



# Draft **BUDGET** 2022

**Pathway to recovery:  
Investing in our people  
and communities**

**Standing Committee on  
Environmental  
Protection, Water and  
Waste Management - Tax**

**Tabled November 3, 2021**





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# **Planning, Infrastructure and Economic Development Department**

## **2022 Service Area Summary - Infrastructure Services**

Infrastructure Services (IS) is part of the Planning, Infrastructure and Economic Development (PIED) Department, a department that champions the city-building priorities from planning and delivering growth opportunities and infrastructure, to managing City assets and investments, to fostering economic prosperity.

### **Vision**

To build a better Ottawa for all to enjoy, today and into the future.

### **Mission**

To implement city-building priorities from planning and delivering infrastructure projects, to managing infrastructure assets and investments.

### **Programs/Services Offered**

#### **Asset Management**

- Administer and optimize the lifecycle of municipal infrastructure valued at over \$50 billion, maintain asset inventory, undertake condition and performance assessments, develop risk-based renewal strategies and define investment needs.
- Lead water resource master planning, source water protection and capital program definition. Manage the City's Comprehensive Asset Management (CAM) Program.

#### **Quality Management**

- Provide overall quality management on infrastructure projects in terms of design guidelines and construction standards, material quality and project delivery practices.

#### **Design and Construction**

- Manage the design and construction of new and renewal of existing municipal infrastructure, buildings and parks. This is approximately \$500 million in capital projects annually.

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

	2020	2021		2022	\$ Change over 2021 Budget
	Actual	Forecast	Budget	Estimate	
<b>Expenditures by Program</b>					
Director's Office	1,987	814	714	724	10
Quality Management	3,851	3,956	3,956	4,146	190
Special Projects	1,222	987	187	192	5
Design & Construction - Facilities	5,387	5,514	5,314	5,434	120
Design & Construction - Municipal	7,786	8,233	8,533	8,643	110
Asset Management	11,797	10,951	11,751	11,986	235
<b>Gross Expenditure</b>	<b>32,030</b>	<b>30,455</b>	<b>30,455</b>	<b>31,125</b>	<b>670</b>
Recoveries & Allocations	-24,296	-24,619	-24,619	-24,894	-275
Revenue	-68	-16	-16	-16	0
<b>Net Requirement</b>	<b>7,666</b>	<b>5,820</b>	<b>5,820</b>	<b>6,215</b>	<b>395</b>
<b>Expenditures by Type</b>					
Salaries, Wages & Benefits	27,413	27,634	27,634	28,304	670
Overtime	79	245	245	245	0
Material & Services	4,244	2,354	2,354	2,354	0
Transfers/Grants/Financial Charges	0	0	0	0	0
Fleet Costs	119	97	97	97	0
Program Facility Costs	0	0	0	0	0
Other Internal Costs	175	125	125	125	0
<b>Gross Expenditures</b>	<b>32,030</b>	<b>30,455</b>	<b>30,455</b>	<b>31,125</b>	<b>670</b>
Recoveries & Allocations	-24,296	-24,619	-24,619	-24,894	-275
<b>Net Expenditure</b>	<b>7,734</b>	<b>5,836</b>	<b>5,836</b>	<b>6,231</b>	<b>395</b>
<b>Revenues By Type</b>					
Federal	0	0	0	0	0
Provincial	-12	0	0	0	0
Own Funds	0	0	0	0	0
Fees and Services	-56	-16	-16	-16	0
Fines	0	0	0	0	0
Other	0	0	0	0	0
<b>Total Revenue</b>	<b>-68</b>	<b>-16</b>	<b>-16</b>	<b>-16</b>	<b>0</b>
<b>Net Requirement</b>	<b>7,666</b>	<b>5,820</b>	<b>5,820</b>	<b>6,215</b>	<b>395</b>
<b>Full Time Equivalents</b>			<b>215.25</b>	<b>215.25</b>	<b>0.00</b>

City of Ottawa  
 Planning, Infrastructure & Economic Development Department  
 Infrastructure Services - User Fees

	2020 Rate \$	2021 Rate \$	2022 Rate \$	% Change Over 2021	% Change Over 2020	Effective Date	2022 Revenue (\$000)
<b>Accident Inspections</b>							
3 hour minimum (hourly rate)	168.00	172.00	175.00	1.7%	4.2%	01-Jan-22	
Any third party charges (cost recovery)	100%	100%	100%	0.0%	0.0%	01-Jan-22	
<b>Transfer of Review</b> Transfer of Review Fees are per the Ministry of Environment and Climate Change							
<b>Administration and Overhead Charge</b> Applied to the overall cost recovery for any works undertaken for third parties not covered under other agreements, such as developers, school boards, universities or general parties							
	15%	15%	15%	0.0%	0.0%	01-Jan-22	
<b>Total Departmental</b>							<b>0</b>

## **Planning, Infrastructure and Economic Development Department 2022 Service Area Summary - Natural Systems**

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

Natural Systems develops policies and delivers programs to support Ottawa’s natural environment, urban forest and rural area. Centre of expertise for natural systems, providing guidance to promote sustainable development, fostering a healthy system of natural areas, greenspaces, and arable lands. Leverages partnerships, public outreach and stewardship to implement the city’s environmental goals.

### **Programs/Services Offered**

- Oversee Urban Forest Management Plan
- Develop and implements policies to support and enhance the City’s natural areas
- Administer Environmental and Rural Clean Water Grant Programs
- Host events, including Wildlife Speaker Series
- Manage City-owned natural areas with community partners.
- Perform development and infrastructure review to ensure environmental considerations are reflected in growth
- Identify rural natural lands for acquisitions by City

## **Planning, Infrastructure and Economic Development Department 2022 Service Area Summary – Resiliency and Climate Change**

Economic Development and Long-Range Planning – Resiliency and Climate Change is part of the Planning, Infrastructure and Economic Development (PIED) Department, a department that champions the city-building priorities from planning and delivering growth opportunities and infrastructure, to managing City assets and investments, to fostering economic prosperity.

This unit is responsible for developing and coordinating strategic policies, programs and plans to reduce greenhouse gas emissions and build resiliency to climate change in Ottawa. As the City's centre of expertise for resiliency and climate change, the team also provides technical expertise on corporate projects and supports community initiatives.

### **Programs/Services Offered**

Resiliency and Climate Change is responsible for the following city-wide initiatives:

- Climate Change Master Plan
- Energy Evolution: Ottawa's Community Energy Transition Strategy
- Climate Projections, Vulnerability and Risk Assessment, and Climate Resiliency Strategy
- Annual Greenhouse Gas Emissions Inventories



City of Ottawa  
 Planning, Infrastructure & Economic Development Department  
 Resiliency and Natural Systems Policy - Operating Resource Requirement  
 In Thousands (\$000)

	2020	2021		2022	\$ Change over 2021 Budget
	Actual	Forecast	Budget	Estimate	
<b>Expenditures by Program</b>					
Natural Systems	985	1,172	1,142	1,292	150
Resiliency & Climate Change	1,101	1,259	889	889	0
<b>Gross Expenditure</b>	<b>2,086</b>	<b>2,431</b>	<b>2,031</b>	<b>2,181</b>	<b>150</b>
Recoveries & Allocations	-384	-519	-119	-239	-120
Revenue	0	0	0	0	0
<b>Net Requirement</b>	<b>1,702</b>	<b>1,912</b>	<b>1,912</b>	<b>1,942</b>	<b>30</b>
<b>Expenditures by Type</b>					
Salaries, Wages & Benefits	1,964	2,111	1,711	1,861	150
Overtime	3	11	11	11	0
Material & Services	72	257	257	257	0
Transfers/Grants/Financial Charges	42	52	52	52	0
Fleet Costs	0	0	0	0	0
Program Facility Costs	0	0	0	0	0
Other Internal Costs	5	0	0	0	0
<b>Gross Expenditures</b>	<b>2,086</b>	<b>2,431</b>	<b>2,031</b>	<b>2,181</b>	<b>150</b>
Recoveries & Allocations	-384	-519	-119	-239	-120
<b>Net Expenditure</b>	<b>1,702</b>	<b>1,912</b>	<b>1,912</b>	<b>1,942</b>	<b>30</b>
<b>Revenues By Type</b>					
Federal	0	0	0	0	0
Provincial	0	0	0	0	0
Own Funds	0	0	0	0	0
Fees and Services	0	0	0	0	0
Fines	0	0	0	0	0
Other	0	0	0	0	0
<b>Total Revenue</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Requirement</b>	<b>1,702</b>	<b>1,912</b>	<b>1,912</b>	<b>1,942</b>	<b>30</b>
<b>Full Time Equivalents</b>			<b>12.00</b>	<b>13.00</b>	<b>1.00</b>

## **Public Works & Environmental Services Department**

### **2022 Service Area Summary - Solid Waste Services**

Solid Waste Services is responsible for the development, management, and environmentally sound operation of the residential solid waste management system for the City.

This includes:

- Long-term strategic planning of programs and facilities to ensure alignment with future growth and legislative requirements such as: the Solid Waste Master plan, service level reviews and technology and environmental assessments
- Providing services and facilities for the collection, diversion and disposal of residential waste, organics, recycling, and household hazardous waste
- Comprehensive management, operation and maintenance of City-owned landfills

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

- Curbside residential waste collection and disposal
- Multi-residential waste collection and disposal
- Waste collection at City facilities
- Residential waste diversion programs (Green Bin program, Blue/Black Box Program, Household Hazardous Waste depots etc.)
- Landfill operations management
- Yellow Bag program
- Biosolid Land Application program
- Graffiti removal from City assets
- Public space waste and recycling collection and processing

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

	2020	2021		2022	\$ Change over 2021 Budget
	Actual	Forecast	Budget	Estimate	
<b>Expenditures by Program</b>					
Director's Office	2,607	1,560	510	710	200
Diversion/Recycling	48,667	52,302	51,914	55,534	3,620
Graffiti Management	758	815	858	908	50
Soil Management	1,164	1,283	680	680	0
Landfill Operations/Disposal	9,784	9,383	8,454	9,654	1,200
Garbage Collection	21,531	24,406	24,359	25,762	1,403
Long Term Planning/Other	680	839	913	1,060	147
Solid Waste Non Departmental	5,747	7,497	7,497	9,442	1,945
<b>Gross Expenditure</b>	<b>90,938</b>	<b>98,085</b>	<b>95,185</b>	<b>103,750</b>	<b>8,565</b>
Recoveries & Allocations	-2,578	-3,961	-2,683	-2,683	0
Revenue	-62,036	-71,760	-63,000	-69,874	-6,874
<b>Net Requirement</b>	<b>26,324</b>	<b>22,364</b>	<b>29,502</b>	<b>31,193</b>	<b>1,691</b>
<b>Expenditures by Type</b>					
Salaries, Wages & Benefits	14,541	16,404	15,337	16,002	665
Overtime	1,298	1,010	710	710	0
Material & Services	57,547	60,588	58,151	63,986	5,835
Transfers/Grants/Financial Charges	5,030	6,776	7,076	9,021	1,945
Fleet Costs	10,963	12,614	12,464	12,584	120
Program Facility Costs	0	0	0	0	0
Other Internal Costs	1,559	693	1,447	1,447	0
<b>Gross Expenditures</b>	<b>90,938</b>	<b>98,085</b>	<b>95,185</b>	<b>103,750</b>	<b>8,565</b>
Recoveries & Allocations	-2,578	-3,961	-2,683	-2,683	0
<b>Net Expenditure</b>	<b>88,360</b>	<b>94,124</b>	<b>92,502</b>	<b>101,067</b>	<b>8,565</b>
<b>Revenues By Type</b>					
Federal	0	0	0	0	0
Provincial	-9,255	-8,478	-5,824	-7,153	-1,329
Own Funds	0	0	0	0	0
Fees and Services	-52,781	-63,282	-57,176	-62,721	-5,545
Fines	0	0	0	0	0
Other	0	0	0	0	0
<b>Total Revenue</b>	<b>-62,036</b>	<b>-71,760</b>	<b>-63,000</b>	<b>-69,874</b>	<b>-6,874</b>
<b>Net Requirement</b>	<b>26,324</b>	<b>22,364</b>	<b>29,502</b>	<b>31,193</b>	<b>1,691</b>
<b>Full Time Equivalents</b>			<b>75.40</b>	<b>75.40</b>	<b>0.00</b>

City of Ottawa  
Public Works and Environmental Services Department  
Solid Waste Services - User Fees

	2020 Rate \$	2021 Rate \$	2022 Rate \$	% Change Over 2021	% Change Over 2020	Effective Date	2022 Revenue (\$000)
<b>Solid Waste - User Fees</b>							-4,275
Single Family Household	96.00	106.00	118.00	11.3%	22.9%	01-Jan-22	
Multi Residential Household	56.50	71.50	77.50	8.4%	37.2%	01-Jan-22	
Yellow Bag per bag fee	4.00	4.10	4.20	2.4%	5.0%	01-Jan-22	
<b>Landfill Operations - Tipping Fees</b>							-25
<b>Waste Materials</b>							
Garbage <=100 kg (minimum) Includes soil mixed with concrete	11.40	11.65	11.90	2.1%	4.4%	01-Jan-22	
Garbage >100 kg (per tonne) Includes soil mixed with concrete	114.00	116.50	119.00	2.1%	4.4%	01-Jan-22	
Mixed garbage & recyclable material <=250 kg (minimum)	57.00	58.25	59.50	2.1%	4.4%	01-Jan-22	
Mixed garbage & recyclable material >250 kg (per tonne)	228.00	233.00	238.00	2.1%	4.4%	01-Jan-22	
Asbestos <=250 kg per load flat rate (minimum)	126.00	128.75	132.00	2.5%	4.8%	01-Jan-22	
Asbestos >250 kg (per tonne)	504.00	515.00	528.00	2.5%	4.8%	01-Jan-22	
<b>Diversions Program - Clean Loads</b>							
Metal /Tires	Free	Free	Free	N/A	N/A	N/A	
E-waste	Free	Free	Free	N/A	N/A	N/A	
Blue Box Material	Free	Free	Free	N/A	N/A	N/A	
Cardboard <=100 kg (minimum)	5.50	5.60	5.70	1.8%	3.6%	01-Jan-22	
Cardboard >100 kg (per tonne)	55.00	56.00	57.00	1.8%	3.6%	01-Jan-22	
Leaf and Yard Waste under 10 cm in diameter <=100 kg (minimum)	3.85	3.95	4.05	2.5%	5.2%	01-Jan-22	
Leaf and Yard Waste >100 kg (per tonne)	38.50	39.50	40.50	2.5%	5.2%	01-Jan-22	
Soil/Fill <=200 kg (minimum) (Top soil, sand, sod)	5.60	5.70	11.40	100.0%	103.6%	01-Jan-22	
Soil/Fill >200 kg (per tonne) (Top soil, sand, sod)	28.00	28.50	57.00	100.0%	103.6%	01-Jan-22	
Fill <=200 kg (per tonne) (Asphalt, masonry, concrete without rebar)	5.60	11.20	11.40	1.8%	103.6%	01-Jan-22	

**City of Ottawa**  
**Public Works and Environmental Services Department**  
**Solid Waste Services - User Fees**

	2020 Rate \$	2021 Rate \$	2022 Rate \$	% Change Over 2021	% Change Over 2020	Effective Date	2022 Revenue (\$000)
Fill >200 kg (per tonne) (Asphalt, masonry, concrete without rebar)	28.00	56.00	57.00	1.8%	103.6%	01-Jan-22	
Woodchips <=200 kg (minimum)	5.70	7.90	8.10	2.5%	42.1%	01-Jan-22	
Woodchips >200 kg (per tonne)	28.50	39.50	40.50	2.5%	42.1%	01-Jan-22	
<b>Retail Materials Program</b>							
Municipal Potting Soil <=200 kg (minimum)	8.40	8.60	8.80	2.3%	4.8%	01-Jan-22	
Municipal Potting Soil >200 kg (per tonne)	42.00	43.00	44.00	2.3%	4.8%	01-Jan-22	
<b>Total Departmental</b>							<b>-4,300</b>

## **Public Works & Environmental Services Department**

### **2022 Service Area Summary - Forestry Services**

Forestry Services manages all aspects of the City's 10,000 hectares of urban and rural forests including 346,000 street and park trees in order to preserve, protect, maintain and enhance forest cover in the Nation's Capital.

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

- Tree and forest maintenance, which includes pruning, removal, and stumping activities
- Invasive pest management (ex. Emerald Ash Borer and Dutch Elm Disease)
- Tree protection and tree by-law enforcement including Tree Removal Permits
- Tree nursery operations, which includes tree planting, watering and establishment pruning activities
- Trees in Trust program
- Streetscape, park, and facility tree planting
- Community planting projects
- Commemorative Tree program
- Green Acres - Ottawa's rural reforestation program
- Schoolyard Tree Planting Grant program

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

	2020	2021		2022	\$ Change over 2021 Budget
	Actual	Forecast	Budget	Estimate	
<b>Expenditures by Program</b>					
Forestry Services	17,769	18,325	19,889	20,284	395
<b>Gross Expenditure</b>	<b>17,769</b>	<b>18,325</b>	<b>19,889</b>	<b>20,284</b>	<b>395</b>
Recoveries & Allocations	-171	0	0	0	0
Revenue	1,197	-1,280	-631	-631	0
<b>Net Requirement</b>	<b>18,795</b>	<b>17,045</b>	<b>19,258</b>	<b>19,653</b>	<b>395</b>
<b>Expenditures by Type</b>					
Salaries, Wages & Benefits	8,403	8,849	9,012	9,329	317
Overtime	181	120	180	183	3
Material & Services	7,643	7,817	9,321	9,366	45
Transfers/Grants/Financial Charges	0	0	0	0	0
Fleet Costs	1,372	1,501	1,347	1,377	30
Program Facility Costs	0	0	0	0	0
Other Internal Costs	170	38	29	29	0
<b>Gross Expenditures</b>	<b>17,769</b>	<b>18,325</b>	<b>19,889</b>	<b>20,284</b>	<b>395</b>
Recoveries & Allocations	-171	0	0	0	0
<b>Net Expenditure</b>	<b>17,598</b>	<b>18,325</b>	<b>19,889</b>	<b>20,284</b>	<b>395</b>
<b>Revenues By Type</b>					
Federal	0	0	0	0	0
Provincial	1,630	0	0	0	0
Own Funds	0	0	0	0	0
Fees and Services	-433	-1,280	-631	-631	0
Fines	0	0	0	0	0
Other	0	0	0	0	0
<b>Total Revenue</b>	<b>1,197</b>	<b>-1,280</b>	<b>-631</b>	<b>-631</b>	<b>0</b>
<b>Net Requirement</b>	<b>18,795</b>	<b>17,045</b>	<b>19,258</b>	<b>19,653</b>	<b>395</b>
<b>Full Time Equivalents</b>			<b>84.32</b>	<b>87.32</b>	<b>3.00</b>

**City of Ottawa**  
**Public Works & Environmental Services Department**  
**Forestry Services - User Fees**

	2020 Rate \$	2021 Rate \$	2022 Rate \$	% Change Over 2021	% Change Over 2020	Effective Date	2022 Revenue (\$000)
Application fee for Distinctive Tree Permit as per Tree Protection By-law (bylaw # TBD). Fee applies to applications where no development is taking place. For properties one hectare or less in size, and multi- residential properties of all sizes, if a landowner wants to remove a private tree that is equal to or greater than 50cm DBH within the urban boundary or equal to or greater than 30cm DBH within the inner urban area or any city-owned tree, they must obtain a Distinctive Tree Permit from the City.	N/A	150.00	150.00	0.0%	N/A	01-Jan-22	
Application fee for Distinctive Tree Permit as per Tree Protection By-law (bylaw # TBD). Fee applies to applications where infill development is taking place. For properties one hectare or less in size, and multi- residential properties of all sizes, if a landowner wants to remove a tree that is equal to or greater than 50cm DBH within the urban boundary or equal to or greater than 30cm DBH within the inner urban area or any city-owned tree, they must obtain a Distinctive Tree Permit from the City.	N/A	500.00	500.00	0.0%	N/A	01-Jan-22	
Administration and Overhead charge will be applied to the overall cost recovery for any works or accident recoveries undertaken by Forestry Services on behalf of Federal/Provincial governments, Hydro Ottawa, school boards, universities/colleges, municipalities, general persons/parties and developers.	15%	15%	15%	0.0%	0.0%	01-Jan-22	
<b>Total Departmental</b>							<b>0</b>



City Of Ottawa  
2022 Draft Capital Budget  
Standing Committee on Environmental Protection, Water and Waste Management - Tax  
Capital Funding Summary  
In Thousands \$(000's)

Project Description	Revenues	Gas Tax	Tax Supported/ Dedicated	Develop. Charges	Tax Supported/ Dedicated Debt	Grand Total
<b>Environment</b>						
Service Enhancements						
908894 Natural Area Acquisitions (Rural)	0	0	2,000	0	0	2,000
910568 Energy Management & Invest Strategy 2022	0	0	2,500	0	500	3,000
<b>Service Enhancements Total</b>	<b>0</b>	<b>0</b>	<b>4,500</b>	<b>0</b>	<b>500</b>	<b>5,000</b>
<b>Environment Total</b>	<b>0</b>	<b>0</b>	<b>4,500</b>	<b>0</b>	<b>500</b>	<b>5,000</b>
<b>Parks, Buildings, &amp; Grounds</b>						
Renewal of City Assets						
910479 Forestry - Concrete Tree Well Covers	0	0	400	0	0	400
<b>Renewal of City Assets Total</b>	<b>0</b>	<b>0</b>	<b>400</b>	<b>0</b>	<b>0</b>	<b>400</b>
<b>Parks, Buildings, &amp; Grounds Total</b>	<b>0</b>	<b>0</b>	<b>400</b>	<b>0</b>	<b>0</b>	<b>400</b>
<b>Solid Waste</b>						
Renewal of City Assets						
906167 Leachate Treatment Facility	0	0	0	0	1,000	1,000
909430 Nepean Landfill Cap Repair	0	0	1,500	0	0	1,500
909894 Trail Road Groundwater Management	0	0	1,000	0	0	1,000
910585 Soil Management Facility	0	0	1,000	0	0	1,000
910586 Renewal of SW Facilities	0	0	500	0	0	500
<b>Renewal of City Assets Total</b>	<b>0</b>	<b>0</b>	<b>4,000</b>	<b>0</b>	<b>1,000</b>	<b>5,000</b>
<b>Growth</b>						
909627 Solid Waste Fleet Growth	0	0	620	0	0	620
<b>Growth Total</b>	<b>0</b>	<b>0</b>	<b>620</b>	<b>0</b>	<b>0</b>	<b>620</b>
<b>Regulatory</b>						
907614 Barnsdale Base Preparation	0	0	1,000	0	0	1,000
907799 Landfill Disposal Stage 5 Development	0	0	0	0	18,000	18,000
910199 Trail Road Landfill - Expansion & Development	0	0	950	0	0	950
910210 Trail Road Gas Collection System Expansion	0	0	1,000	0	0	1,000
<b>Regulatory Total</b>	<b>0</b>	<b>0</b>	<b>2,950</b>	<b>0</b>	<b>18,000</b>	<b>20,950</b>

**City Of Ottawa**  
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**Standing Committee on Environmental Protection, Water and Waste Management - Tax**  
**Capital Funding Summary**  
**In Thousands \$(000's)**

Project Description	Revenues	Gas Tax	Tax Supported/ Dedicated	Develop. Charges	Tax Supported/ Dedicated Debt	Grand Total
<b>Service Enhancements</b>						
909431 Long Term Planning	0	0	1,925	0	0	1,925
<b>Service Enhancements Total</b>	<b>0</b>	<b>0</b>	<b>1,925</b>	<b>0</b>	<b>0</b>	<b>1,925</b>
<b>Solid Waste Total</b>	<b>0</b>	<b>0</b>	<b>9,495</b>	<b>0</b>	<b>19,000</b>	<b>28,495</b>
<b>Grand Total</b>	<b>0</b>	<b>0</b>	<b>14,395</b>	<b>0</b>	<b>19,500</b>	<b>33,895</b>