

2021 Operating Budget Corporate Summary - Elected Officials, Office of the Auditor General

Thousands of dollars

	Budget			Actual			Surplus/(Deficit)		
	Annual Expense	Annual Revenue	Annual Net	Annual Expense	Annual Revenue	Annual Net	Annual Expense	Annual Revenue	Annual Net
Elected Officials	12,758	0	12,758	12,452	0	12,452	306	0	306
Office of the City Auditor General (OAG)	2,161	0	2,161	1,816	(11)	1,805	345	11	356
Total Elected Officials and Office of the Auditor General	14,919	0	14,919	14,268	(11)	14,257	651	11	662

Elected Officials and OAG surpluses are a result of compensation savings due to vacancies and other minor variances.

2021 Operating Budget Corporate Summary - City Clerk's Office

Thousands of dollars

	Budget			Actual			Surplus/(Deficit)		
	Annual Expense	Annual Revenue	Annual Net	Annual Expense	Annual Revenue	Annual Net	Annual Expense	Annual Revenue	Annual Net
City Clerk	470	0	470	779	(113)	666	(309)	113	(196)
Council & Committee Services	2739	0	2739	2,521	0	2,521	218	0	218
Policy & Technical Solution Services	3,712	0	3,712	3,523	0	3,523	189	0	189
Protocol	1,230	0	1,230	1,067	0	1,067	162	0	162
Legislative Services	7,064	(9)	7,055	7,144	(87)	7,057	(80)	78	(1)
French Language Services	3,216	(44)	3,172	3,656	(290)	3,366	(440)	247	(193)
Municipal Election Services	1,210	(597)	613	1,731	(1,118)	613	(521)	521	0
Total City Clerk	19,640	(649)	18,991	20,420	(1,608)	18,812	(780)	959	179

No significant variance to report.

2021 Operating Budget Corporate Summary - Transportation Services Department

Thousands of dollars

	Budget			Actual			Surplus/(Deficit)		
	Annual Expense	Annual Revenue	Annual Net	Annual Expense	Annual Revenue	Annual Net	Annual Expense	Annual Revenue	Annual Net
Rail Construction Program Service	5	(5)	0	0	0	0	5	(5)	0
Total Transportation Services Department	5	(5)	0	0	0	0	5	(5)	0

No significant variance to report.

2021 Operating Budget Corporate Summary - Community and Social Services Department

Thousands of dollars

	Budget			Actual			Surplus/(Deficit)		
	Annual Expense	Annual Revenue	Annual Net	Annual Expense	Annual Revenue	Annual Net	Annual Expense	Annual Revenue	Annual Net
General Manager's Office	429	0	429	428	0	428	2	0	2
Business Support Services	3,709	(350)	3,359	3,399	(295)	3,104	306	(55)	251
Employment and Social Services	261,113	(233,142)	27,971	190,339	(168,735)	21,604	70,775	(64,406)	6,369
Children's Services	167,836	(149,114)	18,722	148,301	(129,579)	18,722	19,535	(19,535)	0
Long Term Care	92,647	(66,358)	26,289	94,731	(68,429)	26,302	(2,084)	2,071	(13)
Housing Services	208,853	(88,313)	120,540	251,405	(138,377)	113,028	(42,552)	50,064	7,512
GREIIRSD	29,231	0	29,231	28,824	(440)	28,384	407	440	847
Social Policy, Research and Analytics	605	0	605	654	0	654	(49)	0	(49)
Human Needs Command Centre	0	0	0	59	(59)	0	(59)	59	0
Total Community and Social Services Department	764,420	(537,277)	227,143	718,139	(505,914)	212,225	46,281	(31,362)	14,919

One-time surpluses in Housing Services of \$7.5 million and in the Gender and Race Equity, Inclusion, Indigenous Relations and Social Development Services (GREIIRSD) of \$800 thousand due to \$57 million of COVID-19 funding from senior levels of government to address community needs during the pandemic, resulting in less municipal funding requirements. The surplus of \$6.4 million in Employment and Social Services (ESS) was due to vacancies and lower demand for employment benefits and other benefits due to federal COVID-19 response benefits. In accordance with the *Housing Reserve By-law 2019-198*, the \$7.5 million surplus in Housing Services will be contributed to the Housing Reserve.

2021 Operating Budget Corporate Summary - Public Works & Environmental Services

Thousands of dollars

	Budget			Actual			Surplus/(Deficit)		
	Annual Expense	Annual Revenue	Annual Net	Annual Expense	Annual Revenue	Annual Net	Annual Expense	Annual Revenue	Annual Net
General Manager's Office	218	0	218	223	0	223	(5)	0	(5)
Business and Technical Services Branch	12,718	(424)	12,294	12,047	(425)	11,622	671	2	673
Parks	38,843	(2)	38,841	40,669	(395)	40,273	(1,826)	394	(1,432)
Forestry Services	19,889	(631)	19,257	19,350	(751)	18,600	539	119	658
Solid Waste Services - Tax	52,337	(18,174)	34,164	55,562	(28,335)	27,227	(3,225)	10,161	6,937
Solid Waste Services - Rate	40,165	(44,826)	(4,662)	37,515	(46,742)	(9,227)	2,650	1,915	4,565
Parking Services	16,952	(16,952)	0	16,952	(16,952)	0	0	0	0
Road Services	121,743	(1,161)	120,582	118,225	(1,640)	116,586	3,518	479	3,996
Traffic Services	61,806	(1,952)	59,854	58,925	(1,529)	57,396	2,881	(423)	2,458
Total Public Works & Environmental Services	364,671	(84,122)	280,549	359,468	(96,768)	262,700	5,202	12,647	17,849

The Roads surplus of \$3.996 million is primarily due to lower cost of \$2.9 million in winter maintenance expenditures due to reduced snow removal costs and less salt usage because of below average number of snowfall/freezing rain events and higher revenues of \$478 thousand from the Rideau River Flood Control (RVCA). Traffic Services has a surplus of \$2.458 million due to vacancies, maintenance savings and savings from fewer red light camera installations. Solid Waste surplus of \$11.502 million is mainly due to increased recycling revenues due to record high commodity prices as well as higher than planned funding for the Blue/Black Box Program. In accordance with the *Solid Waste Reserve By-law* 2019-204, the \$4.565 million surplus in Solid Waste Services will be contributed to the Solid Waste Reserve.

2021 Operating Budget Corporate Summary - City Manager's Office

Thousands of dollars

	Budget			Actual			Surplus/(Deficit)		
	Annual Expense	Annual Revenue	Annual Net	Annual Expense	Annual Revenue	Annual Net	Annual Expense	Annual Revenue	Annual Net
City Manager's Office	2,160	0	2,160	2,078	0	2,078	81	0	81

No significant variance to report.

2021 Operating Budget Corporate Summary - Emergency & Protective Services

Thousands of dollars

	Budget			Actual			Surplus/(Deficit)		
	Annual Expense	Annual Revenue	Annual Net	Annual Expense	Annual Revenue	Annual Net	Annual Expense	Annual Revenue	Annual Net
General Manager Office	415	0	415	560	0	560	(144)	0	(144)
Business Support Services	4,163	0	4,163	6,953	(3,374)	3,579	(2,790)	3,374	584
Security and Emergency Management	8,960	(270)	8,690	8,307	(403)	7,904	653	133	786
Fire Services	174,131	(1,623)	172,508	175,975	(1,709)	174,266	(1,844)	86	(1,758)
Paramedic Service	120,220	(73,815)	46,405	127,538	(77,185)	50,353	(7,318)	3,370	(3,949)
By-Law & Regulatory Services	23,645	(29,467)	(5,822)	23,594	(29,417)	(5,823)	51	(50)	1
Public Policy Development	799	0	799	867	0	867	(68)	0	(68)
Total Emergency & Protective Services	332,333	(105,174)	227,159	343,793	(112,087)	231,706	(11,460)	6,912	(4,548)

The department's net deficit is mainly attributable to Paramedic COVID-19 related expenditures. Anticipated funding for the COVID related expenditures shortfall is expected to be allocated in 2022. Additional deficits related to increased departmental Workplace and Safety Insurance Board (WSIB) costs, partially offset by compensation and discretionary spending savings, and increased revenues for Community Paramedicine Agreements and other Provincial transfers.

2021 Operating Budget Corporate Summary - Recreation, Cultural and Facility Services

Thousands of dollars

	Budget			Actual			Surplus/(Deficit)		
	Annual Expense	Annual Revenue	Annual Net	Annual Expense	Annual Revenue	Annual Net	Annual Expense	Annual Revenue	Annual Net
General Manager's Office	2,190	(1,190)	1,000	4,533	(3,232)	1,301	(2,342)	2,042	(301)
Community Recreation & Cultural Programs	66,993	(24,965)	42,028	54,315	(12,533)	41,782	12,678	(12,432)	246
CW Programs, Aquatics and Specialized Services	77,308	(35,840)	41,468	58,897	(17,541)	41,356	18,411	(18,299)	112
Parks & Facilities Planning	2,195	(485)	1,710	2,049	(327)	1,722	146	(158)	(12)
Business & Technical Support Services	25,400	(2,003)	23,397	24,173	(1,349)	22,823	1,228	(654)	574
Facility Operations Services	36,459	(2,696)	33,763	37,431	(3,755)	33,676	(972)	1,059	87
Total Recreation, Cultural and Facility Services	210,545	(67,179)	143,366	181,397	(38,737)	142,660	29,149	(28,442)	706

The surplus is due to savings in discretionary spending and hydro costs lower than budgeted as rates did not increase as forecasted.

2021 Operating Budget Corporate Summary - Finance Services Department

Thousands of dollars

	Budget			Actual			Surplus/(Deficit)		
	Annual Expense	Annual Revenue	Annual Net	Annual Expense	Annual Revenue	Annual Net	Annual Expense	Annual Revenue	Annual Net
Chief Financial Officer/City Treasurer	543	0	543	1,067	(623)	444	(524)	623	99
Business Support Services	2,064	0	2,064	1,786	0	1,786	278	0	278
Revenue Services	12,158	(6,757)	5,401	11,693	(8,724)	2,969	465	1,967	2,432
Corporate Finance	15,358	0	15,358	15,198	0	15,198	160	0	160
Payroll, Pensions & Benefits	6,998	0	6,998	6,462	0	6,462	536	0	536
Total Finance Services Department	37,121	(6,757)	30,364	36,206	(9,347)	26,859	915	2,590	3,505

Expenditure savings due to vacancies, various discretionary expenditure savings, and additional revenues associated with water and tax billing services contributed to the overall department surplus.

2021 Operating Budget Corporate Summary - Planning, Infrastructure & Economic Development

Thousands of dollars

	Budget			Actual			Surplus/(Deficit)		
	Annual Expense	Annual Revenue	Annual Net	Annual Expense	Annual Revenue	Annual Net	Annual Expense	Annual Revenue	Annual Net
General Manager's Office	333	0	333	268	(1)	267	65	1	66
Right of Way, Heritage and Urban Design	13,521	(12,653)	868	13,903	(14,672)	(769)	(382)	2,018	1,636
Infrastructure Services	5,836	(16)	5,820	5,492	(33)	5,459	343	17	361
Planning Services	12,252	(12,195)	57	12,100	(14,901)	(2,801)	152	2,707	2,858
Transportation Planning	4,546	(55)	4,491	4,277	(142)	4,135	268	87	355
Building Code Services	28,091	(28,531)	(440)	28,833	(29,674)	(841)	(742)	1,143	400
Economic Development and Long-Range Planning	16,131	(129)	16,002	14,960	(155)	14,805	1,171	26	1,197
Business Support Services	2,648	0	2,648	1,834	0	1,834	814	0	814
Corporate Real Estate Office	9,630	(329)	9,301	9,073	(814)	8,259	557	485	1,043
Total Planning, Infrastructure & Economic Development Department	92,988	(53,908)	39,080	90,741	(60,393)	30,348	2,247	6,485	8,732

The departmental expenditure savings are due to gapping from vacancies and one-time financial mitigation strategies implemented in 2021 from a discretionary spending pause. The revenue surplus is largely from building permit, inspection, encroachment, pool enclosure and development fees, and deferred lease payments. The Building Code Services surplus was offset by a contribution to the Building Code Services Stabilization Reserve in accordance with the *Building Code Enforcement Revenue Stabilization Reserve Fund By-law 2006-4*.

2021 Operating Budget Corporate Summary - Innovative Client Services

Thousands of dollars

	Budget			Actual			Surplus/(Deficit)		
	Annual Expense	Annual Revenue	Annual Net	Annual Expense	Annual Revenue	Annual Net	Annual Expense	Annual Revenue	Annual Net
General Manager's Office	663	0	663	2,061	(1,209)	852	(1,398)	1,209	(189)
Business Support Services	2,891	0	2,891	2,236	0	2,236	655	0	655
Service Transformation	3,485	0	3,485	3,469	0	3,469	16	0	16
Public Information & Media Relations	4,364	(250)	4,114	4,154	(1,145)	3,009	210	895	1,105
Human Resources	17,134	(765)	16,369	17,165	(765)	16,400	(31)	0	(31)
Service Ottawa	14,870	(1,304)	13,566	14,346	(948)	13,397	524	(356)	169
Supply Services	5,624	(785)	4,839	7,855	(3,111)	4,744	(2,231)	2,326	95
Information Technology Services	69,164	(480)	68,684	72,951	(3,913)	69,038	(3,787)	3,433	(354)
Fleet Services	4,343	(549)	3,794	5,910	(2,131)	3,780	(1,568)	1,582	14
Legal Services	9,773	0	9,773	10,387	(20)	10,367	(614)	20	(594)
Total Innovative Client Services Department	132,311	(4,133)	128,178	140,535	(13,243)	127,292	(8,224)	9,110	886

The surplus is mainly attributed to savings in compensation due to vacancies, professional services, conferences, and training services partially offset by increased legal fee expenditures.

2021 Operating Budget Corporate Summary - Non-Departmental - Capital Formation Costs

Thousands of dollars

	Budget			Actual			Surplus/(Deficit)		
	Annual Expense	Annual Revenue	Annual Net	Annual Expense	Annual Revenue	Annual Net	Annual Expense	Annual Revenue	Annual Net
Corporate Benefit Provisions	6,723	0	6,723	6,723	0	6,723	0	0	0
Contributions to/from Capital Reserve Fund	140,042	0	140,042	140,042	0	140,042	0	0	0
Contributions to/from Tax Stabilization Reserve	10,161	(2,000)	8,161	10,161	(2,000)	8,161	0	0	0
Endowment Fund	13,000	(13,000)	0	29,675	(29,675)	0	(16,675)	16,675	0
Ottawa Lands Development	5,000	(5,000)	0	(123)	123	0	5,123	(5,123)	0
Sale of Surplus Land	1,500	(1,500)	0	3,487	(3,487)	0	(1,987)	1,987	0
Debt Charges	88,671	(8,343)	80,327	88,187	(8,504)	79,683	484	160	644
Ray Friel	1,111	(709)	402	1,110	0	1,110	0	(709)	(708)
Contribution to Environmental Land Reserve	0	0	0	0	0	0	0	0	0
100 Constellation Lease	6,413	0	6,413	6,411	0	6,411	2	0	2
Total Capital Formation Costs	265,898	(30,552)	235,346	278,950	(43,543)	235,407	(13,053)	12,991	(62)

No significant variance to report.

2021 Operating Budget Corporate Summary - Non-Departmental - Corporate Common Expenditures and Revenues

Thousands of dollars

	Budget			Actual			Surplus/(Deficit)		
	Annual Expense	Annual Revenue	Annual Net	Annual Expense	Annual Revenue	Annual Net	Annual Expense	Annual Revenue	Annual Net
Financial Charges	15,207	0	15,207	10,099	(189)	9,910	5,107	189	5,297
CW Cost Allocations	(59,437)	0	(59,437)	(59,437)	0	(59,437)	0	0	0
Total Corporate Common Expenditures	(44,231)	0	(44,231)	(49,338)	(189)	(49,528)	5,107	189	5,297
Automated Speed Enforcement	0	(6,500)	(6,500)	218	(5,616)	(5,399)	(218)	(884)	(1,101)
Penalty & Interest	0	(16,904)	(16,904)	1,060	(19,654)	(18,595)	(1,060)	2,750	1,691
Investment Income	326	(22,987)	(22,661)	326	(15,334)	(15,008)	0	(7,653)	(7,653)
Hydro Ottawa Dividends	0	(20,000)	(20,000)	26	(20,800)	(20,774)	(26)	800	774
Provincial Offences Act	137	(4,757)	(4,620)	392	(6,802)	(6,411)	(255)	2,046	1,791
Red Light Camera	0	(11,725)	(11,725)	0	(11,725)	(11,725)	0	0	0
Rideau Carleton Raceway	0	(5,600)	(5,600)	0	(5,640)	(5,640)	0	40	40
Lottery Fees	0	(1,004)	(1,004)	0	(1,004)	(1,004)	0	0	0
Municipal Accommodation Tax	18,000	(18,750)	(750)	6,812	(7,538)	(726)	11,188	(11,212)	(24)
Other Miscellaneous Revenue	0	(3,845)	(3,845)	0	(3,892)	(3,892)	0	47	47
Total Corporate Common Revenue	18,463	(112,072)	(93,609)	8,833	(98,006)	(89,173)	9,630	(14,066)	(4,436)

Corporate Common Expenditures and Revenues: The surplus is attributed to lower financial charges in relation to cost of new debt, merchant fees and bank charges, offset with deficits in the Automated Speed Enforcement program due to lower-than-expected revenues driven by lower traffic volumes as a result of the pandemic impacts and shutdowns, and additional deficits within investment income to lower rates of return on investments.

2021 Operating Budget Corporate Summary - Non-Departmental - Tax Related Expenses and Revenues

Thousands of dollars

	Budget			Actual			Surplus/(Deficit)		
	Annual Expense	Annual Revenue	Annual Net	Annual Expense	Annual Revenue	Annual Net	Annual Expense	Annual Revenue	Annual Net
Supplemental Assessment	0	(18,764)	(18,764)	0	(22,205)	(22,205)	0	3,441	3,441
Payment-in-lieu of Taxation	0	(110,021)	(110,021)	0	(104,241)	(104,241)	0	(5,780)	(5,780)
Public Institutions	0	(4,456)	(4,456)	0	(4,542)	(4,542)	0	85	85
Tax Rebates & Remissions	15,536	0	15,536	21,774	0	21,774	(6,238)	0	(6,238)
Property Assessment	9,055	0	9,055	9,068	0	9,068	(13)	0	(13)
Property Tax Revenue	0	(1,133,460)	(1,133,460)	0	(1,133,460)	(1,133,460)	0	0	0
Total Tax Related Exp & Revenue	24,591	(1,266,702)	(1,242,111)	30,842	(1,264,448)	(1,233,607)	(6,251)	(2,254)	(8,504)

Payment-in-lieu of Taxation (PILT): The deficit is mainly due to corporations paying a reduced education rate and reduced Airport PILT revenue due to decreased passenger count. Some of the Federal Corporations chose not to pay at the legislated PILT BET rate and paid their PILTs using the reduced rate that was approved to help businesses struggling due to the COVID-19 pandemic.

Supplementary Assessment: This surplus is due to high residential property growth and the City's joint effort to send electronic building plans to the Municipal Property Assessment Corporation (MPAC) to support growth, resulting in increased supplementary tax revenue.

Tax Rebates and Remissions: The deficit is due to the settlement of multiple year high value property appeals that settled concurrently as part of the Assessment Review Board's (ARB) schedule resulting in higher tax remission expenditures.

2021 Operating Budget Corporate Summary - External Boards, Commissions and Agencies

Thousands of dollars

	Budget			Actual			Surplus/(Deficit)		
	Annual Expense	Annual Revenue	Annual Net	Annual Expense	Annual Revenue	Annual Net	Annual Expense	Annual Revenue	Annual Net
Crime Prevention Centre	1,154	0	1,154	1,086	0	1,086	68	0	68
Committee of Adjustment	1,520	(1,520)	0	1,390	(1,561)	(171)	130	41	171
Public Health	99,447	(74,626)	24,821	156,595	(131,774)	24,821	(57,147)	57,148	0
Conservation Authority	14,269	(14,269)	0	14,625	(14,536)	89	(356)	267	(89)
Transit Services	773,408	(773,408)	(0)	810,882	(825,942)	(15,060)	(37,474)	52,534	15,060
Police Services	377,613	(377,613)	(0)	383,501	(375,416)	8,085	(5,888)	(2,197)	(8,085)
Library Services	56,081	(56,081)	0	50,795	(56,039)	(5,244)	5,286	(42)	5,244
Total External Boards, Commissions and Agencies	1,323,493	(1,297,518)	25,975	1,418,874	(1,405,268)	13,605	(95,381)	107,750	12,369

Transit Services: The Transit Services Department’s operating budget, which falls under the Transit Commission’s mandate, resulted in an \$18.154 million surplus in 2021. Once the various transit taxation related accounts are allocated to the business area, the result is an overall \$15.060 million surplus for the year. The surplus is mainly attributable to reduced compensation expenditures from vacancies and to lower O-Train service maintenance costs due to performance provisions outlined in the RTM Project Agreement, and these savings were partially offset by reduced fare revenues during December 2021, the month when Council approved that no fares would be charged. Provincial “Transit Safe Restart” funding covered COVID-19 related expenditures and fare revenue losses resulting from reduced system ridership during the full year.

Ottawa Police Services (OPS): The OPS deficit of \$5.238 million is mainly driven by the labour relations job evaluation settlement in the fourth quarter of 2021. OPS will self-fund this deficit through refinancing capital project 903447 South Facility with debt and returning reserve funding to the OPS General Reserve as detailed in Document 5. The OPS taxation related accounts result in a deficit of \$2.846 million due to increased remissions and rebates. The taxation related deficit will be funded by the Tax Stabilization Reserve.

Ottawa Public Library (OPL) Services: This surplus is driven by savings in compensation and general expenditures because of facility closures due to COVID-19. Once the various Library taxation related accounts are allocated to the business area, the result is an overall \$5.244 million surplus that will be contributed to the Library Reserve. As previously approved by the OPL Board, in the Ādisōke – Project Update and Funding Strategy Report (OPLB-2021-1001) on October 19, 2021, \$4 million of the \$5.244 million surplus will be contributed to the OPL/City Portion of the OPL and Archives Canada Joint Facility Project.

2021 Operating Budget Corporate Summary - Rate Supported Programs

Thousands of dollars

	Budget			Actual			Surplus/(Deficit)		
	Annual Expense	Annual Revenue	Annual Net	Annual Expense	Annual Revenue	Annual Net	Annual Expense	Annual Revenue	Annual Net
Drinking Water Services	193,691	(193,691)	0	190,862	(194,964)	(4,103)	2,829	1,273	4,103
Wastewater Services	161,982	(161,982)	(0)	161,018	(161,036)	(19)	964	(945)	19
Stormwater Services	64,048	(64,048)	(0)	65,083	(65,573)	(490)	(1,036)	1,526	490
Total Rate Supported Program	419,720	(419,720)	(0)	416,963	(421,574)	(4,611)	2,758	1,854	4,611

Drinking Water Services: The surplus is mainly due to savings from vacancies, savings in utility costs and reduced repair costs because of fewer water main breaks. This was partially offset with decreased revenues due to a shift of consumption between tiers.

Wastewater Services: The surplus is mainly due to increased recoveries from Stormwater Services performed on the stormwater systems. This was partially offset by reduced revenues due to a shift of consumption between rate tiers.

Stormwater Services: The surplus is mainly driven by higher revenues due to higher growth on the number of properties which was partially offset by increased maintenance on the stormwater system.