit - SP, SPA	10.00	10.00	10.20	2.0%	2.0%	01-Jan-18	

City of Ottawa

Planning, Infrastructure & Economic Development Department

Economic Development and Long Range Planning - User Fees

	2016 Rate \$	2017 Rate \$	2018 Rate \$	% Change Over 2017	% Change Over 2016	Effective Date	2018 Revenue (\$000)
Parkdale Market Application and License Renewal fees by Category of Vending Activity							
Selection Committee Reviews Application fee: all categories	75.00	75.00	76.50	2.0%	2.0%	01-Jan-18	
Annual License renewal: all categories	75.00	75.00	76.50	2.0%	2.0%	01-Jan-18	
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	1.97	2.01	2.0%	2.0%	01-Jan-18	
AF-2	2.95	2.95	3.01	2.0%	2.0%	01-Jan-18	
AF-3	3.95	3.95	4.03	2.0%	2.0%	01-Jan-18	
Market Season Daily Permit							
AF-1, AC-1, FS Monday - Thursday	13.00	13.00	13.30	2.3%	2.3%	01-Jan-18	
AF-1, AC-1, FS Friday, Saturday, Sunday & Statutory Holidays	26.00	26.00	26.60	2.3%	2.3%	01-Jan-18	
AF-2 Monday - Thursday	19.00	19.00	19.40	2.1%	2.1%	01-Jan-18	
AF-2 Friday, Saturday, Sunday & Statutory Holidays	38.00	38.00	38.80	2.1%	2.1%	01-Jan-18	
AF-3 Monday - Thursday	26.00	26.00	26.60	2.3%	2.3%	01-Jan-18	
AF-3 Friday, Saturday, Sunday & Statutory Holidays	51.00	51.00	52.10	2.2%	2.2%	01-Jan-18	
Market Off-Season & Monthly Permit Fee per month							
AF-1, AC-1, FS	205.00	205.00	209.10	2.0%	2.0%	01-Jan-18	
AF-2	308.00	308.00	314.20	2.0%	2.0%	01-Jan-18	
Market Off-Season Daily Permit							
AF-1, AC-1, FS Monday - Thursday	10.00	10.00	10.20	2.0%	2.0%	01-Jan-18	
AF-1, AC-1, FS Friday, Saturday, Sunday & Statutory Holidays	21.00	21.00	21.50	2.4%	2.4%	01-Jan-18	
AF-2 Monday - Thursday	15.00	15.00	15.30	2.0%	2.0%	01-Jan-18	
AF-2 Friday, Saturday, Sunday & Statutory Holidays	31.00	31.00	31.70	2.3%	2.3%	01-Jan-18	
AF-3 Monday - Thursday	21.00	21.00	21.50	2.4%	2.4%	01-Jan-18	
AF-3 Friday, Saturday, Sunday & Statutory Holidays	41.00	41.00	41.90	2.2%	2.2%	01-Jan-18	
Total Departmental							

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

	2016	2017		2018	\$ Change over 2017 Budget
	Actual	Forecast	Budget	Estimate	
Expenditures by Program					
General Manager's Office	744	335	335	365	30
Business Support Services	1,513	2,583	2,683	2,713	30
Gross Expenditure	2,257	2,918	3,018	3,078	60
Recoveries & Allocations	0	0	0	0	0
Revenue	0	0	0	0	0
Net Requirement	2,257	2,918	3,018	3,078	60
Expenditures by Type					
Salaries, Wages & Benefits	2,147	2,690	2,790	2,850	60
Overtime	1	1	1	1	0
Material & Services	101	220	220	220	0
Transfers/Grants/Financial Charges	0	0	0	0	0
Fleet Costs	0	0	0	0	0
Program Facility Costs	0	0	0	0	0
Other Internal Costs	8	7	7	7	0
Gross Expenditures	2,257	2,918	3,018	3,078	60
Recoveries & Allocations	0	0	0	0	0
Net Expenditure	2,257	2,918	3,018	3,078	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	2,257	2,918	3,018	3,078	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)

	2016	2017		2018	\$ Change over 2017 Budget
	Actual	Forecast	Budget	Estimate	
Expenditures by Program					
Director's Office	0	226	326	332	6
Service Improvement	1,718	610	710	738	28
Service Analytics & Planning	502	1,009	1,309	1,341	32
Organizational Effectiveness	1,084	1,555	1,555	1,579	24
Digital Service & Innovation	416	137	137	137	0
Gross Expenditure	3,720	3,537	4,037	4,127	90
Recoveries & Allocations	-460	0	0	0	0
Revenue	0	0	0	0	0
Net Requirement	3,260	3,537	4,037	4,127	90
Expenditures by Type					
Salaries, Wages & Benefits	3,242	3,192	3,692	3,782	90
Overtime	2	2	2	2	0
Material & Services	245	334	334	334	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	231	9	9	9	0
Gross Expenditures	3,720	3,537	4,037	4,127	90
Recoveries & Allocations	-460	0	0	0	0
Net Expenditure	3,260	3,537	4,037	4,127	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	3,260	3,537	4,037	4,127	90
Full Time Equivalents			30.50	30.50	0.00

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

	2016	2017		2018	\$ Change over 2017 Budget
	Actual	Forecast	Budget	Estimate	
Expenditures by Program					
Director's Office	1,977	737	737	770	33
Media Relations & Outreach	31	1,090	1,090	1,111	21
Public Information	3,012	1,843	1,843	1,864	21
Legislative Support	0	0	0	0	0
Gross Expenditure	5,020	3,670	3,670	3,745	75
Recoveries & Allocations	-20	0	0	0	0
Revenue	0	0	0	0	0
Net Requirement	5,000	3,670	3,670	3,745	75
Expenditures by Type					
Salaries, Wages & Benefits	4,857	3,422	3,422	3,497	75
Overtime	37	23	23	23	0
Material & Services	104	207	207	207	0
Transfers/Grants/Financial Charges	0	0	0	0	0
Fleet Costs	0	0	0	0	0
Program Facility Costs	0	0	0	0	0
Other Internal Costs	22	18	18	18	0
Gross Expenditures	5,020	3,670	3,670	3,745	75
Recoveries & Allocations	-20	0	0	0	0
Net Expenditure	5,000	3,670	3,670	3,745	75
Revenues By Type					
Federal	0	0	0	0	0
Provincial	0	0	0	0	0
Municipal	0	0	0	0	0
Own Funds	0	0	0	0	0
Fees and Services	0	0	0	0	0
Fines	0	0	0	0	0
Other	0	0	0	0	0
Total Revenue	0	0	0	0	0
Net Requirement	5,000	3,670	3,670	3,745	75
Full Time Equivalents			31.00	31.00	0.00

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

	2016	2017		2018	\$ Change over 2017 Budget
	Actual	Forecast	Budget	Estimate	
Expenditures by Program					
Director's Office	300	387	387	389	2
Client Relations	3,437	2,064	2,064	2,111	47
Programs & Governance	4,489	3,549	3,549	3,615	66
Leadership and Development	2,661	2,956	2,956	2,976	20
HR Service Center	1,434	2,044	2,044	2,090	46
Employee Health & Wellness	3,621	3,691	3,691	3,745	54
Gross Expenditure	15,942	14,691	14,691	14,926	235
Recoveries & Allocations	-746	-740	-740	-740	0
Revenue	0	0	0	0	0
Net Requirement	15,196	13,951	13,951	14,186	235
Expenditures by Type					
Salaries, Wages & Benefits	13,086	11,189	11,189	11,424	235
Overtime	1	3	3	3	0
Material & Services	2,705	3,350	3,350	3,350	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	150	149	149	149	0
Gross Expenditures	15,942	14,691	14,691	14,926	235
Recoveries & Allocations	-746	-740	-740	-740	0
Net Expenditure	15,196	13,951	13,951	14,186	235
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	15,196	13,951	13,951	14,186	235
Full Time Equivalent			106.50	106.50	0.00

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

	2016	2017		2018	\$ Change over 2017 Budget
	Actual	Forecast	Budget	Estimate	
Expenditures by Program					
Director's Office	1,510	1,024	1,024	1,017	-7
Continuous Improvement	0	55	55	55	0
Web Services	1,223	1,497	1,497	1,527	30
Call Center Services	2,141	3,376	3,376	3,471	95
Counter Services	8,796	8,735	8,835	8,962	127
Gross Expenditure	13,670	14,687	14,787	15,032	245
Recoveries & Allocations	-537	-534	-534	-534	0
Revenue	-1,165	-1,229	-1,229	-1,254	-25
Net Requirement	11,968	12,924	13,024	13,244	220
Expenditures by Type					
Salaries, Wages & Benefits	11,448	10,382	10,482	10,727	245
Overtime	65	157	157	157	0
Material & Services	1,723	3,686	3,686	3,686	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	434	462	462	462	0
Gross Expenditures	13,670	14,687	14,787	15,032	245
Recoveries & Allocations	-537	-534	-534	-534	0
Net Expenditure	13,133	14,153	14,253	14,498	245
Revenues By Type					
Federal	0	0	0	0	0
Provincial	0	0	0	0	0
Municipal	0	0	0	0	0
Own Funds	0	0	0	0	0
Fees and Services	-1,165	-1,229	-1,229	-1,254	-25
Fines	0	0	0	0	0
Other	0	0	0	0	0
Total Revenue	-1,165	-1,229	-1,229	-1,254	-25
Net Requirement	11,968	12,924	13,024	13,244	220
Full Time Equivalents			117.27	117.27	0.00

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

	2016 Rate \$	2017 Rate \$	2018 Rate \$	% Change Over 2017	% Change Over 2016	Effective Date	2018 Revenue (\$000)
Vital Stats Program							
Marriage License	155.30	158.40	161.60	2.0%	4.1%	01-Jan-18	-14
Death Registration	43.65	44.50	45.40	2.0%	4.0%	01-Jan-18	-6
Commission of Oaths (Affidavits)	13.60	13.90	14.20	2.1%	4.4%	01-Jan-18	-1
Express Processing (Xpresspost)	36.50	37.25	38.00	2.0%	4.1%	01-Jan-18	
Civil Marriages							
Option A: M-F (business hours)	135.80	138.50	141.30	2.0%	4.1%	01-Jan-18	-3
Option B: Friday evening & Saturday afternoons	203.70	207.75	212.00	2.0%	4.1%	01-Jan-18	-1
Community and Customer Service							
Photocopies							
First Page	1.20	1.20	1.20	0.0%	0.0%	01-Jan-18	
Each additional page	0.35	0.35	0.35	0.0%	0.0%	01-Jan-18	
Promotional Merchandise							
Badge Holder	1.60	-	-	0.0%	0.0%	01-Jan-18	
Baseball Cap	10.80	-	-	0.0%	0.0%	01-Jan-18	
Flag Large 9x5	189.00	189.00	193.00	2.1%	2.1%	01-Jan-18	
Flag Small 6x3	82.55	82.55	84.00	1.8%	1.8%	01-Jan-18	
Fleece Blanket	16.70	-	-	0.0%	0.0%	01-Jan-18	
Fleece Scarf	16.15	-	-	0.0%	0.0%	01-Jan-18	
Fleece Toque	13.10	-	-	0.0%	0.0%	01-Jan-18	
Keylight Key Chain	3.20	-	-	0.0%	0.0%	01-Jan-18	
Lanyard	2.20	-	-	0.0%	0.0%	01-Jan-18	
Lapel Pins	0.85	0.69	0.70	1.4%	-17.6%	01-Jan-18	
Short Sleeved T-Shirt	10.30	-	-	0.0%	0.0%	01-Jan-18	
Stainless Steel Water Bottle	11.30	-	-	0.0%	0.0%	01-Jan-18	
Total Departmental							-25

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

	2016	2017		2018	\$ Change over 2017 Budget
	Actual	Forecast	Budget	Estimate	
Expenditures by Program					
General Manager's Office	412	432	432	440	8
Business Support Services	1,220	2,858	2,858	2,915	57
Gross Expenditure	1,632	3,290	3,290	3,355	65
Recoveries & Allocations	0	0	0	0	0
Revenue	0	0	0	0	0
Net Requirement	1,632	3,290	3,290	3,355	65
Expenditures by Type					
Salaries, Wages & Benefits	1,580	3,144	3,144	3,209	65
Overtime	1	10	10	10	0
Material & Services	48	127	127	127	0
Transfers/Grants/Financial Charges	0	0	0	0	0
Fleet Costs	0	0	0	0	0
Program Facility Costs	0	0	0	0	0
Other Internal Costs	3	9	9	9	0
Gross Expenditures	1,632	3,290	3,290	3,355	65
Recoveries & Allocations	0	0	0	0	0
Net Expenditure	1,632	3,290	3,290	3,355	65
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	1,632	3,290	3,290	3,355	65
Full Time Equivalents			27.00	27.00	0.00

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

	2016	2017		2018	\$ Change over 2017 Budget
	Actual	Forecast	Budget	Estimate	
Expenditures by Program					
Revenue	16,763	20,673	20,673	21,313	640
Gross Expenditure	16,763	20,673	20,673	21,313	640
Recoveries & Allocations	-5,031	-7,855	-7,855	-7,855	0
Revenue	-5,573	-5,767	-5,767	-5,957	-190
Net Requirement	6,159	7,051	7,051	7,501	450
Expenditures by Type					
Salaries, Wages & Benefits	13,341	15,883	15,883	16,433	550
Overtime	85	22	22	22	0
Material & Services	3,108	4,310	4,310	4,400	90
Transfers/Grants/Financial Charges	74	130	130	130	0
Fleet Costs	0	167	167	167	0
Program Facility Costs	0	0	0	0	0
Other Internal Costs	155	161	161	161	0
Gross Expenditures	16,763	20,673	20,673	21,313	640
Recoveries & Allocations	-5,031	-7,855	-7,855	-7,855	0
Net Expenditure	11,732	12,818	12,818	13,458	640
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	-5,573	-5,767	-5,767	-5,957	-190
Fines	0	0	0	0	0
Other	0	0	0	0	0
Total Revenue	-5,573	-5,767	-5,767	-5,957	-190
Net Requirement	6,159	7,051	7,051	7,501	450
Full Time Equivalents			189.45	189.45	0.00

City of Ottawa
 Corporate Services Department
 Revenue Services - User Fees

	2016 Rate \$	2017 Rate \$	2018 Rate \$	% Change Over 2017	% Change Over 2016	Effective Date	2018 Revenue (\$000)
Finance - User Fees							
Tax Certificates	68.00	69.00	70.00	1.4%	2.9%	01-Jan-18	
Water Certificates	68.00	69.00	70.00	1.4%	2.9%	01-Jan-18	
Reminder Notice: Tax	6.60	7.50	7.75	3.3%	17.4%	01-Jan-18	
Reminder Notice: Water	6.60	7.50	7.75	3.3%	17.4%	01-Jan-18	
New Account Fee: Tax	68.00	69.00	70.00	1.4%	2.9%	01-Jan-18	
New Account Fee: Water	68.00	69.00	70.00	1.4%	2.9%	01-Jan-18	
Tax Change of Ownership/Name	43.00	43.00	44.00	2.3%	2.3%	01-Jan-18	
Water Change of Ownership/Occupancy	43.00	43.00	44.00	2.3%	2.3%	01-Jan-18	
Bill Reprint/Statement of Account History : Tax							
	36.00	37.00	38.00	2.7%	5.6%	01-Jan-18	
Bill Reprint/Statement of Account History : Water	36.00	37.00	38.00	2.7%	5.6%	01-Jan-18	
Return Payment Fee: Tax	43.00	44.00	45.00	2.3%	4.7%	01-Jan-18	
Return Payment Fee: Water	43.00	44.00	45.00	2.3%	4.7%	01-Jan-18	
Return Payment Fee: Accounts Receivable	43.00	44.00	45.00	2.3%	4.7%	01-Jan-18	
Return Payment Fee: Overpayment Recovery							
	43.00	44.00	45.00	2.3%	4.7%	01-Jan-18	
Tax Deferral Program: New Application	119.00	121.00	123.00	1.7%	3.4%	01-Jan-18	
Tax Deferral Program: Renewal	41.00	42.00	43.00	2.4%	4.9%	01-Jan-18	
Tax/Water Payment Redistribution	43.00	43.00	28.00	-34.9%	-34.9%	01-Jan-18	
Refund Processing Fee	26.00	27.00	28.00	3.7%	7.7%	01-Jan-18	
Mortgage List and Bulk Maintenance: Tax							
	7.45	9.00	10.00	11.1%	34.2%	01-Jan-18	
Arrears list research for mortgage companies							
	36.00	37.00	38.00	2.7%	5.6%	01-Jan-18	
Water Termination Notice	36.00	37.00	42.00	13.5%	16.7%	01-Jan-18	
Water Consumption Report	36.00	37.00	38.00	2.7%	5.6%	01-Jan-18	

City of Ottawa
 Corporate Services Department
 Revenue Services - User Fees

	2016 Rate \$	2017 Rate \$	2018 Rate \$	% Change Over 2017	% Change Over 2016	Effective Date	2018 Revenue (\$000)
Tax Sales Fees							
Municipal Tax Sale: Step 1	1,315.00	1,340.00	1,367.00	2.0%	4.0%	01-Jan-18	
Municipal Tax Sale: Step 2	397.00	405.00	413.00	2.0%	4.0%	01-Jan-18	
Extension Agreement	794.00	810.00	826.00	2.0%	4.0%	01-Jan-18	
Survey	Actual cost	Actual cost	Actual cost	0.0%	0.0%	01-Jan-18	
Sale of Land by Tender Process							
Expenses for Tax Sale Proceedings	794.00	850.00	867.00	2.0%	9.2%	01-Jan-18	
After Tender Opening: Mailing Costs	276.00	281.00	287.00	2.1%	4.0%	01-Jan-18	
After Tender Opening: Registration	397.00	405.00	413.00	2.0%	4.0%	01-Jan-18	
After Tender Opening: Distribution of Sale	397.00	405.00	413.00	2.0%	4.0%	01-Jan-18	
Tender Package Purchase	40.00	41.00	42.00	2.4%	5.0%	01-Jan-18	
Advertising Costs	Actual cost	Actual cost	Actual cost	0.0%	0.0%	01-Jan-18	
Legal Cost	Actual cost	Actual cost	Actual cost	0.0%	0.0%	01-Jan-18	
Collection Fees							
Collection Handling Fee	36.00	40.00	42.00	5.0%	16.7%	01-Jan-18	
Private Collection Agency Fee Recovery	Actual %	Actual %	Actual %	0.0%	0.0%	01-Jan-18	
Account Statement Fee: Accounts Receivable	-	37.00	38.00	0.0 %	0.0 %	01-Jan-18	
Additions to Tax Roll	36.00	42.00	43.00	2.4 %	19.4 %	01-Jan-18	
Registered Letter for Arrears on Tax Account	36.00	40.00	42.00	5.0%	16.7%	01-Jan-18	
Corporate Accounts Receivable Interest	1.25% Compounded per month	1.25% Compounded per month	1.25% Compounded per month	0.0%	0.0%	01-Jan-18	
Total Departmental							-190

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

	2016	2017		2018	\$ Change over 2017 Budget
	Actual	Forecast	Budget	Estimate	
Expenditures by Program					
Corporate Finance	20,856	20,531	20,531	20,986	455
Gross Expenditure	20,856	20,531	20,531	20,986	455
Recoveries & Allocations	-1,172	-1,107	-1,107	-1,107	0
Revenue	0	0	0	0	0
Net Requirement	19,684	19,424	19,424	19,879	455
Expenditures by Type					
Salaries, Wages & Benefits	20,099	19,873	19,873	20,328	455
Overtime	105	71	71	71	0
Material & Services	464	420	420	420	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	188	167	167	167	0
Gross Expenditures	20,856	20,531	20,531	20,986	455
Recoveries & Allocations	-1,172	-1,107	-1,107	-1,107	0
Net Expenditure	19,684	19,424	19,424	19,879	455
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	19,684	19,424	19,424	19,879	455
Full Time Equivalents			209.22	209.22	0.00

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

	2016	2017		2018	\$ Change over 2017 Budget
	Actual	Forecast	Budget	Estimate	
Expenditures by Program					
Supply Services	6,535	6,380	6,350	6,590	240
Gross Expenditure	6,535	6,380	6,350	6,590	240
Recoveries & Allocations	-1,611	-1,525	-1,525	-1,525	0
Revenue	-535	-630	-450	-450	0
Net Requirement	4,389	4,225	4,375	4,615	240
Expenditures by Type					
Salaries, Wages & Benefits	6,303	6,154	6,124	6,364	240
Overtime	8	7	7	7	0
Material & Services	164	158	158	158	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	60	61	61	61	0
Gross Expenditures	6,535	6,380	6,350	6,590	240
Recoveries & Allocations	-1,611	-1,525	-1,525	-1,525	0
Net Expenditure	4,924	4,855	4,825	5,065	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	-535	-630	-450	-450	0
Fines	0	0	0	0	0
Other	0	0	0	0	0
Total Revenue	-535	-630	-450	-450	0
Net Requirement	4,389	4,225	4,375	4,615	240
Full Time Equivalents			64.99	64.99	0.00

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

	2016	2017		2018	\$ Change over 2017 Budget
	Actual	Forecast	Budget	Estimate	
Expenditures by Program					
Office of the CIO	1,207	335	335	341	6
Network Operations	11,691	12,782	12,407	13,597	1,190
Frontline Services	14,477	14,112	13,939	13,985	46
Applications Management	16,948	15,854	15,884	16,160	276
SAP Solutions	6,979	6,634	6,709	7,143	434
Technology Security	2,448	2,523	2,048	2,696	648
Technology Modernization	7,083	3,582	3,584	4,378	794
Technology Project Management	2,420	2,478	2,599	2,852	253
Technology Solutions	1,413	2,373	2,709	2,782	73
Gross Expenditure	64,666	60,673	60,214	63,934	3,720
Recoveries & Allocations	-5,931	-4,774	-4,215	-4,215	0
Revenue	0	0	0	0	0
Net Requirement	58,735	55,899	55,999	59,719	3,720
Expenditures by Type					
Salaries, Wages & Benefits	37,311	31,100	32,706	33,381	675
Overtime	0	309	309	309	0
Material & Services	27,254	29,203	27,139	30,184	3,045
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	101	61	60	60	0
Gross Expenditures	64,666	60,673	60,214	63,934	3,720
Recoveries & Allocations	-5,931	-4,774	-4,215	-4,215	0
Net Expenditure	58,735	55,899	55,999	59,719	3,720
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	58,735	55,899	55,999	59,719	3,720
Full Time Equivalents			296.00	296.00	0.00

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

	2016	2017		2018	\$ Change over 2017 Budget
	Actual	Forecast	Budget	Estimate	
Expenditures by Program					
Director's Office	295	312	312	320	8
Realty Services	7,924	7,857	7,857	7,876	19
Realty Initiatives & Development	5,455	6,304	6,404	6,427	23
Gross Expenditure	13,674	14,473	14,573	14,623	50
Recoveries & Allocations	-4,750	-4,605	-4,705	-4,705	0
Revenue	-311	-289	-289	-299	-10
Net Requirement	8,613	9,579	9,579	9,619	40
Expenditures by Type					
Salaries, Wages & Benefits	5,362	5,373	5,373	5,423	50
Overtime	0	27	27	27	0
Material & Services	3,409	4,668	4,768	4,768	0
Transfers/Grants/Financial Charges	4,085	4,161	4,161	4,161	0
Fleet Costs	0	0	0	0	0
Program Facility Costs	0	0	0	0	0
Other Internal Costs	818	244	244	244	0
Gross Expenditures	13,674	14,473	14,573	14,623	50
Recoveries & Allocations	-4,750	-4,605	-4,705	-4,705	0
Net Expenditure	8,924	9,868	9,868	9,918	50
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	-311	-289	-289	-299	-10
Fines	0	0	0	0	0
Other	0	0	0	0	0
Total Revenue	-311	-289	-289	-299	-10
Net Requirement	8,613	9,579	9,579	9,619	40
Full Time Equivalents			45.50	45.50	0.00

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

	2016 Rate \$	2017 Rate \$	2018 Rate \$	% Change Over 2017	% Change Over 2016	Effective Date	2018 Revenue (\$000)
Real Estate Agreements							
Lease agreements	1,040.00	1,061.00	1,082.00	2%	4%	01-Jan-18	
Lease Assignment Amendment	520.00	530.00	541.00	2%	4%	01-Jan-18	
Lease Renewal Agreements	520.00	530.00	541.00	2%	4%	01-Jan-18	
Licence of Occupation Agreements	1,040.00	1,061.00	1,082.00	2%	4%	01-Jan-18	
Licence Assignment	520.00	530.00	541.00	2%	4%	01-Jan-18	
Licence Renewal	520.00	530.00	541.00	2%	4%	01-Jan-18	
Consent to Enter Agreements	260.00	265.00	270.00	2%	4%	01-Jan-18	
Reconveyance of Dedicated Road Widening requirements	520.00	530.00	541.00	2%	4%	01-Jan-18	
Cost of Negotiation of off-site management agreement	1,560.00	1,591.00	1,623.00	2%	4%	01-Jan-18	
Cost of Negotiation fee	1,560.00	1,591.00	1,623.00	2%	4%	01-Jan-18	
Cost of appraisal	actual cost	actual cost	actual cost	n/a	n/a	01-Jan-18	
Cost of appraisal admin fee	1,560.00	1,591.00	1,623.00	2%	4%	01-Jan-18	
Cost of survey	actual cost	actual cost	actual cost	n/a	n/a	01-Jan-18	
Cost of survey admin fee	1,560.00	1,591.00	1,623.00	2%	4%	01-Jan-18	
Recovery of actual costs relating to real estate operations	actual cost	actual cost	actual cost	n/a	n/a	01-Jan-18	
Administration and overhead charge for third party requests wherein the benefit is for the party's sole interest.	15%	15%	15%	n/a	n/a	01-Jan-18	
Total Departmental							-10

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

	2016	2017		2018	\$ Change over 2017 Budget
	Actual	Forecast	Budget	Estimate	
Corporate Human Resource Provision					
Expenditure					
Sick Leave Banks	2,319	4,920	4,920	3,020	-1,900
Retiree Costs	5,056	3,254	5,354	2,700	-2,654
Employee Benefits	942	1,128	1,128	1,128	0
Benefit Adjustments	30	75	75	75	0
Net Corp HR Provision Requirement	8,347	9,377	11,477	6,923	-4,554
Capital Formation Costs					
Expenditure					
Contribution to City Wide Capital Reserves	80,704	100,833	100,833	108,054	7,221
Contribution to Gas Tax Reserve Fund	88,080	89,030	89,030	90,637	1,607
Transfer to CW Capital from Endowment Earnings	13,000	0	13,000	13,000	0
Transfer to CW Capital from OCLDC	0	5,000	5,000	5,000	0
Transfer to CW Capital from Sale of Surplus Land	1,259	1,500	1,500	1,500	0
Transfer to Environmental Lands Reserve	0	200	200	0	-200
City Wide Debt Charges	87,582	89,347	89,347	91,847	2,500
100 Constellation Lease	6,528	6,413	6,413	6,413	0
Net Expenditure	277,153	292,323	305,323	316,451	11,128
Revenue					
Contribution from City Wide Capital Reserves	-13,300	-1,800	-1,800	0	1,800
One time contribution from Child Care Reserve	0	0	0	0	0
Gas Tax Receipts	-88,080	-89,031	-89,031	-90,638	-1,607
Endowment Fund Earnings	-13,000	0	-13,000	-13,000	0
Ottawa Lands Development Corp (OCLDC)	0	-19,875	-5,000	-5,000	0
Sale of Surplus Land	-1,259	-1,500	-1,500	-1,500	0
City Wide Debt Charge Funding	-10,797	-10,764	-10,764	-10,764	0
Total Revenue	-126,436	-122,970	-121,095	-120,902	193
Net Capital Formation Costs Requirement	150,717	169,353	184,228	195,549	11,321

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

	2016	2017		2018	\$ Change over 2017 Budget
	Actual	Forecast	Budget	Estimate	
Corporate Common Expenditures					
Expenditure					
Contribution to Election Expense Reserve	2,176	2,206	2,206	2,206	0
One-Time & Unforeseen Provision	0	1,885	3,350	1,316	-2,034
Financial Charges & Other	3,189	929	3,429	3,811	382
Gross Expenditure	5,365	5,020	8,985	7,333	-1,652
Recoveries & Allocations - Water/Sewer	-18,777	-23,383	-23,383	-23,413	-30
Net Expenditure	-13,412	-18,363	-14,398	-16,080	-1,682
Net Corporate Common Expenditures Requirement	-13,412	-18,363	-14,398	-16,080	-1,682
Corporate Common Revenues					
Expenditure					
Investment Income	326	326	326	326	0
Provincial Offences Act	160	137	137	137	0
Net Expenditure	799	463	463	463	0
Revenue					
Penalty & Interest	-16,365	-16,259	-14,059	-14,339	-280
Investment Income	-17,802	-15,106	-14,106	-15,006	-900
Hydro Ottawa Dividends	-19,400	-20,600	-20,000	-20,000	0
Provincial Offences Act	-12,591	-12,907	-12,907	-12,907	0
Rideau Carleton Raceway	-4,733	-5,600	-5,600	-5,600	0
Lottery Fees	-845	-904	-1,004	-1,004	0
Other Miscellaneous Revenue	-4,010	-2,759	-2,759	-2,759	0
Total Revenue	-75,746	-74,135	-70,435	-71,615	-1,180
Net Corporate Common Revenues Requirement	-74,947	-73,672	-69,972	-71,152	-1,180

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

	2016	2017		2018	\$ Change over 2017 Budget
	Actual	Forecast	Budget	Estimate	
Tax Related Expenditures and Revenues					
Expenditure					
Tax Rebates & Remissions	49,476	42,942	29,842	29,842	0
Municipal Property Assessment Corp	13,394	13,377	13,377	13,657	280
Net Expenditure	62,870	56,319	43,219	43,499	280
Revenue					
Supplemental Assessment	-27,577	-23,434	-20,434	-20,434	0
Payments-in-Lieu Taxation	-187,069	-180,248	-187,248	-182,573	4,675
Public Institutions	-6,325	-6,361	-6,361	-6,361	0
Property Tax Revenue	-1,464,089	-1,518,937	-1,518,937	-1,575,438	-56,501
Total Revenue	-1,685,060	-1,728,980	-1,732,980	-1,784,806	-51,826
Net Tax Related Expenditures and Revenues	-1,622,190	-1,672,661	-1,689,761	-1,741,307	-51,546
Total Net Requirement	-1,551,485	-1,585,966	-1,578,426	-1,626,067	-47,641

City Of Ottawa
2018 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	Grand Total
General Government						
Renewal of City Assets						
908924 2018 Buildings-General Government	-	2,065	-	-	-	2,065
Renewal of City Assets Total	-	2,065	-	-	-	2,065
Strategic Initiatives						
908935 2018 Accessibility - General Government	-	340	-	-	-	340
Strategic Initiatives Total	-	340	-	-	-	340
General Government Total	-	2,405	-	-	-	2,405
Information Technology						
Renewal of City Assets						
908655 Microsoft Upgrade	96	7,101	-	-	-	7,197
908875 Technology Infrastructure - 2018	-	4,725	-	-	-	4,725
Renewal of City Assets Total	96	11,826	-	-	-	11,922
Information Technology Total	96	11,826	-	-	-	11,922
Real Estate Partnerships & Development						
Strategic Initiatives						
909154 Accommodation Fit-Ups and Renovations	0	500	0	0	0	500
Strategic Initiatives Total	0	500	0	0	0	500
Real Estate Partnerships & Development Total	-	500	-	-	-	500
Service Ottawa						
Strategic Initiatives						
908388 Digital Service Strategy & Implementation	-	1,200	-	-	-	1,200
Strategic Initiatives Total	-	1,200	-	-	-	1,200
Service Ottawa Total	-	1,200	-	-	-	1,200

City Of Ottawa
2018 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	Grand Total
Transit Services						
Growth						
907926 Stage 2 LRT-Preliminary Plan-Procurement	40,000	70	-	4,030	15,900	60,000
Growth Total	40,000	70	-	4,030	15,900	60,000
Transit Services Total	40,000	70	-	4,030	15,900	60,000
Grand Total	40,096	16,001	-	4,030	15,900	76,027

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

	2017 Baseline			2018 Adjustments					2018	\$ Change over 2017 Budget
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Growth	Council Priorities	Service Initiatives / Savings	User Fees & Revenues	Estimate	
Expenditures by Program										
Elected Officials	11,502	11,742	0	210	0	0	0	0	11,952	210
City Clerk & Solicitor	32,085	32,425	0	5,648	0	0	0	0	38,073	5,648
City Manager's Office	1,480	1,480	0	30	0	0	0	0	1,510	30
O-Train Construction	4,890	4,911	-1,440	60	0	0	0	0	3,531	-1,380
O-Train Planning	1,921	1,571	485	865	0	0	0	0	2,921	1,350
GM's Office & Business Support Services - Planning, Infrastructure & Economic Development	4,047	4,047	0	110	0	0	0	0	4,157	110
Economic Development and Long Range Planning	13,202	13,602	-1,938	127	0	-2,345	0	0	9,446	-4,156
GM's Office & Business Support Services - Service Innovation & Performance	2,918	3,018	0	60	0	0	0	0	3,078	60
Service Transformation	3,537	4,037	0	90	0	0	0	0	4,127	90
Public Information & Media Relations	3,670	3,670	0	75	0	0	0	0	3,745	75
Human Resources	14,691	14,691	0	235	0	0	0	0	14,926	235
Service Ottawa	14,687	14,787	0	245	0	0	0	0	15,032	245
GM's Office & Business Support Services - Corporate Services	3,290	3,290	0	65	0	0	0	0	3,355	65
Revenue	20,673	20,673	0	640	0	0	0	0	21,313	640
Corporate Finance	20,531	20,531	0	455	0	0	0	0	20,986	455
Supply Services	6,380	6,350	0	240	0	0	0	0	6,590	240
Information Technology	60,673	60,214	0	3,720	0	0	0	0	63,934	3,720
Corporate Real Estate Office	14,473	14,573	0	50	0	0	0	0	14,623	50
Non Departmental	363,502	369,467	-2,218	-573	2,307	5,686	0	0	374,669	5,202
Gross Expenditure	598,152	605,079	-5,111	12,352	2,307	3,341	0	0	617,968	12,889
Recoveries & Allocations	-58,054	-56,966	919	-936	0	0	0	0	-56,983	-17
Revenue	-1,937,731	-1,936,376	764	-32,535	-26,028	1,800	0	-225	-1,992,600	-56,224
Net Requirement	-1,397,633	-1,388,263	-3,428	-21,119	-23,721	5,141	0	-225	-1,431,615	-43,352
Expenditures by Type										
Salaries, Wages & Benefits	169,237	173,731	-4,172	3,227	0	0	0	0	172,786	-945
Overtime	819	820	-25	1,300	0	0	0	0	2,095	1,275
Material & Services	67,772	66,281	-933	5,744	0	0	0	0	71,092	4,811
Transfers/Grants/Financial Charges	368,015	371,980	47	2,081	2,307	3,341	0	0	379,756	7,776
Fleet Costs	260	260	0	0	0	0	0	0	260	0
Program Facility Costs	1,276	1,276	0	0	0	0	0	0	1,276	0
Other Internal Costs	-9,227	-9,269	-28	0	0	0	0	0	-9,297	-28
Gross Expenditures	598,152	605,079	-5,111	12,352	2,307	3,341	0	0	617,968	12,889
Recoveries & Allocations	-58,054	-56,966	919	-936	0	0	0	0	-56,983	-17
Net Expenditure	540,098	548,113	-4,192	11,416	2,307	3,341	0	0	560,985	12,872
Percent of 2017 Net Expenditure Budget			-0.8%	2.1%	0.4%	0.6%	0.0%	0.0%	2.3%	

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

	2017 Baseline			2018 Adjustments					2018	\$ Change over 2017 Budget
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Growth	Council Priorities	Service Initiatives / Savings	User Fees & Revenues	Estimate	
Revenues By Type										
Federal	-54,667	-54,667	0	0	-1,607	0	0	0	-56,274	-1,607
Provincial	-42,441	-42,441	0	0	0	0	0	0	-42,441	0
Municipal	0	0	0	0	0	0	0	0	0	0
Own Funds	-3,174	-3,174	476	-5,130	0	1,800	0	0	-6,028	-2,854
Fees and Services	-12,859	-13,179	1,468	-2	0	0	0	-225	-11,938	1,241
Fines	-29,580	-27,380	-280	0	0	0	0	0	-27,660	-280
Other	-1,795,010	-1,795,535	-900	-27,403	-24,421	0	0	0	-1,848,259	-52,724
Total Revenue	-1,937,731	-1,936,376	764	-32,535	-26,028	1,800	0	-225	-1,992,600	-56,224
Percent of 2017 Revenue Budget			0.0%	1.7%	1.3%	-0.1%	0.0%	0.0%	2.9%	
Net Requirement	-1,397,633	-1,388,263	-3,428	-21,119	-23,721	5,141	0	-225	-1,431,615	-43,352
Percent of 2017 Net Requirement Budget			0.2%	1.5%	1.7%	-0.4%	0.0%	0.0%	3.1%	
Full Time Equivalents (FTE's)		1,454.55	-11.57	0.00	0.00	0.00	0.00	0.00	1,442.98	-11.57
Percent of 2017 FTE's			-0.8%	0.0%	0.0%	0.0%	0.0%	0.0%	-0.8%	

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

	2017 Baseline			2018 Adjustments					2018	\$ Change over 2017 Budget
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Growth	Council Priorities	Service Initiatives / Savings	User Fees & Revenues	Estimate	
Expenditures by Program										
Mayor's Office	838	838	0	11	0	0	0	0	849	11
Constituency Services & Administration	10,664	11,404	0	199	0	0	0	0	11,603	199
Provision for Surplus	0	-500	0	0	0	0	0	0	-500	0
Gross Expenditure	11,502	11,742	0	210	0	0	0	0	11,952	210
Recoveries & Allocations	0	0	0	0	0	0	0	0	0	0
Revenue	0	0	0	0	0	0	0	0	0	0
Net Requirement	11,502	11,742	0	210	0	0	0	0	11,952	210
Expenditures by Type										
Salaries, Wages & Benefits	9,945	10,145	0	210	0	0	0	0	10,355	210
Overtime	0	0	0	0	0	0	0	0	0	0
Material & Services	1,371	1,411	0	0	0	0	0	0	1,411	0
Transfers/Grants/Financial Charges	0	0	0	0	0	0	0	0	0	0
Fleet Costs	0	0	0	0	0	0	0	0	0	0
Program Facility Costs	0	0	0	0	0	0	0	0	0	0
Other Internal Costs	186	186	0	0	0	0	0	0	186	0
Gross Expenditures	11,502	11,742	0	210	0	0	0	0	11,952	210
Recoveries & Allocations	0	0	0	0	0	0	0	0	0	0
Net Expenditure	11,502	11,742	0	210	0	0	0	0	11,952	210
Percent of 2017 Net Expenditure Budget			0.0%	1.8%	0.0%	0.0%	0.0%	0.0%	1.8%	
Revenues By Type										
Federal	0	0	0	0	0	0	0	0	0	0
Provincial	0	0	0	0	0	0	0	0	0	0
Municipal	0	0	0	0	0	0	0	0	0	0
Own Funds	0	0	0	0	0	0	0	0	0	0
Fees and Services	0	0	0	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0
Total Revenue	0	0	0	0	0	0	0	0	0	0
Percent of 2017 Revenue Budget			0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Net Requirement	11,502	11,742	0	210	0	0	0	0	11,952	210
Percent of 2017 Net Requirement Budget			0.0%	1.8%	0.0%	0.0%	0.0%	0.0%	1.8%	
Full Time Equivalents (FTE's)		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Percent of 2017 FTE's			0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	

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

2017 Forecast vs. Budget Variance Explanation	Surplus / (Deficit)		
	Expense	Revenue	Net
Savings across various expenditure accounts.	240	0	240
Total Surplus / (Deficit)	240	0	240

2018 Pressure Category / Explanation	Increase / (Decrease)			
	Expense	Revenue	Net 2018 Changes	FTE Impact
Maintain Services				
All programs include an adjustment for potential 2018 cost of living, increments and benefit adjustments.	200	0	200	0.00
Minimum wage impact.	10	0	10	0.00
Total Maintain Services	210	0	210	0.00
Total Budget Changes	210	0	210	0.00

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

	2017 Baseline			2018 Adjustments					2018	\$ Change over 2017 Budget
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Growth	Council Priorities	Service Initiatives / Savings	User Fees & Revenues	Estimate	
Expenditures by Program										
City Clerk & Solicitor's Office	443	443	0	4	0	0	0	0	447	4
Policy & Technical Solution Services	5,834	5,904	0	133	0	0	0	0	6,037	133
Legal Services	11,165	10,965	0	151	0	0	0	0	11,116	151
Protocol	1,229	1,229	0	36	0	0	0	0	1,265	36
Legislative Services	10,352	10,822	0	5,298	0	0	0	0	16,120	5,298
French Language Services	3,062	3,062	0	26	0	0	0	0	3,088	26
Gross Expenditure	32,085	32,425	0	5,648	0	0	0	0	38,073	5,648
Recoveries & Allocations	-5,242	-4,942	0	-8	0	0	0	0	-4,950	-8
Revenue	-907	-907	0	-5,130	0	0	0	0	-6,037	-5,130
Net Requirement	25,936	26,576	0	510	0	0	0	0	27,086	510
Expenditures by Type										
Salaries, Wages & Benefits	22,571	22,571	0	1,846	0	0	0	0	24,417	1,846
Overtime	113	113	0	1,300	0	0	0	0	1,413	1,300
Material & Services	7,769	8,109	0	2,502	0	0	0	0	10,611	2,502
Transfers/Grants/Financial Charges	0	0	0	0	0	0	0	0	0	0
Fleet Costs	93	93	0	0	0	0	0	0	93	0
Program Facility Costs	1,276	1,276	0	0	0	0	0	0	1,276	0
Other Internal Costs	263	263	0	0	0	0	0	0	263	0
Gross Expenditures	32,085	32,425	0	5,648	0	0	0	0	38,073	5,648
Recoveries & Allocations	-5,242	-4,942	0	-8	0	0	0	0	-4,950	-8
Net Expenditure	26,843	27,483	0	5,640	0	0	0	0	33,123	5,640
Percent of 2017 Net Expenditure Budget			0.0%	20.5%	0.0%	0.0%	0.0%	0.0%	20.5%	
Revenues By Type										
Federal	0	0	0	0	0	0	0	0	0	0
Provincial	0	0	0	0	0	0	0	0	0	0
Municipal	0	0	0	0	0	0	0	0	0	0
Own Funds	-898	-898	0	-5,130	0	0	0	0	-6,028	-5,130
Fees and Services	-9	-9	0	0	0	0	0	0	-9	0
Fines	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0
Total Revenue	-907	-907	0	-5,130	0	0	0	0	-6,037	-5,130
Percent of 2017 Revenue Budget			0.0%	565.6%	0.0%	0.0%	0.0%	0.0%	565.6%	
Net Requirement	25,936	26,576	0	510	0	0	0	0	27,086	510
Percent of 2017 Net Requirement Budget			0.0%	1.9%	0.0%	0.0%	0.0%	0.0%	1.9%	
Full Time Equivalents (FTE's)		224.55	0.00	0.00	0.00	0.00	0.00	0.00	224.55	0.00
Percent of 2017 FTE's			0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	

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

2017 Forecast vs. Budget Variance Explanation	Surplus / (Deficit)			
	Expense	Revenue	Net	
Savings anticipated due to higher recoverable translation services and deferred Information Management system development.	640	0	640	
Total Surplus / (Deficit)	640	0	640	
2018 Pressure Category / Explanation	Increase / (Decrease)			
	Expense	Revenue	Net 2018 Changes	FTE Impact
Maintain Services				
All programs include an adjustment for potential 2018 cost of living, increments and benefit adjustments less anticipated savings from efficiencies.	500	0	500	0.00
Minimum wage impact.	10	0	10	0.00
Increased 2018 Election requirement funded from the Election Reserve.	5,130	-5,130	0	0.00
Total Maintain Services	5,640	-5,130	510	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	5,640	-5,130	510	0.00

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

	2017 Baseline			2018 Adjustments					2018	\$ Change over 2018 Budget
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Growth	Council Priorities	Service Initiatives / Savings	User Fees & Revenues	Estimate	
Expenditures by Program										
City Manager's Office	1,480	1,480	0	30	0	0	0	0	1,510	30
Gross Expenditure	1,480	1,480	0	30	0	0	0	0	1,510	30
Recoveries & Allocations	0	0	0	0	0	0	0	0	0	0
Revenue	0	0	0	0	0	0	0	0	0	0
Net Requirement	1,480	1,480	0	30	0	0	0	0	1,510	30
Expenditures by Type										
Salaries, Wages & Benefits	1,363	1,363	0	30	0	0	0	0	1,393	30
Overtime	0	0	0	0	0	0	0	0	0	0
Material & Services	103	104	0	0	0	0	0	0	104	0
Transfers/Grants/Financial Charges	0	0	0	0	0	0	0	0	0	0
Fleet Costs	0	0	0	0	0	0	0	0	0	0
Program Facility Costs	0	0	0	0	0	0	0	0	0	0
Other Internal Costs	14	13	0	0	0	0	0	0	13	0
Gross Expenditures	1,480	1,480	0	30	0	0	0	0	1,510	30
Recoveries & Allocations	0	0	0	0	0	0	0	0	0	0
Net Expenditure	1,480	1,480	0	30	0	0	0	0	1,510	30
Percent of 2017 Net Expenditure Budget			0.0%	2.0%	0.0%	0.0%	0.0%	0.0%	2.0%	
Revenues By Type										
Federal	0	0	0	0	0	0	0	0	0	0
Provincial	0	0	0	0	0	0	0	0	0	0
Municipal	0	0	0	0	0	0	0	0	0	0
Own Funds	0	0	0	0	0	0	0	0	0	0
Fees and Services	0	0	0	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0
Total Revenue	0	0	0	0	0	0	0	0	0	0
Percent of 2017 Revenue Budget			0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Net Requirement	1,480	1,480	0	30	0	0	0	0	1,510	30
Percent of 2017 Net Requirement Budget			0.0%	2.0%	0.0%	0.0%	0.0%	0.0%	2.0%	
Full Time Equivalents (FTE's)	8.00	8.00	0.00	0.00	0.00	0.00	0.00	0.00	8.00	0.00
Percent of 2017 FTE's			0.0%	0.0%	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)

2017 Forecast vs. Budget Variance Explanation	Surplus / (Deficit)		
	Expense	Revenue	Net
No significant variances to report.	0	0	0
Total Surplus / (Deficit)	0	0	0

2018 Pressure Category / Explanation	Increase / (Decrease)			
	Expense	Revenue	Net 2018 Changes	FTE Impact
Maintain Services All programs include an adjustment for potential 2018 cost of living, increments and benefit adjustments.	30	0	30	0.00
Total Maintain Services	30	0	30	0.00
Total Budget Changes	30	0	30	0.00

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

	2017 Baseline			2018 Adjustments					2018	\$ Change over 2017 Budget
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Growth	Council Priorities	Service Initiatives / Savings	User Fees & Revenues	Estimate	
Expenditures by Program										
O-Train Construction	4,890	4,911	-1,440	60	0	0	0	0	3,531	-1,380
Gross Expenditure	4,890	4,911	-1,440	60	0	0	0	0	3,531	-1,380
Recoveries & Allocations	-4,885	-4,906	1,440	-60	0	0	0	0	-3,526	1,380
Revenue	-5	-5	0	0	0	0	0	0	-5	0
Net Requirement	0	0	0	0	0	0	0	0	0	0
Expenditures by Type										
Salaries, Wages & Benefits	4,249	4,371	-1,390	60	0	0	0	0	3,041	-1,330
Overtime	36	40	-10	0	0	0	0	0	30	-10
Material & Services	538	468	-40	0	0	0	0	0	428	-40
Transfers/Grants/Financial Charges	0	0	0	0	0	0	0	0	0	0
Fleet Costs	0	0	0	0	0	0	0	0	0	0
Program Facility Costs	0	0	0	0	0	0	0	0	0	0
Other Internal Costs	67	32	0	0	0	0	0	0	32	0
Gross Expenditures	4,890	4,911	-1,440	60	0	0	0	0	3,531	-1,380
Recoveries & Allocations	-4,885	-4,906	1,440	-60	0	0	0	0	-3,526	1,380
Net Expenditure	5	5	0	0	0	0	0	0	5	0
Percent of 2017 Net Expenditure Budget			0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Revenues By Type										
Federal	0	0	0	0	0	0	0	0	0	0
Provincial	0	0	0	0	0	0	0	0	0	0
Municipal	0	0	0	0	0	0	0	0	0	0
Own Funds	0	0	0	0	0	0	0	0	0	0
Fees and Services	-5	-5	0	0	0	0	0	0	-5	0
Fines	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0
Total Revenue	-5	-5	0	0	0	0	0	0	-5	0
Percent of 2017 Revenue Budget			0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Net Requirement	0	0	0	0	0	0	0	0	0	0
Percent of 2017 Net Requirement Budget			0.0%	0.0%	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	0.00	0.00	18.00	0.00
Percent of 2017 FTE's			0.0%	0.0%	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)

2017 Forecast vs. Budget Variance Explanation	Surplus / (Deficit)			
	Expense	Revenue	Net	
No significant variances to report.	0	0	0	
Total Surplus / (Deficit)	0	0	0	
2017 Baseline Adjustment / Explanation	Increase / (Decrease)			
	Expense	Revenue	Net 2017 Changes	FTE Impact
Change in staffing levels and office budget, as a result of completed projects and Revenue Service Availability.	-1,440	0	-1,440	0.00
Reduced capital recoveries as a result of lower staffing levels and office budget.	1,440	0	1,440	0.00
Total Adjustments to Base Budget	0	0	0	0.00
2018 Pressure Category / Explanation	Increase / (Decrease)			
	Expense	Revenue	Net 2018 Changes	FTE Impact
Maintain Services				
All programs include an adjustment for potential 2018 cost of living, increments and benefit adjustments.	60	0	60	0.00
Increased capital recoveries for cost of living, increments and benefits.	-60	0	-60	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)

	2017 Baseline			2018 Adjustments					2018	\$ Change over 2017 Budget
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Growth	Council Priorities	Service Initiatives / Savings	User Fees & Revenues	Estimate	
Expenditures by Program										
O-Train Planning	1,921	1,571	485	865	0	0	0	0	2,921	1,350
Gross Expenditure	1,921	1,571	485	865	0	0	0	0	2,921	1,350
Recoveries & Allocations	-1,921	-1,571	-485	-865	0	0	0	0	-2,921	-1,350
Revenue	0	0	0	0	0	0	0	0	0	0
Net Requirement	0	0	0	0	0	0	0	0	0	0
Expenditures by Type										
Salaries, Wages & Benefits	1,905	1,571	485	865	0	0	0	0	2,921	1,350
Overtime	3	0	0	0	0	0	0	0	0	0
Material & Services	8	0	0	0	0	0	0	0	0	0
Transfers/Grants/Financial Charges	0	0	0	0	0	0	0	0	0	0
Fleet Costs	0	0	0	0	0	0	0	0	0	0
Program Facility Costs	0	0	0	0	0	0	0	0	0	0
Other Internal Costs	5	0	0	0	0	0	0	0	0	0
Gross Expenditures	1,921	1,571	485	865	0	0	0	0	2,921	1,350
Recoveries & Allocations	-1,921	-1,571	-485	-865	0	0	0	0	-2,921	-1,350
Net Expenditure	0	0	0	0	0	0	0	0	0	0
Percent of 2017 Net Expenditure Budget			0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Revenues By Type										
Federal	0	0	0	0	0	0	0	0	0	0
Provincial	0	0	0	0	0	0	0	0	0	0
Municipal	0	0	0	0	0	0	0	0	0	0
Own Funds	0	0	0	0	0	0	0	0	0	0
Fees and Services	0	0	0	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0
Total Revenue	0	0	0	0	0	0	0	0	0	0
Percent of 2017 Revenue Budget			0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Net Requirement	0	0	0	0	0	0	0	0	0	0
Percent of 2017 Net Requirement Budget			0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Full Time Equivalents (FTE's)		1.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	0.00
Percent of 2017 FTE's			0.0%	0.0%	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)

2017 Forecast vs. Budget Variance Explanation	Surplus / (Deficit)			
	Expense	Revenue	Net	
Increased temporary staffing cost for Light Rail Planning & Implementation.	350	0	350	
Increased capital recoveries for Light Rail Planning & Implementation.	-350	0	-350	
Total Surplus / (Deficit)	0	0	0	
2017 Baseline Adjustment / Explanation	Increase / (Decrease)			
	Expense	Revenue	Net 2017 Changes	FTE Impact
Increased temporary staffing cost for Light Rail Planning & Implementation.	485	0	485	0.00
Increased capital recoveries for Light Rail Planning & Implementation.	-485	0	-485	0.00
Total Adjustments to Base Budget	0	0	0	0.00
2018 Pressure Category / Explanation	Increase / (Decrease)			
	Expense	Revenue	Net 2018 Changes	FTE Impact
Maintain Services				
All programs include an adjustment for potential 2018 cost of living, increments and benefit adjustments.	90	0	90	0.00
Increased capital recoveries for cost of living, increments and benefit adjustments.	-90	0	-90	0.00
Increased temporary staffing cost for Light Rail Planning & Implementation.	775	0	775	0.00
Increased capital recoveries for Light Rail Planning & Implementation.	-775	0	-775	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)

	2017 Baseline			2018 Adjustments					2018	\$ Change over 2017 Budget
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Growth	Council Priorities	Service Initiatives / Savings	User Fees & Revenues	Estimate	
Expenditures by Program										
General Manager's Office	349	349	0	15	0	0	0	0	364	15
Business Support Services	3,698	3,698	0	95	0	0	0	0	3,793	95
Gross Expenditure	4,047	4,047	0	110	0	0	0	0	4,157	110
Recoveries & Allocations	-1,317	-1,317	0	-3	0	0	0	0	-1,320	-3
Revenue	0	0	0	0	0	0	0	0	0	0
Net Requirement	2,730	2,730	0	107	0	0	0	0	2,837	107
Expenditures by Type										
Salaries, Wages & Benefits	3,506	3,506	35	110	0	0	0	0	3,651	145
Overtime	15	15	0	0	0	0	0	0	15	0
Material & Services	313	313	-35	0	0	0	0	0	278	-35
Transfers/Grants/Financial Charges	200	200	0	0	0	0	0	0	200	0
Fleet Costs	0	0	0	0	0	0	0	0	0	0
Program Facility Costs	0	0	0	0	0	0	0	0	0	0
Other Internal Costs	13	13	0	0	0	0	0	0	13	0
Gross Expenditures	4,047	4,047	0	110	0	0	0	0	4,157	110
Recoveries & Allocations	-1,317	-1,317	0	-3	0	0	0	0	-1,320	-3
Net Expenditure	2,730	2,730	0	107	0	0	0	0	2,837	107
Percent of 2017 Net Expenditure Budget			0.0%	3.9%	0.0%	0.0%	0.0%	0.0%	3.9%	
Revenues By Type										
Federal	0	0	0	0	0	0	0	0	0	0
Provincial	0	0	0	0	0	0	0	0	0	0
Municipal	0	0	0	0	0	0	0	0	0	0
Own Funds	0	0	0	0	0	0	0	0	0	0
Fees and Services	0	0	0	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0
Total Revenue	0	0	0	0	0	0	0	0	0	0
Percent of 2017 Revenue Budget			0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Net Requirement	2,730	2,730	0	107	0	0	0	0	2,837	107
Percent of 2017 Net Requirement Budget			0.0%	3.9%	0.0%	0.0%	0.0%	0.0%	3.9%	
Full Time Equivalents (FTE's)		32.00	0.00	0.00	0.00	0.00	0.00	0.00	32.00	0.00
Percent of 2017 FTE's			0.0%	0.0%	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)

2017 Forecast vs. Budget Variance Explanation	Surplus / (Deficit)		
	Expense	Revenue	Net
No significant variances to report.	0	0	0
Total Surplus / (Deficit)	0	0	0

2018 Pressure Category / Explanation	Increase / (Decrease)			
	Expense	Revenue	Net 2018 Changes	FTE Impact
Maintain Services				
All programs include an adjustment for potential 2018 cost of living, increments and benefit adjustments.	110	0	110	0.00
All programs include an adjustment for potential 2018 cost of living, increments and benefit adjustments - offset by recoveries and allocations.	-3	0	-3	0.00
Total Maintain Services	107	0	107	0.00
Total Budget Changes	107	0	107	0.00

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

	2017 Baseline			2018 Adjustments					2018	\$ Change over 2017 Budget
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Growth	Council Priorities	Service Initiatives / Savings	User Fees & Revenues	Estimate	
Expenditures by Program										
Director's Office	1,360	1,360	-476	5	0	0	0	0	889	-471
High Economic Impact Projects	9,595	9,995	0	112	0	-2,345	0	0	7,762	-2,233
Research & Forecasting	590	590	0	5	0	0	0	0	595	5
Markets Management	1,462	1,462	-1,462	0	0	0	0	0	0	-1,462
Sponsorship & Advertising	195	195	0	5	0	0	0	0	200	5
Gross Expenditure	13,202	13,602	-1,938	127	0	-2,345	0	0	9,446	-4,156
Recoveries & Allocations	-166	-166	-6	0	0	0	0	0	-172	-6
Revenue	-2,819	-3,219	1,944	0	0	0	0	0	-1,275	1,944
Net Requirement	10,217	10,217	0	127	0	-2,345	0	0	7,999	-2,218
Expenditures by Type										
Salaries, Wages & Benefits	3,038	3,168	-782	20	0	0	0	0	2,406	-762
Overtime	20	20	-15	0	0	0	0	0	5	-15
Material & Services	1,101	1,271	-788	107	0	0	0	0	590	-681
Transfers/Grants/Financial Charges	9,010	9,110	-325	0	0	-2,345	0	0	6,440	-2,670
Fleet Costs	0	0	0	0	0	0	0	0	0	0
Program Facility Costs	0	0	0	0	0	0	0	0	0	0
Other Internal Costs	33	33	-28	0	0	0	0	0	5	-28
Gross Expenditures	13,202	13,602	-1,938	127	0	-2,345	0	0	9,446	-4,156
Recoveries & Allocations	-166	-166	-6	0	0	0	0	0	-172	-6
Net Expenditure	13,036	13,436	-1,944	127	0	-2,345	0	0	9,274	-4,162
Percent of 2017 Net Expenditure Budget			-14.5%	0.9%	0.0%	-17.5%	0.0%	0.0%	-31.0%	
Revenues By Type										
Federal	0	0	0	0	0	0	0	0	0	0
Provincial	0	0	0	0	0	0	0	0	0	0
Municipal	0	0	0	0	0	0	0	0	0	0
Own Funds	-476	-476	476	0	0	0	0	0	0	476
Fees and Services	-2,343	-2,743	1,468	0	0	0	0	0	-1,275	1,468
Fines	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0
Total Revenue	-2,819	-3,219	1,944	0	0	0	0	0	-1,275	1,944
Percent of 2017 Revenue Budget			-60.4%	0.0%	0.0%	0.0%	0.0%	0.0%	-60.4%	
Net Requirement	10,217	10,217	0	127	0	-2,345	0	0	7,999	-2,218
Percent of 2017 Net Requirement Budget			0.0%	1.2%	0.0%	-23.0%	0.0%	0.0%	-21.7%	
Full Time Equivalents (FTE's)		29.57	-11.57	0.00	0.00	0.00	0.00	0.00	18.00	-11.57
Percent of 2017 FTE's			-39.1%	0.0%	0.0%	0.0%	0.0%	0.0%	-39.1%	

City of Ottawa

Planning, Infrastructure & Economic Development Department

Economic Development and Long Range Planning - Operating Resource Requirement Explanatory Notes

In Thousands (\$000)

2017 Forecast vs. Budget Variance Explanation	Surplus / (Deficit)			
	Expense	Revenue	Net	
Shortfall in sponsorship and advertising revenues offset by expenditure surplus.	400	-400	0	
Total Surplus / (Deficit)	400	-400	0	
2017 Baseline Adjustment / Explanation	Increase / (Decrease)			
	Expense	Revenue	Net 2017 Changes	FTE Impact
Markets Management conversion into Municipal Services Corporation.	-1,468	1,468	0	-11.57
Reversal of one-time funding for the Byward Market / Sparks Street Mall Renewal.	-476	476	0	0.00
Total Adjustments to Base Budget	-1,944	1,944	0	-11.57
2018 Pressure Category / Explanation	Increase / (Decrease)			
	Expense	Revenue	Net 2018 Changes	FTE Impact
Maintain Services				
All programs include an adjustment for potential 2018 cost of living, increments and benefit adjustments.	20	0	20	0.00
One-time funding for the film office transition, funded by the Provision for One-time Items and Unforeseen.	75	0	75	0.00
Inflationary increase on EDLRP initiatives.	32	0	32	0.00
Total Maintain Services	127	0	127	0.00
Council Priorities				
Reversal of one-time funding for Ottawa 2017 Celebrations and Canada 150 Groves.	-2,345	0	-2,345	0.00
Total Council Priorities	-2,345	0	-2,345	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	-4,162	1,944	-2,218	-11.57

City of Ottawa
Service Innovation & Performance Department
GM's Office & Business Support Services - Operating Resource Requirement Analysis
In Thousands (\$000)

	2017 Baseline			2018 Adjustments					2018	\$ Change over 2017 Budget
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Growth	Council Priorities	Service Initiatives / Savings	User Fees & Revenues	Estimate	
Expenditures by Program										
General Manager's Office	335	335	0	30	0	0	0	0	365	30
Business Support Services	2,583	2,683	0	30	0	0	0	0	2,713	30
Gross Expenditure	2,918	3,018	0	60	0	0	0	0	3,078	60
Recoveries & Allocations	0	0	0	0	0	0	0	0	0	0
Revenue	0	0	0	0	0	0	0	0	0	0
Net Requirement	2,918	3,018	0	60	0	0	0	0	3,078	60
Expenditures by Type										
Salaries, Wages & Benefits	2,690	2,790	0	60	0	0	0	0	2,850	60
Overtime	1	1	0	0	0	0	0	0	1	0
Material & Services	220	220	0	0	0	0	0	0	220	0
Transfers/Grants/Financial Charges	0	0	0	0	0	0	0	0	0	0
Fleet Costs	0	0	0	0	0	0	0	0	0	0
Program Facility Costs	0	0	0	0	0	0	0	0	0	0
Other Internal Costs	7	7	0	0	0	0	0	0	7	0
Gross Expenditures	2,918	3,018	0	60	0	0	0	0	3,078	60
Recoveries & Allocations	0	0	0	0	0	0	0	0	0	0
Net Expenditure	2,918	3,018	0	60	0	0	0	0	3,078	60
Percent of 2017 Net Expenditure Budget			0.0%	2.0%	0.0%	0.0%	0.0%	0.0%	2.0%	
Revenues By Type										
Federal	0	0	0	0	0	0	0	0	0	0
Provincial	0	0	0	0	0	0	0	0	0	0
Municipal	0	0	0	0	0	0	0	0	0	0
Own Funds	0	0	0	0	0	0	0	0	0	0
Fees and Services	0	0	0	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0
Total Revenue	0	0	0	0	0	0	0	0	0	0
Percent of 2017 Revenue Budget			0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Net Requirement	2,918	3,018	0	60	0	0	0	0	3,078	60
Percent of 2017 Net Requirement Budget			0.0%	2.0%	0.0%	0.0%	0.0%	0.0%	2.0%	
Full Time Equivalents (FTE's)	24.00	24.00	0.00	0.00	0.00	0.00	0.00	0.00	24.00	0.00
Percent of 2017 FTE's			0.0%	0.0%	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)

		Surplus / (Deficit)			
2017 Forecast vs. Budget Variance Explanation		Expense	Revenue	Net	
No significant variances to report.		100	0	100	
Total Surplus / (Deficit)		100	0	0	
		Increase / (Decrease)			
2018 Pressure Category / Explanation		Expense	Revenue	Net 2018 Changes	FTE Impact
Maintain Services					
All programs include an adjustment for potential 2018 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)

	2017 Baseline			2018 Adjustments					2018	\$ Change over 2017 Budget
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Growth	Council Priorities	Service Initiatives / Savings	User Fees & Revenues	Estimate	
Expenditures by Program										
Director's Office	226	326	0	6	0	0	0	0	332	6
Service Improvement	610	710	0	28	0	0	0	0	738	28
Service Analytics & Planning	1,009	1,309	0	32	0	0	0	0	1,341	32
Organizational Effectiveness	1,555	1,555	0	24	0	0	0	0	1,579	24
Digital Service & Innovation	137	137	0	0	0	0	0	0	137	0
Gross Expenditure	3,537	4,037	0	90	0	0	0	0	4,127	90
Recoveries & Allocations	0	0	0	0	0	0	0	0	0	0
Revenue	0	0	0	0	0	0	0	0	0	0
Net Requirement	3,537	4,037	0	90	0	0	0	0	4,127	90
Expenditures by Type										
Salaries, Wages & Benefits	3,192	3,692	0	90	0	0	0	0	3,782	90
Overtime	2	2	0	0	0	0	0	0	2	0
Material & Services	334	334	0	0	0	0	0	0	334	0
Transfers/Grants/Financial Charges	0	0	0	0	0	0	0	0	0	0
Fleet Costs	0	0	0	0	0	0	0	0	0	0
Program Facility Costs	0	0	0	0	0	0	0	0	0	0
Other Internal Costs	9	9	0	0	0	0	0	0	9	0
Gross Expenditures	3,537	4,037	0	90	0	0	0	0	4,127	90
Recoveries & Allocations	0	0	0	0	0	0	0	0	0	0
Net Expenditure	3,537	4,037	0	90	0	0	0	0	4,127	90
Percent of 2017 Net Expenditure Budget			0.0%	2.2%	0.0%	0.0%	0.0%	0.0%	2.2%	
Revenues By Type										
Federal	0	0	0	0	0	0	0	0	0	0
Provincial	0	0	0	0	0	0	0	0	0	0
Municipal	0	0	0	0	0	0	0	0	0	0
Own Funds	0	0	0	0	0	0	0	0	0	0
Fees and Services	0	0	0	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0
Total Revenue	0	0	0	0	0	0	0	0	0	0
Percent of 2017 Revenue Budget			0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Net Requirement	3,537	4,037	0	90	0	0	0	0	4,127	90
Percent of 2017 Net Requirement Budget			0.0%	2.2%	0.0%	0.0%	0.0%	0.0%	2.2%	
Full Time Equivalents (FTE's)	30.50	30.50	0.00	0.00	0.00	0.00	0.00	0.00	30.50	0.00
Percent of 2017 FTE's			0.0%	0.0%	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)

		Surplus / (Deficit)			
2017 Forecast vs. Budget Variance Explanation		Expense	Revenue	Net	
Surplus due to staffing delays. This is a newly established service area in which a phased hiring approach has been used to fill positions.		500	0	500	
Total Surplus / (Deficit)		500	0	500	
		Increase / (Decrease)			
2018 Pressure Category / Explanation		Expense	Revenue	Net 2018 Changes	FTE Impact
Maintain Services All programs include an adjustment for potential 2018 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)

	2017 Baseline			2018 Adjustments					2018	\$ Change over 2017 Budget
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Growth	Council Priorities	Service Initiatives / Savings	User Fees & Revenues	Estimate	
Expenditures by Program										
Director's Office	737	737	0	33	0	0	0	0	770	33
Media Relations & Outreach	1,090	1,090	0	21	0	0	0	0	1,111	21
Public Information	1,843	1,843	0	21	0	0	0	0	1,864	21
Legislative Support	0	0	0	0	0	0	0	0	0	0
Gross Expenditure	3,670	3,670	0	75	0	0	0	0	3,745	75
Recoveries & Allocations	0	0	0	0	0	0	0	0	0	0
Revenue	0	0	0	0	0	0	0	0	0	0
Net Requirement	3,670	3,670	0	75	0	0	0	0	3,745	75
Expenditures by Type										
Salaries, Wages & Benefits	3,422	3,422	0	75	0	0	0	0	3,497	75
Overtime	23	23	0	0	0	0	0	0	23	0
Material & Services	207	207	0	0	0	0	0	0	207	0
Transfers/Grants/Financial Charges	0	0	0	0	0	0	0	0	0	0
Fleet Costs	0	0	0	0	0	0	0	0	0	0
Program Facility Costs	0	0	0	0	0	0	0	0	0	0
Other Internal Costs	18	18	0	0	0	0	0	0	18	0
Gross Expenditures	3,670	3,670	0	75	0	0	0	0	3,745	75
Recoveries & Allocations	0	0	0	0	0	0	0	0	0	0
Net Expenditure	3,670	3,670	0	75	0	0	0	0	3,745	75
Percent of 2017 Net Expenditure Budget			0.0%	2.0%	0.0%	0.0%	0.0%	0.0%	2.0%	
Revenues By Type										
Federal	0	0	0	0	0	0	0	0	0	0
Provincial	0	0	0	0	0	0	0	0	0	0
Municipal	0	0	0	0	0	0	0	0	0	0
Own Funds	0	0	0	0	0	0	0	0	0	0
Fees and Services	0	0	0	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0
Total Revenue	0	0	0	0	0	0	0	0	0	0
Percent of 2017 Revenue Budget			0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Net Requirement	3,670	3,670	0	75	0	0	0	0	3,745	75
Percent of 2017 Net Requirement Budget			0.0%	2.0%	0.0%	0.0%	0.0%	0.0%	2.0%	
Full Time Equivalents (FTE's)		31.00	0.00	0.00	0.00	0.00	0.00	0.00	31.00	0.00
Percent of 2017 FTE's			0.0%	0.0%	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)

2017 Forecast vs. Budget Variance Explanation	Surplus / (Deficit)		
	Expense	Revenue	Net
No significant variances to report.	0	0	0
Total Surplus / (Deficit)	0	0	0

2018 Pressure Category / Explanation	Increase / (Decrease)			
	Expense	Revenue	Net 2018 Changes	FTE Impact
Maintain Services All programs include an adjustment for potential 2018 cost of living, increments and benefit adjustments.	75	0	75	0.00
Total Maintain Services	75	0	75	0.00
Total Budget Changes	75	0	75	0.00

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

	2017 Baseline			2018 Adjustments					2018	\$ Change over 2017 Budget
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Growth	Council Priorities	Service Initiatives / Savings	User Fees & Revenues	Estimate	
Expenditures by Program										
Director's Office	387	387	0	2	0	0	0	0	389	2
Client Relations	2,064	2,064	0	47	0	0	0	0	2,111	47
Programs & Governance	3,549	3,549	0	66	0	0	0	0	3,615	66
Leadership and Development	2,956	2,956	0	20	0	0	0	0	2,976	20
HR Service Center	2,044	2,044	0	46	0	0	0	0	2,090	46
Employee Health & Wellness	3,691	3,691	0	54	0	0	0	0	3,745	54
Gross Expenditure	14,691	14,691	0	235	0	0	0	0	14,926	235
Recoveries & Allocations	-740	-740	0	0	0	0	0	0	-740	0
Revenue	0	0	0	0	0	0	0	0	0	0
Net Requirement	13,951	13,951	0	235	0	0	0	0	14,186	235
Expenditures by Type										
Salaries, Wages & Benefits	11,189	11,189	0	235	0	0	0	0	11,424	235
Overtime	3	3	0	0	0	0	0	0	3	0
Material & Services	3,350	3,350	0	0	0	0	0	0	3,350	0
Transfers/Grants/Financial Charges	0	0	0	0	0	0	0	0	0	0
Fleet Costs	0	0	0	0	0	0	0	0	0	0
Program Facility Costs	0	0	0	0	0	0	0	0	0	0
Other Internal Costs	149	149	0	0	0	0	0	0	149	0
Gross Expenditures	14,691	14,691	0	235	0	0	0	0	14,926	235
Recoveries & Allocations	-740	-740	0	0	0	0	0	0	-740	0
Net Expenditure	13,951	13,951	0	235	0	0	0	0	14,186	235
Percent of 2017 Net Expenditure Budget			0.0%	1.7%	0.0%	0.0%	0.0%	0.0%	1.7%	
Revenues By Type										
Federal	0	0	0	0	0	0	0	0	0	0
Provincial	0	0	0	0	0	0	0	0	0	0
Municipal	0	0	0	0	0	0	0	0	0	0
Own Funds	0	0	0	0	0	0	0	0	0	0
Fees and Services	0	0	0	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0
Total Revenue	0	0	0	0	0	0	0	0	0	0
Percent of 2017 Revenue Budget			0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Net Requirement	13,951	13,951	0	235	0	0	0	0	14,186	235
Percent of 2017 Net Requirement Budget			0.0%	1.7%	0.0%	0.0%	0.0%	0.0%	1.7%	
Full Time Equivalents (FTE's)	106.50	106.50	0.00	0.00	0.00	0.00	0.00	0.00	106.50	0.00
Percent of 2017 FTE's			0.0%	0.0%	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)

2017 Forecast vs. Budget Variance Explanation	Surplus / (Deficit)		
	Expense	Revenue	Net
No significant variances to report.	0	0	0
Total Surplus / (Deficit)	0	0	0

2018 Pressure Category / Explanation	Increase / (Decrease)			
	Expense	Revenue	Net 2018 Changes	FTE Impact
Maintain Services All programs include an adjustment for potential 2018 cost of living, increments and benefit adjustments.	235	0	235	0.00
Total Maintain Services	235	0	235	0.00
Total Budget Changes	235	0	235	0

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

	2017 Baseline			2018 Adjustments					2018	\$ Change over 2017 Budget
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Growth	Council Priorities	Service Initiatives / Savings	User Fees & Revenues	Estimate	
Expenditures by Program										
Director's Office	1,024	1,024	0	-7	0	0	0	0	1,017	-7
Continuous Improvement	55	55	0	0	0	0	0	0	55	0
Web Services	1,497	1,497	0	30	0	0	0	0	1,527	30
Call Center Services	3,376	3,376	0	95	0	0	0	0	3,471	95
Counter Services	8,735	8,835	0	127	0	0	0	0	8,962	127
Gross Expenditure	14,687	14,787	0	245	0	0	0	0	15,032	245
Recoveries & Allocations	-534	-534	0	0	0	0	0	0	-534	0
Revenue	-1,229	-1,229	0	0	0	0	0	-25	-1,254	-25
Net Requirement	12,924	13,024	0	245	0	0	0	-25	13,244	220
Expenditures by Type										
Salaries, Wages & Benefits	10,382	10,482	0	245	0	0	0	0	10,727	245
Overtime	157	157	0	0	0	0	0	0	157	0
Material & Services	3,686	3,686	0	0	0	0	0	0	3,686	0
Transfers/Grants/Financial Charges	0	0	0	0	0	0	0	0	0	0
Fleet Costs	0	0	0	0	0	0	0	0	0	0
Program Facility Costs	0	0	0	0	0	0	0	0	0	0
Other Internal Costs	462	462	0	0	0	0	0	0	462	0
Gross Expenditures	14,687	14,787	0	245	0	0	0	0	15,032	245
Recoveries & Allocations	-534	-534	0	0	0	0	0	0	-534	0
Net Expenditure	14,153	14,253	0	245	0	0	0	0	14,498	245
Percent of 2017 Net Expenditure Budget			0.0%	1.7%	0.0%	0.0%	0.0%	0.0%	1.7%	
Revenues By Type										
Federal	0	0	0	0	0	0	0	0	0	0
Provincial	0	0	0	0	0	0	0	0	0	0
Municipal	0	0	0	0	0	0	0	0	0	0
Own Funds	0	0	0	0	0	0	0	0	0	0
Fees and Services	-1,229	-1,229	0	0	0	0	0	-25	-1,254	-25
Fines	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0
Total Revenue	-1,229	-1,229	0	0	0	0	0	-25	-1,254	-25
Percent of 2017 Revenue Budget			0.0%	0.0%	0.0%	0.0%	0.0%	2.0%	2.0%	
Net Requirement	12,924	13,024	0	245	0	0	0	-25	13,244	220
Percent of 2017 Net Requirement Budget			0.0%	1.9%	0.0%	0.0%	0.0%	-0.2%	1.7%	
Full Time Equivalents (FTE's)	117.27	117.27	0.00	0.00	0.00	0.00	0.00	0.00	117.27	0.00
Percent of 2017 FTE's			0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	

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

2017 Forecast vs. Budget Variance Explanation	Surplus / (Deficit)			
	Expense	Revenue	Net	
Small surplus due to compensation savings.	100	0	100	
Total Surplus / (Deficit)	100	0	100	
2018 Pressure Category / Explanation	Increase / (Decrease)			
	Expense	Revenue	Net 2018 Changes	FTE Impact
Maintain Services				
All programs include an adjustment for potential 2018 cost of living, increments and benefit adjustments.	215	0	215	0.00
Minimum wage impact.	30	0	30	0.00
Total Maintain Services	245	0	245	0.00
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	245	-25	220	0.00

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

	2017 Baseline			2018 Adjustments					2018	\$ Change over 2017 Budget
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Growth	Council Priorities	Service Initiatives / Savings	User Fees & Revenues	Estimate	
Expenditures by Program										
General Manager's Office	432	432	0	8	0	0	0	0	440	8
Business Support Services	2,858	2,858	0	57	0	0	0	0	2,915	57
Gross Expenditure	3,290	3,290	0	65	0	0	0	0	3,355	65
Recoveries & Allocations	0	0	0	0	0	0	0	0	0	0
Revenue	0	0	0	0	0	0	0	0	0	0
Net Requirement	3,290	3,290	0	65	0	0	0	0	3,355	65
Expenditures by Type										
Salaries, Wages & Benefits	3,144	3,144	0	65	0	0	0	0	3,209	65
Overtime	10	10	0	0	0	0	0	0	10	0
Material & Services	127	127	0	0	0	0	0	0	127	0
Transfers/Grants/Financial Charges	0	0	0	0	0	0	0	0	0	0
Fleet Costs	0	0	0	0	0	0	0	0	0	0
Program Facility Costs	0	0	0	0	0	0	0	0	0	0
Other Internal Costs	9	9	0	0	0	0	0	0	9	0
Gross Expenditures	3,290	3,290	0	65	0	0	0	0	3,355	65
Recoveries & Allocations	0	0	0	0	0	0	0	0	0	0
Net Expenditure	3,290	3,290	0	65	0	0	0	0	3,355	65
Percent of 2017 Net Expenditure Budget			0.0%	2.0%	0.0%	0.0%	0.0%	0.0%	2.0%	
Revenues By Type										
Federal	0	0	0	0	0	0	0	0	0	0
Provincial	0	0	0	0	0	0	0	0	0	0
Municipal	0	0	0	0	0	0	0	0	0	0
Own Funds	0	0	0	0	0	0	0	0	0	0
Fees and Services	0	0	0	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0
Total Revenue	0	0	0	0	0	0	0	0	0	0
Percent of 2017 Revenue Budget			0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Net Requirement	3,290	3,290	0	65	0	0	0	0	3,355	65
Percent of 2017 Net Requirement Budget			0.0%	2.0%	0.0%	0.0%	0.0%	0.0%	2.0%	
Full Time Equivalents (FTE's)		27.00	0.00	0.00	0.00	0.00	0.00	0.00	27.00	0.00
Percent of 2017 FTE's			0.0%	0.0%	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)

2017 Forecast vs. Budget Variance Explanation	Surplus / (Deficit)		
	Expense	Revenue	Net
No significant variances to report.	0	0	0
Total Surplus / (Deficit)	0	0	0

2018 Pressure Category / Explanation	Increase / (Decrease)			
	Expense	Revenue	Net 2018 Changes	FTE Impact
Maintain Services All programs include an adjustment for potential 2018 cost of living, increments and benefit adjustments.	65	0	65	0.00
Total Maintain Services	65	0	65	0.00
Total Budget Changes	65	0	65	0.00

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

	2017 Baseline			2018 Adjustments					2018	\$ Change over 2017 Budget
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Growth	Council Priorities	Service Initiatives / Savings	User Fees & Revenues	Estimate	
Expenditures by Program										
Revenue	20,673	20,673	0	640	0	0	0	0	21,313	640
Gross Expenditure	20,673	20,673	0	640	0	0	0	0	21,313	640
Recoveries & Allocations	-7,855	-7,855	0	0	0	0	0	0	-7,855	0
Revenue	-5,767	-5,767	0	0	0	0	0	-190	-5,957	-190
Net Requirement	7,051	7,051	0	640	0	0	0	-190	7,501	450
Expenditures by Type										
Salaries, Wages & Benefits	15,883	15,883	0	550	0	0	0	0	16,433	550
Overtime	22	22	0	0	0	0	0	0	22	0
Material & Services	4,310	4,310	0	90	0	0	0	0	4,400	90
Transfers/Grants/Financial Charges	130	130	0	0	0	0	0	0	130	0
Fleet Costs	167	167	0	0	0	0	0	0	167	0
Program Facility Costs	0	0	0	0	0	0	0	0	0	0
Other Internal Costs	161	161	0	0	0	0	0	0	161	0
Gross Expenditures	20,673	20,673	0	640	0	0	0	0	21,313	640
Recoveries & Allocations	-7,855	-7,855	0	0	0	0	0	0	-7,855	0
Net Expenditure	12,818	12,818	0	640	0	0	0	0	13,458	640
Percent of 2017 Net Expenditure Budget			0.0%	5.0%	0.0%	0.0%	0.0%	0.0%	5.0%	
Revenues By Type										
Federal	0	0	0	0	0	0	0	0	0	0
Provincial	0	0	0	0	0	0	0	0	0	0
Municipal	0	0	0	0	0	0	0	0	0	0
Own Funds	0	0	0	0	0	0	0	0	0	0
Fees and Services	-5,767	-5,767	0	0	0	0	0	-190	-5,957	-190
Fines	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0
Total Revenue	-5,767	-5,767	0	0	0	0	0	-190	-5,957	-190
Percent of 2017 Revenue Budget			0.0%	0.0%	0.0%	0.0%	0.0%	3.3%	3.3%	
Net Requirement	7,051	7,051	0	640	0	0	0	-190	7,501	450
Percent of 2017 Net Requirement Budget			0.0%	9.1%	0.0%	0.0%	0.0%	-2.7%	6.4%	
Full Time Equivalents (FTE's)		189.45	0.00	0.00	0.00	0.00	0.00	0.00	189.45	0.00
Percent of 2017 FTE's			0.0%	0.0%	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)

2017 Forecast vs. Budget Variance Explanation	Surplus / (Deficit)			
	Expense	Revenue	Net	
No significant variances to report.	0	0	0	
Total Surplus / (Deficit)	0	0	0	
2018 Pressure Category / Explanation	Increase / (Decrease)			
	Expense	Revenue	Net 2018 Changes	FTE Impact
Maintain Services				
All programs include an adjustment for potential 2018 cost of living, increments and benefit adjustments less anticipated savings from efficiencies.	430	0	430	0.00
Minimum wage impact.	30	0	30	0.00
Temporary staffing to support the remission appeal process funded from the Provision of One-time and Unforeseen.	180	0	180	0.00
Total Maintain Services	640	0	640	0.00
User Fees & Revenues				
See following user fee schedule for details on the specific rates.	0	-190	-190	0.00
Total User Fees & Revenues	0	-190	-190	0.00
Total Budget Changes	640	-190	450	0.00

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

	2017 Baseline			2018 Adjustments					2018	\$ Change over 2017 Budget
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Growth	Council Priorities	Service Initiatives / Savings	User Fees & Revenues	Estimate	
Expenditures by Program										
Corporate Finance	20,531	20,531	0	455	0	0	0	0	20,986	455
Gross Expenditure	20,531	20,531	0	455	0	0	0	0	20,986	455
Recoveries & Allocations	-1,107	-1,107	0	0	0	0	0	0	-1,107	0
Revenue	0	0	0	0	0	0	0	0	0	0
Net Requirement	19,424	19,424	0	455	0	0	0	0	19,879	455
Expenditures by Type										
Salaries, Wages & Benefits	19,873	19,873	0	455	0	0	0	0	20,328	455
Overtime	71	71	0	0	0	0	0	0	71	0
Material & Services	420	420	0	0	0	0	0	0	420	0
Transfers/Grants/Financial Charges	0	0	0	0	0	0	0	0	0	0
Fleet Costs	0	0	0	0	0	0	0	0	0	0
Program Facility Costs	0	0	0	0	0	0	0	0	0	0
Other Internal Costs	167	167	0	0	0	0	0	0	167	0
Gross Expenditures	20,531	20,531	0	455	0	0	0	0	20,986	455
Recoveries & Allocations	-1,107	-1,107	0	0	0	0	0	0	-1,107	0
Net Expenditure	19,424	19,424	0	455	0	0	0	0	19,879	455
Percent of 2017 Net Expenditure Budget			0.0%	2.3%	0.0%	0.0%	0.0%	0.0%	2.3%	
Revenues By Type										
Federal	0	0	0	0	0	0	0	0	0	0
Provincial	0	0	0	0	0	0	0	0	0	0
Municipal	0	0	0	0	0	0	0	0	0	0
Own Funds	0	0	0	0	0	0	0	0	0	0
Fees and Services	0	0	0	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0
Total Revenue	0	0	0	0	0	0	0	0	0	0
Percent of 2017 Revenue Budget			0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Net Requirement	19,424	19,424	0	455	0	0	0	0	19,879	455
Percent of 2017 Net Requirement Budget			0.0%	2.3%	0.0%	0.0%	0.0%	0.0%	2.3%	
Full Time Equivalents (FTE's)		209.22	0.00	0.00	0.00	0.00	0.00	0.00	209.22	0.00
Percent of 2017 FTE's			0.0%	0.0%	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)

2017 Forecast vs. Budget Variance Explanation	Surplus / (Deficit)		
	Expense	Revenue	Net
No significant variances to report.	0	0	0
Total Surplus / (Deficit)	0	0	0

2018 Pressure Category / Explanation	Increase / (Decrease)			
	Expense	Revenue	Net 2018 Changes	FTE Impact
Maintain Services				
All programs include an adjustment for potential 2018 cost of living, increments and benefit adjustments less anticipated savings from efficiencies.	450	0	450	0.00
Minimum wage impact.	5	0	5	0.00
Total Maintain Services	455	0	455	0.00
Total Budget Changes	455	0	455	0.00

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

	2017 Baseline			2018 Adjustments					2018	\$ Change over 2017 Budget
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Growth	Council Priorities	Service Initiatives / Savings	User Fees & Revenues	Estimate	
Expenditures by Program										
Supply Services	6,380	6,350	0	240	0	0	0	0	6,590	240
Gross Expenditure	6,380	6,350	0	240	0	0	0	0	6,590	240
Recoveries & Allocations	-1,525	-1,525	0	0	0	0	0	0	-1,525	0
Revenue	-630	-450	0	0	0	0	0	0	-450	0
Net Requirement	4,225	4,375	0	240	0	0	0	0	4,615	240
Expenditures by Type										
Salaries, Wages & Benefits	6,154	6,124	0	240	0	0	0	0	6,364	240
Overtime	7	7	0	0	0	0	0	0	7	0
Material & Services	158	158	0	0	0	0	0	0	158	0
Transfers/Grants/Financial Charges	0	0	0	0	0	0	0	0	0	0
Fleet Costs	0	0	0	0	0	0	0	0	0	0
Program Facility Costs	0	0	0	0	0	0	0	0	0	0
Other Internal Costs	61	61	0	0	0	0	0	0	61	0
Gross Expenditures	6,380	6,350	0	240	0	0	0	0	6,590	240
Recoveries & Allocations	-1,525	-1,525	0	0	0	0	0	0	-1,525	0
Net Expenditure	4,855	4,825	0	240	0	0	0	0	5,065	240
Percent of 2017 Net Expenditure Budget			0.0%	5.0%	0.0%	0.0%	0.0%	0.0%	5.0%	
Revenues By Type										
Federal	0	0	0	0	0	0	0	0	0	0
Provincial	0	0	0	0	0	0	0	0	0	0
Municipal	0	0	0	0	0	0	0	0	0	0
Own Funds	0	0	0	0	0	0	0	0	0	0
Fees and Services	-630	-450	0	0	0	0	0	0	-450	0
Fines	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0
Total Revenue	-630	-450	0	0	0	0	0	0	-450	0
Percent of 2017 Revenue Budget			0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Net Requirement	4,225	4,375	0	240	0	0	0	0	4,615	240
Percent of 2017 Net Requirement Budget			0.0%	5.5%	0.0%	0.0%	0.0%	0.0%	5.5%	
Full Time Equivalents (FTE's)		64.99	0.00	0.00	0.00	0.00	0.00	0.00	64.99	0.00
Percent of 2017 FTE's			0.0%	0.0%	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)

2017 Forecast vs. Budget Variance Explanation	Surplus / (Deficit)		
	Expense	Revenue	Net
Minor shortfall offset by higher than anticipated corporate credit card rebates.	-30	180	150
Total Surplus / (Deficit)	-30	180	150

2018 Pressure Category / Explanation	Increase / (Decrease)			
	Expense	Revenue	Net 2018 Changes	FTE Impact
Maintain Services				
All programs include an adjustment for potential 2018 cost of living, increments and benefit adjustments.	235	0	235	0.00
Minimum wage impact.	5	0	5	0.00
Total Maintain Services	240	0	240	0.00
Total Budget Changes	240	0	240	0.00

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

	2017 Baseline			2018 Adjustments					2018	\$ Change over 2017 Budget
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Growth	Council Priorities	Service Initiatives / Savings	User Fees & Revenues	Estimate	
Expenditures by Program										
Office of the CIO	335	335	0	6	0	0	0	0	341	6
Network Operations	12,782	12,407	0	1,190	0	0	0	0	13,597	1,190
Frontline Services	14,112	13,939	0	46	0	0	0	0	13,985	46
Applications Management	15,854	15,884	0	276	0	0	0	0	16,160	276
SAP Solutions	6,634	6,709	0	434	0	0	0	0	7,143	434
Technology Security	2,523	2,048	0	648	0	0	0	0	2,696	648
Technology Modernization	3,582	3,584	0	794	0	0	0	0	4,378	794
Technology Project Management	2,478	2,599	0	253	0	0	0	0	2,852	253
Technology Solutions	2,373	2,709	0	73	0	0	0	0	2,782	73
Gross Expenditure	60,673	60,214	0	3,720	0	0	0	0	63,934	3,720
Recoveries & Allocations	-4,774	-4,215	0	0	0	0	0	0	-4,215	0
Revenue	0	0	0	0	0	0	0	0	0	0
Net Requirement	55,899	55,999	0	3,720	0	0	0	0	59,719	3,720
Expenditures by Type										
Salaries, Wages & Benefits	31,100	32,706	0	675	0	0	0	0	33,381	675
Overtime	309	309	0	0	0	0	0	0	309	0
Material & Services	29,203	27,139	0	3,045	0	0	0	0	30,184	3,045
Transfers/Grants/Financial Charges	0	0	0	0	0	0	0	0	0	0
Fleet Costs	0	0	0	0	0	0	0	0	0	0
Program Facility Costs	0	0	0	0	0	0	0	0	0	0
Other Internal Costs	61	60	0	0	0	0	0	0	60	0
Gross Expenditures	60,673	60,214	0	3,720	0	0	0	0	63,934	3,720
Recoveries & Allocations	-4,774	-4,215	0	0	0	0	0	0	-4,215	0
Net Expenditure	55,899	55,999	0	3,720	0	0	0	0	59,719	3,720
Percent of 2017 Net Expenditure Budget			0.0%	6.6%	0.0%	0.0%	0.0%	0.0%	6.6%	
Revenues By Type										
Federal	0	0	0	0	0	0	0	0	0	0
Provincial	0	0	0	0	0	0	0	0	0	0
Municipal	0	0	0	0	0	0	0	0	0	0
Own Funds	0	0	0	0	0	0	0	0	0	0
Fees and Services	0	0	0	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0
Total Revenue	0	0	0	0	0	0	0	0	0	0
Percent of 2017 Revenue Budget			0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Net Requirement	55,899	55,999	0	3,720	0	0	0	0	59,719	3,720
Percent of 2017 Net Requirement Budget			0.0%	6.6%	0.0%	0.0%	0.0%	0.0%	6.6%	
Full Time Equivalents (FTE's)		296.00	0.00	0.00	0.00	0.00	0.00	0.00	296.00	0.00
Percent of 2017 FTE's			0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	

City of Ottawa
Information Technology Services - Operating Resource Requirement Explanatory Notes
In Thousands (\$000)

2017 Forecast vs. Budget Variance Explanation	Surplus / (Deficit)		
	Expense	Revenue	Net
No significant variances to report.	100	0	100
Total Surplus / (Deficit)	100	0	100

2018 Pressure Category / Explanation	Increase / (Decrease)			
	Expense	Revenue	Net 2018 Changes	FTE Impact
Maintain Services				
All programs include an adjustment for potential 2018 cost of living, increments and benefit adjustments.	670	0	670	0.00
Minimum wage impact.	5	0	5	0.00
Upgrades to cooling systems and other minor retrofits to Data Centre 4 funded from the Provision for One-time and Unforeseen.	500	0	500	0.00
Maintenance contracts fees to support the installed network hardware and software (e.g. Oracle, IBM, Quest and Microsoft, JAWS, SmartGuide, CrossBrowserTest, Managed Security Service, etc.).	645	0	645	0.00
Increased security tools including end point detection and outsourced security monitoring plus additional costs for improving application performance.	1,900	0	1,900	
Total Maintain Services	3,720	0	3,720	0.00
Total Budget Changes	3,720	0	3,720	0.00

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

	2017 Baseline			2018 Adjustments					2018	\$ Change over 2018 Budget
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Growth	Council Priorities	Service Initiatives / Savings	User Fees & Revenues	Estimate	
Expenditures by Program										
Director's Office	312	312	0	8	0	0	0	0	320	8
Realty Services	7,857	7,857	0	19	0	0	0	0	7,876	19
Realty Initiatives & Development	6,304	6,404	0	23	0	0	0	0	6,427	23
Gross Expenditure	14,473	14,573	0	50	0	0	0	0	14,623	50
Recoveries & Allocations	-4,605	-4,705	0	0	0	0	0	0	-4,705	0
Revenue	-289	-289	0	0	0	0	0	-10	-299	-10
Net Requirement	9,579	9,579	0	50	0	0	0	-10	9,619	40
Expenditures by Type										
Salaries, Wages & Benefits	5,373	5,373	0	50	0	0	0	0	5,423	50
Overtime	27	27	0	0	0	0	0	0	27	0
Material & Services	4,668	4,768	0	0	0	0	0	0	4,768	0
Transfers/Grants/Financial Charges	4,161	4,161	0	0	0	0	0	0	4,161	0
Fleet Costs	0	0	0	0	0	0	0	0	0	0
Program Facility Costs	0	0	0	0	0	0	0	0	0	0
Other Internal Costs	244	244	0	0	0	0	0	0	244	0
Gross Expenditures	14,473	14,573	0	50	0	0	0	0	14,623	50
Recoveries & Allocations	-4,605	-4,705	0	0	0	0	0	0	-4,705	0
Net Expenditure	9,868	9,868	0	50	0	0	0	0	9,918	50
Percent of 2017 Net Expenditure Budget			0.0%	0.5%	0.0%	0.0%	0.0%	0.0%	0.5%	
Revenues By Type										
Federal	0	0	0	0	0	0	0	0	0	0
Provincial	0	0	0	0	0	0	0	0	0	0
Municipal	0	0	0	0	0	0	0	0	0	0
Own Funds	0	0	0	0	0	0	0	0	0	0
Fees and Services	-289	-289	0	0	0	0	0	-10	-299	-10
Fines	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0
Total Revenue	-289	-289	0	0	0	0	0	-10	-299	-10
Percent of 2017 Revenue Budget			0.0%	0.0%	0.0%	0.0%	0.0%	3.5%	3.5%	
Net Requirement	9,579	9,579	0	50	0	0	0	-10	9,619	40
Percent of 2017 Net Requirement Budget			0.0%	0.5%	0.0%	0.0%	0.0%	-0.1%	0.4%	
Full Time Equivalents (FTE's)		45.50	0.00	0.00	0.00	0.00	0.00	0.00	45.50	0.00
Percent of 2017 FTE's			0.0%	0.0%	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)

2017 Forecast vs. Budget Variance Explanation	Surplus / (Deficit)			
	Expense	Revenue	Net	
No significant variances to report.	0	0	0	
Total Surplus / (Deficit)	0	0	0	
2018 Pressure Category / Explanation	Increase / (Decrease)			
	Expense	Revenue	Net 2018 Changes	FTE Impact
Maintain Services All programs include an adjustment for potential 2018 cost of living, increments and benefit adjustments.	50	0	50	0.00
Total Maintain Services	50	0	50	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	50	-10	40	0.00

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

	2017 Baseline			2018 Adjustments					2018	\$ Change over 2017 Budget
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Growth	Council Priorities	Service Initiatives / Savings	Revenues	Estimate	
Corporate Human Resource Provision										
Expenditure										
Sick Leave Banks	4,920	4,920	-1,900	0	0	0	0	0	3,020	-1,900
Retiree Costs	3,254	5,354	0	-2,654	0	0	0	0	2,700	-2,654
Employee Benefits	1,128	1,128	0	0	0	0	0	0	1,128	0
Benefit Adjustments	75	75	0	0	0	0	0	0	75	0
Net Corp HR Provision Requirement	9,377	11,477	-1,900	-2,654	0	0	0	0	6,923	-4,554
Capital Formation Costs										
Expenditure										
Contribution to City Wide Capital Reserves	100,833	100,833	0	785	0	6,436	0	0	108,054	7,221
Contribution to Gas Tax Reserve Fund	89,030	89,030	0	0	1,607	0	0	0	90,637	1,607
Transfer to CW Capital from Endowment Earnings	0	13,000	0	0	0	0	0	0	13,000	0
Transfer to CW Capital from OCLDC	5,000	5,000	0	0	0	0	0	0	5,000	0
Transfer to CW Capital from Sale of Surplus Land	1,500	1,500	0	0	0	0	0	0	1,500	0
Transfer to Environmental Lands Reserve	200	200	0	0	0	-200	0	0	0	-200
City Wide Debt Charges	89,347	89,347	0	2,500	0	0	0	0	91,847	2,500
100 Constellation Lease	6,413	6,413	0	0	0	0	0	0	6,413	0
Net Expenditure	292,323	305,323	0	3,285	1,607	6,236	0	0	316,451	11,128
Revenue										
Contribution from City Wide Capital Reserves	-1,800	-1,800	0	0	0	1,800	0	0	0	1,800
One time contribution from Child Care Reserve	0	0	0	0	0	0	0	0	0	0
Gas Tax Receipts	-89,031	-89,031	0	0	-1,607	0	0	0	-90,638	-1,607
Endowment Fund Earnings	0	-13,000	0	0	0	0	0	0	-13,000	0
Ottawa Lands Development Corp (OCLDC)	-19,875	-5,000	0	0	0	0	0	0	-5,000	0
Sale of Surplus Land	-1,500	-1,500	0	0	0	0	0	0	-1,500	0
City Wide Debt Charge Funding	-10,764	-10,764	0	0	0	0	0	0	-10,764	0
Total Revenue	-122,970	-121,095	0	0	-1,607	1,800	0	0	-120,902	193
Net Capital Formation Costs Requirement	169,353	184,228	0	3,285	0	8,036	0	0	195,549	11,321

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

	2017 Baseline			2018 Adjustments					2018	\$ Change over 2017 Budget
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Growth	Council Priorities	Service Initiatives / Savings	Revenues	Estimate	
Corporate Common Expenditures										
Expenditure										
Contribution to Election Expense Reserve	2,206	2,206	0	0	0	0	0	0	2,206	0
One-Time & Unforeseen Provision	1,885	3,350	0	-1,484	0	-550	0	0	1,316	-2,034
Financial Charges & Other	929	3,429	-318	0	700	0	0	0	3,811	382
Gross Expenditure	5,020	8,985	-318	-1,484	700	-550	0	0	7,333	-1,652
Recoveries & Allocations - Water/Sewer	-23,383	-23,383	-30	0	0	0	0	0	-23,413	-30
Net Expenditure	-18,363	-14,398	-348	-1,484	700	-550	0	0	-16,080	-1,682
Net Corporate Common Expenditures Requirement	-18,363	-14,398	-348	-1,484	700	-550	0	0	-16,080	-1,682
Corporate Common Revenues										
Expenditure										
Investment Income	326	326	0	0	0	0	0	0	326	0
Provincial Offences Act	137	137	0	0	0	0	0	0	137	0
Net Expenditure	463	463	0	0	0	0	0	0	463	0
Revenue										
Penalty & Interest	-16,259	-14,059	-280	0	0	0	0	0	-14,339	-280
Investment Income	-15,106	-14,106	-900	0	0	0	0	0	-15,006	-900
Hydro Ottawa Dividends	-20,600	-20,000	0	0	0	0	0	0	-20,000	0
Provincial Offences Act	-12,907	-12,907	0	0	0	0	0	0	-12,907	0
Rideau Carleton Raceway	-5,600	-5,600	0	0	0	0	0	0	-5,600	0
Lottery Fees	-904	-1,004	0	0	0	0	0	0	-1,004	0
Other Miscellaneous Revenue	-2,759	-2,759	0	0	0	0	0	0	-2,759	0
Total Revenue	-74,135	-70,435	-1,180	0	0	0	0	0	-71,615	-1,180
Net Corporate Common Revenues Requirement	-73,672	-69,972	-1,180	0	0	0	0	0	-71,152	-1,180

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

	2017 Baseline			2018 Adjustments					2018	\$ Change over 2017 Budget
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Growth	Council Priorities	Service Initiatives / Savings	Revenues	Estimate	
Tax Related Expenditures and Revenues										
Expenditure										
Tax Rebates & Remissions	42,942	29,842	0	0	0	0	0	0	29,842	0
Municipal Property Assessment Corp	13,377	13,377	0	280	0	0	0	0	13,657	280
Net Expenditure	56,319	43,219	0	280	0	0	0	0	43,499	280
Revenue										
Supplemental Assessment	-23,434	-20,434	0	0	0	0	0	0	-20,434	0
Payments-in-Lieu Taxation	-180,248	-187,248	0	4,675	0	0	0	0	-182,573	4,675
Public Institutions	-6,361	-6,361	0	0	0	0	0	0	-6,361	0
Property Tax Revenue	-1,518,937	-1,518,937	0	-32,080	-24,421	0	0	0	-1,575,438	-56,501
Total Revenue	-1,728,980	-1,732,980	0	-27,405	-24,421	0	0	0	-1,784,806	-51,826
Net Tax Related Expenditures and Revenues	-1,672,661	-1,689,761	0	-27,125	-24,421	0	0	0	-1,741,307	-51,546
Total Net Requirement	-1,585,966	-1,578,426	-3,428	-27,978	-23,721	7,486	0	0	-1,626,067	-47,641

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

2017 Forecast vs. Budget Variance Explanation	Surplus / (Deficit)		
	Expense	Revenue	Net
Reduction in payments to the City of Ottawa Superannuation Fund (COSF) resulting from revised actuary estimates.	2,100	0	2,100
OCLDC - increase in value of properties sold.	0	14,875	14,875
One-time & Unforeseen Provision - Council has established an annual budgetary provision of \$2.8 million to address any unforeseen or one-time funding requirements that cannot be accommodated within existing budget allocations. As per Council direction, the year-end balance in this account will be contributed to the City's Tax Rate Stabilization Reserve Fund.	1,465	0	1,465
Financial Charge savings and debenture discount.	2,500	0	2,500
Penalty & Interest - growth in fees collected.	0	2,100	2,100
Investment Income - higher rates of return on investments.	0	1,000	1,000
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 surplus is reflective the higher Ottawa Hydro earnings.	0	600	600
Supplemental Assessment, Payments in Lieu of Taxation and Tax Rebates and Remissions are projected to be in a combined deficit of \$17.1M.	-13,100	-4,000	-17,100
Total Surplus / (Deficit)	-7,035	14,575	7,540

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

2017 Baseline Adjustment / Explanation	Increase / (Decrease)			
	Expense	Revenue	Net 2017 Changes	FTE Impact
Reduction of legacy sick banks and sick leave plan costs due to retirements; and minor miscellaneous items.	-1,900	0	-1,900	0.00
Financial charge reduction and increase in penalties and interest revenue.	-350	0	-350	0.00
Penalties and Interest - growth in fees collected.	0	-280	-280	0.00
Increase in investment income as approved by Council (2016 Investment and Endowment Fund Report, ACS2017-CSD-FIN-0015).	0	-900	-900	0.00
Total Adjustments to Base Budget	-2,250	-1,180	-3,430	0.00

2018 Pressure Category / Explanation	Increase / (Decrease)			
	Expense	Revenue	Net 2018 Changes	FTE Impact
Maintain Services				
Contribution to Capital inflationary adjustment.	1,940	0	1,940	0.00
Debt Charges - additional requirement to service debt issued in 2017.	2,500	0	2,500	0.00
Reserve contribution to offset additional debt servicing costs as approved by Council on report ACS2017-CSD-FIN-0020.	-1,405	0	-1,405	0.00
Reduction in payments for the City of Ottawa Superannuation Fund (COSF) as a result of reduced actuarial deficit.	-2,652	0	-2,652	0.00
Contribution to capital - Parks and Recreation renewal.	250	0	250	0.00
Decrease in the Payment in Lieu of Taxes base.	0	4,675	4,675	0.00
Items funded from the One-Time & Unforeseen Provision Account have been reflected in various 2018 draft departmental submissions.	-1,484	0	-1,484	0.00
Increase in the costs for the Municipal Property Assessment Corporation services.	280	0	280	0.00
Tax increase for City/Police Services as approved by Council in report ACS2016-CSD-FIN-0006.	0	-32,080	-32,080	0.00
Total Maintain Services	-571	-27,405	-27,976	0.00

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

2018 Pressure Category / Explanation	Increase / (Decrease)			
	Expense	Revenue	Net 2018 Changes	FTE Impact
Growth				
Development Charge exemption - As approved by Council in report ACS2014-CMR-ARA-0004.	700	0	700	0.00
Increase in Federal Gas Tax revenue, offset by Contribution to Capital Gas Tax Reserve.	1,607	-1,607	0	0.00
Additional taxation revenue for City Services from assessment growth (including Police).	0	-24,421	-24,421	0.00
Total Growth	2,307	-26,028	-23,721	0.00
Council Priorities				
Contribution to Capital - based on Long Range Financial Plan funding strategy to maintain assets in a good state of repair (ACS2017-CSD-FIN-0017).	10,500	0	10,500	0.00
2018 Strategic Initiative Funding - Transfer to Capital Reserve as per 2015-2018 Term of Council Priorities (ACS2015-CMR-OCM-0016).	2,346	0	2,346	0.00
Reverse contribution from Tax Stabilization Reserve used to fund Celebrations Ottawa.	0	1,800	1,800	0.00
Reverse 2017 one-time contributions to capital.	-7,160	0	-7,160	0.00
Total Council Priorities	5,686	1,800	7,486	0.00
Total Budget Changes	5,172	-52,813	-47,641	0.00

Capital Budget

City of Ottawa
2018 Draft Capital Budget
Finance & Economic Development Committee
In Thousands (\$000)

Service Area: General Government											
Category	2018 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	2,065	0	2,065	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
Strategic Initiatives	340	0	340	0	0	0	0	0	0	0	0
Total	2,405	0	2,405	0	0	0	0	0	0	0	0

City of Ottawa
2018 Draft Capital Budget
Service Area: General Government
 In Thousands (\$000)

Program Information		Financial Details	
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Buildings-General Government		Class of Estimate: C) Planning	
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Dept: Planning, Infrastructure & Economic Development Department	Category: Renewal of City Assets	Ward: Multiple	Year of Completion: Various
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The Building and Park programs provide for life-cycle renewal and replacement work to existing building and park assets. Detailed scope of work for specific projects extends to a wide assortment of work, such as roof replacement, building preservation, building mechanical and electrical systems, park playgrounds and property elements, hard landscaping, arena and pool equipment and unplanned emergency work.

Annual programming provides allocations as required for each of the service areas as follows:

Service Area	Buildings	Parks
By-Law Services	250	
Child Care Services	145	
Cultural Services	970	
Fire Services	650	
General Government	2,065	
Public Library	810	
Long Term Care	4,525	
Parks & Recreation Facilities	15,160	5,250
Roads Services	1,235	
Social Services	450	
Water Services	1,000	
Transit Services	3,600	
TOTAL Authority Request	30,860	5,250

2018 Request	2,065	Projected Yearend Unspent Bal.			0
Revenues	0	Debt			
Tax Supported/ Dedicated	2,065	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	2018	2019	2020	2021	
Authority	2,065	1,000	1,000	1,000	
Spending Plan	2,065	1,000	700	900	
FTE's	0	0	0	0	
Operating Impact	0	0	0	0	

Forecasts are based on bulk allocations that will be detailed in future budget submissions. Project cost group summaries are provided following this program summary.

City of Ottawa
2018 Draft Capital Budget
Service Area: General Government
 In Thousands (\$000)

Project Information		Location/Description	\$000's
908924 2018 Buildings-General Government		Class of Estimate: C) Planning	2,065
Category: Renewal of City Assets	Ward: CW	Year of Completion: 2020	
<p>This program provides for life-cycle renewal and replacement work to existing building assets, and is a component of the corporate Building and Park program.</p>			
8	Ben Franklin Place	Replace Inverted PVC Roof #11, #14, #15, #16 & Vestibule Roofs	
8	Ben Franklin Place	Replace VAVs and Building Automation System For Learning Centre	
12	Market Building	Infrared Scan of All Electrical Equipment	
12	Market Building	Localized Brick Repair & Repoint - 10% of Exterior	
12	Market Building	Steel Window Rehabilitation (Phase 2)	
12	Market Building	Replace Rooftop Air Handlers (7)	
12	Market Building	Replace Service Room Luminaires	
12	Market Building	Replace Rooftop Condensers & Associated Makeup Air Units	
14	Ottawa City Hall	Advance Design - Replace Roofs - Phases II, III AND IV	
14	Ottawa City Hall	Advance Design - Replace Chillers (3)	
14	Ottawa City Hall	Replace Waterproofing Membrane - Chiller Room	
14	Ottawa City Hall	Replace Entrance Doors (4 Sets)	
14	Ottawa City Hall - Heritage Building	Masonry Restoration - Firewall W1 & W2 - North Wall	
CW	City Wide: General Government	Audits/Designated Substance Review	
CW	City Wide: General Government	Project Validation/Advance Design	
CW	City Wide: General Government	Unscheduled Work: General Gov't Facilities: General Buildings	
CW	City Wide: General Government	Unscheduled Work: General Gov't Facilities Heritage Buildings	

City of Ottawa
2018 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: Strategic Initiatives	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, such as 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 park playgrounds.</p> <p>Annual programming provides allocations as required for each of the service areas as follows:</p> <table border="1"> <thead> <tr> <th colspan="2">Service Area</th> </tr> </thead> <tbody> <tr> <td>Child Care</td> <td>165</td> </tr> <tr> <td>Cultural Services</td> <td>50</td> </tr> <tr> <td>General Government</td> <td>340</td> </tr> <tr> <td>Library</td> <td>300</td> </tr> <tr> <td>Long Term Care</td> <td>60</td> </tr> <tr> <td>Parks & Recreation</td> <td>2,525</td> </tr> <tr> <td>Social Services</td> <td>60</td> </tr> <tr> <td>Total Authority Request</td> <td>3,500</td> </tr> </tbody> </table>		Service Area		Child Care	165	Cultural Services	50	General Government	340	Library	300	Long Term Care	60	Parks & Recreation	2,525	Social Services	60	Total Authority Request	3,500	2018 Request	340	Projected Yearend Unspent Bal. 0	
		Service Area																					
		Child Care	165																				
		Cultural Services	50																				
		General Government	340																				
		Library	300																				
		Long Term Care	60																				
		Parks & Recreation	2,525																				
		Social Services	60																				
		Total Authority Request	3,500																				
Revenues	0	Debt																					
Tax Supported/ Dedicated	340	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	2018	2019	2020	2021																			
Authority	340	0	0	0																			
Spending Plan	240	70	30	0																			
FTE's	0	0	0	0																			
Operating Impact	0	0	0	0																			

City of Ottawa
2018 Draft Capital Budget
Finance & Economic Development Committee
In Thousands (\$000)

Service Area: Information Technology											
Category	2018 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	11,922	96	11,458	368	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
Strategic Initiatives	0	0	0	0	0	0	0	0	0	0	0
Total	11,922	96	11,458	368	0	0	0	0	0	0	0

City of Ottawa
2018 Draft Capital Budget
Service Area: Information Technology
In Thousands (\$000)

Project Information			Financial Details								
908655 Microsoft Upgrade			Class of Estimate: Not Applicable								
Dept: Corporate Services Department	Category: Renewal of City Assets	Ward: CW	Year of Completion: 2020								
<p>This program funds the life-cycle replacement of three major Microsoft products: email, desktop operating system, and Office suite. The program is based on a 6-year life-cycle term. The Office suite has reached its end-of-life and will no longer have security patches issued for it. The upgrade program is essential to ensuring continued support from manufacturers, as well continuing to maintain our overall security posture in relation to ever evolving cyber security threats. The work plan includes complementary training programs and funds for the hiring of subject matter experts; to ensure ITS City staff are properly trained on the implementation and support of the solutions, and that best practice system designs are followed to help ensure these productivity tools are deployed and utilized effectively and appropriately.</p>			2018 Request		7,197		Projected Yearend Unspent Bal.		1,344		
			Revenues		96		Debt				
			Tax Supported/ Dedicated		6,733		Tax Supported/ Dedicated Debt		0		
			Rate Supported		368		Rate Supported Debt		0		
			Develop. Charges		0		Develop. Charges Debt		0		
			Gas Tax		0		Gas Tax Debt		0		
			Forecast		2018		2019		2020		2021
			Authority		7,197		0		0		0
			Spending Plan		8,541		0		0		0
			FTE's		0		0		0		0
Operating Impact		0		0		0		0			
908875 Technology Infrastructure - 2018			Class of Estimate: Not Applicable								
Dept: Corporate Services Department	Category: Renewal of City Assets	Ward: CW	Year of Completion: 2021								
<p>This program funds the life-cycle replacement and growth of the City's computer network and telecommunications infrastructure. Specifically in 2018, these funds will be used to life-cycle: computer/laptops, servers, network switches, storage devices, upgrading SAP and miscellaneous data center infrastructure. The funds will also be used to life-cycle various technologies that power the City's telephony network and Internet access. Annual investments must also be made to replace aging infrastructure, to ensure continuous vendor support and availability of security patches, and upgrade network capacity to accommodate increasing use of technology in City operations.</p>			2018 Request		4,725		Projected Yearend Unspent Bal.		0		
			Revenues		0		Debt				
			Tax Supported/ Dedicated		4,725		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		2018		2019		2020		2021
			Authority		4,725		4,030		4,139		4,214
			Spending Plan		4,725		4,030		4,139		4,214
			FTE's		0		0		0		0
Operating Impact		0		0		0		0			

City of Ottawa
2018 Draft Capital Budget
Finance & Economic Development Committee
In Thousands (\$000)

Service Area: Real Estate Partnerships & Development											
Category	2018 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
Strategic Initiatives	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
2018 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: Strategic Initiatives	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>		2018 Request	500	Projected Yearend Unspent Bal.	0	
		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	2018	2019	2020	2021
		Authority	500	0	0	0
		Spending Plan	500	0	0	0
		FTE's	0	0	0	0
Operating Impact	0	0	0	0		

City of Ottawa
 2018 Draft Capital Budget
 Finance & Economic Development Committee
 In Thousands (\$000)

Service Area: Service Ottawa											
Category	2018 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
Strategic Initiatives	1,200	0	1,200	0	0	0	0	0	0	0	0
Total	1,200	0	1,200	0	0	0	0	0	0	0	0

City of Ottawa
2018 Draft Capital Budget
Service Area: Service Ottawa
 In Thousands (\$000)

Project Information			Financial Details				
908388 Digital Service Strategy & Implementation			Class of Estimate: Not Applicable				
Dept: Service Innovation & Performance Department	Category: Strategic Initiatives	Ward: CW	Year of Completion: 2019				
<p>The Digital Service Strategy and Implementation will articulate the long term digital service vision for the City; define the steps to achieve it; and begin implementing priorities to improve the client experience when accessing City services, while also planning for the longer term digital direction for the City of Ottawa.</p>			2018 Request	1,200	Projected Yearend Unspent Bal.		1,991
			Revenues	0	Debt		
			Tax Supported/ Dedicated	1,200	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	2018	2019	2020	2021
			Authority	1,200	0	0	0
			Spending Plan	3,191	0	0	0
			FTE's	0	0	0	0
Operating Impact	0	0	0	0			

City of Ottawa
 2018 Draft Capital Budget
 Finance & Economic Development Committee
 In Thousands (\$000)

Service Area: Transit Services											
Category	2018 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	60,000	40,000	70	0	4,030	0	15,900	0	0	0	15,900
Regulatory	0	0	0	0	0	0	0	0	0	0	0
Strategic Initiatives	0	0	0	0	0	0	0	0	0	0	0
Total	60,000	40,000	70	0	4,030	0	15,900	0	0	0	15,900

City of Ottawa
2018 Draft Capital Budget
Service Area: Transit Services
In Thousands (\$000)

Project Information		Financial Details				
907926 Stage 2 LRT-Preliminary Plan-Procurement		Class of Estimate: C) Planning				
Dept: Transportation Services Department	Category: Growth	Ward: CW	Year of Completion: 2023			
<p>In July 2015 Council approved the functional design for Stage 2, and directed staff to begin the preliminary implementation activities for the project: preliminary design, procurement options analysis, business case development etc. Since that time, federal and provincial funding commitments have been secured, and procurements structured for both the Confederation Line extensions (East and West) as well as the Trillium Line extensions to Riverside South and the Airport Link. This budget reflects the cost to continue design and procurement activities, implement enabling works, cover costs associated with the transition from Planning and Procurement to Stage 2 implementation, as well as property acquisition. The 2018 budget has been decreased by \$30M from the previous year's projections as a result of separate funding established in 2017 to support the fix-priced MOU with Rideau Transit Group. The estimates for 2019 and 2020 are subject to refinement, once the Stage 2 procurements reach financial close.</p>		2018 Request	60,000	Projected Yearend Unspent Bal.		61,522
		Revenues	40,000	Debt		
		Tax Supported/ Dedicated	70	Tax Supported/ Dedicated Debt	15,900	
		Rate Supported	0	Rate Supported Debt	0	
		Develop. Charges	4,030	Develop. Charges Debt	0	
		Gas Tax	0	Gas Tax Debt	0	
		Forecast	2018	2019	2020	2021
		Authority	60,000	0	0	0
		Spending Plan	121,522	0	0	0
		FTE's	0	0	0	0
Operating Impact	0	0	0	0		

City Of Ottawa
2018 Capital Draft Budget
Finance & Economic Development Committee
Capital Forecast Summary
In Thousands (000's)

Projects by Service Area and Category	2018	2019	2020	2021	Total
General Government					
Renewal of City Assets					
908924 2018 Buildings-General Government	2,065	1,000	1,000	1,000	5,065
Renewal of City Assets Total	2,065	1,000	1,000	1,000	5,065
Strategic Initiatives					
908935 2018 Accessibility - General Government	340	-	-	-	340
Strategic Initiatives Total	340	-	-	-	340
General Government Total	2,405	1,000	1,000	1,000	5,405
Information Technology					
Renewal of City Assets					
908655 Microsoft Upgrade	7,197	-	-	-	7,197
908875 Technology Infrastructure - 2018	4,725	4,030	4,139	4,214	17,108
Renewal of City Assets Total	11,922	4,030	4,139	4,214	24,305
Information Technology Total	11,922	4,030	4,139	4,214	24,305
Real Estate Partnerships & Development					
Strategic Initiatives					
909154 Accommodation Fit-Ups and Renovations	500	-	-	-	500
Strategic Initiatives Total	500	-	-	-	500
Real Estate Partnerships & Development Total	500	-	-	-	500
Service Ottawa					
Strategic Initiatives					
908388 Digital Service Strategy & Implementation	1,200	-	-	-	1,200
Strategic Initiatives Total	1,200	-	-	-	1,200
Service Ottawa Total	1,200	-	-	-	1,200

City Of Ottawa
2018 Capital Draft Budget
Finance & Economic Development Committee
Capital Forecast Summary
In Thousands (000's)

Projects by Service Area and Category	2018	2019	2020	2021	Total
Transit Services					
Growth					
907926 Stage 2 LRT-Preliminary Plan-Procurement	60,000	-	-	-	60,000
Growth Total	60,000	-	-	-	60,000
Transit Services Total	60,000	-	-	-	60,000
Grand Total	76,027	5,030	5,139	5,214	91,410

City of Ottawa
Finance & Economic Development Committee
Capital Works-In-Progress
In Thousands (\$000's)

Project Description	Total Authority	Total Expenditures as of August 31, 2017	Unspent Cash Balance as of August 31, 2017	Total Contractual Obligation	Unspent/ Uncommitted Balance as of August 31, 2017
City Manager's Office					
Strategic Initiatives					
904152 Archives Relocation *Legacy*	37,395	37,264	131	6	125
907220 Hosted Enterprise Payments	643	372	271	118	153
907981 Accessible Capital Improvements	100	59	41	2	40
Strategic Initiatives Total	38,138	37,695	443	125	318
City Manager's Office Total	38,138	37,695	443	125	318
Corporate Real Estate Office					
Renewal of City Assets					
905673 Business Park Properties Buy Back	1,800	991	809	-	809
907567 Arts Court	43,337	27,484	15,853	11,355	4,498
Renewal of City Assets Total	45,137	28,474	16,662	11,355	5,307
Growth					
904066 Kanata Town Centre Roads	724	282	442	-	442
908826 Leitrim Pond 2 - Sanitary Sewer Ext.	665	-	665	-	665
Growth Total	1,389	282	1,107	-	1,107
Corporate Real Estate Office Total	46,526	28,757	17,769	11,355	6,414
Finance					
Renewal of City Assets					
908025 AMI IT Application Upgrade & SvcContract	5,211	837	4,374	69	4,305
Renewal of City Assets Total	5,211	837	4,374	69	4,305
Finance Total	5,211	837	4,374	69	4,305
Fleet Services					
Renewal of City Assets					
908634 Fleet Growth - Mail Delivery - 2017	40	-	40	-	40
Renewal of City Assets Total	40	-	40	-	40
Fleet Services Total	40	-	40	-	40
General Government					
Renewal of City Assets					

City of Ottawa
Finance & Economic Development Committee
Capital Works-In-Progress
In Thousands (\$000's)

Project Description	Total Authority	Total Expenditures as of August 31, 2017	Unspent Cash Balance as of August 31, 2017	Total Contractual Obligation	Unspent/ Uncommitted Balance as of August 31, 2017
907736 Buildings-General Government	944	839	105	17	88
908113 2016 Buildings-General Government	1,015	638	377	99	277
908466 2017 Buildings-General Government	965	4	961	21	940
Renewal of City Assets Total	2,924	1,481	1,443	138	1,305
Strategic Initiatives					
905185 Council Agenda Building Tool	365	285	80	56	25
908458 2017 Accessibility - General Government	350	-	350	-	350
Strategic Initiatives Total	715	285	430	56	375
General Government Total	3,639	1,765	1,873	193	1,680
Information Technology					
Renewal of City Assets					
904184 IT Lifecycle Renew Bus App	1,200	1,044	156	1	156
905989 IT Business Systems:Renewal Program 2011	1,398	624	774	-	774
908035 IT Technology Infrastructure - 2016	4,875	3,270	1,605	-	1,605
908522 Technology Infrastructure - 2017	3,485	505	2,980	867	2,114
908655 Microsoft Upgrade	5,000	3,656	1,344	-	1,344
Renewal of City Assets Total	15,958	9,098	6,860	867	5,993
Information Technology Total	15,958	9,098	6,860	867	5,993
Integrated Roads, Water & Wast					
Renewal of City Assets					
908016 Scott Street Overlay	1,193	1,199	(6)	-	(6)
Renewal of City Assets Total	1,193	1,199	(6)	-	(6)
Integrated Roads, Water & Wast Total	1,193	1,199	(6)	-	(6)
Lansdowne					
Strategic Initiatives					
905886 LPP - Urban Park *Legacy*	46,231	45,397	834	23	810
Strategic Initiatives Total	46,231	45,397	834	23	810
Lansdowne Total	46,231	45,397	834	23	810
Parks, Buildings, & Grounds					

City of Ottawa
Finance & Economic Development Committee
Capital Works-In-Progress
In Thousands (\$000's)

Project Description	Total Authority	Total Expenditures as of August 31, 2017	Unspent Cash Balance as of August 31, 2017	Total Contractual Obligation	Unspent/ Uncommitted Balance as of August 31, 2017
Strategic Initiatives					
908124 2016 Accessibility - General Government	54	53	0	-	0
Strategic Initiatives Total	54	53	0	-	0
Parks, Buildings, & Grounds Total	54	53	0	-	0
Parks, Recreation & Culture					
Renewal of City Assets					
908271 Berrigan Skate Park	405	392	13	7	6
Renewal of City Assets Total	405	392	13	7	6
Parks, Recreation & Culture Total	405	392	13	7	6
Planning & Development					
Renewal of City Assets					
908036 Park construction - Orleans Town CentreE	253	-	253	-	253
Renewal of City Assets Total	253	-	253	-	253
Planning & Development Total	253	-	253	-	253
Rail Implementation					
Renewal of City Assets					
906740 LRT 417 Widening	226,000	222,613	3,387	253	3,134
Renewal of City Assets Total	226,000	222,613	3,387	253	3,134
Growth					
905176 Confederation Line	2,095,600	1,424,850	670,750	656,168	14,583
907143 Confederation Line Contingency	100,000	36,601	63,399	4,248	59,151
Growth Total	2,195,600	1,461,451	734,149	660,415	73,734
Rail Implementation Total	2,421,600	1,684,064	737,536	660,669	76,867
Service Ottawa					
Strategic Initiatives					
908388 Digital Service Strategy & Implementation	2,266	275	1,991	567	1,425
Strategic Initiatives Total	2,266	275	1,991	567	1,425
Service Ottawa Total	2,266	275	1,991	567	1,425
					125

City of Ottawa
Finance & Economic Development Committee
Capital Works-In-Progress
In Thousands (\$000's)

Project Description	Total Authority	Total Expenditures as of August 31, 2017	Unspent Cash Balance as of August 31, 2017	Total Contractual Obligation	Unspent/ Uncommitted Balance as of August 31, 2017
Strategic Community Initiative					
Strategic Initiatives					
906550 Client Engagemnt Strateg&Online Consult	100	101	(1)	-	(1)
Strategic Initiatives Total	100	101	(1)	-	(1)
Strategic Community Initiative Total	100	101	(1)	-	(1)
Transit Services					
Renewal of City Assets					
907201 O-OTM Civic Works - Cash Allowances	58,281	52,944	5,337	-	5,337
907279 ORAP - CSST (OLRT Civic Works)	1,890	1,435	455	436	19
907301 Rock Stabilization OLRT Civic Works	290	284	6	-	6
908752 PTIF 001 Mann Ave Transit Structure Repl	5,000	4,144	856	-	856
Renewal of City Assets Total	65,461	58,807	6,654	436	6,218
Growth					
907926 Stage 2 LRT-Preliminary Plan-Procurement	118,000	56,478	61,522	4,668	56,853
908709 PTIF 026 Acquisition of 2 train sets	40,000	-	40,000	-	40,000
908771 PTIF 028 LRT Stage2 - Bridge VIA/O-Train	2,500	-	2,500	-	2,500
Growth Total	160,500	56,478	104,022	4,668	99,353
Strategic Initiatives					
908772 PTIF 030 Aboriginal Consultation	200	0	200	0	200
Strategic Initiatives Total	200	0	200	0	200
Transit Services Total	226,161	115,285	110,876	5,105	105,771
Transportation Services					
Growth					
908650 Stage 2 LRT - RTG MOU	492,000	102,298	389,702	-	389,702
Growth Total	492,000	102,298	389,702	-	389,702
Transportation Services Total	492,000	102,298	389,702	-	389,702
Grand Total	3,299,774	2,027,217	1,272,557	678,980	593,577