



# BUDGET 2021

Investing in our community.  
Moving Ottawa forward.

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## 2021 Adopted Tax and Rate Supported Budget

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**City of Ottawa**  
**Expenditures & Revenue Summary by Category - Tax and Rate Supported**  
**In Thousands (\$000)**

	2019	2020		2021	\$ Change over 2020 Budget
	Actual	Actuals	Budget	Adopted	
<b>Expenditures by Category</b>					
Salaries, Wages	1,328,141	1,381,058	1,342,902	1,430,587	87,685
Overtime	84,589	58,186	50,630	49,398	-1,232
Benefits / Allowances					
Statutory	86,490	88,246	91,163	94,772	3,609
OMERS	126,414	127,050	132,120	136,646	4,526
Group Insurance	104,253	108,123	111,023	115,919	4,896
Compensation	1,729,887	1,762,663	1,727,838	1,827,322	99,484
Material & Services	609,783	621,462	603,683	643,667	39,984
Transfers/Grants/Financial Charges	1,485,932	1,445,760	1,459,677	1,495,323	35,646
Fleet Costs	83,927	82,092	78,925	80,200	1,275
Program Facility Costs	125,989	115,755	126,955	132,123	5,168
Other Internal Costs	126,957	249,586	141,039	145,064	4,025
<b>Gross Expenditures</b>	<b>4,162,475</b>	<b>4,277,318</b>	<b>4,138,117</b>	<b>4,323,699</b>	<b>185,582</b>
Recoveries & Allocations	-435,720	-532,195	-369,836	-375,762	-5,926
<b>Net Expenditure</b>	<b>3,726,755</b>	<b>3,745,123</b>	<b>3,768,281</b>	<b>3,947,937</b>	<b>179,656</b>
<b>Revenues by Category</b>					
Federal	-155,199	-113,074	-84,394	-84,565	-171
Provincial	-624,437	-767,940	-626,271	-751,712	-125,441
Own Funds	-92,232	-99,610	-98,455	-97,390	1,065
Fees and Services	-859,530	-712,350	-890,773	-833,657	57,116
Fines	-37,157	-33,362	-34,808	-43,808	-9,000
Other	-26,437	-29,980	-29,721	-53,615	-23,894
Property Taxes	-1,688,352	-1,776,318	-1,772,318	-1,851,228	-78,910
Investment Income	-56,922	-54,376	-52,962	-56,062	-3,100
Development Charges	-9,200	-9,688	-9,688	-7,009	2,679
Payment-in-lieu of taxation	-174,656	-169,798	-168,891	-168,891	0
<b>Total Revenue</b>	<b>-3,724,122</b>	<b>-3,766,496</b>	<b>-3,768,281</b>	<b>-3,947,937</b>	<b>-179,656</b>
<b>Net Requirement</b>	<b>2,633</b>	<b>-21,373</b>	<b>0</b>	<b>0</b>	<b>0</b>

**City of Ottawa**  
**Expenditures & Revenue Summary by Category - Tax Supported**  
**In Thousands (\$000)**

	2019	2020		2021	\$ Change over 2020 Budget
	Actual	Actuals	Budget	Adopted	
<b>Expenditures by Category</b>					
Salaries, Wages & Benefits	1,585,592	1,641,210	1,615,543	1,714,458	98,915
Overtime	82,013	56,245	47,723	46,432	-1,291
Material & Services	560,327	571,868	552,903	595,483	42,580
Transfers/Grants/Financial Charges	1,270,449	1,231,250	1,233,044	1,255,724	22,680
Fleet Costs	79,107	77,256	73,892	75,122	1,230
Program Facility Costs	125,989	115,910	126,955	132,123	5,168
Other Internal Costs	52,317	180,616	46,249	47,679	1,430
<b>Gross Expenditures</b>	<b>3,755,794</b>	<b>3,874,355</b>	<b>3,696,309</b>	<b>3,867,021</b>	<b>170,712</b>
Recoveries & Allocations	-417,058	-503,726	-330,221	-336,147	-5,926
<b>Net Expenditure</b>	<b>3,338,736</b>	<b>3,370,629</b>	<b>3,366,088</b>	<b>3,530,874</b>	<b>164,786</b>
<b>Revenues by Category</b>					
Federal	-155,199	-113,116	-84,394	-84,565	-171
Provincial	-624,246	-793,695	-626,126	-751,567	-125,441
Own Funds	-85,562	-89,058	-91,489	-90,429	1,060
Fees and Services	-488,203	-317,056	-494,984	-420,277	74,707
Fines	-37,157	-29,038	-34,808	-43,808	-9,000
Other	-26,437	-14,589	-30,428	-57,038	-26,610
Property Taxes	-1,688,352	-1,776,318	-1,772,318	-1,851,228	-78,910
Investment Income	-56,922	-54,376	-52,962	-56,062	-3,100
Development Charges	-9,200	-9,688	-9,688	-7,009	2,679
Payment-in-lieu of taxation	-174,656	-169,798	-168,891	-168,891	0
<b>Total Revenue</b>	<b>-3,345,934</b>	<b>-3,366,732</b>	<b>-3,366,088</b>	<b>-3,530,874</b>	<b>-164,786</b>
<b>Net Requirement</b>	<b>-7,198</b>	<b>3,897</b>	<b>0</b>	<b>0</b>	<b>0</b>

**City of Ottawa**  
**Expenditures & Revenue Summary by Category - Rate Supported**  
**In Thousands (\$000)**

	2019	2020		201	\$ Change over 2020 Budget
	Actual	Actuals	Budget	Adopted	
<b>Expenditures by Category</b>					
Salaries, Wages & Benefits	57,653	61,105	61,665	63,466	1,801
Overtime	2,577	1,835	2,907	2,966	59
Material & Services	49,415	50,679	50,780	50,900	120
Transfers/Grants/Financial Charges	215,470	225,841	226,575	239,541	12,966
Fleet Costs	4,820	4,856	5,033	5,078	45
Program Facility Costs	0	0	0	0	0
Other Internal Costs	74,640	73,772	72,583	75,178	2,595
<b>Gross Expenditures</b>	<b>404,575</b>	<b>418,088</b>	<b>419,543</b>	<b>437,129</b>	<b>17,586</b>
Recoveries & Allocations	-18,662	-21,244	-17,408	-17,408	0
<b>Net Expenditure</b>	<b>385,913</b>	<b>396,844</b>	<b>402,135</b>	<b>419,721</b>	<b>17,586</b>
<b>Revenues by Category</b>					
Federal	0	0	0	0	0
Provincial	-191	-219	-145	-145	0
Own Funds	-6,670	-6,201	-6,201	-6,196	5
Fees and Services	-371,327	-394,153	-395,789	-413,380	-17,591
Fines	0	0	0	0	0
Other	0	0	0	0	0
Property Taxes	0	0	0	0	0
Investment Income	0	0	0	0	0
Development Charges	0	0	0	0	0
Payment-in-lieu of taxation	0	0	0	0	0
<b>Total Revenue</b>	<b>-378,188</b>	<b>-400,573</b>	<b>-402,135</b>	<b>-419,721</b>	<b>-17,586</b>
<b>Net Requirement</b>	<b>7,725</b>	<b>-3,729</b>	<b>0</b>	<b>0</b>	<b>0</b>

City of Ottawa  
Operating Summary by Committee  
In Thousands (\$000)  
Net of Recoveries and After Inter-departmental Allocations

	2020						2021			\$ Change over 2020 Net Budget
	Actuals			Budget			Adopted			
	Expense	Revenue	Net	Expense	Revenue	Net	Expense	Revenue	Net	
<b>Agriculture &amp; Rural Affairs Committee</b>										
Development Review Process Rural	1,682	0	1,682	1,817	0	1,817	1,869	0	1,869	52
Rural Affairs	1,069	0	1,069	1,085	0	1,085	1,090	0	1,090	5
<b>Total</b>	<b>2,751</b>	<b>0</b>	<b>2,751</b>	<b>2,902</b>	<b>0</b>	<b>2,902</b>	<b>2,959</b>	<b>0</b>	<b>2,959</b>	<b>57</b>
<b>Audit Committee</b>										
Office of the Auditor General and External Audit Fees	2,327	0	2,327	2,324	0	2,324	2,389	0	2,389	65
<b>Total</b>	<b>2,327</b>	<b>0</b>	<b>2,327</b>	<b>2,324</b>	<b>0</b>	<b>2,324</b>	<b>2,389</b>	<b>0</b>	<b>2,389</b>	<b>65</b>
<b>Community &amp; Protective Services Committee</b>										
GM's Office & Business & Technical Support Services - Emergency & Protective Services	4,293	-66	4,227	4,388	0	4,388	4,578	0	4,578	190
Security & Emergency Management	8,160	-526	7,634	8,523	-270	8,253	8,960	-270	8,690	437
Fire Services	169,580	-1,775	167,805	168,856	-1,208	167,648	174,131	-1,623	172,508	4,860
Paramedic Service	117,664	-70,286	47,378	108,353	-64,568	43,785	118,653	-72,248	46,405	2,620
By-law and Regulatory Services	22,428	-29,192	-6,764	23,098	-29,467	-6,369	23,645	-29,467	-5,822	547
Public Policy Development	975	0	975	784	0	784	799	0	799	15
GM's Office & Business Support Services - Community & Social Services	4,391	-131	4,260	4,275	0	4,275	4,730	-350	4,380	105
Employment and Social Services	224,177	-196,907	27,270	259,429	-229,959	29,470	257,941	-229,959	27,982	-1,488
Children's Services	163,788	-146,091	17,697	164,002	-146,079	17,923	165,221	-146,499	18,722	799
Housing Services	222,657	-111,573	111,084	178,472	-68,866	109,606	190,613	-78,621	111,992	2,386
Long Term Care	91,820	-68,522	23,298	77,091	-53,238	23,853	92,648	-66,358	26,290	2,437
Partner & Stakeholder Initiatives	27,180	-676	26,504	28,029	0	28,029	28,519	0	28,519	490
GM's Office & Business Support Services - Recreation, Cultural and Facility Services	29,029	-19,332	9,697	26,278	-2,543	23,735	27,412	-3,193	24,219	484
Community Recreation and Cultural Programs	85,527	-16,932	68,595	110,496	-51,193	59,303	110,331	-48,252	62,079	2,776
City Wide Programs, Aquatics and Specialized Services	26,767	-4,443	22,324	34,150	-13,397	20,753	34,194	-12,553	21,641	888
Parks & Facilities Planning	1,969	-363	1,606	2,152	-485	1,667	2,202	-485	1,717	50
Facility Operations Services	35,442	-1,727	33,715	33,667	-2,231	31,436	35,741	-2,786	32,955	1,519
Parks	38,340	-289	38,051	38,543	-316	38,227	39,258	-316	38,942	715
<b>Total</b>	<b>1,274,187</b>	<b>-668,831</b>	<b>605,356</b>	<b>1,270,586</b>	<b>-663,820</b>	<b>606,766</b>	<b>1,319,576</b>	<b>-692,980</b>	<b>626,596</b>	<b>19,830</b>

City of Ottawa  
Operating Summary by Committee  
In Thousands (\$000)

Net of Recoveries and After Inter-departmental Allocations

	2020						2021			\$ Change over 2020 Net Budget
	Actuals			Budget			Adopted			
	Expense	Revenue	Net	Expense	Revenue	Net	Expense	Revenue	Net	
<b>Standing Committee on Environmental Protection, Water and Waste Management</b>										
Infrastructure Services	7,734	-68	7,666	7,213	-16	7,197	7,608	-16	7,592	395
Resiliency and Natural Systems	1,702	0	1,702	1,875	0	1,875	1,912	0	1,912	37
Solid Waste Services	88,359	-62,036	26,323	83,619	-58,080	25,539	92,279	-63,000	29,279	3,740
Forestry Services	17,598	1,197	18,795	19,204	-251	18,953	19,889	-631	19,258	305
<b>Total</b>	<b>115,393</b>	<b>-60,907</b>	<b>54,486</b>	<b>111,911</b>	<b>-58,347</b>	<b>53,564</b>	<b>121,688</b>	<b>-63,647</b>	<b>58,041</b>	<b>4,477</b>
<b>Finance &amp; Economic Development Committee</b>										
Elected Officials	12,295	0	12,295	12,453	0	12,453	12,758	0	12,758	305
City Clerk	20,642	-1,592	19,050	19,969	-1,028	18,941	19,640	-649	18,991	50
City Solicitor	10,014	-26	9,988	9,503	0	9,503	9,773	0	9,773	270
City Manager's Office	1,995	0	1,995	2,135	0	2,135	2,160	0	2,160	25
Rail Construction Program Service	0	0	0	5	-5	0	5	-5	0	0
GM's Office & Business Support and Technical Services - Planning, Infrastructure & Economic Development	2,736	-3	2,733	2,980	0	2,980	2,850	0	2,850	-130
Economic Development and Long Range Planning	9,582	-239	9,343	9,634	0	9,634	9,814	-125	9,689	55
GM's Office & Business Support Services - Innovative Client Services	2,764	0	2,764	3,464	0	3,464	3,554	0	3,554	90
Service Transformation	3,039	0	3,039	3,572	0	3,572	3,587	0	3,587	15
Public Information & Media Relations	3,930	0	3,930	4,069	0	4,069	4,364	-250	4,114	45
Human Resources	17,001	-765	16,236	17,192	-765	16,427	17,567	-765	16,802	375
Service Ottawa	12,864	-770	12,094	14,570	-1,304	13,266	14,870	-1,304	13,566	300
Chief Financial Officer/Treasurer & Business Support Services - Finance Services	2,169	0	2,169	2,518	0	2,518	2,528	0	2,528	10
Revenue Services	13,225	-6,913	6,312	14,182	-6,257	7,925	12,112	-6,757	5,355	-2,570
Corporate Finance	14,284	0	14,284	14,909	0	14,909	15,254	0	15,254	345
Payroll, Pensions & Benefits Service	6,642	0	6,642	6,858	0	6,858	6,998	0	6,998	140
Supply Services	6,739	-2,088	4,651	5,454	-785	4,669	5,624	-785	4,839	170
Corporate Real Estate Office	8,267	-219	8,048	10,363	-319	10,044	10,438	-329	10,109	65
Non Departmental	347,655	-2,146,021	-1,798,366	385,692	-2,178,040	-1,792,348	391,705	-2,262,254	-1,870,549	-78,201
<b>Total</b>	<b>495,843</b>	<b>-2,158,636</b>	<b>-1,662,793</b>	<b>539,522</b>	<b>-2,188,503</b>	<b>-1,648,981</b>	<b>545,601</b>	<b>-2,273,223</b>	<b>-1,727,622</b>	<b>-78,641</b>

City of Ottawa  
Operating Summary by Committee  
In Thousands (\$000)  
Net of Recoveries and After Inter-departmental Allocations

	2020						2021			\$ Change over 2020 Net Budget
	Actuals			Budget			Adopted			
	Expense	Revenue	Net	Expense	Revenue	Net	Expense	Revenue	Net	
<b>Information Technology Sub-Committee</b>										
Information Technology	69,044	-1,945	67,099	67,290	0	67,290	69,290	-480	68,810	1,520
<b>Total</b>	<b>69,044</b>	<b>-1,945</b>	<b>67,099</b>	<b>67,290</b>	<b>0</b>	<b>67,290</b>	<b>69,290</b>	<b>-480</b>	<b>68,810</b>	<b>1,520</b>
<b>Planning Committee</b>										
Right of Way, Heritage and Urban Design	12,787	-13,852	-1,065	12,791	-12,255	536	13,391	-12,530	861	325
Planning Services	9,074	-12,584	-3,510	9,930	-11,039	-1,109	10,383	-12,194	-1,811	-702
Building Code Services - OBC	25,135	-25,738	-603	27,541	-27,981	-440	28,091	-28,531	-440	0
Long Range Planning	2,221	-4	2,217	3,069	-4	3,065	3,314	-4	3,310	245
Affordable Housing	1,498	0	1,498	1,498	0	1,498	8,548	0	8,548	7,050
<b>Total</b>	<b>50,715</b>	<b>-52,178</b>	<b>-1,463</b>	<b>54,829</b>	<b>-51,279</b>	<b>3,550</b>	<b>63,727</b>	<b>-53,259</b>	<b>10,468</b>	<b>6,918</b>
<b>Transportation Committee</b>										
GM's Office & Business Support Services - Public Works & Environmental Services	11,162	-69	11,093	11,126	-34	11,092	11,386	-34	11,352	260
Roads Services	118,940	-2,323	116,617	118,902	-1,146	117,756	121,717	-1,161	120,556	2,800
Parking Services	16,852	-16,852	0	16,863	-16,852	11	16,952	-16,952	0	-11
Traffic Services	52,257	-1,244	51,013	54,563	-1,932	52,631	61,368	-1,952	59,416	6,785
Transportation Planning	4,433	-55	4,378	4,436	-55	4,381	4,546	-55	4,491	110
Fleet Services	4,437	-720	3,717	4,258	-549	3,709	4,343	-549	3,794	85
<b>Total</b>	<b>208,081</b>	<b>-21,263</b>	<b>186,818</b>	<b>210,148</b>	<b>-20,568</b>	<b>189,580</b>	<b>220,312</b>	<b>-20,703</b>	<b>199,609</b>	<b>10,029</b>
<b>Total City Operations</b>	<b>2,218,341</b>	<b>-2,963,760</b>	<b>-745,419</b>	<b>2,259,512</b>	<b>-2,982,517</b>	<b>-723,005</b>	<b>2,345,542</b>	<b>-3,104,292</b>	<b>-758,750</b>	<b>-35,745</b>
<b>Boards, Agencies and Commissions</b>										
Committee of Adjustment	1,190	-1,220	-30	1,450	-1,450	0	1,520	-1,520	0	0
Crime Prevention	1,087	0	1,087	1,109	0	1,109	1,154	0	1,154	45
Ottawa Public Health	90,038	-66,377	23,661	74,367	-50,706	23,661	98,076	-73,255	24,821	1,160
Ottawa Public Library	47,787	-1,865	45,922	54,986	-2,785	52,201	56,081	-1,750	54,331	2,130
Ottawa Police Service	356,983	-37,755	319,228	357,790	-38,567	319,223	370,914	-38,446	332,468	13,245
Transit Commission	632,853	-294,946	337,907	616,932	-290,121	326,811	654,929	-308,953	345,976	19,165
<b>Total Boards, Agencies and Commissions</b>	<b>1,129,938</b>	<b>-402,163</b>	<b>727,775</b>	<b>1,106,634</b>	<b>-383,629</b>	<b>723,005</b>	<b>1,182,674</b>	<b>-423,924</b>	<b>758,750</b>	<b>35,745</b>
<b>Total Tax Supported Program</b>	<b>3,348,279</b>	<b>-3,365,923</b>	<b>-17,644</b>	<b>3,366,146</b>	<b>-3,366,146</b>	<b>0</b>	<b>3,528,216</b>	<b>-3,528,216</b>	<b>0</b>	<b>0</b>

City of Ottawa  
 Operating Summary by Committee  
 In Thousands (\$000)

Net of Recoveries and After Inter-departmental Allocations

	2020						2021			\$ Change over 2020 Net Budget
	Actuals			Budget			Adopted			
	Expense	Revenue	Net	Expense	Revenue	Net	Expense	Revenue	Net	
<b>Rate Supported Program</b>										
Drinking Water Services	183,834	-188,193	-4,359	188,479	-188,479	0	193,691	-193,691	0	0
Wastewater Services	153,556	-153,362	194	156,198	-156,198	0	161,982	-161,982	0	0
Stormwater Services	59,454	-59,018	436	57,458	-57,458	0	64,048	-64,048	0	0
<b>Total Rate Supported Program</b>	<b>396,844</b>	<b>-400,573</b>	<b>-3,729</b>	<b>402,135</b>	<b>-402,135</b>	<b>0</b>	<b>419,721</b>	<b>-419,721</b>	<b>0</b>	<b>0</b>
<b>Total Tax and Rate Supported Pr</b>	<b>3,745,123</b>	<b>-3,766,496</b>	<b>-21,373</b>	<b>3,768,281</b>	<b>-3,768,281</b>	<b>0</b>	<b>3,947,937</b>	<b>-3,947,937</b>	<b>0</b>	<b>0</b>

City of Ottawa  
 Operating Budget Changes  
 In Thousands (\$000)

Net of Recoveries and After Inter-departmental Allocations

	2020 Baseline		2021 Adjustments						2021	\$ Change over 2020 Budget
	Budget	Adj. to Base Budget	Maintain Services	New Services	Growth	COVID-19	Service Initiatives / Savings	User Fees & Revenues	Adopted	
<b>Agriculture &amp; Rural Affairs Committee</b>										
Development Review Process Rural	1,817	0	52	0	0	0	0	0	1,869	52
Rural Affairs	1,085	0	5	0	0	0	0	0	1,090	5
<b>Total</b>	<b>2,902</b>	<b>0</b>	<b>57</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,959</b>	<b>57</b>
<b>Audit Committee</b>										
Office of the Auditor General and External Audit Fees	2,324	0	65	0	0	0	0	0	2,389	65
<b>Total</b>	<b>2,324</b>	<b>0</b>	<b>65</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,389</b>	<b>65</b>
<b>Community &amp; Protective Services Committee</b>										
GM's Office & Business & Technical Support Services - Emergency & Protective Services	4,388	0	190	0	0	0	0	0	4,578	190
Security & Emergency Management	8,253	0	437	0	0	0	0	0	8,690	437
Fire Services	167,648	0	4,875	0	0	0	0	-15	172,508	4,860
Paramedic Service	43,785	-265	2,305	0	1,250	0	0	-670	46,405	2,620
By-law and Regulatory Services	-6,369	0	547	0	0	0	0	0	-5,822	547
Public Policy Development	784	0	15	0	0	0	0	0	799	15
GM's Office & Business Support Services - Community & Social Services	4,275	0	105	0	0	0	0	0	4,380	105
Employment and Social Services	29,470	-440	-1,048	0	0	0	0	0	27,982	-1,488
Children's Services	17,923	0	899	0	0	0	0	-100	18,722	799
Housing Services	109,606	0	2,386	0	0	0	0	0	111,992	2,386
Long Term Care	23,853	-1,250	2,547	0	0	0	0	1,140	26,290	2,437
Partner & Stakeholder Initiatives	28,029	-600	1,040	0	50	0	0	0	28,519	490
GM's Office & Business Support Services - Recreation, Cultural and Facility Services	23,735	-50	534	0	0	0	0	0	24,219	484
Community Recreation and Cultural Programs	59,303	0	3,176	0	0	0	0	-400	62,079	2,776
City Wide Programs, Aquatics and Specialized Services	20,753	0	988	0	0	0	0	-100	21,641	888
Parks & Facilities Planning	1,667	0	50	0	0	0	0	0	1,717	50
Facility Operations Services	31,436	655	464	0	400	0	0	0	32,955	1,519
Parks	38,227	0	715	0	0	0	0	0	38,942	715
<b>Total</b>	<b>606,766</b>	<b>-1,950</b>	<b>20,225</b>	<b>0</b>	<b>1,700</b>	<b>0</b>	<b>0</b>	<b>-145</b>	<b>626,596</b>	<b>19,830</b>

City of Ottawa  
 Operating Budget Changes  
 In Thousands (\$000)

Net of Recoveries and After Inter-departmental Allocations

	2020 Baseline		2021 Adjustments						2021	\$ Change over 2020 Budget
	Budget	Adj. to Base Budget	Maintain Services	New Services	Growth	COVID-19	Service Initiatives / Savings	User Fees & Revenues	Adopted	
<b>Standing Committee on Environmental Protection, Water and Waste Management</b>										
Infrastructure Services	7,197	0	395	0	0	0	0	0	7,592	395
Resiliency and Natural Systems Policy	1,875	0	37	0	0	0	0	0	1,912	37
Solid Waste Services	25,539	0	8,660	0	-215	0	0	-4,705	29,279	3,740
Forestry Services	18,953	0	305	0	0	0	0	0	19,258	305
<b>Total</b>	<b>53,564</b>	<b>0</b>	<b>9,397</b>	<b>0</b>	<b>-215</b>	<b>0</b>	<b>0</b>	<b>-4,705</b>	<b>58,041</b>	<b>4,477</b>
<b>Finance &amp; Economic Development Committee</b>										
Elected Officials	12,453	0	305	0	0	0	0	0	12,758	305
City Clerk	18,941	-400	450	0	0	0	0	0	18,991	50
City Solicitor	9,503	0	270	0	0	0	0	0	9,773	270
City Manager's Office	2,135	0	25	0	0	0	0	0	2,160	25
GM's Office & Business Support and Technical Services - Planning, Infrastructure & Economic Development	2,980	-180	50	0	0	0	0	0	2,850	-130
Economic Development and Long Range Planning	9,634	0	55	0	0	0	0	0	9,689	55
GM's Office & Business Support Services - Innovative Client Services	3,464	0	90	0	0	0	0	0	3,554	90
Service Transformation	3,572	0	15	0	0	0	0	0	3,587	15
Public Information & Media Relations	4,069	0	45	0	0	0	0	0	4,114	45
Human Resources	16,427	0	375	0	0	0	0	0	16,802	375
Service Ottawa	13,266	0	300	0	0	0	0	0	13,566	300
Chief Financial Officer/Treasurer & Business Support Services - Finance Services	2,518	0	10	0	0	0	0	0	2,528	10
Revenue Services	7,925	0	-2,070	0	0	0	0	-500	5,355	-2,570
Corporate Finance	14,909	0	345	0	0	0	0	0	15,254	345
Payroll, Pensions & Benefits Service	6,858	0	140	0	0	0	0	0	6,998	140
Supply Services	4,669	0	170	0	0	0	0	0	4,839	170
Corporate Real Estate Office	10,044	0	75	0	0	0	0	-10	10,109	65
Non Departmental	-1,792,348	129	-51,580	0	-26,750	0	0	0	-1,870,549	-78,201
<b>Total</b>	<b>-1,648,981</b>	<b>-451</b>	<b>-50,930</b>	<b>0</b>	<b>-26,750</b>	<b>0</b>	<b>0</b>	<b>-510</b>	<b>-1,727,622</b>	<b>-78,641</b>

City of Ottawa  
Operating Budget Changes  
In Thousands (\$000)  
Net of Recoveries and After Inter-departmental Allocations

	2020 Baseline		2021 Adjustments						2021	\$ Change over 2020 Budget
	Budget	Adj. to Base Budget	Maintain Services	New Services	Growth	COVID-19	Service Initiatives / Savings	User Fees & Revenues	Adopted	
<b>Information Technology Sub-Committee</b>										
Information Technology	67,290	0	1,520	0	0	0	0	0	68,810	1,520
<b>Total</b>	<b>67,290</b>	<b>0</b>	<b>1,520</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>68,810</b>	<b>1,520</b>
<b>Planning Committee</b>										
Right of Way, Heritage and Urban Design	536	0	600	0	0	0	0	-275	861	325
Planning Services	-1,109	0	453	0	0	0	0	-1,155	-1,811	-702
Building Code Services - OBC	-440	0	550	0	0	0	0	-550	-440	0
Long Range Planning	3,065	0	60	0	185	0	0	0	3,310	245
Affordable Housing	1,498	0	50	0	7,000	0	0	0	8,548	7,050
<b>Total</b>	<b>3,550</b>	<b>0</b>	<b>1,713</b>	<b>0</b>	<b>7,185</b>	<b>0</b>	<b>0</b>	<b>-1,980</b>	<b>10,468</b>	<b>6,918</b>
<b>Transportation Committee</b>										
GM's Office & Business Support Services - Public Works & Environmental Services	11,092	0	260	0	0	0	0	0	11,352	260
Roads Services	117,756	-250	3,065	0	0	0	0	-15	120,556	2,800
Parking Services	11	-11	100	0	0	0	0	-100	0	-11
Traffic Services	52,631	-1,500	5,930	0	2,375	0	0	-20	59,416	6,785
Transportation Planning	4,381	0	110	0	0	0	0	0	4,491	110
Fleet Services	3,709	0	85	0	0	0	0	0	3,794	85
<b>Total</b>	<b>189,580</b>	<b>-1,761</b>	<b>9,550</b>	<b>0</b>	<b>2,375</b>	<b>0</b>	<b>0</b>	<b>-135</b>	<b>199,609</b>	<b>10,029</b>
<b>Total City Operations</b>	<b>-723,005</b>	<b>-4,162</b>	<b>-8,403</b>	<b>0</b>	<b>-15,705</b>	<b>0</b>	<b>0</b>	<b>-7,475</b>	<b>-758,750</b>	<b>-35,745</b>
<b>Boards, Agencies and Commissions</b>										
Committee of Adjustment	0	0	70	0	0	0	0	-70	0	0
Crime Prevention	1,109	0	45	0	0	0	0	0	1,154	45
Ottawa Public Health	23,661	0	1,160	0	0	0	0	0	24,821	1,160
Ottawa Public Library	52,201	0	1,095	0	0	0	0	1,035	54,331	2,130
Ottawa Police Service	319,223	2,400	8,951	852	3,914	0	-2,722	-150	332,468	13,245
Transit Commission	326,811	1,790	23,150	0	0	0	0	-5,775	345,976	19,165
<b>Total Boards, Agencies and Commissions</b>	<b>723,005</b>	<b>4,190</b>	<b>34,471</b>	<b>852</b>	<b>3,914</b>	<b>0</b>	<b>-2,722</b>	<b>-4,960</b>	<b>758,750</b>	<b>35,745</b>
<b>Total Tax Supported Program</b>	<b>0</b>	<b>28</b>	<b>26,068</b>	<b>852</b>	<b>-11,791</b>	<b>0</b>	<b>-2,722</b>	<b>-12,435</b>	<b>0</b>	<b>0</b>

City of Ottawa  
 Operating Budget Changes  
 In Thousands (\$000)

Net of Recoveries and After Inter-departmental Allocations

	2020 Baseline		2021 Adjustments						2021	\$ Change over 2020 Budget
	Budget	Adj. to Base Budget	Maintain Services	New Services	Growth	COVID-19	Service Initiatives / Savings	User Fees & Revenues	Adopted	
<b>Rate Supported Program</b>										
Drinking Water Services	0	0	5,022	0	195	0	0	-5,217	0	0
Wastewater Services	0	0	5,584	0	200	0	0	-5,784	0	0
Stormwater Services	0	0	6,590	0	0	0	0	-6,590	0	0
<b>Total Rate Supported Program</b>	<b>0</b>	<b>0</b>	<b>17,196</b>	<b>0</b>	<b>395</b>	<b>0</b>	<b>0</b>	<b>-17,591</b>	<b>0</b>	<b>0</b>
<b>Total Tax and Rate Supported Program</b>	<b>0</b>	<b>28</b>	<b>43,264</b>	<b>852</b>	<b>-11,396</b>	<b>0</b>	<b>-2,722</b>	<b>-30,026</b>	<b>0</b>	<b>0</b>

City of Ottawa  
Full Time Equivalents Summary by Committee

	2020	2021	2021	2021
	Budget	Service Initiatives / Efficiencies	Adjustments	Adopted
<b>Agriculture &amp; Rural Affairs Committee</b>				
Development Review Process Rural	15.00	0.00	0.00	15.00
Rural Affairs	2.00	0.00	0.00	2.00
<b>Total</b>	<b>17.00</b>	<b>0.00</b>	<b>0.00</b>	<b>17.00</b>
<b>Audit Committee</b>				
Office of the Auditor General and External Audit Fees	9.00	0.00	0.00	9.00
<b>Total</b>	<b>9.00</b>	<b>0.00</b>	<b>0.00</b>	<b>9.00</b>
<b>Community &amp; Protective Services Committee</b>				
GM's Office & Business & Technical Support Services - Emergency & Protective Services	35.00	0.00	0.00	35.00
Security & Emergency Management	20.00	0.00	0.00	20.00
Fire Services	975.00	0.00	0.00	975.00
Paramedic Service	683.80	0.00	14.00	697.80
By-law and Regulatory Services	176.78	0.00	0.00	176.78
Public Policy Development	6.00	0.00	0.00	6.00
GM's Office & Business Support Services - Community & Social Services	36.00	0.00	0.00	36.00
Employment and Social Services	533.17	0.00	0.00	533.17
Children's Services	180.49	0.00	-7.00	173.49
Housing Services	64.40	0.00	0.00	64.40
Long Term Care	629.81	0.00	0.00	629.81
Partner & Stakeholder Initiatives	21.00	0.00	0.00	21.00
GM's Office & Business Support Services - Recreation, Cultural and Facility Services	80.59	0.00	0.00	80.59
Community Recreation and Cultural Programs	705.25	0.00	0.00	705.25
City Wide Programs, Aquatics and Specialized Services	327.22	0.00	0.00	327.22
Parks & Facilities Planning	15.00	0.00	0.00	15.00
Facility Operations Services	611.93	0.00	0.00	611.93
Parks	284.91	0.00	0.00	284.91
<b>Total</b>	<b>5,386.35</b>	<b>0.00</b>	<b>7.00</b>	<b>5,393.35</b>

**City of Ottawa**  
**Full Time Equivalents Summary by Committee**

	2020	2021	2021	2021
	Budget	Service Initiatives / Efficiencies	Adjustments	Adopted
<b>Standing Committee on Environmental Protection, Water and Waste Management</b>				
Infrastructure Services	214.67	0.00	0.00	214.67
Resiliency and Natural Systems Policy	12.00	0.00	0.00	12.00
Solid Waste Services	73.40	0.00	0.00	73.40
Forestry Services	84.32	0.00	0.00	84.32
<b>Total</b>	<b>384.39</b>	<b>0.00</b>	<b>0.00</b>	<b>384.39</b>
<b>Finance &amp; Economic Development Committee</b>				
Elected Officials	0.00	0.00	0.00	0.00
City Clerk	142.55	0.00	0.00	142.55
City Solicitor	86.00	0.00	0.00	86.00
City Manager's Office	13.00	0.00	0.00	13.00
Rail Construction Program Service	12.00	0.00	0.00	12.00
GM's Office & Business Support and Technical Services - Planning, Infrastructure & Economic Development	36.00	0.00	0.00	36.00
Economic Development and Long Range Planning	17.00	0.00	0.00	17.00
GM's Office & Business Support Services - Innovative Client Services	26.00	0.00	0.00	26.00
Service Transformation	25.00	0.00	0.00	25.00
Public Information & Media Relations	33.00	0.00	0.00	33.00
Human Resources	117.80	0.00	0.00	117.80
Service Ottawa	120.07	0.00	0.00	120.07
Chief Financial Officer/Treasurer & Business Support Services - Finance Services	17.00	0.00	0.00	17.00
Revenue Services	192.45	0.00	0.00	192.45
Corporate Finance	147.89	0.00	0.00	147.89
Payroll, Pensions & Benefits Service	66.33	0.00	0.00	66.33
Supply Services	65.99	0.00	0.00	65.99
Corporate Real Estate Office	48.50	0.00	0.00	48.50
Non Departmental	0.00	0.00	0.00	0.00
<b>Total</b>	<b>1,166.58</b>	<b>0.00</b>	<b>0.00</b>	<b>1,166.58</b>

**City of Ottawa**  
**Full Time Equivalents Summary by Committee**

	2020	2021	2021	2021
	Budget	Service Initiatives / Efficiencies	Adjustments	Adopted
<b>Information Technology Sub-Committee</b>				
Information Technology	296.00	0.00	0.00	296.00
<b>Total</b>	<b>296.00</b>	<b>0.00</b>	<b>0.00</b>	<b>296.00</b>
<b>Planning Committee</b>				
Right of Way, Heritage and Urban Design	158.34	0.00	0.00	158.34
Planning Services	86.03	0.00	0.00	86.03
Building Code Services - OBC	187.89	0.00	0.00	187.89
Long Range Planning	17.33	0.00	0.00	17.33
Affordable Housing	4.00	0.00	0.00	4.00
<b>Total</b>	<b>453.59</b>	<b>0.00</b>	<b>0.00</b>	<b>453.59</b>
<b>Transportation Committee</b>				
GM's Office & Business Support Services - Public Works & Environmental Services	106.65	0.00	0.00	106.65
Roads Services	504.51	0.00	0.00	504.51
Parking Services	15.00	0.00	0.00	15.00
Traffic Services	274.37	0.00	0.00	274.37
Transportation Planning	36.00	0.00	0.00	36.00
Fleet Services	194.00	0.00	0.00	194.00
<b>Total</b>	<b>1,130.53</b>	<b>0.00</b>	<b>0.00</b>	<b>1,130.53</b>
<b>Total City Operations</b>	<b>8,843.44</b>	<b>0.00</b>	<b>7.00</b>	<b>8,850.44</b>
<b>Boards, Agencies and Commissions</b>				
Committee of Adjustment	12.00	0.00	0.00	12.00
Crime Prevention	3.00	0.00	0.00	3.00
Ottawa Public Health	511.11	0.00	0.00	511.11
Ottawa Public Library	463.95	0.00	-1.00	462.95
Ottawa Police Service	2,084.90	-2.00	32.00	2,114.90
Transit Commission	3,099.30	0.00	-15.00	3,084.30
<b>Total Boards, Agencies and Commissions</b>	<b>6,174.26</b>	<b>-2.00</b>	<b>16.00</b>	<b>6,188.26</b>
<b>Total Tax Supported Full Time Equivalents (FTE's)</b>	<b>15,017.70</b>	<b>-2.00</b>	<b>23.00</b>	<b>15,038.70</b>

City of Ottawa

Full Time Equivalents Summary by Committee

	2020	2021	2021	2021
	Budget	Service Initiatives / Efficiencies	Adjustments	Adopted
<b>Rate Supported Program</b>				
Drinking Water Services	316.94	0.00	0.00	316.94
Wastewater Services	227.65	0.00	0.00	227.65
Stormwater Services	46.02	0.00	0.00	46.02
<b>Total Rate Supported Program</b>	<b>590.61</b>	<b>0.00</b>	<b>0.00</b>	<b>590.61</b>
<b>Grand Total City Full Time Equivalents (FTE's)</b>	<b>15,608.31</b>	<b>-2.00</b>	<b>23.00</b>	<b>15,629.31</b>

City of Ottawa  
Full Time Equivalent Budget Changes

	2020 Baseline		2021 Adjustments					2021	\$ Change over 2020 Budget
	Budget	Adj. to Base Budget	Maintain Services	Growth	COVID-19	Service Initiatives / Efficiencies	User Fees & Revenues	Adopted	
<b>Agriculture &amp; Rural Affairs Committee</b>									
Development Review Process Rural	15.00	0.00	0.00	0.00	0.00	0.00	0.00	15.00	0.00
Rural Affairs	2.00	0.00	0.00	0.00	0.00	0.00	0.00	2.00	0.00
<b>Total</b>	<b>17.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>17.00</b>	<b>0.00</b>
<b>Audit Committee</b>									
Office of the Auditor General and External Audit Fees	9.00	0.00	0.00	0.00	0.00	0.00	0.00	9.00	0.00
<b>Total</b>	<b>9.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>9.00</b>	<b>0.00</b>
<b>Community &amp; Protective Services Committee</b>									
GM's Office & Business & Technical Support Services - Emergency & Protective Services	35.00	0.00	0.00	0.00	0.00	0.00	0.00	35.00	0.00
Security & Emergency Management	20.00	0.00	0.00	0.00	0.00	0.00	0.00	20.00	0.00
Fire Services	975.00	0.00	0.00	0.00	0.00	0.00	0.00	975.00	0.00
Paramedic Service	683.80	0.00	0.00	14.00	0.00	0.00	0.00	697.80	14.00
By-law and Regulatory Services	176.78	0.00	0.00	0.00	0.00	0.00	0.00	176.78	0.00
Public Policy Development	6.00	0.00	0.00	0.00	0.00	0.00	0.00	6.00	0.00
GM's Office & Business Support Services - Community & Social Services	36.00	0.00	0.00	0.00	0.00	0.00	0.00	36.00	0.00
Employment and Social Services	533.17	0.00	0.00	0.00	0.00	0.00	0.00	533.17	0.00
Children's Services	180.49	0.00	-7.00	0.00	0.00	0.00	0.00	173.49	-7.00
Housing Services	64.40	0.00	0.00	0.00	0.00	0.00	0.00	64.40	0.00
Long Term Care	629.81	0.00	0.00	0.00	0.00	0.00	0.00	629.81	0.00
Partner & Stakeholder Initiatives	21.00	0.00	0.00	0.00	0.00	0.00	0.00	21.00	0.00
GM's Office & Business Support Services - Recreation, Cultural and Facility Services	80.59	0.00	0.00	0.00	0.00	0.00	0.00	80.59	0.00
Programs	705.25	0.00	0.00	0.00	0.00	0.00	0.00	705.25	0.00
City Wide Programs, Aquatics and Specialized Services	327.22	0.00	0.00	0.00	0.00	0.00	0.00	327.22	0.00
Parks & Facilities Planning	15.00	0.00	0.00	0.00	0.00	0.00	0.00	15.00	0.00
Facility Operations Services	611.93	0.00	0.00	0.00	0.00	0.00	0.00	611.93	0.00
Parks	284.91	0.00	0.00	0.00	0.00	0.00	0.00	284.91	0.00
<b>Total</b>	<b>5,386.35</b>	<b>0.00</b>	<b>-7.00</b>	<b>14.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>5,393.35</b>	<b>7.00</b>

City of Ottawa  
Full Time Equivalent Budget Changes

	2020 Baseline		2021 Adjustments					2021	\$ Change over 2020 Budget
	Budget	Adj. to Base Budget	Maintain Services	Growth	COVID-19	Service Initiatives / Efficiencies	User Fees & Revenues	Adopted	
<b>Environment and Climate Protection Committee</b>									
Infrastructure Services	214.67	0.00	0.00	0.00	0.00	0.00	0.00	214.67	0.00
Resiliency and Natural Systems Policy	12.00	0.00	0.00	0.00	0.00	0.00	0.00	12.00	0.00
Solid Waste Services	73.40	0.00	0.00	0.00	0.00	0.00	0.00	73.40	0.00
Forestry Services	84.32	0.00	0.00	0.00	0.00	0.00	0.00	84.32	0.00
<b>Total</b>	<b>384.39</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>384.39</b>	<b>0.00</b>
<b>Finance &amp; Economic Development Committee</b>									
Elected Officials	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
City Clerk	142.55	0.00	0.00	0.00	0.00	0.00	0.00	142.55	0.00
City Solicitor	86.00	0.00	0.00	0.00	0.00	0.00	0.00	86.00	0.00
City Manager's Office	13.00	0.00	0.00	0.00	0.00	0.00	0.00	13.00	0.00
Rail Construction Program Service	12.00	0.00	0.00	0.00	0.00	0.00	0.00	12.00	0.00
GM's Office & Business Support and Technical Services - Planning, Infrastructure & Economic Development	36.00	0.00	0.00	0.00	0.00	0.00	0.00	36.00	0.00
Economic Development and Long Range Planning	17.00	0.00	0.00	0.00	0.00	0.00	0.00	17.00	0.00
GM's Office & Business Support Services - Innovative Client Services	26.00	0.00	0.00	0.00	0.00	0.00	0.00	26.00	0.00
Service Transformation	25.00	0.00	0.00	0.00	0.00	0.00	0.00	25.00	0.00
Public Information & Media Relations	33.00	0.00	0.00	0.00	0.00	0.00	0.00	33.00	0.00
Human Resources	117.80	0.00	0.00	0.00	0.00	0.00	0.00	117.80	0.00
Service Ottawa	120.07	0.00	0.00	0.00	0.00	0.00	0.00	120.07	0.00
Business Support Services - Finance Services	17.00	0.00	0.00	0.00	0.00	0.00	0.00	17.00	0.00
Revenue Services	192.45	0.00	0.00	0.00	0.00	0.00	0.00	192.45	0.00
Corporate Finance	147.89	0.00	0.00	0.00	0.00	0.00	0.00	147.89	0.00
Payroll, Pensions & Benefits Service	66.33	0.00	0.00	0.00	0.00	0.00	0.00	66.33	0.00
Supply Services	65.99	0.00	0.00	0.00	0.00	0.00	0.00	65.99	0.00
Corporate Real Estate Office	48.50	0.00	0.00	0.00	0.00	0.00	0.00	48.50	0.00
Non Departmental	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>Total</b>	<b>1,166.58</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>1,166.58</b>	<b>0.00</b>

City of Ottawa  
Full Time Equivalent Budget Changes

	2020 Baseline		2021 Adjustments					2021	\$ Change over 2020 Budget
	Budget	Adj. to Base Budget	Maintain Services	Growth	COVID-19	Service Initiatives / Efficiencies	User Fees & Revenues	Adopted	
<b>Information Technology Sub-</b>									
Information Technology	296.00	0.00	0.00	0.00	0.00	0.00	0.00	296.00	0.00
<b>Total</b>	<b>296.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>296.00</b>	<b>0.00</b>
<b>Planning Committee</b>									
Right of Way, Heritage and Urban Design	158.34	0.00	0.00	0.00	0.00	0.00	0.00	158.34	0.00
Planning Services	86.03	0.00	0.00	0.00	0.00	0.00	0.00	86.03	0.00
Building Code Services - OBC	187.89	0.00	0.00	0.00	0.00	0.00	0.00	187.89	0.00
Long Range Planning	17.33	0.00	0.00	0.00	0.00	0.00	0.00	17.33	0.00
Affordable Housing	4.00	0.00	0.00	0.00	0.00	0.00	0.00	4.00	0.00
<b>Total</b>	<b>453.59</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>453.59</b>	<b>0.00</b>
<b>Transportation Committee</b>									
Services - Public Works & Environmental Services	106.65	0.00	0.00	0.00	0.00	0.00	0.00	106.65	0.00
Roads Services	504.51	0.00	0.00	0.00	0.00	0.00	0.00	504.51	0.00
Parking Services	15.00	0.00	0.00	0.00	0.00	0.00	0.00	15.00	0.00
Traffic Services	274.37	0.00	0.00	0.00	0.00	0.00	0.00	274.37	0.00
Transportation Planning	36.00	0.00	0.00	0.00	0.00	0.00	0.00	36.00	0.00
Fleet Services	194.00	0.00	0.00	0.00	0.00	0.00	0.00	194.00	0.00
<b>Total</b>	<b>1,130.53</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>1,130.53</b>	<b>0.00</b>
<b>Total City Operations</b>	<b>8,843.44</b>	<b>0.00</b>	<b>-7.00</b>	<b>14.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>8,850.44</b>	<b>7.00</b>
<b>Boards, Agencies and Commissions</b>									
Committee of Adjustment	12.00	0.00	0.00	0.00	0.00	0.00	0.00	12.00	0.00
Crime Prevention	3.00	0.00	0.00	0.00	0.00	0.00	0.00	3.00	0.00
Ottawa Public Health	511.11	0.00	0.00	0.00	0.00	0.00	0.00	511.11	0.00
Ottawa Public Library	463.95	0.00	-1.00	0.00	0.00	0.00	0.00	462.95	-1.00
Ottawa Police Service	2,084.90	0.00	2.00	30.00	0.00	-2.00	0.00	2,114.90	30.00
Transit Commission	3,099.30	0.00	-15.00	0.00	0.00	0.00	0.00	3,084.30	-15.00
<b>Total Boards, Agencies and</b>	<b>6,174.26</b>	<b>0.00</b>	<b>-14.00</b>	<b>30.00</b>	<b>0.00</b>	<b>-2.00</b>	<b>0.00</b>	<b>6,188.26</b>	<b>14.00</b>
<b>Total Tax Supported Full Time Equivalents (FTE's)</b>	<b>15,017.70</b>	<b>0.00</b>	<b>-21.00</b>	<b>44.00</b>	<b>0.00</b>	<b>-2.00</b>	<b>0.00</b>	<b>15,038.70</b>	<b>21.00</b>
<b>Percent of 2019 FTEs</b>		<b>0.0%</b>	<b>-0.1%</b>	<b>0.3%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.1%</b>	

City of Ottawa  
Full Time Equivalent Budget Changes

	2020 Baseline		2021 Adjustments					2021	\$ Change over 2020 Budget
	Budget	Adj. to Base Budget	Maintain Services	Growth	COVID-19	Service Initiatives / Efficiencies	User Fees & Revenues	Adopted	
<b>Rate Supported Program</b>									
Drinking Water Services	316.94	0.00	0.00	0.00	0.00	0.00	0.00	316.94	0.00
Wastewater Services	227.65	0.00	0.00	0.00	0.00	0.00	0.00	227.65	0.00
Stormwater Services	46.02	0.00	0.00	0.00	0.00	0.00	0.00	46.02	0.00
<b>Total Rate Supported Program</b>	<b>590.61</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>590.61</b>	<b>0.00</b>
<b>Grand Total City Full Time Equivalents (FTE's)</b>	<b>15,608.31</b>	<b>0.00</b>	<b>-21.00</b>	<b>44.00</b>	<b>0.00</b>	<b>-2.00</b>	<b>0.00</b>	<b>15,629.31</b>	<b>21.00</b>

City of Ottawa  
 2021 Adopted Capital Budget - Summary of New Authority & Forecast  
 In Thousands (\$000)

	2020	2021					Forecast		
		Total	Renewal of City Assets	Regulatory	Growth	Service Enhancement	2022	2023	2024
<b>Agriculture &amp; Rural Affairs Committee</b>									
Parks, Recreation, & Culture	1,803	0	0	0	0	0	595	1,208	0
Transportation Services	6,250	2,350	2,350	0	0	0	4,900	5,500	6,000
<b>Agriculture &amp; Rural Affairs Committee Total</b>	<b>8,053</b>	<b>2,350</b>	<b>2,350</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5,495</b>	<b>6,708</b>	<b>6,000</b>
<b>Community &amp; Protective Services Committee</b>									
By-Law & Regulatory Services	210	500	500	0	0	0	560	565	695
Child Care	610	335	275	0	0	60	310	310	340
Community & Social Services	810	12,550	4,500	0	7,500	550	310	310	350
Fire Services	8,226	7,595	7,535	0	0	60	3,930	7,180	7,595
Long Term Care	2,463	3,790	1,300	0	2,490	0	1,360	1,360	1,470
Paramedic Services	2,754	6,000	6,000	0	0	0	3,690	1,821	3,001
Parks, Buildings & Grounds	8,250	38,863	22,841	0	12,907	3,115	7,000	7,000	7,000
Parks, Recreation & Culture	39,164	500	500	0	0	0	62,841	54,126	64,342
Security & Emergency Management	500	460	400	0	0	60	550	555	555
<b>Community &amp; Protective Services Committee Total</b>	<b>62,987</b>	<b>70,593</b>	<b>43,851</b>	<b>0</b>	<b>22,897</b>	<b>3,845</b>	<b>80,551</b>	<b>73,227</b>	<b>85,348</b>
<b>Environment and Climate Protection Committee-Rate</b>									
Drinking Water Services	72,362	55,418	41,425	0	13,993	0	85,259	97,574	139,085
Wastewater Services	60,576	55,145	49,272	0	5,873	0	60,810	66,412	74,517
Stormwater Services	31,569	25,399	24,848	500	51	0	33,732	22,450	41,543
Integrated Roads, Water & Wastewater	66,922	0	0	0	0	0	0	0	0
Integrated Water & Wastewater	17,562	18,182	18,182	0	0	0	16,800	13,376	16,800
<b>Environment and Climate Protection Committee-Rate Total</b>	<b>248,991</b>	<b>154,144</b>	<b>133,727</b>	<b>500</b>	<b>19,917</b>	<b>0</b>	<b>196,601</b>	<b>199,812</b>	<b>271,945</b>
<b>Environment and Climate Protection Committee-Tax</b>									
Environment	5,070	5,000	0	0	0	5,000	5,000	5,000	5,000
Solid Waste	6,600	19,914	0	18,714	0	1,200	23,305	54,978	22,570
<b>Environment and Climate Protection Committee-Tax Total</b>	<b>11,670</b>	<b>24,914</b>	<b>0</b>	<b>18,714</b>	<b>0</b>	<b>6,200</b>	<b>28,305</b>	<b>59,978</b>	<b>27,570</b>

City of Ottawa  
2021 Adopted Capital Budget - Summary of New Authority & Forecast  
In Thousands (\$000)

	2020	2021					Forecast		
		Total	Renewal of City Assets	Regulatory	Growth	Service Enhancement	2022	2023	2024
<b>Finance &amp; Economic Development Committee</b>									
Finance	0	1,000	1,000	0	0	0	0	0	0
General Government	3,275	4,200	4,025	0	0	175	1,725	1,725	1,830
Real Estate Partnerships & Development	500	500	0	0	0	500	500	500	510
<b>Finance &amp; Economic Development Committee Total</b>	<b>3,775</b>	<b>5,700</b>	<b>5,025</b>	<b>0</b>	<b>0</b>	<b>675</b>	<b>2,225</b>	<b>2,225</b>	<b>2,340</b>
<b>IT Sub-Committee</b>									
Information Technology	13,100	10,935	10,935	0	0	0	7,740	4,230	4,320
<b>IT Sub-Committee Total</b>	<b>13,100</b>	<b>10,935</b>	<b>10,935</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>7,740</b>	<b>4,230</b>	<b>4,320</b>
<b>Planning Committee</b>									
Housing	18,942	21,137	0	0	21,137		6,160	6,280	6,405
Planning & Development	2,090	3,484	0	0	1,780	1,704	7,430	480	5,718
<b>Planning Committee Total</b>	<b>21,032</b>	<b>24,621</b>	<b>0</b>	<b>0</b>	<b>22,917</b>	<b>1,704</b>	<b>13,590</b>	<b>6,760</b>	<b>12,123</b>
<b>Transit Commission</b>									
Transit Services	130,717	123,490	83,786	0	0	39,704	167,713	204,668	180,314
<b>Transit Commission Total</b>	<b>130,717</b>	<b>123,490</b>	<b>83,786</b>	<b>0</b>	<b>0</b>	<b>39,704</b>	<b>167,713</b>	<b>204,668</b>	<b>180,314</b>
<b>Transportation Committee</b>									
Fleet Services	29,033	23,495	23,495	0	0	0	36,780	21,780	29,280
Integrated Roads, Water & Wastewater*	86,061	142,853	142,853	0	0	0	167,695	168,265	185,031
Transit Services	14,509	30,310	760	0	29,550	0	55,414	63,020	64,798
Transportation Services	174,430	139,042	53,701	0	79,289	6,052	142,413	138,203	140,172
<b>Transportation Committee Total</b>	<b>304,033</b>	<b>335,700</b>	<b>220,809</b>	<b>0</b>	<b>108,839</b>	<b>6,052</b>	<b>402,302</b>	<b>391,268</b>	<b>419,281</b>

**City of Ottawa**  
**2021 Adopted Capital Budget - Summary of New Authority & Forecast**  
**In Thousands (\$000)**

	2020	2021					Forecast		
		Total	Renewal of City Assets	Regulatory	Growth	Service Enhancement	2022	2023	2024
<b>Ottawa Public Library Board</b>									
Library	7,970	4,095	3,535	0	500	60	7,632	8,975	4,279
<b>Ottawa Public Library Board Total</b>	<b>7,970</b>	<b>4,095</b>	<b>3,535</b>	<b>0</b>	<b>500</b>	<b>60</b>	<b>7,632</b>	<b>8,975</b>	<b>4,279</b>
<b>Police Services Board</b>									
Police Services	35,027	24,136	10,311	0	8,000	5,825	37,102	32,239	21,503
<b>Police Services Board Total</b>	<b>35,027</b>	<b>24,136</b>	<b>10,311</b>	<b>0</b>	<b>8,000</b>	<b>5,825</b>	<b>37,102</b>	<b>32,239</b>	<b>21,503</b>
<b>Grand Total</b>	<b>847,355</b>	<b>780,678</b>	<b>514,329</b>	<b>19,214</b>	<b>183,070</b>	<b>64,065</b>	<b>949,256</b>	<b>990,090</b>	<b>1,035,023</b>
<b>Financing</b>									
Revenues	11,606	9,143	821	0	7,772	550	7,757	2,578	4,124
Tax Supported/ Dedicated Reserves	307,924	329,614	228,638	18,714	40,746	41,515	397,676	406,166	418,592
Rate Supported Reserves	193,558	166,931	161,291	500	5,140	0	190,283	229,413	251,865
Gas Tax	55,876	0	0	0	0	0	41,606	57,903	35,000
Development Charges	123,218	108,750	628	0	108,122	0	116,695	128,204	177,162
Debt:									
Tax Supported/ Dedicated	89,268	104,301	75,029	0	7,272	22,000	108,713	106,908	85,439
Rate Supported	37,200	50,922	47,922	0	3,000	0	66,215	52,674	55,853
Gas Tax	0	0	0	0	0	0	0	0	0
Development Charges	28,705	11,018	0	0	11,018	0	20,312	6,244	6,988
<b>Grand Total</b>	<b>847,355</b>	<b>780,678</b>	<b>514,329</b>	<b>19,214</b>	<b>183,070</b>	<b>64,065</b>	<b>949,256</b>	<b>990,090</b>	<b>1,035,023</b>

\*Includes the tax and rate supported portions.

City of Ottawa  
Transfers and Reserves  
In Thousands (\$000)

	2020 Actuals				2020 Surplus/ (Deficit)	Prior Year (Commitments) / Transfers	2021 Estimated Uncommitted Opening Balance	2021 Forecast		
	Opening Cash Balance	Contributions	Transfers (to) from Operating/ Capital	Actual Closing Cash Balance				Contributions	Transfers (to) from Operating/ Capital/ Other	Projected Closing Balance
<b>Discretionary Reserves</b>										
<b>Operating</b>										
Tax Stabilization Reserve	27,615	15,964	-12,821	30,758	20,700	0	51,458	9,612	-6,364	54,707
Transit Operating Reserve	1,550	3,517	0	5,067	0	0	5,067	0	3,500	8,567
Employee Benefit Reserve	59,950	47,378	-54,749	52,579	0	0	52,579	51,202	-50,157	53,624
Landfill Closure Reserve	5,713	412	0	6,125	0	0	6,125	360	0	6,485
	<b>94,828</b>	<b>67,271</b>	<b>-67,570</b>	<b>94,529</b>	<b>20,700</b>	<b>0</b>	<b>115,229</b>	<b>61,174</b>	<b>-53,021</b>	<b>123,382</b>
<b>Capital</b>										
City Wide Capital Reserve	37,272	156,717	-123,008	70,981	170	0	71,151	161,615	-163,632	69,134
Transit Capital Reserve*	12,936	75,960	-57,110	31,786	-13,185	0	18,601	73,851	-80,386	12,066
Fleet Reserve	9,573	23,807	-29,032	4,348	0	0	4,348	24,446	-23,495	5,299
Housing Reserve	14,864	2,086	-11,504	5,446	0	0	5,446	9,040	-13,400	1,086
Police Capital Reserve	1,586	19,801	-13,672	7,715	0	0	7,715	15,587	-20,081	3,221
Police Fleet Reserve	7	4,305	-4,301	11	0	0	11	4,505	-4,219	297
CIL - Parkland City wide	15,195	3,550	-105	18,640	0	-9,961	8,679	2,600	-2,511	8,768
CIL - Parkland by Ward	32,898	11,361	-2,483	41,776	0	-16,441	25,335	3,200	2,300	30,835
Ottawa Public Health	278	1	-179	100	0	0	100	-75	0	25
	<b>124,609</b>	<b>297,588</b>	<b>-241,394</b>	<b>180,803</b>	<b>-13,015</b>	<b>-26,402</b>	<b>141,385</b>	<b>294,769</b>	<b>-305,424</b>	<b>130,731</b>
<b>Combined Operating/Capital</b>										
Water Reserve	60,776	78,372	-41,798	97,350	4,359	0	101,709	78,653	-62,228	118,134
Wastewater Reserve	13,085	63,098	-40,132	36,051	-194	0	35,857	65,594	-58,312	43,139
Stormwater Reserve	34,069	28,096	-44,601	17,564	-436	0	17,128	33,251	-46,391	3,988
Solid Waste Reserve	42	4,587	-8,643	-4,014	0	0	-4,014	5,978	-19,914	-17,950
Parking	23,754	2,848	-4,175	22,427	0	-1,890	20,537	1,872	-2,050	20,359
Ottawa Public Library Reserve	3,468	2,326	-2,162	3,632	6,220	0	9,852	1,404	-6,310	4,946
	<b>135,194</b>	<b>179,327</b>	<b>-141,511</b>	<b>173,010</b>	<b>9,949</b>	<b>-1,890</b>	<b>181,069</b>	<b>186,752</b>	<b>-195,205</b>	<b>172,616</b>
<b>Discretionary Reserves Totals</b>	<b>354,631</b>	<b>544,186</b>	<b>-450,475</b>	<b>448,342</b>	<b>17,634</b>	<b>-28,292</b>	<b>437,683</b>	<b>542,695</b>	<b>-553,650</b>	<b>426,729</b>

City of Ottawa  
Transfers and Reserves  
In Thousands (\$000)

	2020 Actuals				2020 Surplus/ (Deficit)	Prior Year (Commitments) / Transfers	2021 Estimated Uncommitted Opening Balance	2021 Forecast		
	Opening Cash Balance	Contributions	Transfers (to) from Operating/ Capital	Actual Closing Cash Balance				Contributions	Transfers (to) from Operating/ Capital/ Other	Projected Closing Balance
<b>Restricted Reserves</b>										
<b>Gas Tax</b>										
Provincial Gas Tax	36,954	1,094	-37,808	240	0	-10,374	-10,134	36,527	-53,767	-27,374
Federal Gas Tax	36,811	56,948	-74,567	19,192	0	-19,000	192	56,683	-10,312	46,563
	<b>73,765</b>	<b>58,042</b>	<b>-112,375</b>	<b>19,433</b>	<b>0</b>	<b>-29,374</b>	<b>-9,942</b>	<b>93,210</b>	<b>-64,079</b>	<b>19,189</b>
<b>Building Codes</b>										
Building Code Cap	8,985	0	-1,273	7,712	0	0	7,712	0	0	7,712
Building Code Stabilization	15,453	392	0	15,845	0	0	15,845	0	0	15,845
Building Code Insurance Fund	6,757	159	0	6,916	0	0	6,916	0	0	6,916
	<b>31,195</b>	<b>551</b>	<b>-1,273</b>	<b>30,473</b>	<b>0</b>	<b>0</b>	<b>30,473</b>	<b>0</b>	<b>0</b>	<b>30,473</b>
<b>Restricted Reserves Total</b>	<b>104,960</b>	<b>58,593</b>	<b>-113,648</b>	<b>49,906</b>	<b>0</b>	<b>-29,374</b>	<b>20,531</b>	<b>93,210</b>	<b>-64,079</b>	<b>49,662</b>
<b>Grand Total</b>	<b>459,591</b>	<b>602,779</b>	<b>-564,123</b>	<b>498,248</b>	<b>17,634</b>	<b>-57,666</b>	<b>458,214</b>	<b>635,905</b>	<b>-617,729</b>	<b>476,390</b>

\*Projected closing balances reflect the commitments on Council approved capital projects however, for the two major projects which span a number of years only the forecasted cashflows have been applied (OLRT and Ottawa on the Move Projects).

**Development Charge Continuity**  
**2021 Forecast**  
**In Thousands (\$000)**

Deferred Revenue Account	Actual Year-End 2020 Cash Balance	Prior Year Commitments	2021 Uncommitted Opening Balance	Development Charges	Debt Service Charges*/ Other Transfers	2021 Capital Expenditures			Projected Uncommitted Balance
						Renewal of City Asset	Growth	Strategic	
Affordable Housing	4,696	-6,765	-2,069	905		0	-1,600	0	-2,764
Child Care Services	2,011	-1,705	306			0	0	0	306
Emergency Medical Services	3,094	-1,236	1,858	715		0	-1,350	0	1,223
Library Services	27,037	-12,111	14,926	2,492		0	-500	0	16,918
Parks Development	29,263	-15,503	13,760	4,716	-653	0	-1,612	0	16,211
Protection Services	23,396	-2,940	20,456	5,720	-1,819	0	-7,169	0	17,189
Public Transit**	93,060	-27,087	65,973	72,000	-23,141	0	-19,797	0	95,035
Recreation	100,160	-14,589	85,571	10,570	-1,000	0	-9,470	0	85,671
Roads & Related Services	251,090	-176,580	74,510	77,877	-9,108	0	-55,954	0	87,325
Sanitary Wastewater Services	96,092	-61,243	34,849	28,973	-4,477	0	-3,323	0	56,023
Storm Sewers (Stormwater Drainage)	-2,349	-801	-3,150	379		0	0	0	-2,771
Stormwater Management (Ponds)***	18,705	-121,968	-103,263			0	-324	0	-103,587
Studies	5,359	-2,761	2,598	756	1,995	0	-1,995	0	3,354
Water Services	33,259	-45,851	-12,592	10,015	-1,723	-628	-5,352	0	-10,280
<b>Total</b>	<b>684,873</b>	<b>-491,140</b>	<b>193,733</b>	<b>215,118</b>	<b>-39,925</b>	<b>-628</b>	<b>-108,446</b>	<b>0</b>	<b>259,852</b>
						<b>Total 2021 Expenditures</b>	<b>-109,074</b>		

\*Debt Service Charges includes both Long-term Debt Service Charges and Estimated Debt Service Charges for new issues.

\*\*Projected uncommitted closing balances reflect the commitments on Council approved capital projects however, for the Confederation Line which span a number of years only the forecasted cashflow have been applied.

\*\*\*budget adjustment completed in early 2021 to increase Stormwater Management (Ponds) development charges to account for indexing paid to date.

City of Ottawa

2021 Adopted Budget - Capital Debt Model Summary (Tax, Rate, and Police)

In Thousands (\$000)

	2021	2022	2023	2024
<b>Total Debt Summary</b>				
<b>Opening Issued Net Debt</b>	2,788,014	3,012,015	3,240,920	3,393,485
Estimated New Issues *	360,000	362,000	296,000	259,000
Principal Payments and Sinking Fund Increases	-135,999	-133,095	-143,435	-158,398
<b>Closing Issued Net Debt</b>	<b>3,012,015</b>	<b>3,240,920</b>	<b>3,393,485</b>	<b>3,494,087</b>
<b>Opening Unissued Net Debt</b>	1,915,096	1,721,337	1,533,418	1,380,795
New Authority	166,241	174,081	143,377	141,875
New Issues	-360,000	-362,000	-296,000	-259,000
<b>Closing Unissued Net Debt</b>	<b>1,721,337</b>	<b>1,533,418</b>	<b>1,380,795</b>	<b>1,263,670</b>
<b>Total Debt Issued and Unissued</b>	<b>4,733,352</b>	<b>4,774,338</b>	<b>4,774,280</b>	<b>4,757,757</b>
<b>Debt Service Charges</b>				
Principal	129,390	124,974	133,697	146,908
Interest	108,300	116,235	123,541	133,142
	<b>237,690</b>	<b>241,209</b>	<b>257,238</b>	<b>280,050</b>
<b>Tax Supported</b>				
<b>Opening Issued Net Debt</b>	1,006,282	995,617	1,066,116	1,101,171
Estimated New Issues	63,000	141,000	108,000	77,000
Principal Payments and Sinking Fund Increases	-73,665	-70,501	-72,945	-81,400
<b>Closing Issued Net Debt</b>	<b>995,617</b>	<b>1,066,116</b>	<b>1,101,171</b>	<b>1,096,771</b>
<b>Opening Unissued Net Debt</b>	766,592	807,893	754,446	730,905
New Authority	104,301	87,553	84,459	79,034
New Issues	-63,000	-141,000	-108,000	-77,000
<b>Closing Unissued Net Debt</b>	<b>807,893</b>	<b>754,446</b>	<b>730,905</b>	<b>732,939</b>
<b>Total Debt Issued and Unissued</b>	<b>1,803,510</b>	<b>1,820,562</b>	<b>1,832,076</b>	<b>1,829,710</b>
<b>Debt Service Charges</b>				
Principal	70,739	67,032	68,876	76,665
Interest	36,519	36,645	38,287	40,894
	<b>107,258</b>	<b>103,677</b>	<b>107,163</b>	<b>117,559</b>

**City of Ottawa**  
**2021 Adopted Budget - Capital Debt Model Summary (Tax, Rate, and Police)**  
**In Thousands (\$000)**

	2021	2022	2023	2024
<b>Rate Supported</b>				
<b>Opening Issued Net Debt</b>	646,094	625,841	674,508	670,617
Estimated New Issues	11,000	75,000	25,000	46,000
Principal Payments and Sinking Fund Increases	-31,253	-26,333	-28,891	-30,165
<b>Closing Issued Net Debt</b>	<b>625,841</b>	<b>674,508</b>	<b>670,617</b>	<b>686,452</b>
<b>Opening Unissued Net Debt</b>	224,932	264,854	256,069	283,743
New Authority	50,922	66,215	52,674	55,853
New Issues	-11,000	-75,000	-25,000	-46,000
<b>Closing Unissued Net Debt</b>	<b>264,854</b>	<b>256,069</b>	<b>283,743</b>	<b>293,596</b>
<b>Total Debt Issued and Unissued</b>	<b>890,695</b>	<b>930,577</b>	<b>954,360</b>	<b>980,048</b>
<b>Debt Service Charges</b>				
Principal	29,591	24,171	26,214	26,947
Interest	24,954	24,980	26,830	27,553
	<b>54,545</b>	<b>49,151</b>	<b>53,044</b>	<b>54,500</b>
<b>Development Charge Supported</b>				
<b>Opening Issued Net Debt</b>	704,044	859,131	943,418	1,030,662
Estimated New Issues	174,000	106,000	113,000	84,000
Principal Payments and Sinking Fund Increases	-18,913	-21,713	-25,756	-29,662
<b>Closing Issued Net Debt</b>	<b>859,131</b>	<b>943,418</b>	<b>1,030,662</b>	<b>1,085,000</b>
<b>Opening Unissued Net Debt</b>	535,366	372,384	286,695	179,939
New Authority	11,018	20,311	6,244	6,988
New Issues	-174,000	-106,000	-113,000	-84,000
<b>Closing Unissued Net Debt</b>	<b>372,384</b>	<b>286,695</b>	<b>179,939</b>	<b>102,927</b>
<b>Total Debt Issued and Unissued</b>	<b>1,231,515</b>	<b>1,230,113</b>	<b>1,210,601</b>	<b>1,187,927</b>
<b>Debt Service Charges</b>				
Principal	17,316	19,766	23,427	26,926
Interest	28,030	33,027	35,829	40,281
	<b>45,346</b>	<b>52,793</b>	<b>59,256</b>	<b>67,207</b>

**City of Ottawa**  
**2021 Adopted Budget - Capital Debt Model Summary (Tax, Rate, and Police)**  
**In Thousands (\$000)**

	2021	2022	2023	2024
<b>Gas Tax Supported</b>				
<b>Opening Issued Net Debt</b>	431,594	531,426	556,879	591,035
Estimated New Issues	112,000	40,000	50,000	52,000
Principal Payments and Sinking Fund Increases	-12,168	-14,547	-15,844	-17,170
<b>Closing Issued Net Debt</b>	<b>531,426</b>	<b>556,879</b>	<b>591,035</b>	<b>625,865</b>
<b>Opening Unissued Net Debt</b>	388,206	276,206	236,206	186,206
New Authority	0	0	0	0
New Issues	-112,000	-40,000	-50,000	-52,000
<b>Closing Unissued Net Debt</b>	<b>276,206</b>	<b>236,206</b>	<b>186,206</b>	<b>134,206</b>
<b>Total Debt Issued and Unissued</b>	<b>807,632</b>	<b>793,085</b>	<b>777,241</b>	<b>760,071</b>
<b>Debt Service Charges</b>				
Principal	11,743	14,006	15,182	16,370
Interest	18,797	21,585	22,596	24,415
	<b>30,540</b>	<b>35,591</b>	<b>37,778</b>	<b>40,785</b>

## **Planning, Infrastructure and Economic Development 2021 Service Area Summary- Development Review - Rural**

Development Review – Rural is within the Development Review branch of Planning Services. Planning Services 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’s assets and investments, to fostering economic prosperity.

### **Programs/Services Offered**

- Provide multi-disciplinary review and approval of development applications in the rural area (including planning, engineering, urban design, parks, environment and trees, transportation and heritage considerations)

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

	2019	2020		2021	\$ Change over 2020 Budget
	Actual	Actuals	Budget	Adopted	
<b>Expenditures by Program</b>					
Development Review Process Rural	1,828	1,750	1,885	1,937	52
<b>Gross Expenditure</b>	<b>1,828</b>	<b>1,750</b>	<b>1,885</b>	<b>1,937</b>	<b>52</b>
Recoveries & Allocations	0	-68	-68	-68	0
Revenue	0	0	0	0	0
<b>Net Requirement</b>	<b>1,828</b>	<b>1,682</b>	<b>1,817</b>	<b>1,869</b>	<b>52</b>
<b>Expenditures by Type</b>					
Salaries, Wages & Benefits	1,784	1,739	1,829	1,881	52
Overtime	23	3	23	23	0
Material & Services	17	7	27	27	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	1	6	6	0
<b>Gross Expenditures</b>	<b>1,828</b>	<b>1,750</b>	<b>1,885</b>	<b>1,937</b>	<b>52</b>
Recoveries & Allocations	0	-68	-68	-68	0
<b>Net Expenditure</b>	<b>1,828</b>	<b>1,682</b>	<b>1,817</b>	<b>1,869</b>	<b>52</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>1,828</b>	<b>1,682</b>	<b>1,817</b>	<b>1,869</b>	<b>52</b>
<b>Full Time Equivalents</b>			<b>15.00</b>	<b>15.00</b>	<b>0.00</b>

## **Planning, Infrastructure and Economic Development Department 2021 Service Area Summary - Rural Affairs Office**

Economic Development and Long-Range Planning - Rural Affairs 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 branch provides for the continuation of services to the rural community.

### **Programs/Services Offered**

- Implement the priorities arising from the Rural Summits
- Support the planning and promotion of the Mayor's Rural Expo
- Deliver the Ontario Wildlife Damage Compensation Program
- Administer rural grant programs (Rural Community-Building Grant, Rural Association Partnership Program, Rural Clean Water Grant)
- Support for various local food and farming activities such as Savour Ottawa
- Engage in regional agri-food initiatives that support economic development
- Support agricultural programming at Ottawa Level 5 Testing Facilities
- Partner with other agencies to deliver various rural youth development initiatives
- Support rural signage programming
- Provide investment into rural infrastructure including roads, ditches and pathways
- Outreach to rural community and promotion of City services to rural residents
- Support delivery of various policies, programs and services to rural residents

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

	2019	2020		2021	\$ Change over 2020 Budget
	Actual	Actuals	Budget	Adopted	
<b>Expenditures by Program</b>					
Rural Affairs	869	1,082	1,122	1,127	5
<b>Gross Expenditure</b>	<b>869</b>	<b>1,082</b>	<b>1,122</b>	<b>1,127</b>	<b>5</b>
Recoveries & Allocations	-21	-13	-37	-37	0
Revenue	0	0	0	0	0
<b>Net Requirement</b>	<b>848</b>	<b>1,069</b>	<b>1,085</b>	<b>1,090</b>	<b>5</b>
<b>Expenditures by Type</b>					
Salaries, Wages & Benefits	103	140	232	237	5
Overtime	0	0	0	0	0
Material & Services	390	345	505	505	0
Transfers/Grants/Financial Charges	273	558	304	304	0
Fleet Costs	0	0	0	0	0
Program Facility Costs	0	0	0	0	0
Other Internal Costs	103	39	81	81	0
<b>Gross Expenditures</b>	<b>869</b>	<b>1,082</b>	<b>1,122</b>	<b>1,127</b>	<b>5</b>
Recoveries & Allocations	-21	-13	-37	-37	0
<b>Net Expenditure</b>	<b>848</b>	<b>1,069</b>	<b>1,085</b>	<b>1,090</b>	<b>5</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>848</b>	<b>1,069</b>	<b>1,085</b>	<b>1,090</b>	<b>5</b>
<b>Full Time Equivalents</b>			<b>2.00</b>	<b>2.00</b>	<b>0.00</b>

City of Ottawa  
 Planning, Infrastructure & Economic Development Department  
 Rural Affairs Office - User Fees

	2019 Rate \$	2020 Rate \$	2021 Rate \$	% Change Over 2020	% Change Over 2019	Effective Date	2021 Revenue (\$000)
Fence Viewer Fee	380.00	390.00	400.00	2.6%	5.3%	01-Jan-21	
<b>Total Departmental</b>							<b>0</b>

**City Of Ottawa**  
**2021 Adopted Capital Budget**  
**Agriculture & Rural Affairs Committee**  
**Funding Summary**  
**In Thousands \$(000's)**

Project Description	Revenues	Gas Tax	Tax Supported/ Dedicated	Develop. Charges	Tax Supported/ Dedicated Debt	Grand Total
Transportation Services						
Renewal of City Assets						
910093 2021 Guiderail Renewal	-	-	1,950	-	-	1,950
910094 2021 Rural Road Upgrades	-	-	400	-	-	400
<b>Renewal of City Assets Total</b>	<b>-</b>	<b>-</b>	<b>2,350</b>	<b>-</b>	<b>-</b>	<b>2,350</b>
<b>Transportation Services Total</b>	<b>-</b>	<b>-</b>	<b>2,350</b>	<b>-</b>	<b>-</b>	<b>2,350</b>
<b>Grand Total</b>	<b>-</b>	<b>-</b>	<b>2,350</b>	<b>-</b>	<b>-</b>	<b>2,350</b>

## **Office of the Auditor General 2021 Service Area Summary**

The mandate of the Office of the Auditor General is to carry out audits of City of Ottawa operations and to provide City Council with independent information, advice and assurance to help hold the City to account for its stewardship of public funds.

### **Programs/Services Offered**

The services provided by the Auditor General include

- Carry out audits on City departments and/or Boards: Financial audits (except annual attest audit); Performance (value-for-money) audits and Compliance audits
- Administration of City's Fraud and Waste Hotline for employees and the public as part of Council's policy on Fraud and Waste
- In consultation with the City Solicitor, carry out investigations of any suspected acts of fraud, misappropriation or other similar irregularity in accordance with the Fraud and Waste Policy

## **External Audit Fees 2021 Service Area Summary**

The external audit includes the examination of the consolidated financial statements of the City, the financial statements of each local board and municipal entity, other funds and entities, to the degree necessary to express an audit opinion on such statements.

### **Programs/Services Offered**

The Corporate Finance Service Area is responsible for the coordination of external audit services, which include:

- Audit and audit related services including expressing an opinion and report to the Audit Committee on the results of the consolidated financial statement audit and financial information of the City of Ottawa related entities and programs in accordance with municipal or other requirements
- Issue written communications to Management and Audit Committee describing any significant deficiencies in internal controls and addressing matters that are required to be communicated under professional standards

City of Ottawa  
 Audit Committee - Operating Resource Requirement  
 In Thousands (\$000)

	2019	2020		2021	\$ Change over 2020 Budget
	Actual	Actuals	Budget	Adopted	
<b>Expenditures by Program</b>					
Office of the Auditor General	2,005	2,071	2,096	2,161	65
External Audit Fees	610	445	398	398	0
<b>Gross Expenditure</b>	<b>2,615</b>	<b>2,516</b>	<b>2,494</b>	<b>2,559</b>	<b>65</b>
Recoveries & Allocations	-304	-189	-170	-170	0
Revenue	0	0	0	0	0
<b>Net Requirement</b>	<b>2,311</b>	<b>2,327</b>	<b>2,324</b>	<b>2,389</b>	<b>65</b>
<b>Expenditures by Type</b>					
Salaries, Wages & Benefits	1,433	1,411	1,402	1,437	35
Overtime	4	0	0	0	0
Material & Services	1,169	1,102	1,085	1,115	30
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	9	3	7	7	0
<b>Gross Expenditures</b>	<b>2,615</b>	<b>2,516</b>	<b>2,494</b>	<b>2,559</b>	<b>65</b>
Recoveries & Allocations	-304	-189	-170	-170	0
<b>Net Expenditure</b>	<b>2,311</b>	<b>2,327</b>	<b>2,324</b>	<b>2,389</b>	<b>65</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>2,311</b>	<b>2,327</b>	<b>2,324</b>	<b>2,389</b>	<b>65</b>
<b>Full Time Equivalents</b>			<b>9.00</b>	<b>9.00</b>	<b>0.00</b>

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

	2019	2020		2021	\$ Change over 2020 Budget
	Actual	Actuals	Budget	Adopted	
<b>Expenditures by Program</b>					
General Manager's Office	3,436	4,359	4,388	4,578	190
Business & Technical Support Services	0	0	0	0	0
<b>Gross Expenditure</b>	<b>3,436</b>	<b>4,359</b>	<b>4,388</b>	<b>4,578</b>	<b>190</b>
Recoveries & Allocations	0	-66	0	0	0
Revenue	0	-66	0	0	0
<b>Net Requirement</b>	<b>3,436</b>	<b>4,227</b>	<b>4,388</b>	<b>4,578</b>	<b>190</b>
<b>Expenditures by Type</b>					
Salaries, Wages & Benefits	3,310	4,292	4,241	4,431	190
Overtime	13	17	7	7	0
Material & Services	85	37	137	137	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	28	13	3	3	0
<b>Gross Expenditures</b>	<b>3,436</b>	<b>4,359</b>	<b>4,388</b>	<b>4,578</b>	<b>190</b>
Recoveries & Allocations	0	-66	0	0	0
<b>Net Expenditure</b>	<b>3,436</b>	<b>4,293</b>	<b>4,388</b>	<b>4,578</b>	<b>190</b>
<b>Revenues By Type</b>					
Federal	0	0	0	0	0
Provincial	0	-65	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	-1	0	0	0
<b>Total Revenue</b>	<b>0</b>	<b>-66</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Requirement</b>	<b>3,436</b>	<b>4,227</b>	<b>4,388</b>	<b>4,578</b>	<b>190</b>
<b>Full Time Equivalents</b>			<b>35.00</b>	<b>35.00</b>	<b>0.00</b>

## **Emergency and Protective Services Department**

### **2021 Service Area Summary - Security and Emergency Management**

- Lead the coordination of City services to prevent, mitigate, prepare, respond and recover from emergency situations and to support planned events
- Deliver security services, advice and guidance
- Lead corporate and community emergency preparedness and planning activities
- Manage the corporate radio program

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

##### **Office of Emergency Management**

- Administer the corporate Emergency Management Program
- Administer the Municipal Emergency Plan
- Provide the public emergency preparedness education program ("Are You Ready?")
- Provide Emergency Management training to staff and external stakeholders
- 
- Manage the hazard identification and risk assessment program
- Maintain Emergency Management Accreditation Program (EMAP) accreditation
- Manage the Chemical, Biological, Radiological, Nuclear and Explosive (CBRNE) Task Force
- Provide corporate coordination of major emergency situations and support for planned events

##### **Corporate Security**

- Manage corporate physical security (access control and alarm monitoring) systems
- Provide incident management and investigation services
- Provide security related education and training to staff

- Provide event security planning and coordination of onsite security personnel for special events at City facilities
- Perform security audits at City facilities
- • Provide guidance on the design and construction of physical security systems for new facilities or retrofits
- Manage the Security Operations Centre
- Provide Photo Identification services

### **9-1-1 Service Level Agreement**

- Manage Service Level Agreement with the Ottawa Police Service Board
- Manage funding agreement and provide governance and performance oversight

### **Corporate Radio System**

- Manage over 6,000 radios on a service level contract (Interoperable Mobile Communications Managed Service)
- Manage day-to-day operations with over 20 client groups (internal and external)
- Provide governance and performance oversight

### **Protective Measures Program**

- Define four protective measures: Building Evacuation, Shelter in Place, Secure Facility and Lockdown
- Provide staff with information on what to do and what to expect when there is a security or emergency situations at a City facility

City of Ottawa  
Emergency & Protective Services  
Security and Emergency Management - Operating Resource Requirement  
In Thousands (\$000)

	2019	2020		2021	\$ Change over 2020 Budget
	Actual	Actuals	Budget	Adopted	
<b>Expenditures by Program</b>					
Security and Emergency Management	13,786	11,048	10,284	11,409	1,125
9.1.1	0	2,082	2,105	2,147	42
<b>Gross Expenditure</b>	<b>13,786</b>	<b>13,130</b>	<b>12,389</b>	<b>13,556</b>	<b>1,167</b>
Recoveries & Allocations	-4,618	-4,970	-3,866	-4,596	-730
Revenue	-377	-526	-270	-270	0
<b>Net Requirement</b>	<b>8,791</b>	<b>7,634</b>	<b>8,253</b>	<b>8,690</b>	<b>437</b>
<b>Expenditures by Type</b>					
Salaries, Wages & Benefits	2,485	2,425	2,256	2,306	50
Overtime	79	31	7	7	0
Material & Services	9,209	8,544	8,022	9,097	1,075
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	2,013	2,130	2,104	2,146	42
<b>Gross Expenditures</b>	<b>13,786</b>	<b>13,130</b>	<b>12,389</b>	<b>13,556</b>	<b>1,167</b>
Recoveries & Allocations	-4,618	-4,970	-3,866	-4,596	-730
<b>Net Expenditure</b>	<b>9,168</b>	<b>8,160</b>	<b>8,523</b>	<b>8,960</b>	<b>437</b>
<b>Revenues By Type</b>					
Federal	0	0	0	0	0
Provincial	0	-238	0	0	0
Own Funds	0	0	0	0	0
Fees and Services	-377	-288	-270	-270	0
Fines	0	0	0	0	0
Other	0	0	0	0	0
<b>Total Revenue</b>	<b>-377</b>	<b>-526</b>	<b>-270</b>	<b>-270</b>	<b>0</b>
<b>Net Requirement</b>	<b>8,791</b>	<b>7,634</b>	<b>8,253</b>	<b>8,690</b>	<b>437</b>
<b>Full Time Equivalents</b>			<b>20.00</b>	<b>20.00</b>	<b>0.00</b>

City of Ottawa  
 Emergency & Protective Services  
 Security and Emergency Management - User Fees

	2019 Rate \$	2020 Rate \$	2021 Rate \$	% Change Over 2019	% Change Over 2018	Effective Date	2021 Revenue (\$000)
<b>Emergency Management course fees</b>							
Emergency Management course fee- External participant * <sup>1</sup>	100.00	100.00	100.00	0.0%	0.0%	01-Jan-21	
Emergency Management course cancellation fee - Internal participant * <sup>1</sup>	100.00	100.00	100.00	0.0%	0.0%	01-Jan-21	
Emergency Management course cancellation fee - External participant	100.00	100.00	100.00	0.0%	0.0%	01-Jan-21	
<b>Total Departmental</b>							<b>0</b>

**Notes:**

\* Fees calculated per day + HST applicable.

1 Permission from Office of the Fire Marshal and Emergency Management to charge fees for cost recovery.

## **Emergency and Protective Services Department**

### **2021 Service Area Summary - Ottawa Fire Service**

The goal of Ottawa Fire Services (OFS) is to reduce or eliminate loss of life and property. In order to meet this goal, Ottawa Fire Services encourages a culture of public fire safety and strives to empower members of the community with the knowledge and tools required to prevent fires. Ottawa Fire Services enhances emergency response through continual training of staff, identifying change opportunities and managing service priorities.

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

##### **Suppression and Rescue**

- Effective emergency response which includes fire suppression, rescue operations (e.g. water rescue and automobile extrication) and tiered medical responses
- Special operations, such as responding to hazardous material calls
- Ensure compliance with OFS response standards adopted as part of the Commission of Fire Accreditation International program
- In 2019, Ottawa Fire Services recorded 72,628 apparatus responses to 26,028 incidents including fire, hazardous material, rescue, medical and mutual aid agreement incidents

##### **Communications and Outreach**

- Dispatch services - The Communications Division directly impacts the ability of OFS to provide effective fire protection and emergency response to the City. As the first point of contact in an emergency or life-threatening situation, this division is equipped with the technology and systems to receive calls from the public and other emergency services, while ensuring a safe working environment for emergency responders. In 2019, OFS Communications Center received 94,564 calls.
- Recruitment outreach and community engagement campaigns such as Camp FFIT (Female Firefighters in Training) and collaboration with Scouts Canada and their Ventures Program

## **Prevention and Education**

- Public fire safety education through various avenues, including social media, virtual learning opportunities, outreach campaigns, community events, and community partnerships
- Conducted 3,882 inspections and participated in 571 public education events in 2019. Additionally, OFS visited 14,143 homes in 2019 as part of the Wake Up! Get a Working Smoke Alarm Campaign. OFS continued their partnership with Ottawa Community Housing (OCH) for providing inspections to these properties. This collaborative partnership has resulted in safes homes for residents of OCH buildings. Having a strong presence in the community is vital to building trust and strengthening the service's voice. Education, inspections and investigations is a collaborative effort between all divisions within OFS with the ultimate goal of preventing fires
- Application of fire safety standards and enforcement, including thorough fire cause, origin and circumstance evaluations, Fire Code compliance, investigations, fire inspections and risk assessments

City of Ottawa  
Emergency & Protective Services  
Fire Services - Operating Resource Requirement  
In Thousands (\$000)

	2019	2020		2021	\$ Change over 2020 Budget
	Actual	Actuals	Budget	Adopted	
<b>Expenditures by Program</b>					
Chief's Office	483	505	503	524	21
Operations	147,491	150,784	149,237	153,842	4,605
Prevention	6,231	6,266	6,684	6,786	102
Communications	5,915	5,944	6,240	6,288	48
Operational Support	6,110	6,119	6,192	6,691	499
<b>Gross Expenditure</b>	<b>166,230</b>	<b>169,618</b>	<b>168,856</b>	<b>174,131</b>	<b>5,275</b>
Recoveries & Allocations	-93	-38	0	0	0
Revenue	-1,059	-1,775	-1,208	-1,623	-415
<b>Net Requirement</b>	<b>165,078</b>	<b>167,805</b>	<b>167,648</b>	<b>172,508</b>	<b>4,860</b>
<b>Expenditures by Type</b>					
Salaries, Wages & Benefits	144,538	148,035	149,444	153,705	4,261
Overtime	3,961	3,928	3,215	3,279	64
Material & Services	4,458	4,925	3,338	3,983	645
Transfers/Grants/Financial Charges	0	0	0	0	0
Fleet Costs	9,220	8,824	8,393	8,558	165
Program Facility Costs	2,880	2,750	3,359	3,459	100
Other Internal Costs	1,173	1,156	1,107	1,147	40
<b>Gross Expenditures</b>	<b>166,230</b>	<b>169,618</b>	<b>168,856</b>	<b>174,131</b>	<b>5,275</b>
Recoveries & Allocations	-93	-38	0	0	0
<b>Net Expenditure</b>	<b>166,137</b>	<b>169,580</b>	<b>168,856</b>	<b>174,131</b>	<b>5,275</b>
<b>Revenues By Type</b>					
Federal	-71	-150	0	0	0
Provincial	0	-722	0	-400	-400
Own Funds	0	0	0	0	0
Fees and Services	-988	-903	-1,208	-1,223	-15
Fines	0	0	0	0	0
Other	0	0	0	0	0
<b>Total Revenue</b>	<b>-1,059</b>	<b>-1,775</b>	<b>-1,208</b>	<b>-1,623</b>	<b>-415</b>
<b>Net Requirement</b>	<b>165,078</b>	<b>167,805</b>	<b>167,648</b>	<b>172,508</b>	<b>4,860</b>
<b>Full Time Equivalents</b>			<b>975.00</b>	<b>975.00</b>	<b>0.00</b>

City of Ottawa  
 Emergency & Protective Services  
 Fire Services - User Fees

	2019 Rate \$	2020 Rate \$	2021 Rate \$	% Change Over 2020	% Change Over 2019	Effective Date	2021 Revenue (\$000)
<b>Hazmat Fees and Charges (minimum charge of 1 hour)</b>							
Hazmat Vehicle & Techs*	718.00	735.00	750.00	2.0%	4.5%	01-Apr-21	-15
Pump & Crew*	916.00	938.00	957.00	2.0%	4.5%	01-Apr-21	
Ladder, Aerial, Platform & Crew*	679.00	695.00	709.00	2.0%	4.4%	01-Apr-21	
Incident Commander & Vehicle*	456.00	467.00	476.00	1.9%	4.4%	01-Apr-21	
Safety Officer & Vehicle*	412.00	422.00	430.00	1.9%	4.4%	01-Apr-21	
Water Rescue & Vehicle*	355.00	364.00	371.00	1.9%	4.5%	01-Apr-21	
Hose Tender*	570.00	584.00	596.00	2.1%	4.6%	01-Apr-21	
Supply Tender*	337.00	345.00	352.00	2.0%	4.5%	01-Apr-21	
Foam Tender*	337.00	345.00	352.00	2.0%	4.5%	01-Apr-21	
Heavy Rescue*	679.00	695.00	709.00	2.0%	4.4%	01-Apr-21	
Tanker*	337.00	345.00	352.00	2.0%	4.5%	01-Apr-21	
Command RV Vehicle*	337.00	344.00	352.00	2.3%	4.5%	01-Apr-21	
Service Vehicle*	170.00	174.00	177.00	1.7%	4.1%	01-Apr-21	
Maintenance Vehicle*	170.00	174.00	177.00	1.7%	4.1%	01-Apr-21	
Hazmat Support Vehicle*	170.00	174.00	177.00	1.7%	4.1%	01-Apr-21	
Rehab Vehicle*	170.00	174.00	177.00	1.7%	4.1%	01-Apr-21	
Heavy Equipment Rental*	Cost + 15%	Cost + 15%	Cost + 15%			01-Apr-21	
Initial Hazard Assessment Team*	324.00	332.00	339.00	2.1%	4.6%	01-Apr-21	
Consumable Materials*	Cost + 15%	Cost + 15%	Cost + 15%			01-Apr-21	

**City of Ottawa**  
**Emergency & Protective Services**  
**Fire Services - User Fees**

	2019 Rate \$	2020 Rate \$	2021 Rate \$	% Change Over 2020	% Change Over 2019	Effective Date	2021 Revenue (\$000)
<b>Fire Prevention</b>							
1) File Search (only) Fees							
Residential*	106.00	109.00	111.00	1.8%	4.7%	01-Apr-21	
Non-Residential*	214.00	219.00	223.00	1.8%	4.2%	01-Apr-21	
Replacement Documentation*	86.00	88.00	90.00	2.3%	4.7%	01-Apr-21	
2) General Fire Inspections Fees							
Inspections: less than 3 storeys, warehouses and other industrial buildings under 5,000 sq. ft.*	423.00	433.00	442.00	2.1%	4.5%	01-Apr-21	
Inspections: for 4-6 storeys, warehouses and other industrial buildings between 5,000 - 15,000 sq. ft.*	678.00	694.00	708.00	2.0%	4.4%	01-Apr-21	
Inspections: for 7-12 storeys, warehouses and other industrial buildings over 15,000 sq. ft.*	848.00	868.00	885.00	2.0%	4.4%	01-Apr-21	
Inspections: for 13 storeys or higher, or an especially large complex.*	1,102.00	1,128.00	1,151.00	2.0%	4.4%	01-Apr-21	
Group Homes/Daycares/Nurseries Inspections*	112.00	115.00	117.00	1.7%	4.5%	01-Apr-21	
Fire Summary Reports*	86.00	88.00	90.00	2.3%	4.7%	01-Apr-21	
Fire Safety Plan - Includes application, document review and site inspection.*	168.00	172.00	175.00	1.7%	4.2%	01-Apr-21	
Fire Safety Plan - Includes application, document review and site inspection - Multiple building ( 3 or more) property.*	486.00	498.00	508.00	2.0%	4.5%	01-Apr-21	

**City of Ottawa**  
**Emergency & Protective Services**  
**Fire Services - User Fees**

	2019 Rate \$	2020 Rate \$	2021 Rate \$	% Change Over 2020	% Change Over 2019	Effective Date	2021 Revenue (\$000)
<b>Risk Safety Management Plan Review:</b>							
Level 1*	562.00	575.00	587.00	2.1%	4.4%	01-Apr-21	
Level 2*	1,123.00	1,150.00	1,173.00	2.0%	4.5%	01-Apr-21	
Re-Inspection Fee - Applicable to the third visit to any property for non-compliance.*	112.00	115.00	117.00	1.7%	4.5%	01-Apr-21	
Marijuana Grow-Op Inspections (MGO) - Investigation and compliance.*	562.00	575.00	587.00	2.1%	4.4%	01-Apr-21	
Fire Drill and Safety Planning Review - On-Site drill assessment and safety plan review (vulnerable occupancies are excluded).*	247.00	253.00	258.00	2.0%	4.5%	01-Apr-21	
Open Air Fire Permits	14.00	14.00	14.00	0.0%	0.0%	01-Apr-21	
Inspection: Specific Event Open Air Fire Permits*	52.00	53.00	54.00	1.9%	3.8%	01-Apr-21	
Agency Letter*	100.00	102.00	104.00	2.0%	4.0%	01-Apr-21	
<b>Recruitment Fees:</b>							
Competition User Fee*	230.00	236.00	241.00	2.1%	4.8%	01-Apr-21	
Canadian Physical Ability Testing (CPAT)*	469.00	480.00	490.00	2.1%	4.5%	01-Apr-21	
<b>Special Events Fee:</b>							
Fire Apparatus Unit (4 Firefighters plus Truck)-Base Rate <sup>1*</sup>	1,363.00	1,396.00	1,424.00	2.0%	4.5%	01-Apr-21	
Fire Apparatus Unit (4 Firefighters plus Truck)-Hourly Rate <sup>2*</sup>	454.00	465.00	474.00	1.9%	4.4%	01-Apr-21	
Additional Firefighter(s)-Base Rate <sup>1*</sup>	241.00	247.00	252.00	2.0%	4.6%	01-Apr-21	
Additional Firefighter(s)-Hourly Rate <sup>2*</sup>	81.00	83.00	85.00	2.4%	4.9%	01-Apr-21	
Fire Prevention Officer-Base Rate <sup>1*</sup>	315.00	323.00	329.00	1.9%	4.4%	01-Apr-21	
Fire Prevention Officer-Hourly Rate <sup>2*</sup>	106.00	109.00	111.00	1.8%	4.7%	01-Apr-21	
Chief Officer-Base Rate <sup>1*</sup>	356.00	365.00	372.00	1.9%	4.5%	01-Apr-21	
Chief Officer-Hourly Rate <sup>2*</sup>	118.00	121.00	123.00	1.7%	4.2%	01-Apr-21	
<b>Total Departmental</b>							<b>-15</b>

**Notes:**

\* HST applicable

<sup>1</sup> Base rate includes the minimum requirement of three hours of on-site event coverage.

<sup>2</sup> The hourly rate is charged in addition to the Base Rate for events that exceed three hours.

## **Emergency & Protective Services Department**

### **2021 Service Area Summary - Ottawa Paramedic Service**

The Ottawa Paramedic Service's integrated high-performance system efficiently provides clinical excellence to bring residents and visitors sophisticated pre-hospital medicine. The Ottawa Paramedic Service also provides specialty services such as marine paramedics for waterways, tactical paramedics for police operations, and bike paramedics for special events.

The Service also delivers public education and injury prevention programs for City staff and stakeholders, manages all medical equipment purchases for the City of Ottawa, and oversees the Public Access Defibrillator (PAD) Program, which includes the Police Service, OC Transpo, Fire Services and Bylaw and Regulatory Services.

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

- Street Operations (50/50 cost sharing program with Ministry of Health and Long-Term Care (MOHLTC)). In 2019, the response volume was 146,481
- The Ottawa Central Ambulance Communications Centre (OCACC) is 100% funded by MOHLTC and provides call-taking and dispatching services to the City of Ottawa, United Counties of Prescott and Russell, and United Counties of Stormont, Dundas and Glengarry. In 2019, the OCACC provided call taking services for 142,970 calls and dispatching services for a response volume of 182,454 emergency vehicle responses, an increase of 1.7% from 2018
- Special Operations - ensure public safety by providing medical coverage and response for special events in the City, such as Canada Day, international dignitary visits, conferences, special events and festivals. The majority of special events are on a cost recovery basis
- Community Medicine Programs - promote a safe and healthy community by developing programs for public awareness. Training is run on a 100% cost recovery basis. In 2019, 570 First Aid, CPR and AED courses to 6,988 participants. Public Access Defibrillator Program - placement of over 1,200 defibrillators in public buildings, police, fire,

all O-Train Line 1 Stations and OC Transpo vehicles since 2001. Bylaw and Regulatory Services vehicles were added in 2019. In total, 139 lives have been saved since the program's inception in 2001

City of Ottawa  
Emergency & Protective Services  
Paramedic Service - Operating Resource Requirement  
In Thousands (\$000)

	2019	2020		2021	\$ Change over 2020 Budget
	Actual	Actuals	Budget	Adopted	
<b>Expenditures by Program</b>					
Paramedic Service	92,404	105,412	96,177	106,477	10,300
CACC (Dispatch)	9,454	10,441	10,031	10,031	0
Program Support	310	0	2,310	2,310	0
<b>Gross Expenditure</b>	<b>102,168</b>	<b>115,853</b>	<b>108,518</b>	<b>118,818</b>	<b>10,300</b>
Recoveries & Allocations	-566	1,811	-165	-165	0
Revenue	-63,827	-70,286	-64,568	-72,248	-7,680
<b>Net Requirement</b>	<b>37,775</b>	<b>47,378</b>	<b>43,785</b>	<b>46,405</b>	<b>2,620</b>
<b>Expenditures by Type</b>					
Salaries, Wages & Benefits	77,529	85,862	83,150	90,305	7,155
Overtime	3,871	4,562	2,047	2,087	40
Material & Services	10,231	14,742	9,982	12,892	2,910
Transfers/Grants/Financial Charges	0	0	0	0	0
Fleet Costs	7,199	7,676	8,323	8,443	120
Program Facility Costs	2,319	2,390	2,456	2,531	75
Other Internal Costs	1,019	621	2,560	2,560	0
<b>Gross Expenditures</b>	<b>102,168</b>	<b>115,853</b>	<b>108,518</b>	<b>118,818</b>	<b>10,300</b>
Recoveries & Allocations	-566	1,811	-165	-165	0
<b>Net Expenditure</b>	<b>101,602</b>	<b>117,664</b>	<b>108,353</b>	<b>118,653</b>	<b>10,300</b>
<b>Revenues By Type</b>					
Federal	-431	-279	0	0	0
Provincial	-62,166	-68,731	-63,608	-71,288	-7,680
Own Funds	0	0	0	0	0
Fees and Services	-1,230	-1,276	-960	-960	0
Fines	0	0	0	0	0
Other	0	0	0	0	0
<b>Total Revenue</b>	<b>-63,827</b>	<b>-70,286</b>	<b>-64,568</b>	<b>-72,248</b>	<b>-7,680</b>
<b>Net Requirement</b>	<b>37,775</b>	<b>47,378</b>	<b>43,785</b>	<b>46,405</b>	<b>2,620</b>
<b>Full Time Equivalents</b>			<b>683.80</b>	<b>697.80</b>	<b>14.00</b>

**City of Ottawa**  
**Emergency & Protective Services**  
**Paramedic Service - User Fees**

	2019 Rate \$	2020 Rate \$	2021 Rate \$	% Change Over 2020	% Change Over 2019	Effective Date	2021 Revenue (\$000)
<b>Program Fees</b>							0
Standard First Aid Certification (two day course)*	132.35	135.00	137.70	2.0%	4.0%	01-Apr-21	
Standard First Aid Recertification (one day course)*	87.35	89.10	90.90	2.0%	4.1%	01-Apr-21	
Emergency First Aid Recertification (one day course)*	87.35	89.10	90.90	2.0%	4.1%	01-Apr-21	
Cardiopulmonary Resuscitation (CPR) "C" and Automated External Defibrillator (AED) (half day course)*	52.35	53.40	54.50	2.1%	4.1%	01-Apr-21	
Health Care Provider CPR "C"/AED (half day course)*	67.35	68.70	70.10	2.0%	4.1%	01-Apr-21	
Oxygen Therapy and Airway Management (half day course)*	67.35	68.70	70.10	2.0%	4.1%	01-Apr-21	
First Aid Instructor Certification (two day course)*	225.00	230.00	234.60	2.0%	4.3%	01-Apr-21	
First Aid Instructor Cross-Over Clinic (half day course)*	115.00	117.50	119.85	2.0%	4.2%	01-Apr-21	
Training off-site fee (one day course)*	50.00	51.00	52.00	2.0%	4.0%	01-Apr-21	
Training off-site fee (two day course)*	75.00	76.50	78.05	2.0%	4.1%	01-Apr-21	
<b>Special Events Fees</b>							
Two Person Paramedic Resource - Hourly Rate*	250.00	255.00	260.10	2.0%	4.0%	01-Apr-21	
Single Paramedic Resource - Hourly Rate*	125.00	127.50	130.05	2.0%	4.0%	01-Apr-21	
<b>Total Departmental</b>							<b>0</b>

**Notes:**

\* HST applicable.

1 A minimum charge of 4.5 hours will be applied, which includes 3 hours on-site + 1.5 hours for preparation and travel.

2 The hourly rate divided in half in the event that only a single resource is required.

## **Emergency & Protective Services Department**

### **2021 Service Area Summary - By-law & Regulatory Services**

The mandate of By-law & Regulatory Services (BLRS) is to protect and serve residents, businesses and visitors through education on, and administration and enforcement of, regulations that address public health and safety, nuisance control and consumer protection. The Service Area is responsible for ensuring compliance with city-wide regulatory by-laws and provincial legislation that address a wide range of municipal community issues. By-law & Regulatory Services accomplishes those objectives through:

- Animal Care and Control, including pet registration and transport of sick/injured domestic and small wild animals
- Noise control
- Parking Enforcement, including the Private Parking Enforcement Agency Program
- Property Standards, Property Maintenance, and Zoning enforcement
- Smoke Free Ontario and municipal smoke-free regulation enforcement
- Enforcement of various other regulations including Fences, Parks & Facilities, Use and Care of Roads, Clothing Donation Boxes, Shopping Carts, Graffiti
- Vehicle-for-Hire By-law administration, enforcement and inspections (taxis, limousines, private transportation companies)
- Development of administration and enforcement policies and procedures in support of by-laws
- Promotion, education and awareness of by-laws
- Business licensing, administration and enforcement of 34 Business License Categories and Lottery Licensing, and coordination of appeals committees
- Management of the Spay/Neuter Clinic, and the Municipal Animal Shelter Services Agreement
- Coordination of Large Wild Mammal Emergency Response Service

BLRS consists of five main areas the Directors Office, By-law Enforcement, Licensing Administration and Enforcement, Operational Support and Regulatory Services, and Parking Enforcement and Logistics to achieve this mandate.

City of Ottawa  
Emergency & Protective Services  
By-law and Regulatory Services - Operating Resource Requirement  
In Thousands (\$000)

	2019	2020		2021	\$ Change over 2020 Budget
	Actual	Actuals	Budget	Adopted	
<b>Expenditures by Program</b>					
Operations	22,868	21,647	21,945	22,435	490
Spay Neuter Clinic	711	556	516	523	7
Municipal Animal Shelter Services	1,166	1,179	1,132	1,182	50
<b>Gross Expenditure</b>	<b>24,745</b>	<b>23,382</b>	<b>23,593</b>	<b>24,140</b>	<b>547</b>
Recoveries & Allocations	-1,031	-954	-495	-495	0
Revenue	-29,809	-29,192	-29,467	-29,467	0
<b>Net Requirement</b>	<b>-6,095</b>	<b>-6,764</b>	<b>-6,369</b>	<b>-5,822</b>	<b>547</b>
<b>Expenditures by Type</b>					
Salaries, Wages & Benefits	16,679	17,416	17,427	17,837	410
Overtime	678	313	271	271	0
Material & Services	4,754	3,728	4,445	4,570	125
Transfers/Grants/Financial Charges	975	576	1	1	0
Fleet Costs	995	882	971	981	10
Program Facility Costs	67	61	66	66	0
Other Internal Costs	597	406	412	414	2
<b>Gross Expenditures</b>	<b>24,745</b>	<b>23,382</b>	<b>23,593</b>	<b>24,140</b>	<b>547</b>
Recoveries & Allocations	-1,031	-954	-495	-495	0
<b>Net Expenditure</b>	<b>23,714</b>	<b>22,428</b>	<b>23,098</b>	<b>23,645</b>	<b>547</b>
<b>Revenues By Type</b>					
Federal	-60	0	0	0	0
Provincial	0	-10,616	0	-4,000	-4,000
Own Funds	0	0	0	0	0
Fees and Services	-29,748	-18,576	-29,467	-25,467	4,000
Fines	0	0	0	0	0
Other	-1	0	0	0	0
<b>Total Revenue</b>	<b>-29,809</b>	<b>-29,192</b>	<b>-29,467</b>	<b>-29,467</b>	<b>0</b>
<b>Net Requirement</b>	<b>-6,095</b>	<b>-6,764</b>	<b>-6,369</b>	<b>-5,822</b>	<b>547</b>
<b>Full Time Equivalents</b>			<b>176.78</b>	<b>176.78</b>	<b>0.00</b>

City of Ottawa

Emergency & Protective Services

By-law and Regulatory Services - User Fees

	2019 Rate \$	2020 Rate \$	2021 Rate \$	% Change Over 2020	% Change Over 2019	Effective Date	2021 Revenue (\$000)
<b>Business Licensing</b>							
Application Processing Fee	55.00	57.00	57.00	0.0%	3.6%	01-Jan-21	
Canada Day Lottery Fee	100.00	100.00	100.00	0.0%	0.0%	01-Jan-21	
Duplicate Permit Fee	50.00	50.00	50.00	0.0%	0.0%	01-Jan-21	
Renewal late fee	55.00	57.00	57.00	0.0%	3.6%	01-Jan-21	
Adult Entertainment Parlour (Owner) <sup>1</sup>	6,970.00	7,109.00	7,109.00	0.0%	2.0%	01-Jan-21	
Adult Entertainment Parlour (Operator) <sup>1</sup>	1,320.00	1,346.00	1,346.00	0.0%	2.0%	01-Jan-21	
Adult Entertainment Stores A <sup>1</sup>	675.00	689.00	689.00	0.0%	2.1%	01-Jan-21	
Adult Entertainment Stores B <sup>1</sup>	66.00	67.00	67.00	0.0%	1.5%	01-Jan-21	
All Night Dance Events <sup>1</sup>	306.00	312.00	312.00	0.0%	2.0%	01-Jan-21	
Amusement Places <sup>1</sup>	186.00	190.00	190.00	0.0%	2.2%	01-Jan-21	
Auctioneer A (Annual) <sup>1</sup>	456.00	465.00	465.00	0.0%	2.0%	01-Jan-21	
Auctioneer B (Per Event) <sup>1</sup>	154.00	157.00	157.00	0.0%	1.9%	01-Jan-21	
Body Rub Parlour <sup>1</sup>	1,320.00	1,346.00	1,346.00	0.0%	2.0%	01-Jan-21	
Driving School (Owner/Operator) <sup>1</sup>	447.00	456.00	456.00	0.0%	2.0%	01-Jan-21	
Driving School (Instructor) <sup>1</sup>	162.00	165.00	165.00	0.0%	1.9%	01-Jan-21	
Driving School (Initial vehicle inspection) <sup>1</sup>	52.00	53.00	53.00	0.0%	1.9%	01-Jan-21	
Exhibitions (per event) <sup>1</sup>	274.00	279.00	279.00	0.0%	1.8%	01-Jan-21	
Exhibitions (each additional day)	52.00	53.00	53.00	0.0%	1.9%	01-Jan-21	
Exotic Animal Entertainment <sup>1</sup>	274.00	279.00	279.00	0.0%	1.8%	01-Jan-21	
Exotic Animal Rescue Establishments <sup>1</sup>	137.00	140.00	140.00	0.0%	2.2%	01-Jan-21	
Flea Markets (C-Annual) <sup>1</sup>	2,006.00	2,046.00	2,046.00	0.0%	2.0%	01-Jan-21	
Flea Markets (A-day) <sup>1</sup>	274.00	279.00	279.00	0.0%	1.8%	01-Jan-21	
Food Premises <sup>1</sup>	204.00	208.00	208.00	0.0%	2.0%	01-Jan-21	
Group Home Old Nepean and Old Gloucester <sup>1</sup>	130.00	133.00	133.00	0.0%	2.3%	01-Jan-21	
Group Home Cumberland (New) <sup>1</sup>	121.00	123.00	123.00	0.0%	1.7%	01-Jan-21	
Group Home Cumberland (Renewal)	34.00	35.00	35.00	0.0%	2.9%	01-Jan-21	
Kennel - Boarding <sup>1</sup>	112.00	114.00	114.00	0.0%	1.8%	01-Jan-21	
Kennel - In-Home Breeding	80.00	82.00	82.00	0.0%	2.5%	01-Jan-21	
Kennel - Recreational	80.00	82.00	82.00	0.0%	2.5%	01-Jan-21	

City of Ottawa

Emergency & Protective Services

By-law and Regulatory Services - User Fees

	2019 Rate \$	2020 Rate \$	2021 Rate \$	% Change Over 2020	% Change Over 2019	Effective Date	2021 Revenue (\$000)
<b>Business Licensing cont'd</b>							
Pet Shop <sup>1</sup>	115.00	117.00	117.00	0.0%	1.7%	01-Jan-21	
Public Garage <sup>1</sup>	204.00	208.00	208.00	0.0%	2.0%	01-Jan-21	
Rickshaw Operators	50.00	51.00	51.00	0.0%	2.0%	01-Jan-21	
Rickshaw Owners	95.00	97.00	97.00	0.0%	2.1%	01-Jan-21	
Rooming House Owner 4-10 rooming units <sup>1</sup>	192.00	196.00	196.00	0.0%	2.1%	01-Jan-21	
Rooming House Owner 11-20 rooming units <sup>1</sup>	256.00	261.00	261.00	0.0%	2.0%	01-Jan-21	
Rooming House Owner 21-30 rooming units <sup>1</sup>	325.00	332.00	332.00	0.0%	2.2%	01-Jan-21	
Rooming House Owner 31-40 rooming units <sup>1</sup>	385.00	393.00	393.00	0.0%	2.1%	01-Jan-21	
Rooming House Owner 41-50 rooming units <sup>1</sup>	456.00	465.00	465.00	0.0%	2.0%	01-Jan-21	
Rooming House Owner 51-60 rooming units <sup>1</sup>	518.00	528.00	528.00	0.0%	1.9%	01-Jan-21	
Rooming House Owner over 60 rooming units <sup>1</sup>	546.00	557.00	557.00	0.0%	2.0%	01-Jan-21	
Salvage Yards <sup>1</sup>	169.00	172.00	172.00	0.0%	1.8%	01-Jan-21	
Second-hand Goods Shops <sup>1</sup>	169.00	172.00	172.00	0.0%	1.8%	01-Jan-21	
Snow Plow Contractors <sup>1</sup>	280.00	286.00	286.00	0.0%	2.1%	01-Jan-21	
Snow Plow Vehicles	31.00	35.00	35.00	0.0%	12.9%	01-Jan-21	
Temporary Sign Lessors <sup>1</sup>	400.00	408.00	408.00	0.0%	2.0%	01-Jan-21	
Tobacco Vendors <sup>1</sup>	854.00	871.00	871.00	0.0%	2.0%	01-Jan-21	
Private Parking Enforcement Agency <sup>1</sup>	326.00	333.00	333.00	0.0%	2.1%	01-Jan-21	
<b>Refreshment Vendors</b>							
<b>Mobile Refreshment Vehicle - Urban</b>							
Licence "A" Annual <sup>1</sup>	3,300.00	3,366.00	3,366.00	0.0%	2.0%	01-Jan-21	
Licence "B" six months <sup>1</sup>	2,133.00	2,176.00	2,176.00	0.0%	2.0%	01-Jan-21	
Licence "C" monthly <sup>1</sup>	325.00	332.00	332.00	0.0%	2.2%	01-Jan-21	
Licence "D" special event (1-21 days) <sup>1</sup>	257.00	265.00	265.00	0.0%	3.1%	01-Jan-21	
Licence "E" special event per day (1-4 days) <sup>1</sup>	195.00	195.00	195.00	0.0%	0.0%	01-Jan-21	
Licence "F" roadway annual <sup>1</sup>	3,300.00	3,366.00	3,366.00	0.0%	2.0%	01-Jan-21	
Licence "G" roadway six months <sup>1</sup>	2,133.00	2,176.00	2,176.00	0.0%	2.0%	01-Jan-21	
Licence "H" roadway monthly <sup>1</sup>	325.00	332.00	332.00	0.0%	2.2%	01-Jan-21	
Licence "I" Canada Day <sup>1</sup>	166.00	175.00	175.00	0.0%	5.4%	01-Jan-21	

City of Ottawa

Emergency & Protective Services

By-law and Regulatory Services - User Fees

	2019 Rate \$	2020 Rate \$	2021 Rate \$	% Change Over 2020	% Change Over 2019	Effective Date	2021 Revenue (\$000)
<b>Refreshment Vendors cont'd</b>							
<b>Mobile Canteen - Urban</b>							
Licence "A" Annual <sup>1</sup>	712.00	726.00	726.00	0.0%	2.0%	01-Jan-21	
Licence "B" Six months <sup>1</sup>	518.00	528.00	528.00	0.0%	1.9%	01-Jan-21	
Licence "C" Monthly <sup>1</sup>	257.00	262.00	262.00	0.0%	1.9%	01-Jan-21	
Licence "D" Special Event (1-21 days) <sup>1</sup>	224.00	230.00	230.00	0.0%	2.7%	01-Jan-21	
Licence "E" Special Event per day (1-4 days) <sup>1</sup>	193.00	195.00	195.00	0.0%	1.0%	01-Jan-21	
<b>Mobile Refreshment Cart - Urban</b>							
Licence "A" Annual <sup>1</sup>	578.00	590.00	590.00	0.0%	2.1%	01-Jan-21	
Licence "B" Six months <sup>1</sup>	385.00	393.00	393.00	0.0%	2.1%	01-Jan-21	
Licence "C" Monthly <sup>1</sup>	257.00	262.00	262.00	0.0%	1.9%	01-Jan-21	
Licence "D" Special Event (1-21 days) <sup>1</sup>	224.00	230.00	230.00	0.0%	2.7%	01-Jan-21	
Licence "E" Special Event per day (1-4 days) <sup>1</sup>	193.00	195.00	195.00	0.0%	1.0%	01-Jan-21	
Licence "F" Sidewalk Annual <sup>1</sup>	578.00	590.00	590.00	0.0%	2.1%	01-Jan-21	
Licence "G" Sidewalk Six Months <sup>1</sup>	385.00	393.00	393.00	0.0%	2.1%	01-Jan-21	
Licence "H" Sidewalk Monthly <sup>1</sup>	257.00	262.00	262.00	0.0%	1.9%	01-Jan-21	
Licence "I" Canada Day <sup>1</sup>	166.00	175.00	175.00	0.0%	5.4%	01-Jan-21	
<b>Refreshment Stand - Urban</b>							
Licence "A" Annual <sup>1</sup>	774.00	789.00	789.00	0.0%	1.9%	01-Jan-21	
Licence "B" Six Months <sup>1</sup>	518.00	528.00	528.00	0.0%	1.9%	01-Jan-21	
Licence "C" Monthly <sup>1</sup>	257.00	262.00	262.00	0.0%	1.9%	01-Jan-21	
Licence "D" Special Event (1-21 days) <sup>1</sup>	224.00	230.00	230.00	0.0%	2.7%	01-Jan-21	
Licence "E" Special Event per day (1-4 days) <sup>1</sup>	168.00	175.00	175.00	0.0%	4.2%	01-Jan-21	

City of Ottawa

Emergency & Protective Services

By-law and Regulatory Services - User Fees

	2019 Rate \$	2020 Rate \$	2021 Rate \$	% Change Over 2020	% Change Over 2019	Effective Date	2021 Revenue (\$000)
<b>Refreshment Vendors cont'd</b>							
<b>Itinerant Seller - Urban</b>							
Licence "A" Annual <sup>1</sup>	518.00	528.00	528.00	0.0%	1.9%	01-Jan-21	
Licence "B" Six Months <sup>1</sup>	325.00	332.00	332.00	0.0%	2.2%	01-Jan-21	
Licence "C" Monthly <sup>1</sup>	287.00	293.00	293.00	0.0%	2.1%	01-Jan-21	
Licence "D" Special Event (1-21 days) <sup>1</sup>	257.00	265.00	265.00	0.0%	3.1%	01-Jan-21	
Licence "E" Special Event per day (1-4 days) <sup>1</sup>	168.00	175.00	175.00	0.0%	4.2%	01-Jan-21	
Licence "F" Sidewalk Annual <sup>1</sup>	518.00	528.00	528.00	0.0%	1.9%	01-Jan-21	
Licence "G" Sidewalk Six Months <sup>1</sup>	325.00	332.00	332.00	0.0%	2.2%	01-Jan-21	
Licence "H" Sidewalk Monthly <sup>1</sup>	287.00	293.00	293.00	0.0%	2.1%	01-Jan-21	
Licence "I" Canada Day <sup>1</sup>	166.00	175.00	175.00	0.0%	5.4%	01-Jan-21	
<b>Mobile Refreshment Vehicle - Rural</b>							
Licence "A" Annual <sup>1</sup>	484.00	494.00	494.00	0.0%	2.1%	01-Jan-21	
Licence "B" Eight Months <sup>1</sup>	304.00	310.00	310.00	0.0%	2.0%	01-Jan-21	
Licence "C" Special Event per day (1-30 days) <sup>1</sup>	121.00	123.00	123.00	0.0%	1.7%	01-Jan-21	
<b>Itinerant Seller - Rural</b>							
Licence "A" Annual <sup>1</sup>	364.00	371.00	371.00	0.0%	1.9%	01-Jan-21	
Licence "B" Eight Months <sup>1</sup>	241.00	246.00	246.00	0.0%	2.1%	01-Jan-21	
Licence "C" Special Event per day (1-30 days) <sup>1</sup>	121.00	123.00	123.00	0.0%	1.7%	01-Jan-21	
<b>Annual Designated Space</b>							
Roadway - Removal Zone 1 (Schedule B) <sup>1</sup>	4,242.00	4,327.00	4,327.00	0.0%	2.0%	01-Jan-21	
Roadway - Removal Zone 2 (Schedule F) <sup>1</sup>	1,939.00	1,978.00	1,978.00	0.0%	2.0%	01-Jan-21	
Roadway - Removal Zone 3 (Schedule I) <sup>1</sup>	1,939.00	1,978.00	1,978.00	0.0%	2.0%	01-Jan-21	
Sidewalk - Removal Zone 1 (Schedule C) <sup>1</sup>	1,817.00	1,853.00	1,853.00	0.0%	2.0%	01-Jan-21	
Sidewalk - Removal Zone 2 (Schedule G) <sup>1</sup>	908.00	926.00	926.00	0.0%	2.0%	01-Jan-21	
Sidewalk - Removal Zone 3 (Schedule J) <sup>1</sup>	908.00	926.00	926.00	0.0%	2.0%	01-Jan-21	

City of Ottawa

Emergency & Protective Services

By-law and Regulatory Services - User Fees

	2019 Rate \$	2020 Rate \$	2021 Rate \$	% Change Over 2020	% Change Over 2019	Effective Date	2021 Revenue (\$000)
<b>Portable Signs</b>							
Temporary Sign (30 day)	127.00	130.00	130.00	0.0%	2.4%	01-Jan-21	
Temporary Sign Inflatable (7 days)	78.00	80.00	80.00	0.0%	2.6%	01-Jan-21	
<b>Fireworks Permit</b>	55.00	56.00	56.00	0.0%	1.8%	01-Jan-21	
<b>Pet Registration and Pound Redemption</b>							
Kitten/puppy (under 6 months)	21.00	22.00	22.00	0.0%	4.8%	01-Jan-21	
Dog/cat (over 6 months) - sterilized	21.00	22.00	22.00	0.0%	4.8%	01-Jan-21	
Dog/cat (over 6 months) - unsterilized	41.00	42.00	42.00	0.0%	2.4%	01-Jan-21	
Vicious dog	100.00	102.00	102.00	0.0%	2.0%	01-Jan-21	
Service Animal	-	-	-	0.0%	0.0%	01-Jan-21	
Tag Replacement (after first re-issue)	10.00	10.00	10.00	0.0%	0.0%	01-Jan-21	
Dog redeemed per day for each day	50.00	52.00	52.00	0.0%	4.0%	01-Jan-21	
Cat redeemed per day for each day	40.00	40.00	40.00	0.0%	0.0%	01-Jan-21	

City of Ottawa

Emergency & Protective Services

By-law and Regulatory Services - User Fees

	2019 Rate \$	2020 Rate \$	2021 Rate \$	% Change Over 2020	% Change Over 2019	Effective Date	2021 Revenue (\$000)
<b>Spay Neuter Clinic</b>							
<b>Female Dogs</b>							
Small - under 10kg.*	305.00	311.00	318.00	2.3%	4.3%	01-Jan-21	
Medium - 10 - 20 kg.*	315.00	321.00	328.00	2.2%	4.1%	01-Jan-21	
Large - 21 - 40 kg.*	355.00	362.00	370.00	2.2%	4.2%	01-Jan-21	
X-large - over 40 kg.*	405.00	413.00	423.00	2.4%	4.4%	01-Jan-21	
<b>Male Dogs</b>							
Small - under 10kg.*	275.00	281.00	287.00	2.1%	4.4%	01-Jan-21	
Medium - 10 - 20 kg.*	290.00	296.00	303.00	2.4%	4.5%	01-Jan-21	
Large - over 20 kg.*	310.00	316.00	323.00	2.2%	4.2%	01-Jan-21	
<b>Female Cats*</b>	185.00	189.00	193.00	2.1%	4.3%	01-Jan-21	
<b>Male Cats*</b>	145.00	148.00	151.00	2.0%	4.1%	01-Jan-21	
<b>Other</b>							
Surgery deposit (dog or cat)	75.00	75.00	75.00	0.0%	0.0%	01-Jan-21	
Medical Supplies*	8.85	9.74	9.96	2.3%	N/A	01-Jan-21	
Rabies vaccination*	25.00	26.00	27.00	3.8%	N/A	01-Jan-21	
Microchip insertion*	30.00	31.00	32.00	3.2%	N/A	01-Jan-21	
<b>Surcharges</b>							
Pregnant (dog or cat)*	40.00	41.00	42.00	2.4%	5.0%	01-Jan-21	
Medical complication (dog or cat)*	30.00	50.00	51.00	2.0%	70.0%	01-Jan-21	
Each inguinal testicle (cryptorchid dog)*	80.00	82.00	84.00	2.4%	5.0%	01-Jan-21	
Each abdominal testicle (cryptorchid dog)*	150.00	153.00	157.00	2.6%	N/A	01-Jan-21	
Cryptorchid (cat)*	80.00	82.00	84.00	2.4%	N/A	01-Jan-21	
Non-resident female (dog or cat)*	25.00	26.00	27.00	3.8%	8.0%	01-Jan-21	
Non-resident male (dog or cat)*	25.00	26.00	27.00	3.8%	8.0%	01-Jan-21	
Elizabethan collar*	8.85	9.74	9.96	2.3%	12.5%	01-Jan-21	
Board/care per day fee*	20.00	20.00	20.00	0.0%	0.0%	01-Jan-21	
<b>Special Events</b>							
By-law Enforcement Officer* <sup>2</sup>	66.00	70.00	70.00	0.0%	6.1%	01-Jan-21	
Parking Control Officer* <sup>2</sup>	63.00	65.00	65.00	0.0%	3.2%	01-Jan-21	
Property Standards Officer* <sup>2</sup>	72.00	75.00	75.00	0.0%	4.2%	01-Jan-21	
Supervisor* <sup>2</sup>	75.00	80.00	80.00	0.0%	6.7%	01-Jan-21	

City of Ottawa

Emergency & Protective Services

By-law and Regulatory Services - User Fees

	2019 Rate \$	2020 Rate \$	2021 Rate \$	% Change Over 2020	% Change Over 2019	Effective Date	2021 Revenue (\$000)
<b>Noise By-law</b>							
Exemption Application fee	55.00	60.00	60.00	0.0%	9.1%	01-Jan-21	
Inspection/Monitoring fee (per hour)	60.00	70.00	70.00	0.0%	16.7%	01-Jan-21	
<b>Property Standards By-law (PSB)</b>							
Property Standards Committee Appeal processing fee	209.00	225.00	225.00	0.0%	7.7%	01-Jan-21	
<b>Property Standards By-law - Compliance report - Residential, Multiple Commercial, Industrial</b>							
1-2 units/unit	55.00	56.00	56.00	0.0%	1.8%	01-Jan-21	
More than 2, not more than 5 units/unit	40.00	41.00	41.00	0.0%	2.5%	01-Jan-21	
More than 5, not more than 15 units/unit	204.00 + 15.00 per unit above the 5th unit	208.00 + 15.00 per unit above the 5th unit	208.00 + 15.00 per unit above the 5th unit	0.0%	N/A	01-Jan-21	
More than 15, not more than 25 units/unit	306.00 + 10.00 per unit above the 15th unit	312.00 + 10.00 per unit above the 15th unit	312.00 + 10.00 per unit above the 15th unit	0.0%	N/A	01-Jan-21	
More than 25 units/unit	408.00 + 5.00 per unit above the 25th unit	416.00 + 5.00 per unit above the 25th unit	416.00 + 5.00 per unit above the 25th unit	0.0%	N/A	01-Jan-21	
<b>Property Standards By-law - Compliance report - Residential, Multiple Commercial, Industrial</b>							
Free Standing Industrial, Commercial Buildings (single occupancy)	50.00 / 98 sq. m., 200.00 min.	50.00 / 98 sq. m., 200.00 min.	50.00 / 98 sq. m., 200.00 min.	0.0%	N/A	01-Jan-21	
Vacant and Derelict Property	102.00	104.00	104.00	0.0%	2.0%	01-Jan-21	
<b>Property Standards By-law - Re-inspection Fee</b>							
For first hour or part thereof/ property	102.00	104.00	104.00	0.0%	2.0%	01-Jan-21	
For each subsequent hour or part thereof/ property	51.00	52.00	52.00	0.0%	2.0%	01-Jan-21	
<b>Vehicles-for Hire - Taxis - New Application<sup>1</sup></b>							
Taxicab Driver - Standard	98.00	100.00	100.00	0.0%	2.0%	01-Jan-21	
Taxicab Driver - Accessible	-	-	-	0.0%	0.0%	01-Jan-21	
Taxi Plate Holder - Standard Taxicab	567.00	578.00	578.00	0.0%	1.9%	01-Jan-21	
Taxi Plate Holder - Accessible Taxicab	567.00	578.00	578.00	0.0%	1.9%	01-Jan-21	
Taxicab Broker - 1 to 24 taxicabs	839.00	856.00	856.00	0.0%	2.0%	01-Jan-21	
Taxicab Broker - 25 to 99 taxicabs	2,568.00	2,619.00	2,619.00	0.0%	2.0%	01-Jan-21	
Taxicab Broker - 100 or more taxicabs	7,545.00	7,696.00	7,696.00	0.0%	2.0%	01-Jan-21	
New license application for Standard or Accessible Taxicab Driver with no less than 10 yrs experience, who's license had lapsed	312.00	318.00	318.00	0.0%	1.9%	01-Jan-21	

	2019 Rate \$	2020 Rate \$	2021 Rate \$	% Change Over 2020	% Change Over 2019	Effective Date	2021 Revenue (\$000)
<b>Vehicles-for Hire - Taxis - Renewal Application<sup>1</sup></b>							
Taxicab Driver - Standard	98.00	100.00	100.00	0.0%	2.0%	01-Jan-21	
Taxicab Driver - Accessible	-	-	-	0.0%	0.0%	01-Jan-21	
Taxi Plate Holder - Standard Taxicab	567.00	578.00	578.00	0.0%	1.9%	01-Jan-21	
Taxi Plate Holder - Accessible Taxicab	567.00	578.00	578.00	0.0%	1.9%	01-Jan-21	
Taxicab Broker - 1 to 24 taxicabs	839.00	856.00	856.00	0.0%	2.0%	01-Jan-21	
Taxicab Broker - 25 to 99 taxicabs	2,568.00	2,619.00	2,619.00	0.0%	2.0%	01-Jan-21	
Taxicab Broker - 100 or more taxicabs	7,545.00	7,696.00	7,696.00	0.0%	2.0%	01-Jan-21	
Late fee (additional) - Taxicab Driver, Taxicab Broker	55.00	56.00	56.00	0.0%	1.8%	01-Jan-21	
Late fee (additional) - Taxi Plate Holder - Standard & Accessible	100.00	102.00	102.00	0.0%	2.0%	01-Jan-21	
<b>Vehicles-for Hire - Taxis - License Transfer Fees<sup>1</sup></b>							
Transfer Taxi Plate Holder to Taxi Plate Holder	4,196.00	4,196.00	4,196.00	0.0%	0.0%	01-Jan-21	
Transfer Taxi Plate Holder - deceased Taxicab Owner to legal spouse/child within 12 months of death	312.00	312.00	312.00	0.0%	0.0%	01-Jan-21	
Two Taxi Plates or more upon Death of Plate Holder (per plate)	3,953.00	3,953.00	3,953.00	0.0%	0.0%	01-Jan-21	
Vehicle to replacement vehicle	55.00	56.00	56.00	0.0%	1.8%	01-Jan-21	
<b>Vehicles-for Hire - Taxis - Replacement of Duplicate Fees section</b>							
Licence Plate	30.00	31.00	31.00	0.0%	3.3%	01-Jan-21	
License Certificate	20.00	20.00	20.00	0.0%	0.0%	01-Jan-21	
Change to Certificate	10.00	10.00	10.00	0.0%	0.0%	01-Jan-21	
Photo Identification	20.00	20.00	20.00	0.0%	0.0%	01-Jan-21	
Tariff Card	10.00	10.00	10.00	0.0%	0.0%	01-Jan-21	

City of Ottawa  
 Emergency & Protective Services  
 By-law and Regulatory Services - User Fees

	2019 Rate \$	2020 Rate \$	2021 Rate \$	% Change Over 2020	% Change Over 2019	Effective Date	2021 Revenue (\$000)
<b>Vehicles-for Hire - Taxis - Inspection fee per vehicle</b>							
Meter check after initial check	55.00	55.00	55.00	0.0%	0.0%	01-Jan-21	
Vehicle re-inspection	55.00	55.00	55.00	0.0%	0.0%	01-Jan-21	
Renewal to Priority List	55.00	55.00	55.00	0.0%	0.0%	01-Jan-21	
Addition to Priority List	55.00	55.00	55.00	0.0%	0.0%	01-Jan-21	
<b>Vehicles-for Hire - Limousines</b>							
Owner/Operator <sup>3</sup>	979.00	999.00	999.00	0.0%	2.0%	01-Jan-21	
Each Vehicle (except auxiliary service vehicles)	567.00	578.00	578.00	0.0%	1.9%	01-Jan-21	
Each temporary vehicle (30 days)	60.00	61.00	61.00	0.0%	1.7%	01-Jan-21	
<b>Limousines - License Transfer Fee</b>							
Change of named licensee	55.00	55.00	55.00	0.0%	0.0%	01-Jan-21	
Change of premise location	102.00	104.00	104.00	0.0%	2.0%	01-Jan-21	
Change of named licensee to another partner	55.00	55.00	55.00	0.0%	0.0%	01-Jan-21	
Replacement vehicle	55.00	55.00	55.00	0.0%	0.0%	01-Jan-21	
<b>Vehicles-for Hire - Private Transportation Companies (PTC) <sup>1</sup></b>							
PTC - 1 to 24 affiliated vehicles	839.00 + 0.11/trip	856.00 + 0.11/trip	856.00 + 0.11/trip	0.0%	2.0%	01-Jan-21	
PTC - 25 to 99 affiliated vehicles	2,568.00 + 0.11/trip	2,619.00 + 0.11/trip	2,619.00 + 0.11/trip	0.0%	2.0%	01-Jan-21	
PTC - 100 or more affiliated vehicles	7,545.00 + 0.11/trip	7,696.00 + 0.11/trip	7,696.00 + 0.11/trip	0.0%	2.0%	01-Jan-21	
<b>Total Departmental</b>							-

- Notes:**
- <sup>1</sup> Fees subject to Application processing, Canada Day Lottery Fee, Duplicate Permit Fee and Renewal late fee, as applicable.
  - <sup>2</sup> Fee per hour; a minimum charge of 3 hours will be applied, which includes on-site time, preparation and travel.
  - <sup>3</sup> Processing fee applies to each application by limousine licensee regardless of number of temporary vehicles.
  - \* HST applicable.

## **Emergency & Protective Services Department**

### **2021 Service Area Summary - Public Policy Development**

The Public Policy Development Service Area is responsible for recommending public policy for regulatory matters within the purview of the Emergency and Protective Services Department (EPS), and for developing and drafting corresponding regulatory by-laws including amendments to existing by-laws. The Service supports other City departments with the development of their by-laws where there is an intersection with EPS. The service area is also responsible for developing Ottawa's Community Safety and Well-Being Plan.

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

- Providing strategic, policy, and regulatory advice and recommendations to EPS and other Departments, Committee and Council regarding the development and/or amendment of relevant EPS by-laws and policies
- Developing and implementing a by-law review workplan for each term of Council, in accordance with the Council-approved By-law Review Framework
- Undertaking by-law review projects for existing regulations or emerging areas, including conducting public engagement and stakeholder consultation, research, and drafting as required
- Monitoring the activities of other levels of government to determine impacts on EPS by-laws and regulations
- Leading development of the legislatively-required Community Safety and Well-Being Plan including research, public and stakeholder engagement, evaluation and performance measures, and reporting to Committee and Council on the Plan development as required

City of Ottawa  
 Emergency & Protective Services  
 Public Policy Development - Operating Resource Requirement  
 In Thousands (\$000)

	2019	2020		2021	\$ Change over 2020 Budget
	Actual	Actuals	Budget	Adopted	
<b>Expenditures by Program</b>					
Public Policy Development	1,319	1,181	784	799	15
<b>Gross Expenditure</b>	<b>1,319</b>	<b>1,181</b>	<b>784</b>	<b>799</b>	<b>15</b>
Recoveries & Allocations	0	-206	0	0	0
Revenue	-1	0	0	0	0
<b>Net Requirement</b>	<b>1,318</b>	<b>975</b>	<b>784</b>	<b>799</b>	<b>15</b>
<b>Expenditures by Type</b>					
Salaries, Wages & Benefits	875	1,013	763	778	15
Overtime	0	0	0	0	0
Material & Services	413	164	21	21	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	31	4	0	0	0
<b>Gross Expenditures</b>	<b>1,319</b>	<b>1,181</b>	<b>784</b>	<b>799</b>	<b>15</b>
Recoveries & Allocations	0	-206	0	0	0
<b>Net Expenditure</b>	<b>1,319</b>	<b>975</b>	<b>784</b>	<b>799</b>	<b>15</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	-1	0	0	0	0
<b>Total Revenue</b>	<b>-1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Requirement</b>	<b>1,318</b>	<b>975</b>	<b>784</b>	<b>799</b>	<b>15</b>
<b>Full Time Equivalents</b>			<b>6.00</b>	<b>6.00</b>	<b>0.00</b>

## **Community and Social Services Department**

### **2021 Service Area Summary – Department Overview**

The Community and Social Services department works with community agencies to ensure a strong social infrastructure of coordinated and responsive programs and services for families and individuals in need. In collaboration with our partners, we develop, deliver, and fund services and programs that foster inclusion, self-sufficiency and improved quality of life. Most services and programs are governed by specific provincial legislation, with funding from all three levels of government.

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

The Community and Social Services department oversees an integrated continuum of supports through programs and services provided by the following service areas:

- Children's Services
- Employment and Social Services
- Housing Services
- Long-term care Services
- Partner and Stakeholder Initiatives

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

	2019	2020		2021	\$ Change over 2020 Budget
	Actual	Actuals	Budget	Adopted	
<b>Expenditures by Program</b>					
General Manager's Office	558	414	409	419	10
Social Policy, Research and Analytics	93	673	590	605	15
Business Support Services	3,252	3,339	3,276	3,706	430
<b>Gross Expenditure</b>	<b>3,903</b>	<b>4,426</b>	<b>4,275</b>	<b>4,730</b>	<b>455</b>
Recoveries & Allocations	0	-35	0	0	0
Revenue	0	-131	0	-350	-350
<b>Net Requirement</b>	<b>3,903</b>	<b>4,260</b>	<b>4,275</b>	<b>4,380</b>	<b>105</b>
<b>Expenditures by Type</b>					
Salaries, Wages & Benefits	3,762	4,088	4,173	4,628	455
Overtime	0	113	0	0	0
Material & Services	84	68	92	92	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	57	157	10	10	0
<b>Gross Expenditures</b>	<b>3,903</b>	<b>4,426</b>	<b>4,275</b>	<b>4,730</b>	<b>455</b>
Recoveries & Allocations	0	-35	0	0	0
<b>Net Expenditure</b>	<b>3,903</b>	<b>4,391</b>	<b>4,275</b>	<b>4,730</b>	<b>455</b>
<b>Revenues By Type</b>					
Federal	0	-131	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	-350	-350
<b>Total Revenue</b>	<b>0</b>	<b>-131</b>	<b>0</b>	<b>-350</b>	<b>-350</b>
<b>Net Requirement</b>	<b>3,903</b>	<b>4,260</b>	<b>4,275</b>	<b>4,380</b>	<b>105</b>
<b>Full Time Equivalents</b>			<b>36.00</b>	<b>36.00</b>	<b>0.00</b>

## **Community and Social Services Department**

### **2021 Service Area Summary - Employment and Social Services**

Employment and Social Services provides financial and employment assistance, along with social supports to families and individuals to improve the social and economic well-being of Ottawa residents. The service area is responsible for administering the Ontario Works program, which includes financial assistance for basic needs and shelter, employment supports and health benefits. The service area also provides a range of employment services to family members of Ontario Disability Support Program (ODSP) recipients and operates one of 11 Employment Ontario Centres in Ottawa. In addition, the service area delivers the 100 per cent municipally funded Essential Health and Social Supports program and assesses eligibility for light housekeeping services and residential services for low-income residents.

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

Each month, approximately:

- 17,700 households receive assistance from the Ontario Works program
- 25,800 households receive assistance from ODSP
- 1,700\* households eligible to receive assistance from the Essential Health and Social Supports program
- 1350 residents receive light housekeeping services from the Home Support Services program
- 18,000 individuals receive employment programs and services either by phone, virtually or in-person\*\* through the City of Ottawa Employment Ontario, the four Social Services offices, and within the community.

\* EHSS & HSS caseload is slightly lower potentially due to residents who currently have access to alternate sources of emergency income during COVID, such as Ontario Works Emergency Assistance, Canada Emergency Response Benefit (CERB)

\*\* Due to the pandemic, access to on-site employment services have not been available to Ottawa residents since March, however alternate forms of service are still available.

City of Ottawa  
Community & Social Services  
Employment and Social Services - Operating Resource Requirement  
In Thousands (\$000)

	2019	2020		2021	\$ Change over 2020 Budget
	Actual	Actuals	Budget	Adopted	
<b>Expenditures by Program</b>					
Ontario Works Program	249,897	230,664	258,476	259,873	1,397
Municipal Low Income Benefits	2,594	2,494	2,185	2,185	0
Home Support Program	3,607	2,962	3,000	3,000	0
Provincial Employment Programs	3,421	3,817	3,905	3,905	0
Addiction Services Initiative	1,048	0	0	0	0
Community Bus Passes and EquiPass Program	8,641	5,036	9,648	6,763	-2,885
<b>Gross Expenditure</b>	<b>269,208</b>	<b>244,973</b>	<b>277,214</b>	<b>275,726</b>	<b>-1,488</b>
Recoveries & Allocations	-21,553	-20,796	-17,785	-17,785	0
Revenue	-220,483	-196,907	-229,959	-229,959	0
<b>Net Requirement</b>	<b>27,172</b>	<b>27,270</b>	<b>29,470</b>	<b>27,982</b>	<b>-1,488</b>
<b>Expenditures by Type</b>					
Salaries, Wages & Benefits	47,000	48,456	48,758	49,918	1,160
Overtime	33	35	0	0	0
Material & Services	1,432	795	963	1,113	150
Transfers/Grants/Financial Charges	213,642	189,561	220,479	217,594	-2,885
Fleet Costs	0	0	0	0	0
Program Facility Costs	4,410	4,505	4,446	4,533	87
Other Internal Costs	2,691	1,621	2,568	2,568	0
<b>Gross Expenditures</b>	<b>269,208</b>	<b>244,973</b>	<b>277,214</b>	<b>275,726</b>	<b>-1,488</b>
Recoveries & Allocations	-21,553	-20,796	-17,785	-17,785	0
<b>Net Expenditure</b>	<b>247,655</b>	<b>224,177</b>	<b>259,429</b>	<b>257,941</b>	<b>-1,488</b>
<b>Revenues By Type</b>					
Federal	0	0	0	0	0
Provincial	-220,481	-196,907	-229,959	-229,959	0
Own Funds	0	0	0	0	0
Fees and Services	-2	0	0	0	0
Fines	0	0	0	0	0
Other	0	0	0	0	0
<b>Total Revenue</b>	<b>-220,483</b>	<b>-196,907</b>	<b>-229,959</b>	<b>-229,959</b>	<b>0</b>
<b>Net Requirement</b>	<b>27,172</b>	<b>27,270</b>	<b>29,470</b>	<b>27,982</b>	<b>-1,488</b>
<b>Full Time Equivalents</b>			<b>533.17</b>	<b>533.17</b>	<b>0.00</b>

## **Community and Social Services Department**

### **2021 Service Area Summary - Children's Services**

Children's Services, together with community partners, provides high-quality child care and early years' services that are accessible, inclusive and affordable to families and is committed to serving our most vulnerable residents. Child care is the caring for and supervision of children (ages 0-12) in licensed settings (home-based or centre-based) as well as before and after school programs. Fee subsidies are available to assist families with the cost of child care. Early years services are free-of-charge programs that provide opportunities for children (ages 0 to 6) to participate in play and inquiry-based programs with parents / caregivers in attendance. Programming includes playgroups, workshops and pre- and post-natal supports that assist parents / caregivers in their roles and facilitate access to information and specialized services.

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

- Support approximately 8,200 subsidized child care placements in the community
- Provide general operating funding to non-profit child care agencies to support about 34,000 licensed spaces
- Provide wage enhancement funding to non-profit child care agencies to support greater employment and income security to approximately 3,700 child care employees
- Provide special needs funding to help support approximately 1,300 children in licensed child care
- Provide funding to help support approximately 28,500 children access early years programs and services, including Indigenous-led programming.
- Directly operate 10 municipal child care centres offering 393 licensed child care spaces
- Manage the Child Care Registry and Waitlist to assist parents looking for licensed child care
- Responsible for the planning and management of a local child care and early years system that responds to local needs and aligns with the Province's vision

City of Ottawa  
Community & Social Services  
Children's Services - Operating Resource Requirement  
In Thousands (\$000)

	2019	2020		2021	\$ Change over 2020 Budget
	Actual	Actuals	Budget	Adopted	
<b>Expenditures by Program</b>					
<b>Legislated Programs</b>					
<u>Core Services</u>					
<i>Fee Subsidy</i>	77,990	43,440	82,929	82,929	0
<i>General Operating</i>	37,711	22,452	34,287	34,287	0
<i>Program Delivery</i>	7,172	7,145	7,965	6,012	-1,953
Special Needs Resourcing	5,259	2,892	5,259	5,259	0
Special Purpose	3,174	764	1,106	1,106	0
Wage Enhancement	14,916	9,537	17,401	17,401	0
Sustainability, Reopening & Safe Restart	0	62,808	0	0	0
Early Years Child and Family Centres	12,181	7,521	10,536	10,536	0
<b>Municipal Investments</b>					
Municipal Child Care Centres	10,177	10,121	10,179	11,466	1,287
Special Needs Resourcing	883	945	912	912	0
Early Years Child and Family Centres	1,069	994	994	994	0
Other Municipal Funding	739	959	1,115	3,000	1,885
<b>Gross Expenditure</b>	<b>171,271</b>	<b>169,578</b>	<b>172,683</b>	<b>173,902</b>	<b>1,219</b>
Recoveries & Allocations	-10,478	-5,790	-8,681	-8,681	0
Revenue	-143,661	-146,091	-146,079	-146,499	-420
<b>Net Requirement</b>	<b>17,132</b>	<b>17,697</b>	<b>17,923</b>	<b>18,722</b>	<b>799</b>
<b>Expenditures by Type</b>					
Salaries, Wages & Benefits	15,113	15,454	15,416	15,772	356
Overtime	1	82	0	0	0
Material & Services	1,185	1,196	1,926	880	-1,046
Transfers/Grants/Financial Charges	154,041	152,081	154,539	156,424	1,885
Fleet Costs	0	0	0	0	0
Program Facility Costs	759	680	732	756	24
Other Internal Costs	172	85	70	70	0
<b>Gross Expenditures</b>	<b>171,271</b>	<b>169,578</b>	<b>172,683</b>	<b>173,902</b>	<b>1,219</b>
Recoveries & Allocations	-10,478	-5,790	-8,681	-8,681	0
<b>Net Expenditure</b>	<b>160,793</b>	<b>163,788</b>	<b>164,002</b>	<b>165,221</b>	<b>1,219</b>

City of Ottawa  
 Community & Social Services  
 Children's Services - Operating Resource Requirement  
 In Thousands (\$000)

	2019	2020		2021	\$ Change over 2020 Budget
	Actual	Actuals	Budget	Adopted	
<b>Revenues By Type</b>					
Federal	0	0	0	0	0
Provincial	-137,069	-138,515	-138,548	-135,933	2,615
Own Funds	-750	-959	-1,115	-3,000	-1,885
Fees and Services	-5,842	-6,617	-6,416	-6,516	-100
Fines	0	0	0	0	0
Other	0	0	0	-1,050	-1,050
<b>Total Revenue</b>	<b>-143,661</b>	<b>-146,091</b>	<b>-146,079</b>	<b>-146,499</b>	<b>-420</b>
<b>Net Requirement</b>	<b>17,132</b>	<b>17,697</b>	<b>17,923</b>	<b>18,722</b>	<b>799</b>
<b>Full Time Equivalents</b>			<b>180.49</b>	<b>173.49</b>	<b>-7.00</b>

**City of Ottawa**  
**Community & Social Services**  
**Children's Services - User Fees**

	2019 Rate \$	2020 Rate \$	2021 Rate \$	% Change Over 2020	% Change Over 2019	Effective Date	2021 Revenue (\$000)
<b>Child Care</b>							
Infant	-	-	-	0.0%	0.0%		
Toddler	61.05	61.05	62.27	2.0%	2.0%		-24
Preschool	43.96	43.96	44.84	2.0%	2.0%		-76
<b>Total Departmental</b>							<b>-100</b>

## **Community and Social Services Department**

### **2021 Service Area Summary- Housing Services**

Housing Services oversees the funding, administration, monitoring and repair needs of community/affordable housing post development to increase access to, and retention of, suitable housing for people living on low to middle incomes. Other programs include the administration of investments in new affordable and supportive housing. Housing Services is also responsible for emergency shelter response and supported housing services to assist residents experiencing or at risk of homelessness by providing outreach, housing search, stabilization and housing loss prevention. Working with other City departments, the service area provides a system-wide coordinated response to the rooming house sector.

Housing Services, in collaboration with community stakeholders, is responsible for the ongoing implementation of the 10-Year Housing and Homelessness Plan. The Plan identifies current and future housing needs and priorities, sets targets and objectives and proposes measures to achieve those targets/objectives. .

The Community and Protective Services Committee oversees the Community and Social Services department, except for the Affordable Housing Branch which is overseen by the Planning Committee.

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

- There are currently 17,122 rent geared to income units in Ottawa, as well as 4,071 households in receipt of other housing benefits such as Housing Allowances or Rent Supplements.
- Approximately 12,500 households are on the Centralized Wait List for rent-geared-to-income assistance
- Provide funding for approximately 967 community emergency shelter beds (singles/youth and families)
- Directly operate 176 family shelter beds (44 rooms)
- Provide funding to 13 Housing First organizations supporting upwards of 1,300 people at any time
- Provide operating funding to 26 organizations providing homelessness programs

City of Ottawa  
Community & Social Services  
Housing Services - Operating Resource Requirement  
In Thousands (\$000)

	2019	2020		2021	\$ Change over 2020 Budget
	Actual	Actuals	Budget	Adopted	
<b>Expenditures by Program</b>					
Manager's Office	445	426	557	572	15
Housing Programs	103,034	108,734	99,647	101,313	1,666
Community Homelessness Prevention Initiative	67,566	62,857	52,044	52,459	415
Home for Good	3,402	4,374	2,773	2,773	0
Housing and Homelessness Investment Plan	13,756	14,155	14,406	14,696	290
Reaching Home	7,663	9,296	9,456	9,456	0
COVID-19	0	24,051	0	9,755	9,755
<b>Gross Expenditure</b>	<b>195,866</b>	<b>223,893</b>	<b>178,883</b>	<b>191,024</b>	<b>12,141</b>
Recoveries & Allocations	-1,756	-1,236	-411	-411	0
Revenue	-89,674	-111,573	-68,866	-78,621	-9,755
<b>Net Requirement</b>	<b>104,436</b>	<b>111,084</b>	<b>109,606</b>	<b>111,992</b>	<b>2,386</b>
<b>Expenditures by Type</b>					
Salaries, Wages & Benefits	7,038	8,186	7,714	7,894	180
Overtime	75	100	60	60	0
Material & Services	454	2,588	482	482	0
Transfers/Grants/Financial Charges	185,560	210,408	168,785	180,716	11,931
Fleet Costs	7	6	7	7	0
Program Facility Costs	1,051	1,054	1,046	1,076	30
Other Internal Costs	1,681	1,551	789	789	0
<b>Gross Expenditures</b>	<b>195,866</b>	<b>223,893</b>	<b>178,883</b>	<b>191,024</b>	<b>12,141</b>
Recoveries & Allocations	-1,756	-1,236	-411	-411	0
<b>Net Expenditure</b>	<b>194,110</b>	<b>222,657</b>	<b>178,472</b>	<b>190,613</b>	<b>12,141</b>
<b>Revenues By Type</b>					
Federal	-37,480	-31,912	-25,027	-25,027	0
Provincial	-52,088	-78,929	-43,839	-45,959	-2,120
Own Funds	0	0	0	0	0
Fees and Services	0	0	0	0	0
Fines	0	0	0	0	0
Other	-106	-732	0	-7,635	-7,635
<b>Total Revenue</b>	<b>-89,674</b>	<b>-111,573</b>	<b>-68,866</b>	<b>-78,621</b>	<b>-9,755</b>
<b>Net Requirement</b>	<b>104,436</b>	<b>111,084</b>	<b>109,606</b>	<b>111,992</b>	<b>2,386</b>
<b>Full Time Equivalents</b>			<b>64.40</b>	<b>64.40</b>	<b>0.00</b>

## **Community and Social Services Department**

### **2021 Service Area Summary - Long-Term Care Services**

Four Long-Term Care homes provide care and services to 717 residents who require assistance with daily living. The Homes offer a variety of services to care for the residents' well-being and ensure a healthy and safe environment. The care provided in each home includes specialized, restorative, supportive and palliative care for persons with dementia, disabilities and health problems who cannot live independently in their homes, and whose needs cannot be met in the community. All four of the City's long-term care homes have registered staff on duty 24-hours a day, seven days a week to support the care of residents.

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

- Nursing and personal care
- Medical services
- Physiotherapy and activation services
- Nutrition and food preparation
- Housekeeping and laundry services
- Recreational activities
- Spiritual care and social supports
- Two adult day programs offer supervised programming and services to support individuals living in the community. Due to the COVID-19 pandemic, the two adult day programs have been cancelled since March 15, 2020. Reopening these programs will depend on direction from the province.

City of Ottawa  
Community & Social Services  
Long Term Care - Operating Resource Requirement  
In Thousands (\$000)

	2019	2020		2021	\$ Change over 2020 Budget
	Actual	Actuals	Budget	Adopted	
<b>Expenditures by Program</b>					
Nursing & Personal Care	48,335	64,989	48,020	64,078	16,058
Program & Support Services	3,520	3,481	3,593	3,672	79
Food Purchases	2,632	2,627	2,598	2,685	87
Accommodation	22,655	23,000	22,926	22,246	-680
Daycentre Programs	679	590	582	595	13
<b>Gross Expenditure</b>	<b>77,821</b>	<b>94,687</b>	<b>77,719</b>	<b>93,276</b>	<b>15,557</b>
Recoveries & Allocations	-2,307	-2,867	-628	-628	0
Revenue	-54,237	-68,522	-53,238	-66,358	-13,120
<b>Net Requirement</b>	<b>21,277</b>	<b>23,298</b>	<b>23,853</b>	<b>26,290</b>	<b>2,437</b>
<b>Expenditures by Type</b>					
Salaries, Wages & Benefits	63,478	74,196	62,814	75,164	12,350
Overtime	559	659	500	500	0
Material & Services	9,267	14,237	8,753	13,093	4,340
Transfers/Grants/Financial Charges	1	1,333	1,250	0	-1,250
Fleet Costs	0	0	0	0	0
Program Facility Costs	4,436	4,068	4,319	4,436	117
Other Internal Costs	80	194	83	83	0
<b>Gross Expenditures</b>	<b>77,821</b>	<b>94,687</b>	<b>77,719</b>	<b>93,276</b>	<b>15,557</b>
Recoveries & Allocations	-2,307	-2,867	-628	-628	0
<b>Net Expenditure</b>	<b>75,514</b>	<b>91,820</b>	<b>77,091</b>	<b>92,648</b>	<b>15,557</b>
<b>Revenues By Type</b>					
Federal	0	0	0	0	0
Provincial	-35,914	-50,956	-35,514	-34,129	1,385
Own Funds	0	0	0	0	0
Fees and Services	-18,323	-17,566	-17,724	-17,214	510
Fines	0	0	0	0	0
Other	0	0	0	-15,015	-15,015
<b>Total Revenue</b>	<b>-54,237</b>	<b>-68,522</b>	<b>-53,238</b>	<b>-66,358</b>	<b>-13,120</b>
<b>Net Requirement</b>	<b>21,277</b>	<b>23,298</b>	<b>23,853</b>	<b>26,290</b>	<b>2,437</b>
<b>Full Time Equivalent</b>			<b>629.81</b>	<b>629.81</b>	<b>0.00</b>

## Community and Social Services Department

### 2021 Service Area Summary - Partner and Stakeholder Initiatives

Partner and Stakeholder Initiatives works with internal and community stakeholders to respond to current and emerging needs to promote equitable, inclusive and sustainable service access for a diverse population. This includes funding and capacity building to support and strengthen community agencies; coordinating engagement strategies, action plans and partnerships; conducting social research and policy analysis to aid in strategic planning and to address service gaps and barriers; and developing and leading City-wide initiatives on behalf of the department and Council. Partner and Stakeholder Initiatives has two distinct service areas: Community Development and Funding and Equity Services.

#### Programs/Services Offered

- \$24.2 million of 100 per cent municipal funding to support 87 non-profit community agencies to improve access to basic services, quality of life and inclusion for residents who are marginalized, low-income, at-risk or isolated;
- Integrated Services Neighbourhood Team (INST), which leverages municipal services, programs, facilities and other infrastructures, and personal relationships to respond to needs in priority neighbourhoods;
- Specific equity initiatives include: Anti-Racism Secretariat, Youth Futures, Older Adult Plan, Municipal Immigration Strategy and the Women and Gender Equity Strategy
- Strengthening relationships between the City and the local First Nations, Inuit and Metis community, while leading the implementation of the City's Reconciliation Action Plan. This plan includes commitments derived from the final reports of the Truth and Reconciliation Commission and the National Inquiry into Missing and Murdered Indigenous Women and Girls. This work is supported through the Aboriginal Working Committee (AWC), which includes Aboriginal partners, service providers and multiple City services.

#### *Note*

Subsequent to the preparation of this Service Area Summary, the City of Ottawa announced the creation of the new **Gender and Race Equity, Inclusion, Indigenous Relations and Social Development Service**. As described in the announcement, the new Service will include the functions described in this Service Area Summary.

City of Ottawa  
Community & Social Services  
Partner & Stakeholder Initiatives - Operating Resource Requirement  
In Thousands (\$000)

	2019	2020		2021	\$ Change over 2020 Budget
	Actual	Actuals	Budget	Adopted	
<b>Expenditures by Program</b>					
Manager's Office	275	185	289	294	5
Client Service Strategies	1,457	1,279	1,855	1,830	-25
Community Funding	24,616	25,756	25,885	26,395	510
<b>Gross Expenditure</b>	<b>26,348</b>	<b>27,220</b>	<b>28,029</b>	<b>28,519</b>	<b>490</b>
Recoveries & Allocations	0	-40	0	0	0
Revenue	0	-676	0	0	0
<b>Net Requirement</b>	<b>26,348</b>	<b>26,504</b>	<b>28,029</b>	<b>28,519</b>	<b>490</b>
<b>Expenditures by Type</b>					
Salaries, Wages & Benefits	1,769	2,356	2,483	2,538	55
Overtime	0	75	0	0	0
Material & Services	615	461	818	768	-50
Transfers/Grants/Financial Charges	23,964	24,255	24,728	25,213	485
Fleet Costs	0	0	0	0	0
Program Facility Costs	0	0	0	0	0
Other Internal Costs	0	73	0	0	0
<b>Gross Expenditures</b>	<b>26,348</b>	<b>27,220</b>	<b>28,029</b>	<b>28,519</b>	<b>490</b>
Recoveries & Allocations	0	-40	0	0	0
<b>Net Expenditure</b>	<b>26,348</b>	<b>27,180</b>	<b>28,029</b>	<b>28,519</b>	<b>490</b>
<b>Revenues By Type</b>					
Federal	0	-676	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>-676</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Requirement</b>	<b>26,348</b>	<b>26,504</b>	<b>28,029</b>	<b>28,519</b>	<b>490</b>
<b>Full Time Equivalents</b>			<b>21.00</b>	<b>21.00</b>	<b>0.00</b>

## **Recreation, Cultural and Facility Services Department**

### **2021 Service Area Summary - Business & Technical Support Services**

Business and Technical Support Services (BTSS) provides the department with critical business support to frontline operations, including business analysis and project management. It provides logistical support and expertise to the General Manager and to operational staff within RCFS. The BTSS takes a primary role in the implementation of corporate initiatives and ensures consistent and efficient practices through collaboration with BSS teams in all departments.

The BTSS also provides technical expertise in areas that are unique to the department. These areas include developing and delivering cultural initiatives and public art programs, overseeing advertising, sponsorship and donation opportunities, and managing community recreation and cultural funding programs on behalf of the department. It also oversees the department's employee administration and training unit and the marketing and communications of all departmental programs and services.

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

The Business & Technical Support Services Branch:

- Oversees, maintains and operates RCFS's facility booking and program registration system
- Plans and delivers promotional campaigns for recreation and cultural offerings
- Manages content for RCFS websites including Ottawa.ca and Shenkman and Meridian at CentrepoinTE Theatre websites
- Manages the corporate Commemorative Naming Program
- Undertakes the department's human resources planning and development including the recruitment and hiring of up to 4000 part-time and seasonal staff

- Develops and coordinates the delivery of employee training strategies
- Integrates artwork into public spaces through public art commissions / residencies / mentorships in LRT, buildings, streetscapes and parks and through exhibitions at Karsh-Masson Gallery & City Hall Art Gallery
- Conservation and stewardship of the City Art Collection that circulates in 170 buildings across the City
- Implements cultural partnership and development initiatives
- Conducts cultural planning, mapping and research
- Develops cultural policy and facility development
- Oversees cultural funding through peer-assessed arts, heritage, festivals and fairs funding and awards programs
- Administers recreation funding programs and supports recreation associations with the community development process
- Develops new and maintains existing corporate sponsorship, advertising and donation opportunities
- Provides business, financial, statistical and demographic analysis
- Coordinates departmental strategic planning & risk management
- Manages and provides analysis on GIS mapping requests
- Oversees the department's Public Private Partnership (P3) agreements, i.e. Lansdowne Park, and the Sensplexes
- Provides professional guidance with the City's Project Management Methodology and Framework
- Oversees and coordinates the department's operating and capital budget process
- Provides support to the General Manager with legislative agenda, inquiry management and accessibility planning & reporting
- Liaises with Council, other City departments and key stakeholders to support City-wide initiatives

City of Ottawa  
Recreation, Cultural and Facility Services  
GM's Office & Business Support Services - Operating Resource Requirement  
In Thousands (\$000)

	2019	2020		2021	\$ Change over 2020 Budget
	Actual	Actuals	Budget	Adopted	
<b>Expenditures by Program</b>					
General Manager's Office	1,742	5,405	1,505	2,164	659
Business & Technical Support Services	25,707	26,143	25,153	25,628	475
<b>Gross Expenditure</b>	<b>27,449</b>	<b>31,548</b>	<b>26,658</b>	<b>27,792</b>	<b>1,134</b>
Recoveries & Allocations	-606	-2,519	-380	-380	0
Revenue	-2,267	-19,332	-2,543	-3,193	-650
<b>Net Requirement</b>	<b>24,576</b>	<b>9,697</b>	<b>23,735</b>	<b>24,219</b>	<b>484</b>
<b>Expenditures by Type</b>					
Salaries, Wages & Benefits	9,420	12,322	9,011	9,276	265
Overtime	160	138	5	5	0
Material & Services	3,154	5,043	3,499	4,149	650
Transfers/Grants/Financial Charges	12,835	12,564	12,858	13,068	210
Fleet Costs	0	0	0	0	0
Program Facility Costs	328	273	354	363	9
Other Internal Costs	1,552	1,208	931	931	0
<b>Gross Expenditures</b>	<b>27,449</b>	<b>31,548</b>	<b>26,658</b>	<b>27,792</b>	<b>1,134</b>
Recoveries & Allocations	-606	-2,519	-380	-380	0
<b>Net Expenditure</b>	<b>26,843</b>	<b>29,029</b>	<b>26,278</b>	<b>27,412</b>	<b>1,134</b>
<b>Revenues By Type</b>					
Federal	-742	-18,170	-540	-540	0
Provincial	0	-16	0	-650	-650
Own Funds	0	0	0	0	0
Fees and Services	-1,525	-1,146	-2,003	-2,003	0
Fines	0	0	0	0	0
Other	0	0	0	0	0
<b>Total Revenue</b>	<b>-2,267</b>	<b>-19,332</b>	<b>-2,543</b>	<b>-3,193</b>	<b>-650</b>
<b>Net Requirement</b>	<b>24,576</b>	<b>9,697</b>	<b>23,735</b>	<b>24,219</b>	<b>484</b>
<b>Full Time Equivalents</b>			<b>80.59</b>	<b>80.59</b>	<b>0.00</b>

City of Ottawa  
Recreation, Cultural and Facility Services  
GM's Office & Business Support Services - User Fees

	2019 Rate \$	2020 Rate \$	2021 Rate \$	% Change Over 2020	% Change Over 2019	Effective Date	2021 Revenue (\$000)
<b>Rentals</b>							
Arena - Adult	288.67	295.92	309.28	4.5%	7.1%	01-Jan-21	
Arena - Commercial	297.16	304.60	318.34	4.5%	7.1%	01-Jan-21	
Arena - Minor	173.05	177.38	185.40	4.5%	7.1%	01-Jan-21	
Arena - Non-Prime Time	134.60	138.00	144.22	4.5%	7.1%	01-Jan-21	
Arena - Cancellation Fees	25% to 100%	25% to 100%	25% to 100%	0.0%	0.0%	01-Jan-21	
Arena - Other	67.34-297.16	69-304.6	72.11-318.34	4.5%	7.1%	01-Jan-21	
<b>Marketing Fees</b>							
Display Ad	125.00	128.13	131.33	2.5%	5.1%	01-Jan-21	
Homepage Banner	150.00	153.75	157.59	2.5%	5.1%	01-Jan-21	
Package 1 - 954 Seats	250.00	256.25	262.66	2.5%	5.1%	01-Jan-21	
Package 2 - 954 Seats	450.00	461.25	472.78	2.5%	5.1%	01-Jan-21	
Package 3 - 954 Seats	900.00	922.50	945.56	2.5%	5.1%	01-Jan-21	
Print at home ticket ad	100.00	102.50	105.06	2.5%	5.1%	01-Jan-21	
Coming Up Event E-Blast - Meridian	100.00	102.50	105.06	2.5%	5.1%	01-Jan-21	
Designing	50.00	51.25	52.53	2.5%	5.1%	01-Jan-21	
Coming Up Event E-Blast (per e-subscriber)	0.03	0.03	0.03	0.0%	0.0%	01-Jan-21	
Package 1 - 500 Seats	125.00	128.13	131.33	2.5%	5.1%	01-Jan-21	
Package 2 - 500 Seats	325.00	333.13	341.45	2.5%	5.1%	01-Jan-21	
Package 3 - 500 Seats	670.00	686.75	703.92	2.5%	5.1%	01-Jan-21	
Coming Up Event E-Blast - Shenkman	50.00	51.25	52.53	2.5%	5.1%	01-Jan-21	
Coming Up at Shenkman Rack Flyer	150.00	153.75	157.59	2.5%	5.1%	01-Jan-21	
<b>Other</b>							
NSF Charge	35.00	43.00	43.00	0.0%	22.9%	01-Jan-21	
Refund Administration Fee	15.00	15.00	15.00	0.0%	0.0%	01-Jan-21	
Cost of living on 2021 fees was approved in the 2020 budget. 2021 fees includes a new temporary charge of 1.95% for recovery of costs as a result of COVID 19.							
<b>Total Departmental</b>							<b>0</b>

## **Recreation, Cultural and Facility Services Department**

### **2021 Service Area Summary - Community Recreation and Cultural Programs**

Community Recreation and Cultural Programs oversees a variety of community spaces, offers community-gathering places, offers programming and rentals to facilitate participatory activities for children, youth, adults, older adults, and other targeted populations. The services are organized in four geographical areas, East, West, Core and South as well as two areas of specialization; Cultural Heritage Programs and Spaces and Targeted Populations and Centralized Initiatives. In addition, this service area works closely with partners such as Ottawa Sport and Entertainment Group, Ottawa Art Gallery, and the University of Ottawa to program multifaceted spaces such as Arts Court and Lansdowne Park.

The services are delivered in eight major recreation complexes, over 100 community centres, four municipally run senior centres, five museum and historic sites, arts galleries, Meridian Theatre, Shenkman Arts Centre, Arts Court, Lansdowne Park and City Hall.

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

The Community Recreation and Cultural Programs Service Area:

- Develops and delivers recreation and cultural programs in arenas, pools, parks, sports fields, recreation and cultural facilities, and community centres. Programs include camps, sports, fitness, visual & performing arts, after school, and general interest
- Operates municipal museums and is responsible for the delivery of heritage programs
- Oversees the allocations of indoor arena ice time, sports fields, ball diamonds, parks as well as other community gathering places such as halls, meeting rooms, gymnasiums and other venues
- Offers public skating, public swimming and other sport drop-in programs at recreation complexes to citizens of all ages
- Operates a wide variety of Summer and March Break camps for children and youth
- Operates and programs space at City Hall, Marion Dewar Plaza and the Rink of Dreams

- Provides programming and access to Ottawa's arts, culture and heritage facilities and services
- Works with community recreation, sport and cultural groups to maximize access and opportunities for recreation, cultural, and heritage programs/activities
- Researches, develops and delivers local museum educational programs to meet school curriculum requirements
- Delivers city-wide heritage events such as Doors Open Ottawa, Museums Day, etc.

City of Ottawa  
Recreation, Cultural and Facility Services  
Community Recreation and Cultural Programs - Operating Resource Requirement  
In Thousands (\$000)

	2019	2020		2021	\$ Change over 2020 Budget
	Actual	Actuals	Budget	Adopted	
<b>Expenditures by Program</b>					
Community Recreation and Cultural Programs	109,766	86,004	111,703	111,538	-165
<b>Gross Expenditure</b>	<b>109,766</b>	<b>86,004</b>	<b>111,703</b>	<b>111,538</b>	<b>-165</b>
Recoveries & Allocations	-1,532	-477	-1,207	-1,207	0
Revenue	-49,504	-16,932	-51,193	-48,252	2,941
<b>Net Requirement</b>	<b>58,730</b>	<b>68,595</b>	<b>59,303</b>	<b>62,079</b>	<b>2,776</b>
<b>Expenditures by Type</b>					
Salaries, Wages & Benefits	43,183	30,909	44,938	42,297	-2,641
Overtime	0	80	0	0	0
Material & Services	4,845	1,584	5,096	5,096	0
Transfers/Grants/Financial Charges	471	173	469	469	0
Fleet Costs	30	23	55	55	0
Program Facility Costs	60,525	52,701	60,458	62,934	2,476
Other Internal Costs	712	534	687	687	0
<b>Gross Expenditures</b>	<b>109,766</b>	<b>86,004</b>	<b>111,703</b>	<b>111,538</b>	<b>-165</b>
Recoveries & Allocations	-1,532	-477	-1,207	-1,207	0
<b>Net Expenditure</b>	<b>108,234</b>	<b>85,527</b>	<b>110,496</b>	<b>110,331</b>	<b>-165</b>
<b>Revenues By Type</b>					
Federal	0	-364	0	0	0
Provincial	-530	-295	-377	-16,257	-15,880
Own Funds	-94	0	0	0	0
Fees and Services	-48,880	-16,273	-50,816	-31,995	18,821
Fines	0	0	0	0	0
Other	0	0	0	0	0
<b>Total Revenue</b>	<b>-49,504</b>	<b>-16,932</b>	<b>-51,193</b>	<b>-48,252</b>	<b>2,941</b>
<b>Net Requirement</b>	<b>58,730</b>	<b>68,595</b>	<b>59,303</b>	<b>62,079</b>	<b>2,776</b>
<b>Full Time Equivalents</b>			<b>705.25</b>	<b>705.25</b>	<b>0.00</b>

**City of Ottawa**  
**Recreation, Cultural and Facility Services**  
**Community Recreation and Cultural Programs - User Fees**

	2019 Rate \$	2020 Rate \$	2021 Rate \$	% Change Over 2020	% Change Over 2019	Effective Date	2021 Revenue (\$000)
<b>Rentals</b>							
Arena - Adult	288.67	295.92	309.28	4.5%	7.1%	01-Jan-21	
Arena - Commercial	297.16	304.60	318.34	4.5%	7.1%	01-Jan-21	
Arena - Minor	173.05	177.38	185.40	4.5%	7.1%	01-Jan-21	
Arena - Non-Prime Time	134.60	138.00	144.22	4.5%	7.1%	01-Jan-21	
Arena - Cancellation Fees	25% to 100%	25% to 100%	25% to 100%	0.0%	0.0%	01-Jan-21	
Arena - Other	67.34-297.16	69.00-304.60	72.11-318.34	4.5%	7.1%	01-Jan-21	
Arena Slab - Adult	51.32	52.61	54.98	4.5%	7.1%	01-Jan-21	
Arena Slab - Commercial	59.63	61.15	63.91	4.5%	7.2%	01-Jan-21	
Arena Slab - Minor	31.89	32.74	34.23	4.5%	7.4%	01-Jan-21	
Artificial Turf - Adult	121.46	124.51	130.14	4.5%	7.1%	01-Jan-21	
Artificial Turf - Commercial	131.19	134.51	140.56	4.5%	7.1%	01-Jan-21	
Artificial Turf - Minor	71.50	73.31	76.64	4.5%	7.2%	01-Jan-21	
Artificial Turf - Non-Prime Time	58.53	60.04	62.74	4.5%	7.2%	01-Jan-21	
Artificial Turf - Other	52.03-71.5	53.36-73.31	55.80-76.64	4.6%-6.0%	7.2%	01-Jan-21	
Art Centres	5.61-515.35	5.79-528.27	6.09-552.06	4.5%-5.2%	7.1%-8.6%	01-Jan-21	
Basketball Court (Outdoor)	7.07-15.97	7.25-16.41	7.47-16.85	2.7%-3.0%	5.5%-5.7%	01-Jan-21	
Bleacher (Delivery)	445.88	457.03	477.63	4.5%	7.1%	01-Jan-21	
Hall	3.05-236.23	3.14-242.16	3.29-253.07	4.5%-4.8%	7.1%-7.9%	01-Jan-21	
Hall-Commercial	17.3-167.12	17.74-171.32	18.54-179.03	4.5%	7.1%-7.2%	01-Jan-21	
Hall-NFP	3.31-75.04	3.40-76.94	3.56-80.43	4.5%-4.8%	7.2%-7.6%	01-Jan-21	
Hall-Private	13.23-130.97	13.58-134.24	14.20-140.29	4.5%-4.6%	7.1%-7.3%	01-Jan-21	
Lansdowne	12.65-7144.07	13.00-7322.69	13.62-7652.15	4.5%-4.8%	7.1%-7.7%	01-Jan-21	
Lansdowne Extra Fees	1.27-751.33	1.30-770.11	1.36-804.76	4.5%-4.6%	7.1%	01-Jan-21	
Museum	32.52-276.06	33.36-282.96	34.87-295.7	4.5%	7.1%-7.2%	01-Jan-21	
Nepean Sportsplex	6.19-3560.04	6.34-3649.07	6.63-3813.24	4.5%-4.6%	7.1%	01-Jan-21	
Nepean Sportsplex Extra Fees	0.19-1815.65	0.19-1861.04	0.20-1944.77	4.5%-5.3%	5.3%-7.1%	01-Jan-21	
Ottawa Stadium	36.81-3831.60	37.74-3927.43	39.46-4104.11	4.5%-4.6%	7.1%-7.2%	01-Jan-21	
Ottawa Stadium Lights	42.76	45.76	47.59	4.0%	11.3%	01-Jan-21	
Outdoor Lighting Fee	12.69-25.44	13.58-27.20	14.13-28.29	4.0%-4.1%	11.2%-11.3%	01-Jan-21	
Park	25.84-412.61	26.50-422.96	27.16-433.53	2.5%	5.1%	01-Jan-21	
Parking Lot	3.23-977.12	3.31-1001.59	3.46-1046.65	4.5%	7.1%	01-Jan-21	
Pool	6.23-1910.7	6.41-1958.49	6.72-2046.62	4.5%-4.8%	7.1%-7.9%	01-Jan-21	

**City of Ottawa**  
**Recreation, Cultural and Facility Services**  
**Community Recreation and Cultural Programs - User Fees**

	2019 Rate \$	2020 Rate \$	2021 Rate \$	% Change Over 2020	% Change Over 2019	Effective Date	2021 Revenue (\$000)
Sports Fields / Ball Diamonds - Adult	18.09-43.36	18.58-44.46	19.07-45.61	2.6%	5.2%-5.4%	01-Jan-21	
Sports Fields / Ball Diamonds - Commercial	30.61-45.48	31.41-46.63	32.21-47.83	2.5%-2.6%	5.2%	01-Jan-21	
Sports Fields / Ball Diamonds - Minor	5.66-8.40	5.84-8.62	6.01-8.84	2.6%-2.9%	5.2%-6.2%	01-Jan-21	
Sports Fields / Ball Diamonds - Premium	36.81-113.49	37.74-116.37	38.71-119.29	2.5%-2.6%	5.1%-5.2%	01-Jan-21	
Theater	7.43-433.05	7.65-356.54	8.02-372.61	4.5%-4.8%	(14%)-7.9%	01-Jan-21	
Theater Extra Fees	14.89-1697.94	15.26-1740.39	15.94-1818.69	4.5%	7.1%	01-Jan-21	
Miscellaneous Extra Fees	0.04-361.06	0.10-370.08	0.11-386.74	4.4%-10%	7.1%-175%	01-Jan-21	
Meridian Theaters @ Centrepoin & BFP Studio Weekly Rate - Standard and Non-profit	729.60	747.85	781.50	4.5%	7.1%	01-Jan-21	
Meridian Theaters @ Centrepoin & BFP Studio Daily(8 hours) Standard and Non-profit Sunday	744.20	762.80	797.12	4.5%	7.1%	01-Jan-21	
Meridian Theaters @ Centrepoin & BFP Studio Daily(8 hours) Standard and Non-profit Monday-Saturday	438.45	449.40	469.62	4.5%	7.1%	01-Jan-21	
Meridian Theaters @ Centrepoin & BFP Mainstage Performing Arts - Daily	865.95	887.60	927.53	4.5%	7.1%	01-Jan-21	
Meridian Theaters @ Centrepoin & BFP Mainstage Non-Profit - Weekly	5,412.15	5,547.45	5797.02	4.5%	7.1%	01-Jan-21	
Meridian Theaters @ Centrepoin & BFP Mainstage Non-Profit	1,082.40	1,109.45	1159.37	4.5%	7.1%	01-Jan-21	
Meridian Theaters @ Centrepoin & BFP Mainstage Standard - Weekly	8,118.25	8,321.20	8695.55	4.5%	7.1%	01-Jan-21	

**City of Ottawa**  
**Recreation, Cultural and Facility Services**  
**Community Recreation and Cultural Programs - User Fees**

	2019 Rate \$	2020 Rate \$	2021 Rate \$	% Change Over 2020	% Change Over 2019	Effective Date	2021 Revenue (\$000)
Meridian Theaters @ Centrepointe & BFP Mainstage Standard	1,617.80	1,658.25	1732.85	4.5%	7.1%	01-Jan-21	
Harold Shenkman Hall Standard Daily - 500 Seats	1,159.30	1,188.30	1241.76	4.5%	7.1%	01-Jan-21	
Harold Shenkman Hall Standard Non-Show Day (Sunday to Thursday) - 500 Seats	966.05	990.20	1034.75	4.5%	7.1%	01-Jan-21	
Harold Shenkman Hall Standard Weekly - 500 Seats	6,492.00	6,654.30	6953.66	4.5%	7.1%	01-Jan-21	
Harold Shenkman Hall Non-Profit Daily - 500 Seats	811.50	831.80	869.23	4.5%	7.1%	01-Jan-21	
Harold Shenkman Hall Non-Profit Non-Show Day (Sunday to Thursday) - 500 Seats	634.80	650.65	679.92	4.5%	7.1%	01-Jan-21	
Harold Shenkman Hall Non-Profit Weekly - 500 Seats	4,544.40	4,658.00	4867.55	4.5%	7.1%	01-Jan-21	
Harold Shenkman Hall Partners / Regular Users Daily - 500 Seats	567.75	581.95	608.13	4.5%	7.1%	01-Jan-21	
Harold Shenkman Hall Partners / Regular Weekly - 500 Seats	3,182.05	3,261.60	3408.33	4.5%	7.1%	01-Jan-21	
Harold Shenkman Hall Mouvement d'implication francophone d'Orléans Daily - 500 Seats	552.00	565.85	591.31	4.5%	7.1%	01-Jan-21	
Harold Shenkman Hall Standard Daily - 250 Seats	579.65	594.15	620.88	4.5%	7.1%	01-Jan-21	
Harold Shenkman Hall Standard Non-Show Day (Sunday to Thursday) - 250 Seats	483.05	495.10	517.38	4.5%	7.1%	01-Jan-21	
Harold Shenkman Hall Standard Weekly - 250 Seats	3,246.00	3,327.15	3476.83	4.5%	7.1%	01-Jan-21	
Harold Shenkman Hall Non-Profit Weekly - 250 Seats	2,227.65	2,283.35	2386.07	4.5%	7.1%	01-Jan-21	
Richcraft Theatre Standard / Non Profit Daily	467.95	479.65	501.23	4.5%	7.1%	01-Jan-21	

**City of Ottawa**  
**Recreation, Cultural and Facility Services**  
**Community Recreation and Cultural Programs - User Fees**

	2019 Rate \$	2020 Rate \$	2021 Rate \$	% Change Over 2020	% Change Over 2019	Effective Date	2021 Revenue (\$000)
Richcraft Theatre Sunday - Daily (incl. 1 technician for 8hrs regular time) 08:00 - midnight	730.00	748.25	781.92	4.5%	7.1%	01-Jan-21	
Richcraft Theatre Weekly Rental	1,556.95	1,595.85	1667.65	4.5%	7.1%	01-Jan-21	
Catering Kitchen -- SAC (Standard)	-	100.00	104.50	4.5%	-	01-Jan-21	
Kitchenette -- SAC (Standard)	-	30.00	31.35	4.5%	-	01-Jan-21	
Kitchenette -- SAC (Non-Profit)	-	15.00	15.67	4.5%	-	01-Jan-21	
Catering Kitchen -- SAC (Non-Profit)	-	50.00	52.25	4.5%	-	01-Jan-21	
Ray Friel Ice Minor Market Rate	225.40	177.39	185.37	4.5%	-17.8%	01-Jan-21	
Off-Season Arena Rental Rates	295.93	221.33	231.29	4.5%	-21.8%	01-Jan-21	
<b>Point of Sale</b>							
Administrative Charge	4.64-92.07	4.73-94.38	4.86-96.76	2.5%-2.7%	4.7%-5.1%	01-Jan-21	
Electric Vehicle Charging	1.85-4.64	1.90-4.73	1.99-4.86	2.7%-4.7%	4.7%-7.6%	01-Jan-21	
Event Admission	2.43-22.56	3.76-22.78	4.06-23.68	4.0%-8.0%	5%-67.1%	01-Jan-21	
Fitness Admission	3.98-11.28	3.98-11.72	4.28-12.17	3.8%-7.5%	7.5%-7.9%	01-Jan-21	
General Admission	0.88-94.69	0.88-19.91	0.9-20.97	2.3%-5.3%	(77.9%)-2.3%	01-Jan-21	
Merchandise	0.04-425.00	0.04-425.00	0.04-425	0.0%	0.0%	01-Jan-21	
Museum Admission	3.53-17.47	3.53-17.92	3.83-18.72	4.5%-8.5%	7.2%-8.5%	01-Jan-21	
Museum Event Admission	4.86-43.14	5.08-44.24	5.4-46.23	4.5%-6.3%	7.2%-11.1%	01-Jan-21	
Public Skating	1.54-6.63	1.76-6.85	1.79-7.21	1.7%-5.3%	8.7%-16.2%	01-Jan-21	
Public Skating - Specialty	2.65-5.75	2.65-5.97	2.7-6.31	1.9%-5.7%	1.9%-9.7%	01-Jan-21	
Public Swim	1.99-5.08	2.21-5.30	2.25-5.64	1.8%-6.4%	11%-13.1%	01-Jan-21	
Public Swim - Vitality	3.98-5.75	4.20-5.97	4.28-6.09	1.9%-2.0%	5.9%-7.5%	01-Jan-21	
Public Swim - Wave	5.08-8.18	5.30-8.18	5.64-8.56	4.6%-6.4%	4.6%-11.0%	01-Jan-21	
<b>Memberships</b>							
Aquafitness	46.90-768.81	48.23-788.05	50.52-823.72	4.5%-4.7%	7.1%-7.7%	01-Jan-21	
Fitness	21.24-881.42	21.90-903.53	23.00-944.38	4.5%-5.0%	7.1%-8.3%	01-Jan-21	
Multi Visit	1.77-100.22	1.81-9.69	1.94-10.14	4.6%-7.2%	(89.9%)-9.6%	01-Jan-21	
Museum	33.60	34.44	35.99	4.5%	7.1%	01-Jan-21	
Personal Training	19.91-56.86	20.57-58.40	21.64-61.12	4.7%-5.2%	7.5%-8.7%	01-Jan-21	
Seniors Centres	18.58-23.89	19.24-24.55	20.30-25.71	4.7%-5.5%	7.6%-9.3%	01-Jan-21	
Swim	20.8-553.54	21.46-567.47	22.55-593.20	4.5%-5.1%	7.2%-8.4%	01-Jan-21	

**City of Ottawa**  
**Recreation, Cultural and Facility Services**  
**Community Recreation and Cultural Programs - User Fees**

	2019 Rate \$	2020 Rate \$	2021 Rate \$	% Change Over 2020	% Change Over 2019	Effective Date	2021 Revenue (\$000)
Swim - Wave	42.48-673.67	43.58-690.70	45.56-721.99	4.5%	7.2%-7.3%	01-Jan-21	
Specialized	2.83-653.98	5.30-670.35	5.64-700.56	4.5%-6.4%	7.1%-99.3%	01-Jan-21	
Skating	9.29-288.94	9.73-296.23	10.37-309.68	4.5%-6.6%	7.2%-11.6%	01-Jan-21	
Skating - Specialized	18.14-144.03	18.80-147.78	19.84-154.50	4.5%-5.5%	7.3%-9.4%	01-Jan-21	
All-Inclusive Class A Yearly Memberships	407.96-903.54	398.01-881.42	415.92-921.16	4.5%	2.0%	01-Jan-21	
<b>Program Registrations (Hourly)</b>							
Aquatics - Learn To Swim	4.60-27.99	4.72-28.69	4.93-29.98	4.5%	7.1%-7.2%	01-Jan-21	
Certification	0.81-24.29	0.83-24.90	0.87-26.02	4.5%-4.8%	7.1%-7.4%	01-Jan-21	
Day Camps	1.65-15.61	1.69-16.00	1.76-16.72	4.1%-4.5%	6.7%-7.1%	01-Jan-21	
Fitness	0.16-14.67	0.16-15.04	0.16-15.72	4.5%	7.2%	01-Jan-21	
General Interest	1.08-66.33	1.11-67.99	1.16-71.05	4.5%	7.1%-7.4%	01-Jan-21	
Inclusive Recreation	1.96-20.71	2.01-28.69	2.10-29.98	4.5%	7.1%-44.8%	01-Jan-21	
Museum Program	2.95-48.75	3.09-50.00	3.37-52.32	4.6%-9.1%	7.3%-14.2%	01-Jan-21	
Museum Program - School & Summer	0.55-43.14	0.66-44.24	0.67-46.23	1.5%-4.5%	7.2%-21.8%	01-Jan-21	
Performing Arts	3.92-26.12	4.02-26.77	4.20-27.98	4.5%	7.1%	01-Jan-21	
Skating - Learn To Skate	12.02-26.03	12.32-26.68	12.88-27.88	4.5%	7.1%-7.2%	01-Jan-21	
Specialty	7.49-13.33	7.68-13.66	8.02-14.27	4.5%	7.1%	01-Jan-21	
Sports	2.18-77.39	2.23-79.32	2.33-82.89	4.5%	6.9%-7.1%	01-Jan-21	
Visual Arts	1.96-30.38	2.01-31.14	2.10-32.54	4.5%	7.1%	01-Jan-21	
Private Programs and Services	29.19-71.94	29.92-73.74	31.27-77.05	4.5%	7.1%	01-Jan-21	
Pottery Studios	4.00	4.33	4.53	4.5%	13.2%	01-Jan-21	
Drawing Painting Studio	1.89	2.05	2.14	4.5%	13.2%	01-Jan-21	
Low Ratio Specialty Child		16.95	17.71	4.5%	-	01-Jan-21	
Low Ratio Specialty Adult		24.84	25.96	4.5%	-	01-Jan-21	
<b>Cultural Services, Rentals &amp; Related Fees</b>							
Box Office	0.03-806.31	0.03-826.47	0.03-863.65	0%-4.5%	0%-7.1%	01-Jan-21	
Capital Renewal Fund (Flat)	50-200	50-200	50-200	0.0%	0.0%	01-Jan-21	
Capital Renewal Fund (Per Ticket)	0.75-2.00	0.75-2	0.75-2.00	0.0%	0.0%	01-Jan-21	
Pouring	2.55-29.07	2.55-29.07	2.55-29.07	0.0%	0.0%	01-Jan-21	

**City of Ottawa**  
**Recreation, Cultural and Facility Services**  
**Community Recreation and Cultural Programs - User Fees**

	2019 Rate \$	2020 Rate \$	2021 Rate \$	% Change Over 2020	% Change Over 2019	Effective Date	2021 Revenue (\$000)
<b>Other</b>							
Exclusive Use Recreation Rentals	10/sq ft	10/sq ft	10/sq ft	0.0%	0.0%	01-Jan-21	
Non-Resident Surcharge	25%	25%	25%	0.0%	0.0%	01-Jan-21	
Older Adult Registration Discount	10%	10%	10%	0.0%	0.0%	01-Jan-21	
Fee Assistance	175.00	180.00	180.00	0.0%	2.9%	01-Jan-21	
Cost of living on 2021 fees was approved in the 2020 budget. 2021 fees includes a new temporary charge of 1.95% for recovery of costs as a result of COVID-19.							
<b>Total Departmental</b>							<b>-400</b>

## **Recreation, Cultural and Facility Services Department**

### **2021 Service Area Summary - City Wide Programs, Aquatics and Specialized Services**

City-Wide Programs, Aquatics and Specialized Services is a multidisciplinary service that provides quality recreation programs and services to residents. The services include Aquatics Operations, Seasonal Recreation, City Wide Recreation Programs, and Inclusive Recreation. This Service Area provides interdepartmental oversight and direction from subject matter experts in Aquatics, Citywide sports and Inclusive Recreation (Special Needs). In addition, this portfolio works in close collaboration with partners on various initiatives, such as the Municipal Sport Strategy with the Ottawa Sport Council, and the Healthy Kids Ottawa project with CHEO and Ottawa Public Health.

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

The City-Wide Programs, Aquatics and Specialized Services Service Area:

- Encourages healthy and active lifestyles in collaboration with the community
- Represents the department on the Ottawa Drowning Prevention Coalition
- Ensures adherence to Provincial legislation including the Ontario Health Protection and Promotion Act, Social Inclusion of Persons with Developmental Disabilities Act, Access for Ontarians with a Disability Act
- Offers public skating, public swimming and other sport drop-in programs to citizens of all ages
- Provides departmental oversight to City operated, and partnership operated, indoor pools, outdoor pools, beaches, splash pads, and wading pools
- Coordinates subsidized camps for low-income families through external foundations and community partners
- Provides lifeguard training, manages risk for all aquatic operations.
- Coordinates City-partnership specialized and therapeutic recreation programs for children, youth and adults with disabilities, and offers an integration support service to facilitate access to all programs

- Programs seasonal facilities such as wading pools, splash pads, beaches, outdoor rinks and sledding hills
- Offers Learn to Swim, Aquatic certification, Aquafitness and instructional swimming programs including public education on drowning prevention
- Operates stand-alone indoor and outdoor pools and beach operations
- Coordinates and programs tennis and pickleball courts
- Coordinates and supports winter cross country ski trails offered by partners
- Operates the municipal skating school in many City arenas
- Coordinates the Women 'n Sport Program that offers 15 women only leagues across a variety of different sports each season, as well as 'Never too Late' instructional sport programming to introduce/bring women back to sport
- Coordinates the Active Living Club- 160 older adult members, year-round affordable senior activities: snowshoeing, cross-country skiing, hiking, and cycling.

City of Ottawa  
Recreation, Cultural and Facility Services  
City Wide Programs, Aquatics and Specialized Services - Operating Resource Requirement  
In Thousands (\$000)

	2019	2020		2021	\$ Change over 2020 Budget
	Actual	Actuals	Budget	Adopted	
<b>Expenditures by Program</b>					
City Wide Programs, Aquatics and Specialized Services	33,625	27,059	34,656	34,700	44
<b>Gross Expenditure</b>	<b>33,625</b>	<b>27,059</b>	<b>34,656</b>	<b>34,700</b>	<b>44</b>
Recoveries & Allocations	-561	-292	-506	-506	0
Revenue	-12,531	-4,443	-13,397	-12,553	844
<b>Net Requirement</b>	<b>20,533</b>	<b>22,324</b>	<b>20,753</b>	<b>21,641</b>	<b>888</b>
<b>Expenditures by Type</b>					
Salaries, Wages & Benefits	18,994	14,919	19,142	18,588	-554
Overtime	0	44	0	0	0
Material & Services	1,265	800	1,784	1,784	0
Transfers/Grants/Financial Charges	864	865	857	857	0
Fleet Costs	50	87	39	89	50
Program Facility Costs	12,338	10,263	12,730	13,278	548
Other Internal Costs	114	81	104	104	0
<b>Gross Expenditures</b>	<b>33,625</b>	<b>27,059</b>	<b>34,656</b>	<b>34,700</b>	<b>44</b>
Recoveries & Allocations	-561	-292	-506	-506	0
<b>Net Expenditure</b>	<b>33,064</b>	<b>26,767</b>	<b>34,150</b>	<b>34,194</b>	<b>44</b>
<b>Revenues By Type</b>					
Federal	0	-193	0	0	0
Provincial	-1,249	-1,072	-1,322	-378	944
Own Funds	0	0	0	0	0
Fees and Services	-11,282	-3,178	-12,075	-12,175	-100
Fines	0	0	0	0	0
Other	0	0	0	0	0
<b>Total Revenue</b>	<b>-12,531</b>	<b>-4,443</b>	<b>-13,397</b>	<b>-12,553</b>	<b>844</b>
<b>Net Requirement</b>	<b>20,533</b>	<b>22,324</b>	<b>20,753</b>	<b>21,641</b>	<b>888</b>
<b>Full Time Equivalents</b>			<b>327.22</b>	<b>327.22</b>	<b>0.00</b>

**City of Ottawa**  
**Recreation, Cultural and Facility Services**  
**City Wide Programs, Aquatics & Specialized Services**

	2019 Rate \$	2020 Rate \$	2021 Rate \$	% Change Over 2020	% Change Over 2019	Effective Date	2021 Revenue (\$000)
<b>Rentals</b>							
Beach Equipment	1.86-48.74	1.91-49.89	2.00-52.14	4.5%-4.7%	7.0%-7.5%	01-Jan-21	
Hall	3.05-236.23	3.14-242.16	3.29-253.07	4.5%-4.8%	7.1%-7.9%	01-Jan-21	
Hall-Commercial	17.3-167.12	17.74-171.32	18.54-179.03	4.5%	7.1%-7.2%	01-Jan-21	
Hall-NFP	3.31-75.04	3.40-76.94	3.56-80.43	4.5%-4.7%	7.2%-7.6%	01-Jan-21	
Hall-Private	13.23-130.97	13.58-134.24	14.20-140.29	4.5%-4.6%	7.1%-7.3%	01-Jan-21	
Outdoor Rink Slab	3.53-22.92	3.62-23.49	3.76-24.11	2.6%-3.9%	5.2%-6.5%	01-Jan-21	
Outdoor Rink Slab Lighting	2.92	3.13	3.26	4.2%	11.6%	01-Jan-21	
Pool	6.23-1910.7	6.41-1958.49	6.72-2046.62	4.5%-4.8%	7.1%-7.9%	01-Jan-21	
Tennis Court	7.07-15.97	7.25-16.41	7.47-16.85	2.7%-3.0%	5.5%-5.7%	01-Jan-21	
Terry Fox Athletic Facility	5.79-418.76	5.97-429.24	6.27-448.58	4.5%-5.0%	7.1%-8.3%	01-Jan-21	
Miscellaneous Extra Fees	0.10-361.06	0.10-370.08	0.11-386.74	4.5%-10%	7.1%-10%	01-Jan-21	
<b>Admissions</b>							
Administrative Charge	4.64-92.07	4.73-94.38	4.86-96.76	2.5%-2.7%	4.7%-5.1%	01-Jan-21	
Event Admission	2.43-22.56	3.76-22.78	4.06-23.68	4.0%-8.0%	5.0%-67.1%	01-Jan-21	
Fitness Admission	3.98-11.28	3.98-11.72	4.28-12.17	3.8%-7.5%	7.5%-7.9%	01-Jan-21	
General Admission	0.88-94.69	0.88-19.91	0.90-20.97	2.3%-5.3%	(77.9)%-2.3%	01-Jan-21	
Merchandise	0.04-425.00	0.04-425.00	0.04-425	0.0%	0.0%	01-Jan-21	
Public Skating	1.54-6.63	1.76-6.85	1.79-7.21	1.7%-5.3%	8.7%-16.2%	01-Jan-21	
Public Skating - Specialty	2.65-5.75	2.65-5.97	2.70-6.31	1.9%-5.7%	1.9%-9.7%	01-Jan-21	
Public Swim	1.99-5.08	2.21-5.30	2.25-5.64	1.8%-6.4%	11%-13.1%	01-Jan-21	
Public Swim - Vitality	3.98-5.75	4.20-5.97	4.28-6.09	1.9%-2.0%	5.9%-7.5%	01-Jan-21	
Public Swim - Wave	5.08-8.18	5.30-8.18	5.64-8.56	4.6%-6.4%	4.6%-11.0%	01-Jan-21	
<b>Memberships</b>							
Aquafitness	46.90-768.81	48.23-788.05	50.52-823.72	4.5%-4.7%	7.1%-7.7%	01-Jan-21	
Fitness	21.24-881.42	21.90-903.53	23.00-944.38	4.5%-5.0%	7.1%-8.3%	01-Jan-21	
Multi Visit	1.77-100.22	1.81-9.69	1.94-10.14	4.6%-7.2%	(89.9)%-9.6%	01-Jan-21	
Personal Training	19.91-56.86	20.57-58.40	21.64-61.12	4.7%-5.2%	7.5%-8.7%	01-Jan-21	
Swim	20.8-553.54	21.46-567.47	22.55-593.20	4.5%-5.1%	7.2%-8.4%	01-Jan-21	
Swim - Wave	42.48-673.67	43.58-690.70	45.56-721.99	4.5%	7.2%-7.3%	01-Jan-21	
Specialized	2.83-653.98	5.30-670.35	5.64-700.56	4.5%-6.4%	7.1%-99.3%	01-Jan-21	
Skating	9.29-288.94	9.73-296.23	10.37-309.68	4.5%-6.6%	7.2%-11.6%	01-Jan-21	

**City of Ottawa**  
**Recreation, Cultural and Facility Services**  
**City Wide Programs, Aquatics & Specialized Services**

	2019 Rate \$	2020 Rate \$	2021 Rate \$	% Change Over 2020	% Change Over 2019	Effective Date	2021 Revenue (\$000)
Skating - Specialized	18.14-144.03	18.80-147.78	19.84-154.50	4.5%-5.5%	7.3%-9.4%	01-Jan-21	
Special Needs	8.19-38.94	8.40-40.04	8.79-41.95	4.6%-4.8%	7.3%-7.7%	01-Jan-21	
All-Inclusive Class A Yearly Memberships	407.96-903.54	398.01-881.42	415.92-921.16	4.5%	2.0%	01-Jan-21	
Multi-Visit Swim Pass Adult	-	3.87	4.16	7.5%	-	01-Jan-21	
Multi-Visit Swim Pass Senior	-	3.50	3.79	8.4%	-	01-Jan-21	
Multi-Visit Swim Pass Child/Youth/Student/Family	-	2.39	2.49	4.1%	-	01-Jan-21	
<b>Program Registration (Hourly)</b>							
Aquatics - Learn To Swim	4.60-27.99	4.72-28.69	4.93-29.98	4.4%-4.5%	7.1%-7.2%	01-Jan-21	
Certification	0.81-24.29	0.83-24.90	0.87-26.02	4.5%-4.8%	7.1%-7.4%	01-Jan-21	
Day Camps	1.65-15.61	1.69-16.00	1.76-16.72	4.1%-4.5%	6.7%-7.1%	01-Jan-21	
Fitness	0.16-14.67	0.16-15.04	0.16-15.72	0%-4.5%	0%-7.2%	01-Jan-21	
General Interest	1.08-66.33	1.11-67.99	1.16-71.05	4.5%	7.1%-7.4%	01-Jan-21	
Inclusive Recreation	1.96-20.71	2.01-28.69	2.10-29.98	4.5%	7.1%-44.8%	01-Jan-21	
Inclusive Recreation - Integration Fee (per week of camp)	41.62	42.70	44.62	4.5%	7.2%	01-Jan-21	
Performing Arts	3.92-26.12	4.02-26.77	4.20-27.98	4.5%	7.1%	01-Jan-21	
Skating - Learn To Skate	12.02-26.03	12.32-26.68	12.88-27.88	4.5%	7.1%-7.2%	01-Jan-21	
Specialty	7.49-13.33	7.68-13.66	8.02-14.27	4.4%-4.5%	7.1%	01-Jan-21	
Sports	2.18-77.39	2.23-79.32	2.33-82.89	4.5%	6.9%-7.1%	01-Jan-21	
Visual Arts	1.96-30.38	2.01-31.14	2.10-32.54	4.5%	7.1%	01-Jan-21	
One-on-one Instruction	29.19-71.94	29.92-73.74	31.27-77.05	4.5%	7.1%	01-Jan-21	
Low Ratio Specialty Child	-	16.95	17.71	4.5%	-	01-Jan-21	
Low Ratio Specialty Adult	-	24.84	25.96	4.5%	-	01-Jan-21	
<b>Parking</b>							
Mooney's Bay - Vehicle (30 min)	1.00	1.00	1.00	0.0%	0.0%	01-Jan-21	
Mooney's Bay - Season Pass	55.23	56.61	56.61	0.0%	2.5%	01-Jan-21	
Petrie - Vehicle (30 min)	0.75	0.75	0.75	0.0%	0.0%	01-Jan-21	

City of Ottawa  
 Recreation, Cultural and Facility Services  
 City Wide Programs, Aquatics & Specialized Services

	2019 Rate \$	2020 Rate \$	2021 Rate \$	% Change Over 2020	% Change Over 2019	Effective Date	2021 Revenue (\$000)
<b>Other</b>							
Non-Resident Surcharge	25%	25%	25%	0.0%	0.0%	01-Jan-21	
Older Adult Registration Discount	10%	10%	10%	0.0%	0.0%	01-Jan-21	
Fee Assistance	175.00	180.00	180.00	0.0%	2.9%	01-Jan-21	
Cost of living on 2021 fees was approved in the 2020 budget. 2021 fees includes a new temporary charge of 1.95% for recovery of costs as a result of COVID 19.							
<b>Total Departmental</b>							<b>-100</b>

# **Recreation, Cultural and Facility Services Department**

## **2021 Service Area Summary - Parks and Facilities Planning**

Parks and Facilities Planning Services are responsible for the planning, development, redevelopment, and modernization of all city parklands, recreational and cultural facilities. The Service Area supports capital initiatives triggered by growth in collaboration with Planning, Infrastructure and Economic Development. In addition, PFP Services are the departmental lead for capital planning, development of facility and park design standards, and strategic planning for facility delivery throughout the City.

### **Programs/Services Offered**

The Parks and Facilities Planning Service Area:

- Plans, develops, and redevelops recreation and cultural facilities, parks, and sports fields
- Invests in local initiatives and assets to sustain municipal and community infrastructure and parkland
- Provides project planning, coordination, tracking, funding transfers and project allocations for Ward-specific and City-Wide Cash-in-Lieu (CIL) of Parkland
- Provides community funding for capital projects through the Community Partnership Minor Capital Program; a cost-sharing initiative with community groups for minor capital improvements (up to \$10K) to city-owned parks, recreation and cultural facilities. Examples include play equipment, basketball courts, park furniture, tree planting, landscape improvements, and minor facility improvements
- Provides community funding for capital projects through the Community Partnership Major Capital Program; a cost-sharing initiative with community groups for major capital improvements to fixed assets such as new facilities, renovations, and expansions
- Enhances service delivery through public engagement initiatives involving the community in the prioritization and design of projects in their area
- Ensures that the design and construction of recreation facilities and parks meet accessibility guidelines and consults annually with the City's Accessibility Advisory Committee on upcoming projects.

City of Ottawa  
Recreation, Cultural and Facility Services  
Parks & Facilities Planning - Operating Resource Requirement  
In Thousands (\$000)

	2019	2020		2021	\$ Change over 2020 Budget
	Actual	Actuals	Budget	Adopted	
<b>Expenditures by Program</b>					
Parks & Facilities Planning	1,961	2,096	2,152	2,202	50
<b>Gross Expenditure</b>	<b>1,961</b>	<b>2,096</b>	<b>2,152</b>	<b>2,202</b>	<b>50</b>
Recoveries & Allocations	-135	-127	0	0	0
Revenue	-473	-363	-485	-485	0
<b>Net Requirement</b>	<b>1,353</b>	<b>1,606</b>	<b>1,667</b>	<b>1,717</b>	<b>50</b>
<b>Expenditures by Type</b>					
Salaries, Wages & Benefits	1,838	1,970	1,920	1,970	50
Overtime	0	0	2	2	0
Material & Services	117	123	230	230	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	6	3	0	0	0
<b>Gross Expenditures</b>	<b>1,961</b>	<b>2,096</b>	<b>2,152</b>	<b>2,202</b>	<b>50</b>
Recoveries & Allocations	-135	-127	0	0	0
<b>Net Expenditure</b>	<b>1,826</b>	<b>1,969</b>	<b>2,152</b>	<b>2,202</b>	<b>50</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	-473	-363	-485	-485	0
Fines	0	0	0	0	0
Other	0	0	0	0	0
<b>Total Revenue</b>	<b>-473</b>	<b>-363</b>	<b>-485</b>	<b>-485</b>	<b>0</b>
<b>Net Requirement</b>	<b>1,353</b>	<b>1,606</b>	<b>1,667</b>	<b>1,717</b>	<b>50</b>
<b>Full Time Equivalents</b>			<b>15.00</b>	<b>15.00</b>	<b>0.00</b>

City of Ottawa  
 Recreation, Cultural and Facility Services  
 Parks & Facilities Planning - User Fees

	2019 Rate \$	2020 Rate \$	2021 Rate \$	% Change Over 2020	% Change Over 2019	Effective Date	2021 Revenue (\$000)
Park Review & Inspection Fee							
Estimated value of work	4%	4%	4%	0.0%	0.0%		
<b>Total Departmental</b>							<b>0</b>

## **Recreation, Cultural and Facility Services Department**

### **2021 Service Area Summary - Facility Operations Service**

The Facility Operations Service is responsible for the mechanical operation of City buildings (excluding Transportation Services and Water Treatment facilities), ensuring facility cleanliness and upkeep, regular and preventative maintenance and minor repairs, facility related service desk operations, facility equipment inventory, operation and maintenance of various equipment, energy management, and implementation of energy saving projects. The Service is organized into three geographical areas, East, West and Central Branches and three specialized areas, Special Operations Branch, Maintenance Management Branch, and the Building Engineering and Energy Management (BEEM) Branch.

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

Facility Operations Service:

- Maintains municipal buildings including paramedic, police and fire stations, administrative buildings, libraries, equipment garages, workshops and yards, storage buildings, salt domes, day care centres, recreational and sport complexes, community centers, cultural facilities, family shelters and emergency housing, as well as long-term care facilities,
- Responsible for the upkeep and maintenance of major recreation complexes, community centres/field houses, indoor and outdoor pools, senior centres, wading pools, splash pads and beaches
- Operates the facility mechanical systems and ensures the cleanliness and good repair of municipal buildings
- Adheres to clear service standards and delivers services based on client and community needs
- Ensures that legislative and safety requirements related to facility operations are implemented and adhered to
- Responds to facility related client service requests (including program and special event support)
- 24/7 Emergency (on call) coverage for the operation and maintenance of City buildings

- Provides specialized trade services to municipal facilities and parks, including carpentry, electrical, HVAC and plumbing services
- Custodial services (e.g. - housekeeping, annual maintenance, snow removal)
- Preventative maintenance
- Operates and maintains various equipment, including ice resurfacers, and tractors, and specialized facility mechanical systems including high efficiency boilers and refrigeration systems for arenas and swimming pool filtration systems
- Identifies and implements energy conservation projects including facility LED lighting conversions, building automation integration and energy efficient mechanical retrofits
- Responsible for the development of a building automation system (integrator) that allows remote access to components of building mechanical systems through a common front end
- Tracks facility energy use and related costs
- Schedules and coordinates public use of City Hall interior and exterior spaces, including support to user groups for public events and the annual set-up, operation, maintenance and take-down of the Rink of Dreams.

City of Ottawa  
Recreation, Cultural and Facility Services  
Facility Operations Services - Operating Resource Requirement  
In Thousands (\$000)

	2019	2020		2021	\$ Change over 2020 Budget
	Actual	Actuals	Budget	Adopted	
<b>Expenditures by Program</b>					
Facility Operations Services	83,748	85,990	84,174	88,509	4,335
<b>Gross Expenditure</b>	<b>83,748</b>	<b>85,990</b>	<b>84,174</b>	<b>88,509</b>	<b>4,335</b>
Recoveries & Allocations	-51,365	-50,548	-50,507	-52,768	-2,261
Revenue	-2,213	-1,727	-2,231	-2,786	-555
<b>Net Requirement</b>	<b>30,170</b>	<b>33,715</b>	<b>31,436</b>	<b>32,955</b>	<b>1,519</b>
<b>Expenditures by Type</b>					
Salaries, Wages & Benefits	55,463	54,478	55,705	57,835	2,130
Overtime	1,073	721	910	910	0
Material & Services	19,916	21,226	22,251	23,592	1,341
Transfers/Grants/Financial Charges	463	460	454	454	0
Fleet Costs	898	889	655	660	5
Program Facility Costs	-756	-756	-756	-756	0
Other Internal Costs	6,691	8,972	4,955	5,814	859
<b>Gross Expenditures</b>	<b>83,748</b>	<b>85,990</b>	<b>84,174</b>	<b>88,509</b>	<b>4,335</b>
Recoveries & Allocations	-51,365	-50,548	-50,507	-52,768	-2,261
<b>Net Expenditure</b>	<b>32,383</b>	<b>35,442</b>	<b>33,667</b>	<b>35,741</b>	<b>2,074</b>
<b>Revenues By Type</b>					
Federal	0	0	0	0	0
Provincial	0	0	0	-550	-550
Own Funds	0	0	0	0	0
Fees and Services	-2,213	-1,727	-2,231	-2,236	-5
Fines	0	0	0	0	0
Other	0	0	0	0	0
<b>Total Revenue</b>	<b>-2,213</b>	<b>-1,727</b>	<b>-2,231</b>	<b>-2,786</b>	<b>-555</b>
<b>Net Requirement</b>	<b>30,170</b>	<b>33,715</b>	<b>31,436</b>	<b>32,955</b>	<b>1,519</b>
<b>Full Time Equivalents</b>			<b>611.93</b>	<b>611.93</b>	<b>0.00</b>

City of Ottawa  
Recreation, Cultural and Facility Services  
Facility Operations Services - User Fees

	2019 Rate \$	2020 Rate \$	2021 Rate \$	% Change Over 2020	% Change Over 2019	Effective Date	2021 Revenue (\$000)
<b>City Hall Services</b>							
<b>Room Booking - For Profit Organizations</b>							
A.S. Haydon Hall	541.00	555.00	580.00	4.5%	7.2%	01-Jan-21	
Jean Pigott Place	1,500.00	1,538.00	1,607.00	4.5%	7.1%	01-Jan-21	
Champlain Room	309.00	317.00	331.00	4.4%	7.1%	01-Jan-21	
Keefer Room	239.00	245.00	256.00	4.5%	7.1%	01-Jan-21	
Councillor Lounge	362.00	371.00	387.00	4.3%	6.9%	01-Jan-21	
Festival Plaza	1,561.00	1,600.00	1,672.00	4.5%	7.1%	01-Jan-21	
Festival Control	303.00	311.00	325.00	4.5%	7.3%	01-Jan-21	
Festival Boardroom	180.00	185.00	194.00	4.9%	7.8%	01-Jan-21	
Colonel By Room	239.00	245.00	256.00	4.5%	7.1%	01-Jan-21	
Richmond Room	180.00	185.00	194.00	4.9%	7.8%	01-Jan-21	
Honeywell Room	180.00	185.00	194.00	4.9%	7.8%	01-Jan-21	
Billing Room	180.00	185.00	194.00	4.9%	7.8%	01-Jan-21	
Caucus Room	60.00	62.00	65.00	4.8%	8.3%	01-Jan-21	
Lisgar Field	349.00	358.00	374.00	4.5%	7.2%	01-Jan-21	
<b>Room Booking - For Non-Profit Organizations</b>							
A.S. Haydon Hall	180.00	185.00	194.00	4.9%	7.8%	01-Jan-21	
Jean Pigott Place	180.00	185.00	194.00	4.9%	7.8%	01-Jan-21	
Champlain Room	180.00	185.00	194.00	4.9%	7.8%	01-Jan-21	
Keefer Room	180.00	185.00	194.00	4.9%	7.8%	01-Jan-21	
Councillor Lounge	240.00	246.00	257.00	4.5%	7.1%	01-Jan-21	
Festival Plaza	814.00	834.00	872.00	4.6%	7.1%	01-Jan-21	
Festival Control	240.00	246.00	257.00	4.5%	7.1%	01-Jan-21	
Festival Boardroom	60.00	62.00	65.00	4.8%	8.3%	01-Jan-21	
Colonel By Room	60.00	62.00	65.00	4.8%	8.3%	01-Jan-21	
Richmond Room	60.00	62.00	65.00	4.8%	8.3%	01-Jan-21	
Honeywell Room	60.00	62.00	65.00	4.8%	8.3%	01-Jan-21	
Billing Room	60.00	62.00	65.00	4.8%	8.3%	01-Jan-21	
Caucus Room	38.00	39.00	41.00	5.1%	7.9%	01-Jan-21	
Lisgar Field	173.00	177.00	185.00	4.5%	6.9%	01-Jan-21	
Cost of living on 2021 fees was approved in the 2020 budget. 2021 fees includes a new charge of 1.95% for recovery of costs as a result of COVID 19.							
<b>Total Departmental</b>							<b>0</b>

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

### **2021 Service Area Summary - Parks Services**

Parks Services provide centralized management of the City's parks including 800 sports fields (ball diamonds, soccer, football, cricket and ultimate fields) 4,487 hectares of parkland in more than 1,500 sites and over 820 play structures. Annually, the service area completes an average of 6,300 service requests with 6,159 received in 2019. An average of 97% are completed within established service levels.

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

- Operation and maintenance of parks grounds, open spaces, leased hydro easements, naturalized areas and parks. This includes sports fields, ball diamonds, turf, beaches, wading pools, play structures, outdoor rinks, and municipal facility grounds
- Turf Maintenance (grass cutting) – passive park lands, sports fields
- Roadside Grass cutting - Median and boulevards in urban/suburban areas
- Integrated Turf Management for sports fields (cutting, fertilizing, top dressing, over seeding, aerating, irrigation)
- Ball Diamond Maintenance (gilling, granular, backstop repairs)
- Play Court/Game Court Maintenance (nets, hoops, surface, lines, asphalt repairs)
- Wading Pool / Spray Pad Maintenance (painting, water activation, chemical delivery, pool repairs)
- Play Structure Maintenance (inspection, repair)
- General Park Maintenance (litter, graffiti, lighting, fencing, furniture)
- Outdoor Rink Maintenance (boards, plumbing, lighting)
- Park waste collection
- Winter control for identified City facilities, NCC ski trail and dog park parking lots and parking lots associated with outdoor rinks

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

	2019	2020		2021	\$ Change over 2020 Budget
	Actual	Actuals	Budget	Adopted	
<b>Expenditures by Program</b>					
Parks	38,665	65,967	39,176	39,891	715
<b>Gross Expenditure</b>	<b>38,665</b>	<b>65,967</b>	<b>39,176</b>	<b>39,891</b>	<b>715</b>
Recoveries & Allocations	-745	-27,627	-633	-633	0
Revenue	0	-289	-316	-316	0
<b>Net Requirement</b>	<b>37,920</b>	<b>38,051</b>	<b>38,227</b>	<b>38,942</b>	<b>715</b>
<b>Expenditures by Type</b>					
Salaries, Wages & Benefits	19,595	21,038	22,250	22,754	504
Overtime	865	500	583	594	11
Material & Services	10,406	9,130	8,335	8,415	80
Transfers/Grants/Financial Charges	5	6	0	0	0
Fleet Costs	7,622	7,691	7,218	7,338	120
Program Facility Costs	0	0	0	0	0
Other Internal Costs	172	27,602	790	790	0
<b>Gross Expenditures</b>	<b>38,665</b>	<b>65,967</b>	<b>39,176</b>	<b>39,891</b>	<b>715</b>
Recoveries & Allocations	-745	-27,627	-633	-633	0
<b>Net Expenditure</b>	<b>37,920</b>	<b>38,340</b>	<b>38,543</b>	<b>39,258</b>	<b>715</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	-289	-316	-316	0
Fines	0	0	0	0	0
Other	0	0	0	0	0
<b>Total Revenue</b>	<b>0</b>	<b>-289</b>	<b>-316</b>	<b>-316</b>	<b>0</b>
<b>Net Requirement</b>	<b>37,920</b>	<b>38,051</b>	<b>38,227</b>	<b>38,942</b>	<b>715</b>
<b>Full Time Equivalents</b>			<b>284.91</b>	<b>284.91</b>	<b>0.00</b>

**City Of Ottawa**  
**2021 Adopted Capital Budget**  
**Community & Protective Services Committee**  
**Funding Summary**  
**In Thousands \$(000's)**

Project Description	Revenues	Gas Tax	Tax Supported/ Dedicated	Develop. Charges	Tax Supported/ Dedicated Debt	Grand Total
<b>By-Law &amp; Regulatory Services</b>						
<b>Renewal of City Assets</b>						
909119 By-law Field Technology Systems	-	-	315	-	-	315
910055 2021 Buildings-By-Law Services	-	-	125	-	-	125
910071 Bylaw Equipment Replacement (2021)	-	-	60	-	-	60
<b>Renewal of City Assets Total</b>	<b>-</b>	<b>-</b>	<b>500</b>	<b>-</b>	<b>-</b>	<b>500</b>
<b>By-Law &amp; Regulatory Services Total</b>	<b>-</b>	<b>-</b>	<b>500</b>	<b>-</b>	<b>-</b>	<b>500</b>
<b>Child Care</b>						
<b>Renewal of City Assets</b>						
910056 2021 Buildings-Child Care Services	-	-	175	-	-	175
910238 2021 Municipal Child Care Centre Upgrade	-	-	100	-	-	100
<b>Renewal of City Assets Total</b>	<b>-</b>	<b>-</b>	<b>275</b>	<b>-</b>	<b>-</b>	<b>275</b>
<b>Service Enhancements</b>						
910068 2021 Accessibility - Child Care Services	-	-	60	-	-	60
<b>Service Enhancements Total</b>	<b>-</b>	<b>-</b>	<b>60</b>	<b>-</b>	<b>-</b>	<b>60</b>
<b>Child Care Total</b>	<b>-</b>	<b>-</b>	<b>335</b>	<b>-</b>	<b>-</b>	<b>335</b>
<b>Fire Services</b>						
<b>Renewal of City Assets</b>						
908883 Fire Back-Up Generators	-	-	200	-	-	200
910027 Fire Tech. Development & Equipment-2021	-	-	500	-	-	500
910028 Specialty Fire Equip. Replacement-2021	-	-	500	-	-	500
910029 Fire Equipment Replacement Prog.-2021	-	-	500	-	-	500
910030 Fire Safety Equipment Replacement-2021	-	-	500	-	-	500
910031 Fire Facility Equipment Replacement-2021	-	-	350	-	-	350
910058 2021 Buildings-Fire Services	-	-	1,950	-	-	1,950
<b>Renewal of City Assets Total</b>	<b>-</b>	<b>-</b>	<b>4,500</b>	<b>-</b>	<b>-</b>	<b>4,500</b>
<b>Growth</b>						
908031 Kanata North Fire Station	-	-	-	6,750	750	7,500
<b>Growth Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>6,750</b>	<b>750</b>	<b>7,500</b>

**City Of Ottawa  
2021 Adopted Capital Budget  
Community & Protective Services Committee  
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>						
910025 CBRN Grant-2021	150	-	-	-	-	150
910026 USAR Grant-2021	400	-	-	-	-	400
<b>Service Enhancements Total</b>	<b>550</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>550</b>
<b>Fire Services Total</b>	<b>550</b>	<b>-</b>	<b>4,500</b>	<b>6,750</b>	<b>750</b>	<b>12,550</b>
<b>Long Term Care</b>						
<b>Renewal of City Assets</b>						
910041 2021 Buildings-Long Term Care	-	-	6,950	-	-	6,950
910237 2021 Furniture & Equip. - Long Term Care	-	-	300	-	-	300
910239 2021 Minor Capital Prg - Long Term Care	285	-	-	-	-	285
<b>Renewal of City Assets Total</b>	<b>285</b>	<b>-</b>	<b>7,250</b>	<b>-</b>	<b>-</b>	<b>7,535</b>
<b>Service Enhancements</b>						
910033 2021 Accessibility - Long Term Care	-	-	60	-	-	60
<b>Service Enhancements Total</b>	<b>-</b>	<b>-</b>	<b>60</b>	<b>-</b>	<b>-</b>	<b>60</b>
<b>Long Term Care Total</b>	<b>285</b>	<b>-</b>	<b>7,310</b>	<b>-</b>	<b>-</b>	<b>7,595</b>
<b>Paramedic Service</b>						
<b>Renewal of City Assets</b>						
910037 Paramedic Equipment Replacement (2021)	-	-	250	-	-	250
910038 Paramedic Technology & Equipment (2021)	-	-	300	-	-	300
910039 Paramedic Facilities/Post Eqp Repl(2021)	-	-	100	-	-	100
910211 Paramedic Defibrillator Replacement 2021	-	-	650	-	-	650
<b>Renewal of City Assets Total</b>	<b>-</b>	<b>-</b>	<b>1,300</b>	<b>-</b>	<b>-</b>	<b>1,300</b>
<b>Growth</b>						
909076 Paramedic West End Deployment Facility	-	-	650	1,350	-	2,000
910036 Paramedic Vehicles & Equipment (2021)	-	-	71	419	-	490
<b>Growth Total</b>	<b>-</b>	<b>-</b>	<b>721</b>	<b>1,769</b>	<b>-</b>	<b>2,490</b>
<b>Paramedic Service Total</b>	<b>-</b>	<b>-</b>	<b>2,021</b>	<b>1,769</b>	<b>-</b>	<b>3,790</b>

**City Of Ottawa**  
**2021 Adopted Capital Budget**  
**Community & Protective Services Committee**  
**Funding Summary**  
**In Thousands \$(000's)**

Project Description	Revenues	Gas Tax	Tax Supported/ Dedicated	Develop. Charges	Tax Supported/ Dedicated Debt	Grand Total
<b>Parks, Buildings, &amp; Grounds</b>						
<b>Renewal of City Assets</b>						
910067 2021 Parks - Parks & Rec	-	-	6,000	-	-	6,000
<b>Renewal of City Assets Total</b>	<b>-</b>	<b>-</b>	<b>6,000</b>	<b>-</b>	<b>-</b>	<b>6,000</b>
<b>Parks, Buildings, &amp; Grounds Total</b>	<b>-</b>	<b>-</b>	<b>6,000</b>	<b>-</b>	<b>-</b>	<b>6,000</b>
<b>Parks, Recreation &amp; Culture</b>						
<b>Renewal of City Assets</b>						
909104 Beach Pavillion Upgrade/Renewal	-	-	933	-	-	933
909107 Facility Minor Cap Front of House Repair	-	-	300	-	-	300
910042 2021 Buildings-Parks & Rec	-	-	18,791	-	-	18,791
910057 2021 Buildings-Cultural Services	-	-	550	-	-	550
910128 Park Redevelopment 2021	-	-	500	-	-	500
910167 Museum Sustainability Plan 2021	-	-	200	-	-	200
910168 Artifact & Art Collection Restore & Main	-	-	50	-	-	50
910186 Cultural Building & Equip 2021	-	-	125	-	-	125
910190 Fitness and Program Equipment 2021	-	-	250	-	-	250
910191 Minor Park Improvement 2021	-	-	250	-	-	250
910193 Infrastructure Upgrades 2021	-	-	682	-	-	682
910194 Signage for City Assets	-	-	10	-	-	10
910195 Outdoor Pool Security Upgrades 2021	-	-	200	-	-	200
<b>Renewal of City Assets Total</b>	<b>-</b>	<b>-</b>	<b>22,841</b>	<b>-</b>	<b>-</b>	<b>22,841</b>
<b>Growth</b>						
907430 Urban Parks Manual	-	-	50	164	-	214
908531 Buckles St. Neighbourhood Park	-	-	-	214	-	214
908533 Cedar Lakes (1566 Stagecoach Rd-Ripley)	-	-	30	275	-	305
908543 Tom Schonberg Park	-	-	-	120	-	120
908545 Quinn Farm Park: Cadieux Land & Farm Sub	-	-	23	97	-	120
909503 Spring Valley Trails Community Park	-	-	58	342	-	400
909504 Montfort Parkette	-	-	-	400	-	400
909840 Community Centre - Central (Ottawa East)	1,418	-	-	8,033	-	9,450
909842 Field House - Wateridge Village	218	-	-	1,283	-	1,500

**City Of Ottawa**  
**2021 Adopted Capital Budget**  
**Community & Protective Services Committee**  
**Funding Summary**  
**In Thousands \$(000's)**

Project Description	Revenues	Gas Tax	Tax Supported/ Dedicated	Develop. Charges	Tax Supported/ Dedicated Debt	Grand Total
910189 Greystone Village Forecourt	-	-	18	105	-	123
910200 400 Albert Street - 1 Urban Park	-	-	12	49	-	61
<b>Growth Total</b>	<b>1,635</b>	<b>-</b>	<b>191</b>	<b>11,081</b>	<b>-</b>	<b>12,907</b>
<b>Service Enhancements</b>						
910034 2021 Accessibility - Parks & Rec	-	-	2,025	-	-	2,025
910069 2021 Accessibility - Cultural Services	-	-	60	-	-	60
910187 Major Capital Partnership 2021	-	-	730	-	-	730
910188 Minor Capital Partnership 2021	-	-	300	-	-	300
<b>Service Enhancements Total</b>	<b>-</b>	<b>-</b>	<b>3,115</b>	<b>-</b>	<b>-</b>	<b>3,115</b>
<b>Parks, Recreation &amp; Culture Total</b>	<b>1,635</b>	<b>-</b>	<b>26,147</b>	<b>11,081</b>	<b>-</b>	<b>38,863</b>
<b>Security &amp; Emergency Management</b>						
<b>Renewal of City Assets</b>						
909832 Emergency Operations Centre Upgrade	-	-	50	-	-	50
910072 Interoperable Mobile Communications Mgmt	-	-	50	-	-	50
910073 Security Operations Eqpt Replacement	-	-	300	-	-	300
910074 Emergency Operations Eqpt Replacement	-	-	100	-	-	100
<b>Renewal of City Assets Total</b>	<b>-</b>	<b>-</b>	<b>500</b>	<b>-</b>	<b>-</b>	<b>500</b>
<b>Security &amp; Emergency Management Total</b>	<b>-</b>	<b>-</b>	<b>500</b>	<b>-</b>	<b>-</b>	<b>500</b>
<b>Social Services</b>						
<b>Renewal of City Assets</b>						
910044 2021 Buildings-Social Services	-	-	400	-	-	400
<b>Renewal of City Assets Total</b>	<b>-</b>	<b>-</b>	<b>400</b>	<b>-</b>	<b>-</b>	<b>400</b>
<b>Service Enhancements</b>						
910075 2021 Accessibility - Social Services	-	-	60	-	-	60
<b>Service Enhancements Total</b>	<b>-</b>	<b>-</b>	<b>60</b>	<b>-</b>	<b>-</b>	<b>60</b>
<b>Social Services Total</b>	<b>-</b>	<b>-</b>	<b>460</b>	<b>-</b>	<b>-</b>	<b>460</b>
<b>Grand Total</b>	<b>2,470</b>	<b>-</b>	<b>47,773</b>	<b>19,600</b>	<b>750</b>	<b>70,593</b>

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

### **2021 Service Area Summary - Drinking Water Services**

Drinking Water Services is responsible for the production and distribution of safe, high-quality drinking water through the operation and maintenance of the Ottawa's water supply. The central system includes the Britannia and Lemieux Island Water Purification Plants and treated water from both plants is pumped into a vast water distribution network that includes 16 pumping stations, 5 reservoirs, 4 elevated tanks, and 3,800 km of watermain pipes. In addition, the City operates six municipal well systems: Carp Drinking Water System, Kings Park (Richmond) Drinking Water System, Munster Hamlet Drinking Water System, Richmond West (Richmond) Drinking Water System, Shadow Ridge (Greely) Drinking Water System and Vars Drinking Water System.

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

- Day to day operations and maintenance for treatment plants, pump stations, reservoirs, tanks, and well systems
- Operation of a dedicated computer-control (SCADA) system to monitor all water operations 24/7
- Compliance with all drinking water regulations, inspections, audits, and operator certification requirements
- Distribution system operation, inspection and maintenance (pipe disinfection, system isolation, connections, repairs) for approximately 3,800 km of watermains and 58,000 valves
- Emergency and scheduled repair of watermain breaks throughout distribution system ~250 break repairs per year
- First Response - 24 hour per day response for residents with drinking water and wastewater concerns
- Provision of fire protection through inspection, maintenance and repair of over 23,000 public fire hydrants
- Maintaining the City's accreditation as an Operating Authority for the Drinking Water Quality Management System
- Process optimization, research, and continual improvements to the water treatment process
- Water quality sampling, testing, monitoring, and reporting of 100,000 tests per year for quality assurance
- Customer service for on-site water quality testing, complaints, water meters, inquiries, etc.
- Technical and operational support for capital infrastructure renewal and development projects
- Participation in water industry activities and organizations (committees, university research, advisory councils, etc.)

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

	2019	2020		2021	\$ Change over 2020 Budget
	Actual	Actuals	Budget	Adopted	
<b>Expenditures by Program</b>					
Water Operations	54,703	55,313	58,595	59,803	1,208
Technical Innovation & Engineering Support Services	6,398	7,516	7,387	7,283	-104
Business & Technical Support Services	1,340	1,535	1,856	1,797	-59
Non Departmental	120,882	122,973	123,583	127,750	4,167
<b>Gross Expenditure</b>	<b>183,323</b>	<b>187,337</b>	<b>191,421</b>	<b>196,633</b>	<b>5,212</b>
Recoveries & Allocations	-2,866	-3,503	-2,942	-2,942	0
Revenue	-180,604	-188,193	-188,479	-193,691	-5,212
<b>Net Requirement</b>	<b>-147</b>	<b>-4,359</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditures by Type</b>					
Salaries, Wages & Benefits	30,011	32,001	33,416	34,362	946
Overtime	1,559	1,131	1,937	1,976	39
Material & Services	19,832	19,304	20,603	20,618	15
Transfers/Grants/Financial Charges	97,434	99,853	99,894	102,789	2,895
Fleet Costs	3,053	2,997	3,292	3,337	45
Program Facility Costs	0	0	0	0	0
Other Internal Costs	31,434	32,051	32,279	33,551	1,272
<b>Gross Expenditures</b>	<b>183,323</b>	<b>187,337</b>	<b>191,421</b>	<b>196,633</b>	<b>5,212</b>
Recoveries & Allocations	-2,866	-3,503	-2,942	-2,942	0
<b>Net Expenditure</b>	<b>180,457</b>	<b>183,834</b>	<b>188,479</b>	<b>193,691</b>	<b>5,212</b>
<b>Revenues By Type</b>					
Federal	0	0	0	0	0
Provincial	0	0	0	0	0
Own Funds	-2,195	-1,724	-1,724	-1,719	5
Fees and Services	-178,409	-186,469	-186,755	-191,972	-5,217
Fines	0	0	0	0	0
Other	0	0	0	0	0
<b>Total Revenue</b>	<b>-180,604</b>	<b>-188,193</b>	<b>-188,479</b>	<b>-193,691</b>	<b>-5,212</b>
<b>Net Requirement</b>	<b>-147</b>	<b>-4,359</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Full Time Equivalent</b>			<b>316.94</b>	<b>316.94</b>	<b>0.00</b>

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

	2019 Rate \$	2020 Rate \$	2021 Rate \$	% Change Over 2020	% Change Over 2019	Effective Date	2021 Revenue (\$000)
<b>Water Services Connection</b>							
<b>All sizes of Service Pipe</b>							
Cost plus 15%, hourly	144.00	147.00	150.00	2.0%	4.2%	01-Jan-21	
Additional visit (service connection 20 mm-50 mm) - Cost plus 15%, hourly (new fee)	144.00	147.00	150.00	2.0%	4.2%	01-Jan-21	
Additional visit (service connection > 50 mm) - Cost plus 15%, hourly (new fee)	207.00	211.00	215.00	1.9%	3.9%	01-Jan-21	
Private service connection - Cost plus 15%, hourly (new fee)	144.00	147.00	150.00	2.0%	4.2%	01-Jan-21	
<b>Services</b>							
<b>All Thawing of Services</b>							
Cost plus 15%, hourly	175.00	179.00	185.00	3.4%	5.7%	01-Jan-21	
Fire Flow Test Support	261.00	266.00	271.00	1.9%	3.8%	01-Jan-21	
<b>Service Charges</b>							
Turn water services off and on for non payment	190.00	196.00	202.00	3.1%	6.3%	01-Jan-21	
Turn off or on of water services (per operation)	95.00	98.00	101.00	3.1%	6.3%	01-Jan-21	
Permit for Flusher Hydrant Usage	276.00	282.00	288.00	2.1%	4.3%	01-Jan-21	
<b>Blanking of Water Services</b>							
All sizes	Cost plus 15% \$3,000.00 deposit	Cost plus 15% \$4,000.00 deposit	Cost plus 15% \$4,000.00 deposit			01-Jan-21	
<b>Inspection Fees (Inspection of activities connected to the water distribution system)</b>							
All new watermains and services that don't require full disinfection	204.00	208.00	212.00	1.9%	3.9%	01-Jan-21	
All new watermains and services up to 50m long that require full disinfection	606.00	618.00	630.00	1.9%	4.0%	01-Jan-21	
All new watermains and services over 50m long that require full disinfection	Cost plus 15%	Cost plus 15%	Cost plus 15%			01-Jan-21	

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

	2019 Rate \$	2020 Rate \$	2021 Rate \$	% Change Over 2020	% Change Over 2019	Effective Date	2021 Revenue (\$000)
<b>Meter Service Charges</b>							
Inspection/Re-Inspection for New Water Meters (<= 20 mm meter)	99.00	102.00	106.00	3.9%	7.1%	01-Jan-21	
Meter Maintenance Service Call	170.00	175.00	181.00	3.4%	6.5%	01-Jan-21	
Water Meter Accuracy Test (<= 25 mm meter)	140.00	144.00	149.00	3.5%	6.4%	01-Jan-21	
Water Meter Accuracy Test (> 25 mm meter) (New in 2019)	187.00	193.00	199.00	3.1%	6.4%	01-Jan-21	
Additional visits (<= 25 mm meter)	66.00	68.00	70.00	2.9%	6.1%	01-Jan-21	
Additional visits (large meters greater than 25 mm)	110.00	113.00	117.00	3.5%	6.4%	01-Jan-21	
Additional visits (fire line meters)	206.00	213.00	220.00	3.3%	6.8%	01-Jan-21	
Manual Meter Reading Fee	39.00	40.00	41.00	2.5%	5.1%	01-Jan-21	
<b>New Water Meters</b>							
<b>Size of Meter</b>							
15 mm Pos. Disp.	370.00	381.00	400.00	5.0%	8.1%	01-Jan-21	
15 mm Pos. Disp.(Carlsbad only)	565.00	582.00	602.00	3.4%	6.5%	01-Jan-21	
20 mm Pos. Disp.	415.00	428.00	443.00	3.5%	6.7%	01-Jan-21	
25 mm Pos. Disp.	488.00	503.00	521.00	3.6%	6.8%	01-Jan-21	
40 mm Pos. Disp.	910.00	937.00	970.00	3.5%	6.6%	01-Jan-21	
50 mm Pos. Disp.	1,010.00	1,040.00	1,077.00	3.6%	6.6%	01-Jan-21	
75 mm Magnetic	2,485.00	2,560.00	2,335.00	-8.8%	-6.0%	01-Jan-21	
75 mm Ultrasonic	3,630.00	3,739.00	3,292.00	-12.0%	-9.3%	01-Jan-21	
100 mm Magnetic	3,035.00	3,126.00	2,836.00	-9.3%	-6.6%	01-Jan-21	
100 mm Ultrasonic	4,775.00	4,918.00	3,753.00	-23.7%	-21.4%	01-Jan-21	
150 mm Magnetic	5,000.00	5,150.00	5,230.00	1.6%	4.6%	01-Jan-21	
150 mm Ultrasonic	7,700.00	7,931.00	5,641.00	-28.9%	-26.7%	01-Jan-21	
Fire Line Meter Assembly - Cost plus 15%, hourly	208.00	215.00	223.00	3.7%	7.2%	01-Jan-21	

City of Ottawa  
 Public Works & Environmental Services Department  
 Drinking Water Services - User Fees

	2019 Rate \$	2020 Rate \$	2021 Rate \$	% Change Over 2020	% Change Over 2019	Effective Date	2021 Revenue (\$000)
<b>Replacement Water Meters</b>							
<b>Size of Meter</b>							
15 mm Pos. Disp.	271.00	279.00	289.00	3.6%	6.6%	01-Jan-21	
15 mm Pos. Disp.(Carlsbad only)	275.00	284.00	294.00	3.5%	6.9%	01-Jan-21	
20 mm Pos. Disp.	313.00	322.00	333.00	3.4%	6.4%	01-Jan-21	
25 mm Pos. Disp.	385.00	398.00	412.00	3.5%	7.0%	01-Jan-21	
40 mm Pos. Disp.	773.00	796.00	824.00	3.5%	6.6%	01-Jan-21	
50 mm Pos. Disp.	877.00	903.00	935.00	3.5%	6.6%	01-Jan-21	
75 mm Magnetic	2,350.00	2,421.00	2,096.00	-13.4%	-10.8%	01-Jan-21	
75 mm Ultrasonic	3,430.00	3,533.00	3,051.00	-13.6%	-11.0%	01-Jan-21	
100 mm Magnetic	2,905.00	2,992.00	2,595.00	-13.3%	-10.7%	01-Jan-21	
100 mm Ultrasonic	4,580.00	4,717.00	3,512.00	-25.5%	-23.3%	01-Jan-21	
150 mm Magnetic	4,785.00	4,929.00	4,998.00	1.4%	4.5%	01-Jan-21	
150 mm Ultrasonic	7,425.00	7,648.00	5,400.00	-29.4%	-27.3%	01-Jan-21	
Temporary removal and installation of meter	139.00	143.00	150.00	4.9%	7.9%	01-Jan-21	
City water meter reading device (new or damaged) replacement	212.00	219.00	227.00	3.7%	7.1%	01-Jan-21	
City water meter reading device and/or water meter reader wire re-location	168.00	173.00	179.00	3.5%	6.5%	01-Jan-21	
<b>Total for all fees above</b>							-25

City of Ottawa  
 Public Works & Environmental Services Department  
 Drinking Water Services - User Fees

	2019 Rate \$	2020 Rate \$	2021 Rate \$	% Change Over 2020	% Change Over 2019	Effective Date	2021 Revenue (\$000)
<b>Non Departmental</b>							-5,192
<b>Distribution of Drinking Water</b>							
<b>Variable Rate - per cubic meter water consumed</b>							
0 - 6 m3	0.81	0.83	0.85	3.1%	5.2%	01-Apr-21	
>6 - 25 m3	1.60	1.65	1.70	3.0%	6.4%	01-Apr-21	
>25 - 180 m3	1.77	1.82	1.87	3.1%	5.9%	01-Apr-21	
>180 m3	1.97	2.03	2.09	3.0%	6.2%	01-Apr-21	
<b>Daily Fixed Fee Rates - per meter size</b>							
15 mm	0.33	0.34	0.35	3.0%	5.1%	01-Apr-21	
20 mm	0.48	0.49	0.50	2.0%	4.1%	01-Apr-21	
25 mm	0.81	0.82	0.84	2.4%	3.7%	01-Apr-21	
40 mm	1.61	1.64	1.67	1.8%	3.9%	01-Apr-21	
50 mm	2.57	2.61	2.66	1.9%	3.6%	01-Apr-21	
75 mm	4.83	4.91	5.01	2.0%	3.7%	01-Apr-21	
100 mm	8.05	8.19	8.35	2.0%	3.8%	01-Apr-21	
150 mm	16.09	16.36	16.69	2.0%	3.7%	01-Apr-21	
200 mm	25.75	26.19	26.71	2.0%	3.7%	01-Apr-21	
250 mm	37.02	37.65	38.40	2.0%	3.7%	01-Apr-21	
300 mm	N/A	70.39	71.80	2.0%	N/A	01-Apr-21	
Compound Meter	1.50	1.54	1.58	2.0%	4.7%	01-Apr-21	

City of Ottawa  
 Public Works & Environmental Services Department  
 Drinking Water Services - User Fees

	2019 Rate \$	2020 Rate \$	2021 Rate \$	% Change Over 2020	% Change Over 2019	Effective Date	2021 Revenue (\$000)
<b>Fire Supply Charge</b>							
<b>Annual cost - per meter size</b>							
15 mm meter	47.21	48.15	49.11	2.0%	4.0%	01-Apr-21	
20 mm meter	83.93	85.61	87.32	2.0%	4.0%	01-Apr-21	
25 mm meter	131.15	133.77	136.45	2.0%	4.0%	01-Apr-21	
40 mm meter	335.72	342.44	349.29	2.0%	4.0%	01-Apr-21	
50 mm meter	524.58	535.07	545.77	2.0%	4.0%	01-Apr-21	
75 mm meter	1,180.29	1,203.89	1,227.97	2.0%	4.0%	01-Apr-21	
100 mm meter	2,098.28	2,140.25	2,183.05	2.0%	4.0%	01-Apr-21	
150 mm meter	4,721.14	4,815.57	4,911.88	2.0%	4.0%	01-Apr-21	
200 mm meter	8,393.15	8,561.01	8,732.23	2.0%	4.0%	01-Apr-21	
250 mm meter	13,114.29	13,376.57	13,644.11	2.0%	4.0%	01-Apr-21	
<b>Total Departmental</b>							<b>-5,217</b>

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

### **2021 Service Area Summary - Wastewater Services**

Wastewater Services is responsible for the management, operations, maintenance and repairs of the wastewater collection system and treatment plant. The collection systems include sanitary and storm sewers, pump stations, combined sewer. All of the City's wastewater is treated at the Robert O. Pickard Environmental Centre (ROPEC) to ensure minimal environmental impact upon re-entry to the Ottawa River. This includes a comprehensive systems operation and maintenance within regulatory framework, and an environmentally sound management of City-owned facilities and collection systems. Wastewater Treatment is also responsible for the operation, maintenance and repair of the Supervisory control and data acquisition (SCADA) system and ROPEC.

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

- Operation and maintenance (including cleaning, inspection, and repair) of the wastewater collection system, comprised of over 5,953 km of sanitary, combined, and storm pipes, 94,636 maintenance holes, 103,872 catch basins, and 1,777 stormwater outlets
- Operation and maintenance of 91 sanitary sewage and storm water pumping stations, combined sewage regulators/storage facilities (including the Combined Sewage Storage Tunnel), odour control facilities and ROPEC, where all the City's wastewater is treated
- Sewer Use By-law compliance, monitoring, and enforcement, to ensure discharges into the sewer system are within regulatory limits
- Compliance with all wastewater regulations, inspections, audits, and operator certification requirements
- SCADA system operation, communication, and maintenance
- Operational support for capital infrastructure renewal and development projects, including upgrades to ROPEC facility
- Quality assurance, compliance management and reporting
- Process optimization, and continual improvements to the wastewater system and treatment process

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

	2019	2020		2021	\$ Change over 2020 Budget
	Actual	Actuals	Budget	Adopted	
<b>Expenditures by Program</b>					
Wastewater Operations	43,598	47,566	45,477	46,049	572
Biosolids	4,262	4,570	4,546	4,548	2
Technical Innovation & Engineering Support	5,985	6,042	5,970	6,156	186
Business & Technical Support Services	205	210	191	196	5
Non Departmental	108,792	111,519	112,713	117,732	5,019
<b>Gross Expenditure</b>	<b>162,842</b>	<b>169,907</b>	<b>168,897</b>	<b>174,681</b>	<b>5,784</b>
Recoveries & Allocations	-14,156	-16,351	-12,699	-12,699	0
Revenue	-147,278	-153,361	-156,198	-161,982	-5,784
<b>Net Requirement</b>	<b>1,408</b>	<b>195</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditures by Type</b>					
Salaries, Wages & Benefits	22,988	24,309	23,471	24,216	745
Overtime	997	699	911	931	20
Material & Services	27,281	29,390	27,929	27,929	0
Transfers/Grants/Financial Charges	89,719	92,768	93,493	97,560	4,067
Fleet Costs	1,506	1,631	1,511	1,511	0
Program Facility Costs	0	0	0	0	0
Other Internal Costs	20,351	21,110	21,582	22,534	952
<b>Gross Expenditures</b>	<b>162,842</b>	<b>169,907</b>	<b>168,897</b>	<b>174,681</b>	<b>5,784</b>
Recoveries & Allocations	-14,156	-16,351	-12,699	-12,699	0
<b>Net Expenditure</b>	<b>148,686</b>	<b>153,556</b>	<b>156,198</b>	<b>161,982</b>	<b>5,784</b>
<b>Revenues By Type</b>					
Federal	0	0	0	0	0
Provincial	0	0	0	0	0
Own Funds	-4,475	-4,476	-4,477	-4,477	0
Fees and Services	-142,803	-148,885	-151,721	-157,505	-5,784
Fines	0	0	0	0	0
Other	0	0	0	0	0
<b>Total Revenue</b>	<b>-147,278</b>	<b>-153,361</b>	<b>-156,198</b>	<b>-161,982</b>	<b>-5,784</b>
<b>Net Requirement</b>	<b>1,408</b>	<b>195</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Full Time Equivalentents</b>			<b>227.65</b>	<b>227.65</b>	<b>0.00</b>

City of Ottawa  
Public Works and Environmental Services  
Wastewater Services - User Fees

	2019 Rate \$	2020 Rate \$	2021 Rate \$	% Change Over 2020	% Change Over 2019	Effective Date	2021 Revenue (\$000)
<b>Sanitary Sewer Systems</b>							-25
<b>Sewer Use Program - Disposal Fees</b>							
Septic Tank Strength Liquid Material (per cubic meter)	16.77	16.77	17.10	2.0%	2.0%	01-Jan-21	
Holding Tank Strength Liquid Material (per cubic metre)	3.60	3.60	3.67	2.0%	2.0%	01-Jan-21	
Liquid Material Generated Outside the City of Ottawa (per cubic metre)	29.22	29.22	29.81	2.0%	2.0%	01-Jan-21	
<b>Sewer Use Program - Permit Fees</b>			-				
Annual Permit Fee	279.00	285.00	291.00	2.1%	4.3%	01-Jan-21	
Annual Permit Revision Fee	157.00	160.00	163.00	1.9%	3.8%	01-Jan-21	
<b>Sewer Use Program - Discharge Fees</b>			-				
Conveyance Fee	1.50	1.58	1.64	4.0%	9.2%	01-Jan-21	
Treatment Fee	0.93	0.98	1.02	4.0%	9.2%	01-Jan-21	
<b>Sewer Use Program - Discharge Fees - Parameters in Sewage</b>							
Biochemical Oxygen Demand (per kg)	1.66	1.66	1.66	0.0%	0.0%	01-Jan-21	
Suspended Solids (per kg)	0.88	0.88	0.88	0.0%	0.0%	01-Jan-21	
Phenolic Compounds (per kg)	1.66	1.66	1.66	0.0%	0.0%	01-Jan-21	
Kjeldahl Nitrogen (per kg)	6.60	6.60	6.60	0.0%	0.0%	01-Jan-21	
Phosphorus (per kg)	2.66	2.66	2.66	0.0%	0.0%	01-Jan-21	
<b>Sewer Use Program - Administrative Fees</b>							
Special Discharge Agreement Fee	1,085.00	1,107.00	1,129.00	2.0%	4.1%	01-Jan-21	
Sanitary Sewer Agreement Fee	773.00	788.00	804.00	2.0%	4.0%	01-Jan-21	
Compliance Program Fee	1,085.00	1,107.00	1,129.00	2.0%	4.1%	01-Jan-21	
Combined Agreement Fee	1,085.00	1,107.00	1,129.00	2.0%	4.1%	01-Jan-21	
Sanitary Discharge Agreement Revision Fee	233.00	238.00	243.00	2.1%	4.3%	01-Jan-21	
Combined Agreement Revision Fee	233.00	238.00	243.00	2.1%	4.3%	01-Jan-21	
Sanitary Sewer Agreement Revision Fee (per revision)	116.00	118.00	120.00	1.7%	3.4%	01-Jan-21	
Compliance Program Revision Fee (per revision)	233.00	238.00	243.00	2.1%	4.3%	01-Jan-21	

City of Ottawa  
Public Works and Environmental Services  
Wastewater Services - User Fees

	2019 Rate \$	2020 Rate \$	2021 Rate \$	% Change Over 2020	% Change Over 2019	Effective Date	2021 Revenue (\$000)
<b>Non Departmental</b>							-5,759
<b>Sewer Surcharge for Sanitary and Storm Sewer Systems</b>							
<b>Variable Rate - per cubic meter water consumed</b>							
0 - 6 m3	0.711	0.75	0.78	4.0%	9.1%	01-Apr-21	
>6 - 25 m3	1.420	1.49	1.55	4.0%	9.2%	01-Apr-21	
>25 - 180 m3	1.570	1.65	1.72	4.0%	9.4%	01-Apr-21	
>180 m3	1.760	1.85	1.92	4.0%	9.2%	01-Apr-21	
<b>Daily Fixed Fee Rates - per meter size</b>							
15 mm	0.280	0.29	0.30	3.5%	6.2%	01-Apr-21	
20 mm	0.430	0.44	0.45	2.3%	5.0%	01-Apr-21	
25 mm	0.710	0.73	0.75	2.7%	5.5%	01-Apr-21	
40 mm	1.430	1.47	1.51	2.7%	5.5%	01-Apr-21	
50 mm	2.290	2.35	2.41	2.6%	5.3%	01-Apr-21	
75 mm	4.290	4.40	4.51	2.5%	5.2%	01-Apr-21	
100 mm	7.150	7.34	7.53	2.6%	5.3%	01-Apr-21	
150 mm	14.310	14.68	15.06	2.6%	5.3%	01-Apr-21	
200 mm	22.890	23.49	24.10	2.6%	5.3%	01-Apr-21	
250 mm	32.910	33.77	34.65	2.6%	5.3%	01-Apr-21	
Compound Meter	1.426	1.46	1.49	2.5%	4.7%	01-Apr-21	
<b>Total Departmental</b>							<b>-5,784</b>

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

### **2021 Service Area Summary - Stormwater Services**

Stormwater Services is responsible for the operational planning, development and management of the City's stormwater management facilities, fully accredited and licensed laboratory services and municipal drainage services within a regulatory framework.

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

- Operation, maintenance and inspection of all municipal stormwater management facilities including: 133 wet ponds, 100 dry ponds, 83 underground stormwater treatment facilities
- Operation, maintenance and inspection of low impact development stormwater infrastructure (commonly referred to as green infrastructure) that supports environmental conservation and protection of water quality
- Operation and maintenance of the City's rain-gauge monitoring network
- Water quality monitoring within Ottawa's major rivers to assess the environmental effects of regulated municipal infrastructure
- Managing and maintaining laboratory license and accreditation requirements and renewals as required through the Ministry of the Environment, Conservation and Parks and the Accreditation Body (Canadian Association of Laboratory)
- Inspection and maintenance of all existing municipal drains as well approval of all newly constructed or modified drainage works to ensure compliance with the Provincial Drainage Act.
- Administration and investigation of drainage issues related to City-owned drainage easements and private property, outside the Road Right-of-Way (ROW)
- Providing advisory services to residents looking to address problems with drainage around their house in established areas

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

	2019	2020		2021	\$ Change over 2020 Budget
	Actual	Actuals	Budget	Adopted	
<b>Expenditures by Program</b>					
Stormwater Operations	13,089	13,070	11,524	11,739	215
Technical Innovation & Engineering Support	1,124	1,222	409	409	0
Business & Technical Support Services	230	379	354	354	0
Non Departmental	43,967	46,173	46,938	53,313	6,375
<b>Gross Expenditure</b>	<b>58,410</b>	<b>60,844</b>	<b>59,225</b>	<b>65,815</b>	<b>6,590</b>
Recoveries & Allocations	-1,640	-1,390	-1,767	-1,767	0
Revenue	-50,306	-59,018	-57,458	-64,048	-6,590
<b>Net Requirement</b>	<b>6,464</b>	<b>436</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditures by Type</b>					
Salaries, Wages & Benefits	4,654	4,795	4,778	4,888	110
Overtime	21	5	59	59	0
Material & Services	2,302	1,985	2,248	2,353	105
Transfers/Grants/Financial Charges	28,317	33,220	33,188	39,192	6,004
Fleet Costs	261	228	230	230	0
Program Facility Costs	0	0	0	0	0
Other Internal Costs	22,855	20,611	18,722	19,093	371
<b>Gross Expenditures</b>	<b>58,410</b>	<b>60,844</b>	<b>59,225</b>	<b>65,815</b>	<b>6,590</b>
Recoveries & Allocations	-1,640	-1,390	-1,767	-1,767	0
<b>Net Expenditure</b>	<b>56,770</b>	<b>59,454</b>	<b>57,458</b>	<b>64,048</b>	<b>6,590</b>
<b>Revenues By Type</b>					
Federal	0	0	0	0	0
Provincial	-191	-219	-145	-145	0
Own Funds	0	0	0	0	0
Fees and Services	-50,115	-58,799	-57,313	-63,903	-6,590
Fines	0	0	0	0	0
Other	0	0	0	0	0
<b>Total Revenue</b>	<b>-50,306</b>	<b>-59,018</b>	<b>-57,458</b>	<b>-64,048</b>	<b>-6,590</b>
<b>Net Requirement</b>	<b>6,464</b>	<b>436</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Full Time Equivalents</b>			<b>46.02</b>	<b>46.02</b>	<b>0.00</b>

City of Ottawa  
Public Works and Environmental Services  
Stormwater Services - User Fees

	2019 Rate \$	2020 Rate \$	2021 Rate \$	% Change Over 2020	% Change Over 2019	Effective Date	2021 Revenue (\$000)
<b>Laboratory Services (Tests)</b>							
Alkalinity, PH, Conductivity	10.81	11.03	11.25	2.0%	4.1%	01-Jan-21	
Alkalinity Brinkman (wastewater)	16.27	16.60	16.93	2.0%	4.1%	01-Jan-21	
Biochemical Oxygen Demand	17.79	18.15	18.51	2.0%	4.0%	01-Jan-21	
Carbonaceous Biochemical Demand	17.79	18.15	18.51	2.0%	4.0%	01-Jan-21	
Chloride	12.45	12.70	13.16	3.6%	5.7%	01-Jan-21	
Chemical Oxygen Demand	11.56	11.79	12.03	2.0%	4.1%	01-Jan-21	
Conductivity	10.81	11.03	11.25	2.0%	4.1%	01-Jan-21	
Dissolved Organic Carbon	15.27	15.58	15.89	2.0%	4.1%	01-Jan-21	
E. coli (wastewater)	12.17	12.41	12.66	2.0%	4.0%	01-Jan-21	
Fluoride (SIE)	17.45	17.80	18.16	2.0%	4.1%	01-Jan-21	
Heterotrophic Plate	12.93	13.19	13.45	2.0%	4.0%	01-Jan-21	
Halo Acetic Acid	138.94	141.72	144.55	2.0%	4.0%	01-Jan-21	
ICP-OES Industrial Waste - 28 elements	27.49	28.04	28.60	2.0%	4.0%	01-Jan-21	
ICP-OES Metals Scan - 5 elements	14.24	14.52	14.81	2.0%	4.0%	01-Jan-21	
ICP-OES Metal Scan - 28 elements	23.83	24.31	24.80	2.0%	4.1%	01-Jan-21	
ICP/MS Metal Scan SW/DW - 27 elements	38.42	39.19	39.97	2.0%	4.0%	01-Jan-21	
ICP/MS Lead DW	14.24	14.52	14.81	2.0%	4.0%	01-Jan-21	
Ammonia - Surface/Waste Water	10.81	11.03	11.29	2.4%	4.4%	01-Jan-21	
Ion Chromatography	17.45	17.80	18.16	2.0%	4.1%	01-Jan-21	
Mercury	35.36	36.07	36.79	2.0%	4.0%	01-Jan-21	
Nitrates	12.45	12.70	13.16	3.6%	5.7%	01-Jan-21	
PH	10.81	11.03	11.25	2.0%	4.1%	01-Jan-21	
Reactive Phosphorus	10.81	11.03	11.29	2.4%	4.4%	01-Jan-21	
Soluble Biochemical Oxygen Demand	18.79	19.17	19.55	2.0%	4.0%	01-Jan-21	
Soluble Carbonaceous Biochemical Oxygen Demand	18.79	19.17	19.55	2.0%	4.0%	01-Jan-21	
Soluble Chemical Oxygen Demand	12.56	12.81	13.07	2.0%	4.1%	01-Jan-21	
Specific gravity	22.50	22.95	23.41	2.0%	4.0%	01-Jan-21	
Sulphate	12.45	12.70	13.16	3.6%	5.7%	01-Jan-21	
Soluble Phosphorus	15.72	16.03	16.35	2.0%	4.0%	01-Jan-21	
Soluble Kjeldahl Nitrogen	15.72	16.03	16.35	2.0%	4.0%	01-Jan-21	

**City of Ottawa**  
**Public Works and Environmental Services**  
**Stormwater Services - User Fees**

	2019 Rate \$	2020 Rate \$	2021 Rate \$	% Change Over 2020	% Change Over 2019	Effective Date	2021 Revenue (\$000)
<b>Laboratory Services (Tests) cont'd</b>							
Total Coliforms - E-Coli (DC)	11.21	11.43	11.66	2.0%	4.0%	01-Jan-21	
Total Coliforms - E-Coli (PA)	21.10	21.52	21.95	2.0%	4.0%	01-Jan-21	
Total Coliforms - E-Coli (MPN)	22.01	22.45	22.90	2.0%	4.0%	01-Jan-21	
Total Kjeldahl Nitrogen	14.72	15.01	15.35	2.3%	4.3%	01-Jan-21	
Total Phosphorus	14.72	15.01	15.35	2.3%	4.3%	01-Jan-21	
Total Solid - Waste Water	11.38	11.61	11.84	2.0%	4.0%	01-Jan-21	
Total Solid - Solid	11.38	11.61	11.84	2.0%	4.0%	01-Jan-21	
Total Suspended Solid	10.63	10.84	11.06	2.0%	4.0%	01-Jan-21	
Trihalomethane/VOC Full Scan	64.30	65.59	66.90	2.0%	4.0%	01-Jan-21	
Volatile Acids	39.59	40.38	41.19	2.0%	4.0%	01-Jan-21	
Volatile Solids - Waste Water	12.11	12.35	12.60	2.0%	4.0%	01-Jan-21	
Volatile Solids - Solids	12.33	12.58	12.83	2.0%	4.1%	01-Jan-21	
Volatile Suspended Solid (Water)	12.27	12.52	12.77	2.0%	4.1%	01-Jan-21	
Drinking Water Anion (Chloride, fluoride, nitrite and nitrate, sulphate)	17.45	17.80	18.16	2.0%	4.1%	01-Jan-21	
Total Nutrients (Ammonia + Ammonia, Reactive Phosphorus)	11.81	12.05	12.29	2.0%	4.1%	01-Jan-21	
TKN/TP (Total Kjeldahl Nitrogen, Total Phosphorus)	15.72	16.03	16.35	2.0%	4.0%	01-Jan-21	
<b>Increase to rates for various lab tests listed above</b>							-10

**City of Ottawa**  
**Public Works and Environmental Services**  
**Stormwater Services - User Fees**

	2019 Full Tier Rate \$	2020 Full Tier Rate \$	2021 Full Tier Rate \$	% Change Over 2020	% Change Over 2019	Effective Date	2021 Revenue (\$000)
<b>Non Departmental</b>							
<b>Annual Stormwater Service Fees</b>							-6,580
<b>Residential Connected</b>							
Urban Single/Semi	128.31	140.65	154.80	10.1%	20.6%	01-Apr-21	
Rural Single/Semi	128.31	140.65	154.80	10.1%	20.6%	01-Apr-21	
Urban Townhouse/Apt	64.16	70.33	77.40	10.1%	20.6%	01-Apr-21	
Rural Townhouse/Apt	64.16	70.33	77.40	10.1%	20.6%	01-Apr-21	
<b>Residential Non-Connected (2020 100% Phase-In Rate)</b>							
Urban Single/Semi	89.81	98.46	108.36	10.1%	20.7%	01-Apr-21	
Rural Single/Semi	64.16	70.33	77.40	10.1%	20.6%	01-Apr-21	
Urban Townhouse/Apt	44.91	49.23	54.18	10.1%	20.6%	01-Apr-21	
Rural Townhouse/Apt	32.08	35.16	38.70	10.1%	20.6%	01-Apr-21	
<b>Industrial, Commercial and Institutional (ICI)</b>							
<b>ICI Connected Urban and Rural</b>							
0 to 300K Assessment	60.12	65.86	72.53	10.1%	20.6%	01-Apr-21	
>300K to 1M Assessment	284.50	311.68	343.25	10.1%	20.7%	01-Apr-21	
>1M to 5M Assessment	1,061.16	1,162.57	1,280.30	10.1%	20.7%	01-Apr-21	
>5M to 20M Assessment	4,652.04	5,096.62	5,612.78	10.1%	20.7%	01-Apr-21	
>20M to 50M Assessment	14,081.01	15,426.69	16,989.02	10.1%	20.7%	01-Apr-21	
>50M to 100M Assessment	33,984.37	37,232.17	41,002.82	10.1%	20.7%	01-Apr-21	
>100M to 150M Assessment	57,005.90	62,453.81	68,778.77	10.1%	20.7%	01-Apr-21	
>150M Assessment	120,718.81	132,255.61	145,649.67	10.1%	20.7%	01-Apr-21	

**City of Ottawa**  
**Public Works and Environmental Services**  
**Stormwater Services - User Fees**

	2019 Full Tier Rate \$	2020 Full Tier Rate \$	2021 Full Tier Rate \$	% Change Over 2020	% Change Over 2019	Effective Date	2021 Revenue (\$000)
<b>ICI Non-Connected - Urban (2020 100% Phase-In Rate)</b>							
0 to 300K Assessment	60.12	65.86	72.53	10.1%	20.6%	01-Apr-21	
>300K to 1M Assessment	284.50	311.68	343.25	10.1%	20.7%	01-Apr-21	
>1M to 5M Assessment	1,061.16	1,162.57	1,280.30	10.1%	20.7%	01-Apr-21	
>5M to 20M Assessment	4,652.04	5,096.62	5,612.78	10.1%	20.7%	01-Apr-21	
>20M to 50M Assessment	14,081.01	15,426.69	16,989.02	10.1%	20.7%	01-Apr-21	
>50M to 100M Assessment	33,984.37	37,232.17	41,002.82	10.1%	20.7%	01-Apr-21	
>100M to 150M Assessment	57,005.90	62,453.81	68,778.77	10.1%	20.7%	01-Apr-21	
>150M Assessment	120,718.81	132,255.61	145,649.67	10.1%	20.7%	01-Apr-21	
<b>ICI Non-Connected - Rural (2020 100% Phase-In Rate)</b>							
0 to 300K Assessment	42.08	46.10	50.77	10.1%	20.7%	01-Apr-21	
>300K to 1M Assessment	199.15	218.18	240.27	10.1%	20.6%	01-Apr-21	
>1M to 5M Assessment	742.81	813.80	896.21	10.1%	20.7%	01-Apr-21	
>5M to 20M Assessment	3,256.43	3,567.64	3,928.94	10.1%	20.7%	01-Apr-21	
>20M to 50M Assessment	9,856.71	10,798.69	11,892.31	10.1%	20.7%	01-Apr-21	
>50M to 100M Assessment	23,789.06	26,062.52	28,701.98	10.1%	20.7%	01-Apr-21	
>100M to 150M Assessment	39,904.13	43,717.67	48,145.14	10.1%	20.7%	01-Apr-21	
>150M Assessment	84,503.17	92,578.92	101,954.77	10.1%	20.7%	01-Apr-21	
<b>Total Departmental</b>							<b>-6,590</b>

**City Of Ottawa**  
**2021 Adopted Capital Budget**  
**Standing Committee on Environmental Protection, Water and Waste Management - Rate**  
**Funding Summary**  
**In Thousands \$(000's)**

Project Description	Revenues	Gas Tax	Tax Supported/ Dedicated	Develop. Charges	Develop. Charges Debt	Rate Supported	Rate Supported Debt	Tax Supported/ Dedicated Debt	Grand Total
<b>Drinking Water Services</b>									
<b>Renewal of City Assets</b>									
900631 Carlington Heights Pumping Stn Expansion	-	-	-	628	-	1,616	-	-	2,244
908076 Large Water Meters Changeout Program	-	-	-	-	-	250	-	-	250
908613 Bank St (Rideau Rd-Mitch Owens)	-	-	-	-	-	900	-	-	900
908614 LRT2 W1 Hwy 174 - Shefford Rd	-	-	-	-	-	350	-	-	350
908633 Enhanced Corrosion Control	-	-	-	-	-	3,118	-	-	3,118
908908 Small Water Meters Changeout Program	-	-	-	-	-	3,125	-	-	3,125
910066 2021 Buildings-Water Services	-	-	-	-	-	50	-	-	50
910117 2021 Water System Improvements	-	-	-	-	-	4,500	3,000	-	7,500
910118 2021 WM Transmission/Distribution Rehab	-	-	-	-	-	3,500	2,000	-	5,500
910119 Stanley Ave. (Sussex - Union St)	-	-	-	-	-	500	-	-	500
910133 Water Storage Tanks & Reservoir 2021	-	-	-	-	-	530	-	-	530
910135 Water Pumping Station Facility Rehab2021	-	-	-	-	-	4,290	-	-	4,290
910136 Water Treatment Rehab 2021	-	-	-	-	-	6,025	-	-	6,025
910137 Protective Lead Service Rplment Prog2021	250	-	-	-	-	1,000	-	-	1,250
910138 Water Sys SCADA & Instrument Rehab 2021	-	-	-	-	-	3,518	-	-	3,518
910139 Cathodic Protection 2021	-	-	-	-	-	1,200	-	-	1,200
910140 Ops Condition Assess-Critical Sys Links	-	-	-	-	-	1,000	-	-	1,000
910141 New Vehicles Drinking Water 2021	-	-	-	-	-	75	-	-	75
<b>Renewal of City Assets Total</b>	<b>250</b>	<b>-</b>	<b>-</b>	<b>628</b>	<b>-</b>	<b>35,547</b>	<b>5,000</b>	<b>-</b>	<b>41,425</b>
<b>Growth</b>									
903295 Brittany Pumping Station	-	-	-	1,594	1,833	1,733	3,000	-	8,160
905992 Manotick Supply Watermain	-	-	-	1,340	-	547	-	-	1,887
907456 Manotick North Island Link	-	-	-	1,698	-	189	-	-	1,887
910050 Manotick Supply Watermain - Phase 2	-	-	-	530	-	490	-	-	1,020
910051 2021 Off Site Reliability Links	-	-	-	148	-	16	-	-	164
910052 2021 Groundwater Studies	-	-	-	43	-	346	-	-	389
910053 2021 Rural Servicing Strategy	-	-	-	108	-	108	-	-	216
910054 2021 Water & Wastewater Studies	-	-	-	216	-	54	-	-	270
<b>Growth Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>5,677</b>	<b>1,833</b>	<b>3,483</b>	<b>3,000</b>	<b>-</b>	<b>13,993</b>
<b>Drinking Water Services Total</b>	<b>250</b>	<b>-</b>	<b>-</b>	<b>6,305</b>	<b>1,833</b>	<b>39,030</b>	<b>8,000</b>	<b>-</b>	<b>55,418</b>

**City Of Ottawa**  
**2021 Adopted Capital Budget**  
**Standing Committee on Environmental Protection, Water and Waste Management - Rate**  
**Funding Summary**  
**In Thousands \$(000's)**

Project Description	Revenues	Gas Tax	Tax Supported/ Dedicated	Develop. Charges	Develop. Charges Debt	Rate Supported	Rate Supported Debt	Tax Supported/ Dedicated Debt	Grand Total
<b>Integrated Roads, Water &amp; Wastewater</b>									
<b>Renewal of City Assets</b>									
906735 Bank St (Riverside-Ledbury)	-	-	-	-	-	3,667	-	-	3,667
906900 Main Greenfield Echo Concord et al	-	-	-	-	-	3,965	-	-	3,965
906901 CWWF ORAP - Loretta Ave N&S - Laurel St	-	-	-	-	-	1,586	6,000	-	7,586
908138 CWWF Avenue N-O-P-Q-R-S-T-U	-	-	-	-	-	7,769	-	-	7,769
908139 Montreal Rd (N River Rd-St Laurent Blvd)	-	-	-	-	-	2,196	-	-	2,196
908141 ORAP Albert St-Bronson Ave-Slater St	-	-	-	-	-	3,430	-	-	3,430
908570 Byron-Athlone-Highcroft	-	-	-	-	-	3,777	4,700	-	8,477
908572 Fairbairn-Bellwood-Willard-Belmont	-	-	-	-	-	949	-	-	949
908580 CWWF Queensway Terrace North Sewer	-	-	101	-	-	2,936	-	-	3,037
908581 Valley Dr Storm Sewer	-	-	156	-	-	3,729	-	-	3,885
908998 LRT2 R2 Hwy 174 Resurfacing EBL	-	-	-	-	-	36	-	-	36
909394 Arch - Canterbury - Plesser	-	-	-	-	-	7,693	-	-	7,693
909400 Bel-Air Dr, Bedbrooke St et al	-	-	-	-	-	5,441	5,000	-	10,441
909401 Broadview Ave	-	-	-	-	-	706	-	-	706
<b>Renewal of City Assets Total</b>	<b>-</b>	<b>-</b>	<b>257</b>	<b>-</b>	<b>-</b>	<b>47,880</b>	<b>15,700</b>	<b>-</b>	<b>63,837</b>
<b>Integrated Roads, Water &amp; Wastewater Total</b>	<b>-</b>	<b>-</b>	<b>257</b>	<b>-</b>	<b>-</b>	<b>47,880</b>	<b>15,700</b>	<b>-</b>	<b>63,837</b>
<b>Integrated Water &amp; Wastewater</b>									
<b>Renewal of City Assets</b>									
908997 LRT2 SS1 Sewer Upgrades (Byron Ave)	-	-	-	-	-	1,490	-	-	1,490
909492 LRT2 SS2 Richmond Compl Streets	-	-	-	-	-	1,888	-	-	1,888
910078 2021 Sewer Repairs / Improvements	-	-	-	-	-	9,504	-	-	9,504
910079 2021 Sewer Trenchless Rehab	-	-	-	-	-	4,500	-	-	4,500
910080 2021 Sewer CCTV Engineering	-	-	-	-	-	800	-	-	800
<b>Renewal of City Assets Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>18,182</b>	<b>-</b>	<b>-</b>	<b>18,182</b>
<b>Integrated Water &amp; Wastewater Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>18,182</b>	<b>-</b>	<b>-</b>	<b>18,182</b>
<b>Stormwater Services</b>									
<b>Renewal of City Assets</b>									
909017 LRT2 C1 Hwy 174 Culverts	-	-	-	-	-	1,010	1,000	-	2,010
909709 2020 Drainage Culverts - CW	-	-	-	-	-	6,120	3,000	-	9,120
910081 2021 Drainage Culverts - CW	-	-	-	-	-	1,382	1,000	-	2,382
910082 2021 Drainage Culverts - Other	-	-	-	-	-	636	-	-	636

**City Of Ottawa**  
**2021 Adopted Capital Budget**  
**Standing Committee on Environmental Protection, Water and Waste Management - Rate**  
**Funding Summary**  
**In Thousands \$(000's)**

Project Description	Revenues	Gas Tax	Tax Supported/ Dedicated	Develop. Charges	Develop. Charges Debt	Rate Supported	Rate Supported Debt	Tax Supported/ Dedicated Debt	Grand Total
910083 2021 Culverts Scoping Pre/Post Eng.	-	-	-	-	-	700	-	-	700
910086 2021 Storm and Surface Water Rehabilitat	-	-	-	-	-	3,500	-	-	3,500
910204 Stormwater Mgmt: Rehab&Enviro Compliance	-	-	-	-	-	3,500	-	-	3,500
910205 Linear Storm System Improvements 2021	-	-	-	-	-	1,000	2,000	-	3,000
<b>Renewal of City Assets Total</b>	-	-	-	-	-	<b>17,848</b>	<b>7,000</b>	-	<b>24,848</b>
<b>Growth</b>									
909730 2020 Stormwater Master Planning	-	-	-	26	-	25	-	-	51
<b>Growth Total</b>	-	-	-	<b>26</b>	-	<b>25</b>	-	-	<b>51</b>
<b>Regulatory</b>									
910203 Municipal Drain Improvements - 2021	-	-	-	-	-	500	-	-	500
<b>Regulatory Total</b>	-	-	-	-	-	<b>500</b>	-	-	<b>500</b>
<b>Stormwater Services Total</b>	-	-	-	<b>26</b>	-	<b>18,373</b>	<b>7,000</b>	-	<b>25,399</b>
<b>Wastewater Services</b>									
<b>Renewal of City Assets</b>									
909245 Forcemain Condition Assessment & Rehab	-	-	-	-	-	500	-	-	500
909716 Mooney's Bay Trunk Sewer	-	-	-	-	-	1,500	1,500	-	3,000
909724 Pump Stations Capacity Renewal	-	-	-	-	-	1,714	-	-	1,714
909745 Acres Road PS Phase 1 Renewal	-	-	-	-	-	1,900	-	-	1,900
910061 Wastewater Drainage Roofing 2021	-	-	-	-	-	50	-	-	50
910062 Flow Monitoring System Rehab. 2021	-	-	-	-	-	200	-	-	200
910063 SCADA Rehab & Upgrades-Remote Sewer 2021	-	-	-	-	-	1,559	-	-	1,559
910064 Collection System Condition Assess. 2021	-	-	-	-	-	1,160	-	-	1,160
910077 2021 Flood Plain Mapping	-	-	-	-	-	240	-	-	240
910087 2021 ORAP Wet Weather IMP	-	-	-	-	-	2,500	-	-	2,500
910120 Linear Sewage System Improve. Prog. 2021	-	-	-	-	-	1,000	-	-	1,000
910121 Sewer Lateral Repairs 2021	-	-	-	-	-	2,000	2,500	-	4,500
910124 Sewage Pumping Station Rehab Prog 2021	-	-	-	-	-	7,227	10,000	-	17,227
910130 ROPEC - Sewage Treatment Rehab Prog 2021	-	-	-	-	-	6,000	6,222	-	12,222
910131 ROPEC - Concrete Rehab & Repairs 2021	-	-	-	-	-	1,000	-	-	1,000
910132 Wastewater Facilites Upgrade 2021	-	-	-	-	-	500	-	-	500
<b>Renewal of City Assets Total</b>	-	-	-	-	-	<b>29,050</b>	<b>20,222</b>	-	<b>49,272</b>

**City Of Ottawa**  
**2021 Adopted Capital Budget**  
**Standing Committee on Environmental Protection, Water and Waste Management - Rate**  
**Funding Summary**  
**In Thousands \$(000's)**

Project Description	Revenues	Gas Tax	Tax Supported/ Dedicated	Develop. Charges	Develop. Charges Debt	Rate Supported	Rate Supported Debt	Tax Supported/ Dedicated Debt	Grand Total
<b>Growth</b>									
907462 Pump Stations Capacity Increase	-	-	-	3,248	-	-	-	-	3,248
910048 2021 Infrastructure Master Plan (Sewer)	-	-	-	-	-	510	-	-	510
910076 Carp Wastewater PS Upgrade/Overflow	-	-	918	-	-	1,122	-	-	2,040
910123 DCA-O/S KW Trunk Sewers - 130 Huntmar	-	-	-	75	-	-	-	-	75
<b>Growth Total</b>	-	-	<b>918</b>	<b>3,323</b>	-	<b>1,632</b>	-	-	<b>5,873</b>
<b>Wastewater Services Total</b>	-	-	<b>918</b>	<b>3,323</b>	-	<b>30,682</b>	<b>20,222</b>	-	<b>55,145</b>
<b>Grand Total</b>	<b>250</b>	-	<b>1,175</b>	<b>9,654</b>	<b>1,833</b>	<b>154,147</b>	<b>50,922</b>	-	<b>217,981</b>

\* Integrated Roads, Water and Wastewater Program includes the Rate portion only for information purposes.

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

## **2021 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)

	2019	2020		2021	\$ Change over 2020 Budget
	Actual	Actuals	Budget	Adopted	
<b>Expenditures by Program</b>					
Director's Office	883	1,987	694	701	7
Quality Management	2,989	3,851	4,231	4,243	12
Special Projects	1,368	1,222	181	188	7
Design & Construction - Facilities	5,398	5,387	5,220	5,314	94
Design & Construction - Municipal	7,809	7,786	8,278	8,478	200
Asset Management	11,779	11,797	14,103	14,413	310
<b>Gross Expenditure</b>	<b>30,226</b>	<b>32,030</b>	<b>32,707</b>	<b>33,337</b>	<b>630</b>
Recoveries & Allocations	-23,641	-24,296	-25,494	-25,729	-235
Revenue	-16	-68	-16	-16	0
<b>Net Requirement</b>	<b>6,569</b>	<b>7,666</b>	<b>7,197</b>	<b>7,592</b>	<b>395</b>
<b>Expenditures by Type</b>					
Salaries, Wages & Benefits	26,673	27,413	26,943	27,573	630
Overtime	172	79	241	241	0
Material & Services	2,953	4,244	4,558	4,558	0
Transfers/Grants/Financial Charges	0	0	0	0	0
Fleet Costs	138	119	97	97	0
Program Facility Costs	0	0	0	0	0
Other Internal Costs	290	175	868	868	0
<b>Gross Expenditures</b>	<b>30,226</b>	<b>32,030</b>	<b>32,707</b>	<b>33,337</b>	<b>630</b>
Recoveries & Allocations	-23,641	-24,296	-25,494	-25,729	-235
<b>Net Expenditure</b>	<b>6,585</b>	<b>7,734</b>	<b>7,213</b>	<b>7,608</b>	<b>395</b>
<b>Revenues By Type</b>					
Federal	0	0	0	0	0
Provincial	0	-12	0	0	0
Own Funds	0	0	0	0	0
Fees and Services	-16	-56	-16	-16	0
Fines	0	0	0	0	0
Other	0	0	0	0	0
<b>Total Revenue</b>	<b>-16</b>	<b>-68</b>	<b>-16</b>	<b>-16</b>	<b>0</b>
<b>Net Requirement</b>	<b>6,569</b>	<b>7,666</b>	<b>7,197</b>	<b>7,592</b>	<b>395</b>
<b>Full Time Equivalents</b>			<b>214.67</b>	<b>214.67</b>	<b>0.00</b>

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

	2019 Rate \$	2020 Rate \$	2021 Rate \$	% Change Over 2020	% Change Over 2019	Effective Date	2021 Revenue (\$000)
<b>Road Cut Degradation Fees</b>							
Road Cut Pavement Degradation fees (per square meter)							
2 years or less	37.00	37.90	38.80	2.4%	4.9%	01-Jan-21	
2 to 4 years	30.85	31.60	32.35	2.4%	4.8%	01-Jan-21	
4 to 7 years	24.80	25.40	26.00	2.4%	4.8%	01-Jan-21	
7 to 10 years	15.50	15.87	16.25	2.4%	4.8%	01-Jan-21	
10 years or more	6.15	6.30	6.45	2.4%	4.9%	01-Jan-21	
<b>Accident Inspections</b>							
3 hour minimum (hourly rate)	164.00	168.00	172.00	2.4%	4.9%	01-Jan-21	
Any third party charges (cost recovery)	100%	100%	100%	0.0%	0.0%	01-Jan-21	
<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-21	
<b>Total Departmental</b>							<b>0</b>

## **Planning, Infrastructure and Economic Development Department 2021 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
- Events, including Wildlife Speaker Series
- Perform development and infrastructure review (ensures adherence to city's environmental policies)
- Identify natural lands for acquisitions by City

## **Planning, Infrastructure and Economic Development Department 2021 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)

	2019	2020		2021	\$ Change over 2020 Budget
	Actual	Actuals	Budget	Adopted	
<b>Expenditures by Program</b>					
Natural Systems	853	985	979	1,136	157
Resiliency & Climate Change	904	1,101	896	896	0
<b>Gross Expenditure</b>	<b>1,757</b>	<b>2,086</b>	<b>1,875</b>	<b>2,032</b>	<b>157</b>
Recoveries & Allocations	-86	-384	0	-120	-120
Revenue	0	0	0	0	0
<b>Net Requirement</b>	<b>1,671</b>	<b>1,702</b>	<b>1,875</b>	<b>1,912</b>	<b>37</b>
<b>Expenditures by Type</b>					
Salaries, Wages & Benefits	1,527	1,964	1,556	1,711	155
Overtime	12	3	11	11	0
Material & Services	170	72	257	257	0
Transfers/Grants/Financial Charges	44	42	50	52	2
Fleet Costs	0	0	0	0	0
Program Facility Costs	0	0	0	0	0
Other Internal Costs	4	5	1	1	0
<b>Gross Expenditures</b>	<b>1,757</b>	<b>2,086</b>	<b>1,875</b>	<b>2,032</b>	<b>157</b>
Recoveries & Allocations	-86	-384	0	-120	-120
<b>Net Expenditure</b>	<b>1,671</b>	<b>1,702</b>	<b>1,875</b>	<b>1,912</b>	<b>37</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>1,671</b>	<b>1,702</b>	<b>1,875</b>	<b>1,912</b>	<b>37</b>
<b>Full Time Equivalents</b>			<b>12.00</b>	<b>12.00</b>	<b>0.00</b>

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

### **2021 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)

	2019	2020		2021	\$ Change over 2020 Budget
	Actual	Actuals	Budget	Adopted	
<b>Expenditures by Program</b>					
Director's Office	493	2,607	505	510	5
Diversion/Recycling	45,657	48,666	48,304	52,009	3,705
Graffiti Management	879	770	843	858	15
Soil Management	1,022	1,164	665	680	15
Landfill Operations/Disposal	10,097	9,784	8,333	8,453	120
Garbage Collection	18,434	21,925	21,157	24,197	3,040
Long Term Planning/Other	726	680	678	688	10
Solid Waste Non Departmental	5,747	5,747	5,747	7,497	1,750
<b>Gross Expenditure</b>	<b>83,055</b>	<b>91,343</b>	<b>86,232</b>	<b>94,892</b>	<b>8,660</b>
Recoveries & Allocations	-4,067	-2,984	-2,613	-2,613	0
Revenue	-50,492	-62,036	-58,080	-63,000	-4,920
<b>Net Requirement</b>	<b>28,496</b>	<b>26,323</b>	<b>25,539</b>	<b>29,279</b>	<b>3,740</b>
<b>Expenditures by Type</b>					
Salaries, Wages & Benefits	14,235	14,541	14,079	15,114	1,035
Overtime	1,421	1,298	662	710	48
Material & Services	49,812	57,546	53,400	59,092	5,692
Transfers/Grants/Financial Charges	5,038	5,030	5,326	7,076	1,750
Fleet Costs	10,722	10,963	11,387	11,522	135
Program Facility Costs	0	0	0	0	0
Other Internal Costs	1,827	1,965	1,378	1,378	0
<b>Gross Expenditures</b>	<b>83,055</b>	<b>91,343</b>	<b>86,232</b>	<b>94,892</b>	<b>8,660</b>
Recoveries & Allocations	-4,067	-2,984	-2,613	-2,613	0
<b>Net Expenditure</b>	<b>78,988</b>	<b>88,359</b>	<b>83,619</b>	<b>92,279</b>	<b>8,660</b>
<b>Revenues By Type</b>					
Federal	0	0	0	0	0
Provincial	-5,896	-9,255	-5,824	-5,824	0
Own Funds	0	0	0	0	0
Fees and Services	-37,609	-45,065	-43,221	-48,141	-4,920
Fines	0	0	0	0	0
Other	-6,987	-7,716	-9,035	-9,035	0
<b>Total Revenue</b>	<b>-50,492</b>	<b>-62,036</b>	<b>-58,080</b>	<b>-63,000</b>	<b>-4,920</b>
<b>Net Requirement</b>	<b>28,496</b>	<b>26,323</b>	<b>25,539</b>	<b>29,279</b>	<b>3,740</b>
<b>Full Time Equivalents</b>			<b>73.40</b>	<b>73.40</b>	<b>0.00</b>

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

	2019 Rate \$	2020 Rate \$	2021 Rate \$	% Change Over 2020	% Change Over 2019	Effective Date	2021 Revenue (\$000)
<b>Solid Waste - User Fees</b>							-4,695
Single Family Household	88.00	96.00	106.00	10.4%	20.5%	01-Jan-21	
Multi Residential Household	43.00	56.50	71.50	26.5%	66.3%	01-Jan-21	
Yellow Bag per bag fee	3.90	4.00	4.10	2.5%	5.1%	01-Jan-21	
<b>Landfill Operations - Tipping Fees</b>							-10
<b>Waste Materials</b>							
Garbage <=100 kg (minimum) Includes soil mixed with concrete	11.20	11.40	11.65	2.2%	4.0%	01-Feb-21	
Garbage >100 kg (per tonne) Includes soil mixed with concrete	112.00	114.00	116.50	2.2%	4.0%	01-Feb-21	
Mixed garbage & recyclable material <=250 kg (minimum)	56.00	57.00	58.25	2.2%	4.0%	01-Feb-21	
Mixed garbage & recyclable material >250 kg (per tonne)	224.00	228.00	233.00	2.2%	4.0%	01-Feb-21	
Asbestos <=250 kg per load flat rate (minimum)	123.00	126.00	128.75	2.2%	4.7%	01-Feb-21	
Asbestos >250 kg (per tonne)	494.00	504.00	515.00	2.2%	4.3%	01-Feb-21	
<b>Diversions Program - Clean Loads</b>							
Metal /Tires	Free	Free	Free	N/A	N/A		
E-waste	Free	Free	Free	N/A	N/A		
Blue Box Material	Free	Free	Free	N/A	N/A		
Cardboard <=100 kg (minimum)	5.40	5.50	5.60	1.8%	3.7%	01-Feb-21	
Cardboard >100 kg (per tonne)	54.00	55.00	56.00	1.8%	3.7%	01-Feb-21	
Leaf and Yard Waste under 10 cm in diameter <=100 kg (minimum)	3.80	3.85	3.95	2.6%	3.9%	01-Feb-21	
Leaf and Yard Waste >100 kg (per tonne)	38.00	38.50	39.50	2.6%	3.9%	01-Feb-21	
Soil/Fill <=200 kg (minimum) (Top soil, sand, sod)	5.50	5.60	5.70	1.8%	3.6%	01-Feb-21	
Soil/Fill >200 kg (per tonne) (Top soil, sand, sod)	27.50	28.00	28.50	1.8%	3.6%	01-Feb-21	
Fill <=200 kg (per tonne) (Asphalt, masonry, concrete without rebar)	5.50	5.60	11.20	100.0%	103.6%	01-Feb-21	
Fill >200 kg (per tonne) (Asphalt, masonry, concrete without rebar)	27.50	28.00	56.00	100.0%	103.6%	01-Feb-21	
Woodchips <=200 kg (minimum)	5.60	5.70	7.90	38.6%	41.1%	01-Feb-21	
Woodchips >200 kg (per tonne)	28.00	28.50	39.50	38.6%	41.1%	01-Feb-21	

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

	2019 Rate \$	2020 Rate \$	2021 Rate \$	% Change Over 2020	% Change Over 2019	Effective Date	2021 Revenue (\$000)
<b>Retail Materials Program</b>							
Municipal Potting Soil <=200 kg (minimum)	8.20	8.40	8.60	2.4%	4.9%	01-Feb-21	
Municipal Potting Soil >200 kg (per tonne)	41.00	42.00	43.00	2.4%	4.9%	01-Feb-21	
<b>Total Departmental</b>							<b>-4,705</b>

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

### **2021 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 Distinctive Tree 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)

	2019	2020		2021	\$ Change over 2020 Budget
	Actual	Actuals	Budget	Adopted	
<b>Expenditures by Program</b>					
Forestry Services	17,432	22,953	19,204	19,889	685
<b>Gross Expenditure</b>	<b>17,432</b>	<b>22,953</b>	<b>19,204</b>	<b>19,889</b>	<b>685</b>
Recoveries & Allocations	-85	-5,355	0	0	0
Revenue	-248	1,197	-251	-631	-380
<b>Net Requirement</b>	<b>17,099</b>	<b>18,795</b>	<b>18,953</b>	<b>19,258</b>	<b>305</b>
<b>Expenditures by Type</b>					
Salaries, Wages & Benefits	7,963	8,403	8,471	9,011	540
Overtime	183	181	177	181	4
Material & Services	7,844	7,643	9,195	9,321	126
Transfers/Grants/Financial Charges	0	0	0	0	0
Fleet Costs	1,305	1,372	1,332	1,347	15
Program Facility Costs	0	0	0	0	0
Other Internal Costs	137	5,354	29	29	0
<b>Gross Expenditures</b>	<b>17,432</b>	<b>22,953</b>	<b>19,204</b>	<b>19,889</b>	<b>685</b>
Recoveries & Allocations	-85	-5,355	0	0	0
<b>Net Expenditure</b>	<b>17,347</b>	<b>17,598</b>	<b>19,204</b>	<b>19,889</b>	<b>685</b>
<b>Revenues By Type</b>					
Federal	0	0	0	0	0
Provincial	-169	1,630	0	0	0
Own Funds	0	0	0	0	0
Fees and Services	-79	-433	-251	-631	-380
Fines	0	0	0	0	0
Other	0	0	0	0	0
<b>Total Revenue</b>	<b>-248</b>	<b>1,197</b>	<b>-251</b>	<b>-631</b>	<b>-380</b>
<b>Net Requirement</b>	<b>17,099</b>	<b>18,795</b>	<b>18,953</b>	<b>19,258</b>	<b>305</b>
<b>Full Time Equivalents</b>			<b>84.32</b>	<b>84.32</b>	<b>0.00</b>

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

	2019 Rate \$	2020 Rate \$	2021 Rate \$	% Change Over 2020	% Change Over 2019	Effective Date	2021 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	N/A	150.00	N/A	N/A	01-Jan-21	
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	N/A	500.00	N/A	N/A	01-Jan-21	
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-21	
<b>Total Departmental</b>							<b>0</b>

**City Of Ottawa**  
**2021 Adopted Capital Budget**  
**Standing Committee on Environmental Protection, Water and Waste Management - Tax**  
**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>						
<b>Service Enhancements</b>						
908894 2018 Natural Area Acquisitions (Rural)	-	-	-	-	2,000	2,000
910169 Energy Management & Invest. Strategy 2021	-	-	3,000	-	-	3,000
<b>Service Enhancements Total</b>	-	-	<b>3,000</b>	-	<b>2,000</b>	<b>5,000</b>
<b>Environment Total</b>	-	-	<b>3,000</b>	-	<b>2,000</b>	<b>5,000</b>
<b>Solid Waste</b>						
<b>Regulatory</b>						
907238 Landfill Disposal Stage 2 Capping	-	-	6,900	-	-	6,900
907352 Landfill Stage 3 Capping	-	-	8,664	-	-	8,664
907659 Leachate Recirculation	-	-	150	-	-	150
907799 Landfill Disposal Stage 5 Development	-	-	800	-	-	800
910198 Small Load Relocation	-	-	250	-	-	250
910199 Trail Road Landfill - Expansion & Development	-	-	950	-	-	950
910210 Trail Road Gas Collection System Expansion	-	-	1,000	-	-	1,000
<b>Regulatory Total</b>	-	-	<b>18,714</b>	-	-	<b>18,714</b>
<b>Service Enhancements</b>						
909431 Long Term Planning	-	-	1,200	-	-	1,200
<b>Service Enhancements Total</b>	-	-	<b>1,200</b>	-	-	<b>1,200</b>
<b>Solid Waste Total</b>	-	-	<b>19,914</b>	-	-	<b>19,914</b>
<b>Grand Total</b>	-	-	<b>22,914</b>	-	<b>2,000</b>	<b>24,914</b>

## **Elected Officials**

### **2021 Service Area Summary**

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

	2019	2020		2021	\$ Change over 2020 Budget
	Actual	Actuals	Budget	Adopted	
<b>Expenditures by Program</b>					
Mayor's Office	878	891	895	960	65
Constituency Services & Administration	11,417	11,476	12,058	12,348	290
Provision for Surplus	0	0	-500	-550	-50
<b>Gross Expenditure</b>	<b>12,295</b>	<b>12,367</b>	<b>12,453</b>	<b>12,758</b>	<b>305</b>
Recoveries & Allocations	-146	-72	0	0	0
Revenue	0	0	0	0	0
<b>Net Requirement</b>	<b>12,149</b>	<b>12,295</b>	<b>12,453</b>	<b>12,758</b>	<b>305</b>
<b>Expenditures by Type</b>					
Salaries, Wages & Benefits	10,478	10,830	10,987	11,232	245
Overtime	18	0	0	0	0
Material & Services	1,422	1,311	1,280	1,340	60
Transfers/Grants/Financial Charges	165	76	0	0	0
Fleet Costs	0	0	0	0	0
Program Facility Costs	0	0	0	0	0
Other Internal Costs	212	150	186	186	0
<b>Gross Expenditures</b>	<b>12,295</b>	<b>12,367</b>	<b>12,453</b>	<b>12,758</b>	<b>305</b>
Recoveries & Allocations	-146	-72	0	0	0
<b>Net Expenditure</b>	<b>12,149</b>	<b>12,295</b>	<b>12,453</b>	<b>12,758</b>	<b>305</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>12,149</b>	<b>12,295</b>	<b>12,453</b>	<b>12,758</b>	<b>305</b>
<b>Full Time Equivalents</b>			<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

## Innovative Client Services Department

### 2021 Service Area Summary - Legal Services

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

- Legal and procedural advice, including: legislative drafting, interpretation and application of statutes and by-laws; access to information and privacy law; financial and governance matters; municipal assessment and taxation legal issues; etc.
- Corporate and commercial law support, including: review and drafting of contracts, funding agreements, etc.; tendering and procurement law advice and support under the *Purchasing By-law*; representation of the City in construction-related disputes, etc.
- Labour relations support, including: advice and support for management relating to employee/union obligations under federal and provincial labour and employment-related statutes; leading collective bargaining on behalf of the City; administration of the grievance process; and, representation of the City in rights and interest arbitrations
- Advocacy on behalf of the City in all forms of litigation, including: civil litigation; prosecutions of charges laid pursuant to the City's by-laws and in respect of other provincial offences (e.g. Highway Traffic Act, Compulsory Automobile Insurance Act, etc.) pursuant to the Memorandum of Understanding with the Ministry of the Attorney General; receipt, investigation and adjudication of non-litigated claims against the City (e.g. potholes; flooding; etc.); administrative proceedings before provincial and federal tribunals (e.g. Ontario Human Rights Tribunal, Ontario Assessment Review Board, etc.)

- Planning and Development law advice, including: preparation and review of development-related agreements; zoning and official plan legal issues under the *Planning Act* and the *Development Charges Act*; conduct of real estate transactions involving the City; and, representation of the City in matters before the Local Planning Appeals Tribunal
- Ethics advice and guidance, including the provision of educational resources in support of the City's *Employee Code of Conduct*/ethics program

City of Ottawa  
 Innovative Client Services Department  
 City Solicitor - Operating Resource Requirement  
 In Thousands (\$000)

	2019	2020		2021	\$ Change over 2020 Budget
	Actual	Actuals	Budget	Adopted	
<b>Expenditures by Program</b>					
Legal Services	13,023	13,527	11,703	11,973	270
<b>Gross Expenditure</b>	<b>13,023</b>	<b>13,527</b>	<b>11,703</b>	<b>11,973</b>	<b>270</b>
Recoveries & Allocations	-3,074	-3,513	-2,200	-2,200	0
Revenue	0	-26	0	0	0
<b>Net Requirement</b>	<b>9,949</b>	<b>9,988</b>	<b>9,503</b>	<b>9,773</b>	<b>270</b>
<b>Expenditures by Type</b>					
Salaries, Wages & Benefits	9,512	9,832	9,982	10,252	270
Overtime	2	0	31	31	0
Material & Services	3,440	3,661	1,633	1,633	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	69	34	57	57	0
<b>Gross Expenditures</b>	<b>13,023</b>	<b>13,527</b>	<b>11,703</b>	<b>11,973</b>	<b>270</b>
Recoveries & Allocations	-3,074	-3,513	-2,200	-2,200	0
<b>Net Expenditure</b>	<b>9,949</b>	<b>10,014</b>	<b>9,503</b>	<b>9,773</b>	<b>270</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	-26	0	0	0
Fines	0	0	0	0	0
Other	0	0	0	0	0
<b>Total Revenue</b>	<b>0</b>	<b>-26</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Requirement</b>	<b>9,949</b>	<b>9,988</b>	<b>9,503</b>	<b>9,773</b>	<b>270</b>
<b>Full Time Equivalents</b>			<b>86.00</b>	<b>86.00</b>	<b>0.00</b>

## Office of the City Clerk

### 2021 Service Area Summary

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, Council Meetings, etc.).

#### 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.
- 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, flag protocol, gift bank and Council presentations.
- Point of contact for intergovernmental matters, applying a strategic lens to issues in order to communicate effectively to senior decision makers.
- Fulfilling legislated and advisory responsibilities relating to elections pursuant to the *Municipal Elections Act, 1996* 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.
- Providing advice and monitoring matters of accessibility, disability and the *Accessibility for Ontarians with Disabilities Act, 2005*.
- Identifying, preserving, and providing public access to archival records through the City of Ottawa Archives.
- Providing administrative support to elected officials, particularly in areas of finance, human resources, information technology and access to information requests.

- Providing advice to City staff on the implementation of the Bilingualism Policy; assisting departments in developing, implementing and evaluating programs and services offered in French; working with internal stakeholders to ensure a Francophone lens is applied when planning for municipal projects; providing advice on best practices related to French-language services delivery in support of the Service Excellence Through Innovation Council priority.
- Handling City-wide complaints pertaining to French-language services and providing Translation and Interpretation Services to the corporation.
- 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, delivering internal mail, coordinating courier services and processing external mail.

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

	2019	2020		2021	\$ Change over 2020 Budget
	Actual	Actuals	Budget	Adopted	
<b>Expenditures by Program</b>					
City Clerk's Office	469	508	460	470	10
Policy & Technical Solution Services	6,661	6,467	6,510	6,179	-331
Council & Committee Services	2,486	2,655	2,515	2,739	224
Protocol	1,504	1,023	1,381	1,383	2
Legislative Services	6,982	7,003	7,132	7,208	76
Election & French Language Services	6,328	5,803	4,739	4,429	-310
<b>Gross Expenditure</b>	<b>24,430</b>	<b>23,459</b>	<b>22,737</b>	<b>22,408</b>	<b>-329</b>
Recoveries & Allocations	-3,884	-2,817	-2,768	-2,768	0
Revenue	-69	-1,592	-1,028	-649	379
<b>Net Requirement</b>	<b>20,477</b>	<b>19,050</b>	<b>18,941</b>	<b>18,991</b>	<b>50</b>
<b>Expenditures by Type</b>					
Salaries, Wages & Benefits	14,328	14,942	14,010	14,370	360
Overtime	238	82	82	82	0
Material & Services	7,205	6,867	6,796	6,402	-394
Transfers/Grants/Financial Charges	988	130	320	0	-320
Fleet Costs	102	82	93	93	0
Program Facility Costs	1,172	1,087	1,242	1,267	25
Other Internal Costs	397	269	194	194	0
<b>Gross Expenditures</b>	<b>24,430</b>	<b>23,459</b>	<b>22,737</b>	<b>22,408</b>	<b>-329</b>
Recoveries & Allocations	-3,884	-2,817	-2,768	-2,768	0
<b>Net Expenditure</b>	<b>20,546</b>	<b>20,642</b>	<b>19,969</b>	<b>19,640</b>	<b>-329</b>
<b>Revenues By Type</b>					
Federal	-32	-82	-123	-44	79
Provincial	0	0	0	0	0
Own Funds	0	-1,508	-897	-597	300
Fees and Services	-37	0	0	0	0
Fines	0	-2	-8	-8	0
Other	0	0	0	0	0
<b>Total Revenue</b>	<b>-69</b>	<b>-1,592</b>	<b>-1,028</b>	<b>-649</b>	<b>379</b>
<b>Net Requirement</b>	<b>20,477</b>	<b>19,050</b>	<b>18,941</b>	<b>18,991</b>	<b>50</b>
<b>Full Time Equivalents</b>			<b>142.55</b>	<b>142.55</b>	<b>0.00</b>

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

	2019 Rate \$	2020 Rate \$	2021 Rate \$	% Change Over 2020	% Change Over 2019	Effective Date	2021 Revenue (\$000)
<b>Digital Prints, B&amp;W or Colour</b>							
Up to 8 x 10	19.64	20.03	20.43	2%	4%	01-Jan-21	
On archival paper (add)	1.87	1.90	1.94	2%	4%	01-Jan-21	
11 x 14 or 16 x 20	53.06	54.12	55.20	2%	4%	01-Jan-21	
20 x 24	79.59	81.18	82.80	2%	4%	01-Jan-21	
On archival paper (add)	6.36	6.49	6.62	2%	4%	01-Jan-21	
Oversize photographs, black and white (per sq. ft)	19.64	20.03	20.43	2%	4%	01-Jan-21	
Oversize photographs, col. (per sq. ft)	19.64	20.03	20.43	2%	4%	01-Jan-21	
Frame (11 x 14) + mat	40.00	40.00	40.80	2%	2%	01-Jan-21	
Rush surcharge	50%	50%	50%	0%	0%	01-Jan-21	
<b>Digital Scans</b>							
Up to 8 x 10 target size, 100 dpi	7.70	7.86	8.02	2%	4%	01-Jan-21	
Up to 4 x 5 target size, 300 dpi	8.42	8.58	8.75	2%	4%	01-Jan-21	
Up to 8 x 10 target size, 300 dpi	14.33	14.62	14.91	2%	4%	01-Jan-21	
Up to 8 x 10 target size, 600 dpi	37.14	37.88	38.64	2%	4%	01-Jan-21	
Maps & plans, 300 dpi	15.92	16.24	16.56	2%	4%	01-Jan-21	
Custom photography / scanning (per hour)	40.00	40.00	40.80	2%	2%	01-Jan-21	
On CD or DVD (add)	2.65	2.71	2.76	2%	4%	01-Jan-21	
Rush surcharge	50%	50%	50%	0%	0%	01-Jan-21	
<b>Audio-visual</b>						01-Jan-21	
Duplication to CD or DVD (supported formats)	20.00	20.00	20.40	2%	2%	01-Jan-21	
<b>Photocopies</b>						01-Jan-21	
Photocopying (self-serve)	0.25	0.25	0.25	0%	0%	01-Jan-21	
Photocopying (large, self-serve)	1.00	1.00	1.00	0%	0%	01-Jan-21	
Photocopying (by staff)	0.50	0.50	0.50	0%	0%	01-Jan-21	
Microfilm hardcopy	-	-	-	-	-	01-Jan-21	

City of Ottawa  
City Clerk - User Fees

	2019 Rate \$	2020 Rate \$	2021 Rate \$	% Change Over 2020	% Change Over 2019	Effective Date	2021 Revenue (\$000)
<b>Research and Associated Fees</b>							
Research	40.00	40.00	40.80	2%	2%	01-Jan-21	
Certified True Copy	Free	Free	Free	0%	0%	01-Jan-21	
<b>Usage fees, commercial / internet publication, still images used in publication per image, non-exclusive, non-transferable, one-time only, single-language</b>							
Fee per image, NFP	Free	Free	Free	-	-	01-Jan-21	
Fee per image, commercial	50.00	50.00	50.00	0%	0%	01-Jan-21	
<b>Publications</b>							
Individual titles	Cover price	Cover price	Cover price	-	-	01-Jan-21	
<b>Rentals / Other</b>							
Rooms as per existing Facility schedule	Facility schedule	Facility schedule	Facility schedule	-	-	01-Jan-21	
Room rental contract change fee	-	10.00	10.00	n/a	n/a	01-Jan-21	
Gallery space (commercial rental)	Negotiated contract	Negotiated contract	Negotiated contract	-	-	01-Jan-21	
Exhibit / artifact loan fee (per hour - intake / return)	50.00	50.00	50.00	0%	0%	01-Jan-21	
Exhibit case rental (per day)	250.00	250.00	250.00	0%	0%	01-Jan-21	
Exhibition design services (per hour)	50.00	50.00	50.00	0%	0%	01-Jan-21	
Archival quality boxes (20 cm box, per lot of 25)	60.75	60.75	60.75	0%	0%	01-Jan-21	
Home Archives Kit	65.00	65.00	65.00	0%	0%	01-Jan-21	
Deluxe Home Archives Kit	99.00	99.00	99.00	0%	0%	01-Jan-21	
<b>Total Departmental</b>							<b>0</b>

## **City Manager's Office**

### **2021 Budget Service Area Summary**

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), and provincial and federal ministries, etc.
- Legislative Agenda – review and quality control

- Supports Council, Finance and Economic Development Committee and Audit Committee
- Supports and advances the City Manager's community relations
- Proactively supports relations with Council and key stakeholders
- Proactively supports the City Manager's internal communications and outreach
- Provides leadership in the strategic management of key corporate projects

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

	2019	2020		2021	\$ Change over 2020 Budget
	Actual	Actuals	Budget	Adopted	
<b>Expenditures by Program</b>					
City Manager's Office	1,986	1,995	2,135	2,160	25
<b>Gross Expenditure</b>	<b>1,986</b>	<b>1,995</b>	<b>2,135</b>	<b>2,160</b>	<b>25</b>
Recoveries & Allocations	0	0	0	0	0
Revenue	0	0	0	0	0
<b>Net Requirement</b>	<b>1,986</b>	<b>1,995</b>	<b>2,135</b>	<b>2,160</b>	<b>25</b>
<b>Expenditures by Type</b>					
Salaries, Wages & Benefits	1,849	1,923	2,018	2,043	25
Overtime	0	3	0	0	0
Material & Services	127	59	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	10	10	13	13	0
<b>Gross Expenditures</b>	<b>1,986</b>	<b>1,995</b>	<b>2,135</b>	<b>2,160</b>	<b>25</b>
Recoveries & Allocations	0	0	0	0	0
<b>Net Expenditure</b>	<b>1,986</b>	<b>1,995</b>	<b>2,135</b>	<b>2,160</b>	<b>25</b>
<b>Revenues By Type</b>					
Federal	0	0	0	0	0
Provincial	0	0	0	0	0
Municipal	0	0	0	0	0
Own Funds	0	0	0	0	0
Fees and Services	0	0	0	0	0
Fines	0	0	0	0	0
Other	0	0	0	0	0
<b>Total Revenue</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Requirement</b>	<b>1,986</b>	<b>1,995</b>	<b>2,135</b>	<b>2,160</b>	<b>25</b>
<b>Full Time Equivalents</b>			<b>13.00</b>	<b>13.00</b>	<b>0.00</b>

## **Transportation Services Department**

### **2021 Service Area Summary - Rail Construction Program**

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 Rail Construction Program is to lead the close-out of the Stage 1 O-Train Confederation Line Light Rail Transit (LRT) project and lead the construction and implementation of the Stage 2 LRT project.

The O-Train Confederation Line provides rapid and high-quality transit service from Tunney's Pasture Station in the west to Blair Station in the east. The Stage 2 Project will extend the Confederation Line from Tunney's Pasture to Baseline Station and Moodie Station in the west and from Blair Station to Trim Road in the east. Stage 2 LRT will also extend the existing Trillium Line farther south to Limebank Road, with a new rail link to the Ottawa Macdonald-Cartier International Airport. Several municipal infrastructure projects are also bundled with the Stage 2 project along with the delivery of works and activities associated with the City's Memorandum of Understanding with Rideau Transit Group (RTG) to support and maintain the expanded Confederation Line. The Rail Construction Program administers the contracts with the Stage 1 construction consortium, RTG, and the Stage 2 project consortiums, East West Connectors (EWC) and TransitNEXT for the O-Train Confederation Line and Trillium Line expansion project respectively.

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

- Ensure technical compliance with the Project Agreements requirements for each project
- Lead the design and construction of the O-Train Confederation and Trillium Line extensions, civil works, environmental controls, traffic and facilities, including stations, tracks and tunnels, rail systems, vehicles, testing and commissioning and integration with the existing system
- Manage the projects scope, cost and schedule

- Manage risk, scope, change and dispute resolution
- 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
- Lead all rail related City bundled projects
- Manage communications for all projects associated with light rail construction, including stakeholder relations and community engagement
- Administer the Public Art Program for light rail capital projects
- Administer senior government contribution agreements
- Oversee completion and administration of related property acquisitions, easements (both temporary and permanent), as well as third party agreements

City of Ottawa  
Transportation Services Department  
Rail Construction Program Service - Operating Resource Requirement  
In Thousands (\$000)

	2019	2020		2021	\$ Change over 2020 Budget
	Actual	Actuals	Budget	Adopted	
<b>Expenditures by Program</b>					
O-Train Construction	2,200	1,067	677	0	-677
Rail Construction Program Service	4,876	7,875	9,091	10,321	1,230
<b>Gross Expenditure</b>	<b>7,076</b>	<b>8,942</b>	<b>9,768</b>	<b>10,321</b>	<b>553</b>
Recoveries & Allocations	-7,068	-8,942	-9,763	-10,316	-553
Revenue	-7	0	-5	-5	0
<b>Net Requirement</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditures by Type</b>					
Salaries, Wages & Benefits	6,982	8,797	9,623	10,106	483
Overtime	41	115	140	210	70
Material & Services	53	0	5	5	0
Transfers/Grants/Financial Charges	0	0	0	0	0
Fleet Costs	0	0	0	0	0
Program Facility Costs	0	0	0	0	0
Other Internal Costs	0	30	0	0	0
<b>Gross Expenditures</b>	<b>7,076</b>	<b>8,942</b>	<b>9,768</b>	<b>10,321</b>	<b>553</b>
Recoveries & Allocations	-7,068	-8,942	-9,763	-10,316	-553
<b>Net Expenditure</b>	<b>8</b>	<b>0</b>	<b>5</b>	<b>5</b>	<b>0</b>
<b>Revenues By Type</b>					
Federal	0	0	0	0	0
Provincial	0	0	0	0	0
Own Funds	0	0	0	0	0
Fees and Services	-7	0	-5	-5	0
Fines	0	0	0	0	0
Other	0	0	0	0	0
<b>Total Revenue</b>	<b>-7</b>	<b>0</b>	<b>-5</b>	<b>-5</b>	<b>0</b>
<b>Net Requirement</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Full Time Equivalents</b>			<b>12.00</b>	<b>12.00</b>	<b>0.00</b>

City of Ottawa  
 Transportation Services Department  
 Rail Construction Program Service - User Fees

	2019 Rate \$	2020 Rate \$	2021 Rate \$	% Change Over 2020	Effective Date	2021 Revenue (\$000)
<b>Proximity Fees</b>						
<b>Shoring – Design &amp; Monitoring Plan</b>						
Level 1 Fee	500	500	563	11%	01-Jan-21	
Level 2 Fee	2,000	2,000	2,252	11%	01-Jan-21	
Level 3 Fee	4,000	4,000	4,505	11%	01-Jan-21	
<b>Excavation Support System</b>						
Level 2 Fee	500	500	563	11%	01-Jan-21	
Level 3 Fee	1,500	1,500	1,689	11%	01-Jan-21	
<b>Geotechnical Hydrogeological Analysis</b>						
Level 2 Fee	1,000	1,000	1,126	11%	01-Jan-21	
Level 3 Fee	1,000	1,000	1,126	11%	01-Jan-21	
<b>Groundwater Control Plan</b>						
Level 1 Fee	500	500	563	11%	01-Jan-21	
Level 2 Fee	2,000	2,000	2,252	11%	01-Jan-21	
Level 3 Fee	2,000	2,000	2,252	11%	01-Jan-21	
<b>Waterproofing System</b>						
Level 2 Fee	500	500	563	11%	01-Jan-21	
Level 3 Fee	1,000	1,000	1,126	11%	01-Jan-21	
<b>Structural Analysis –Loading</b>						
Level 2 Fee	2,000	2,000	2,252	11%	01-Jan-21	
Level 3 Fee	2,000	2,000	2,252	11%	01-Jan-21	
<b>Fire Ventilation</b>						
Level 2 Fee	500	500	563	11%	01-Jan-21	
Level 3 Fee	1,000	1,000	1,126	11%	01-Jan-21	
<b>Station Ventilation</b>						
Level 2 Fee	500	500	563	11%	01-Jan-21	
Level 3 Fee	1,000	1,000	1,126	11%	01-Jan-21	
<b>Access Requirements (including AODA)</b>						
Level 1 Fee	500	500	563	11%	01-Jan-21	
Level 2 Fee	500	500	563	11%	01-Jan-21	
Level 3 Fee	750	750	845	11%	01-Jan-21	
<b>Noise and Vibration Study</b>						
Level 1 Fee	500	500	563	11%	01-Jan-21	
Level 2 Fee	1,000	1,000	1,126	11%	01-Jan-21	
Level 3 Fee	2,000	2,000	2,252	11%	01-Jan-21	

City of Ottawa  
 Transportation Services Department  
 Rail Construction Program Service - User Fees

	2019 Rate \$	2020 Rate \$	2021 Rate \$	% Change Over 2020	Effective Date	2021 Revenue (\$000)
<b>EMI/Stray Current</b>						
Level 2 Fee	500	500	563	11%	01-Jan-21	
Level 3 Fee	500	500	563	11%	01-Jan-21	
<b>Construction Coordination Protocols</b>						
Level 1 Fee	500	500	563	11%	01-Jan-21	
Level 2 Fee	1,500	1,500	1,689	11%	01-Jan-21	
Level 3 Fee	3,000	3,000	3,378	11%	01-Jan-21	
<b>Pre-Post Construction Surveys</b>						
Level 1 Fee	500	500	563	11%	01-Jan-21	
Level 2 Fee	500	500	563	11%	01-Jan-21	
Level 3 Fee	1,500	1,500	1,689	11%	01-Jan-21	
<b>Set-Back Requirements from Structures in the Zone of Influence</b>						
Level 1 Fee	500	500	563	11%	01-Jan-21	
Level 2 Fee	1,000	1,000	1,126	11%	01-Jan-21	
Level 3 Fee	1,500	1,500	1,689	11%	01-Jan-21	
<b>Fire/Smoke Dispersion Analysis</b>						
Level 2 Fee	1,500	1,500	1,689	11%	01-Jan-21	
Level 3 Fee	2,000	2,000	2,252	11%	01-Jan-21	
<b>Crane Swing and Lifting Loads</b>						
Level 1 Fee	500	500	563	11%	01-Jan-21	
Level 2 Fee	1,000	1,000	1,126	11%	01-Jan-21	
Level 3 Fee	1,500	1,500	1,689	11%	01-Jan-21	
<b>Insurance Requirements</b>						
Level 2 Fee	500	500	563	11%	01-Jan-21	
Level 3 Fee	500	500	563	11%	01-Jan-21	
<b>Property – M&amp;L Requirements</b>						
Level 2 Fee	500	500	563	11%	01-Jan-21	
Level 3 Fee	1,000	1,000	1,126	11%	01-Jan-21	

City of Ottawa  
 Transportation Services Department  
 Rail Construction Program Service - User Fees

	2019 Rate \$	2020 Rate \$	2021 Rate \$	% Change Over 2020	Effective Date	2021 Revenue (\$000)
<b>Utility relocations and Installations</b>						
Level 1 Fee	500	500	563	11%	01-Jan-21	
Level 2 Fee	1,000	1,000	1,126	11%	01-Jan-21	
Level 3 Fee	1,500	1,500	1,689	11%	01-Jan-21	
<b>Entrance Connection Agreement</b>						
Level 2 Fee	4,000	4,000	4,505	11%	01-Jan-21	
Level 3 Fee	5,000	5,000	5,631	11%	01-Jan-21	
<b>Security Plan</b>						
Level 2 Fee	1,500	1,500	1,689	11%	01-Jan-21	
Level 3 Fee	1,500	1,500	1,689	11%	01-Jan-21	
<b>Construction As-Built Drawings</b>						
Level 2 Fee	500	500	563	11%	01-Jan-21	
Level 3 Fee	1,500	1,500	1,689	11%	01-Jan-21	
<b>Total Departmental</b>						

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

	2019	2020		2021	\$ Change over 2020 Budget
	Actual	Forecast	Budget	Estimate	
<b>Expenditures by Program</b>					
General Manager's Office	392	561	461	476	15
Business and Technical Support Services	3,543	4,148	4,388	4,283	-105
<b>Gross Expenditure</b>	<b>3,935</b>	<b>4,709</b>	<b>4,849</b>	<b>4,759</b>	<b>-90</b>
Recoveries & Allocations	-1,627	-1,729	-1,869	-1,909	-40
Revenue	0	0	0	0	0
<b>Net Requirement</b>	<b>2,308</b>	<b>2,980</b>	<b>2,980</b>	<b>2,850</b>	<b>-130</b>
<b>Expenditures by Type</b>					
Salaries, Wages & Benefits	3,662	4,263	4,217	4,307	90
Overtime	9	15	15	15	0
Material & Services	193	408	554	374	-180
Transfers/Grants/Financial Charges	25	0	50	50	0
Fleet Costs	0	0	0	0	0
Program Facility Costs	0	0	0	0	0
Other Internal Costs	46	23	13	13	0
<b>Gross Expenditures</b>	<b>3,935</b>	<b>4,709</b>	<b>4,849</b>	<b>4,759</b>	<b>-90</b>
Recoveries & Allocations	-1,627	-1,729	-1,869	-1,909	-40
<b>Net Expenditure</b>	<b>2,308</b>	<b>2,980</b>	<b>2,980</b>	<b>2,850</b>	<b>-130</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>2,308</b>	<b>2,980</b>	<b>2,980</b>	<b>2,850</b>	<b>-130</b>
<b>Full Time Equivalents</b>			<b>36.00</b>	<b>36.00</b>	<b>0.00</b>

## **Planning, Infrastructure and Economic Development Department 2021 Service Area Summary - Community, Policy and Partnerships**

Economic Development and Long-Range Planning – The Community, Policy and Partnerships branch 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.

**Community, Policy and Partnerships:** responsible for implementing policies, strategies, projects and programs to grow and diversify the City’s economy. Collaborates with key economic development partners in developing and implementing economic development policies, strategies and programs under the umbrella of the City’s overarching Economic Development Strategy to capitalize on assets and opportunities in growing and diversifying the City’s economy as a key element of broader city building.

### **Programs/Services Offered**

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

**Economic Policy and Partnerships:** Works with partners in advancing the development and implementation of initiatives in support of Knowledge Based industries and Rural Economy pillars.

## **Planning, Infrastructure and Economic Development Department 2021 Service Area Summary – Forecasting and Monitoring**

Economic Development and Long-Range Planning – Forecasting and Monitoring 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.

### **Programs/Services Offered**

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

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

	2019	2020		2021	\$ Change over 2020 Budget
	Actual	Forecast	Budget	Estimate	
<b>Expenditures by Program</b>					
Director's Office	888	300	317	328	11
Community, Policy and Partnerships	8,239	8,902	8,690	8,843	153
Forecasting and Monitoring	615	622	627	643	16
<b>Gross Expenditure</b>	<b>9,742</b>	<b>9,824</b>	<b>9,634</b>	<b>9,814</b>	<b>180</b>
Recoveries & Allocations	-7	0	0	0	0
Revenue	0	0	0	-125	-125
<b>Net Requirement</b>	<b>9,735</b>	<b>9,824</b>	<b>9,634</b>	<b>9,689</b>	<b>55</b>
<b>Expenditures by Type</b>					
Salaries, Wages & Benefits	2,357	2,171	2,146	2,201	55
Overtime	3	6	6	6	0
Material & Services	261	252	282	407	125
Transfers/Grants/Financial Charges	7,112	7,140	7,195	7,195	0
Fleet Costs	0	0	0	0	0
Program Facility Costs	0	0	0	0	0
Other Internal Costs	9	255	5	5	0
<b>Gross Expenditures</b>	<b>9,742</b>	<b>9,824</b>	<b>9,634</b>	<b>9,814</b>	<b>180</b>
Recoveries & Allocations	-7	0	0	0	0
<b>Net Expenditure</b>	<b>9,735</b>	<b>9,824</b>	<b>9,634</b>	<b>9,814</b>	<b>180</b>
<b>Revenues By Type</b>					
Federal	0	0	0	0	0
Provincial	0	0	0	-125	-125
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>-125</b>	<b>-125</b>
<b>Net Requirement</b>	<b>9,735</b>	<b>9,824</b>	<b>9,634</b>	<b>9,689</b>	<b>55</b>
<b>Full Time Equivalents</b>			<b>17.00</b>	<b>17.00</b>	<b>0.00</b>

City of Ottawa  
 Planning, Infrastructure & Economic Development Department  
 Economic Development and Long Range Planning - User Fees

	2019 Rate \$	2020 Rate \$	2021 Rate \$	% Change Over 2020	% Change Over 2019	Effective Date	2021 Revenue (\$000)
Retail Business Holidays Act exemption application fee	2,500.00	2,500.00	2,560.00	2.4%	2.4%	01-Jan-21	
<b>Total</b>							<b>0</b>

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

	2019	2020		2021	\$ Change over 2020 Budget
	Actual	Actuals	Budget	Adopted	
<b>Expenditures by Program</b>					
General Manager's Office	387	621	610	662	52
Business Support Services	2,580	2,143	2,854	2,892	38
<b>Gross Expenditure</b>	<b>2,967</b>	<b>2,764</b>	<b>3,464</b>	<b>3,554</b>	<b>90</b>
Recoveries & Allocations	-29	0	0	0	0
Revenue	0	0	0	0	0
<b>Net Requirement</b>	<b>2,938</b>	<b>2,764</b>	<b>3,464</b>	<b>3,554</b>	<b>90</b>
<b>Expenditures by Type</b>					
Salaries, Wages & Benefits	2,892	2,701	3,305	3,395	90
Overtime	5	4	1	1	0
Material & Services	51	36	132	132	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	19	23	26	26	0
<b>Gross Expenditures</b>	<b>2,967</b>	<b>2,764</b>	<b>3,464</b>	<b>3,554</b>	<b>90</b>
Recoveries & Allocations	-29	0	0	0	0
<b>Net Expenditure</b>	<b>2,938</b>	<b>2,764</b>	<b>3,464</b>	<b>3,554</b>	<b>90</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>2,938</b>	<b>2,764</b>	<b>3,464</b>	<b>3,554</b>	<b>90</b>
<b>Full Time Equivalents</b>			<b>26.00</b>	<b>26.00</b>	<b>0.00</b>

## **Innovative Client Services Department**

### **2021 Service Area Summary - Service Transformation**

Service Transformation executes enterprise-wide transformation projects and programs to support the client and employee experience.

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

**Service Analytics and Planning:** Supports the organization by delivering data analytics focused transformation projects, managing the City’s open data program, and leading the corporate strategic planning process.

**Business Transformation:** Supports the organization by working with service areas to provide specialized business architecture and service design expertise (including operating models, process redesign, and digital solution application).

**Organizational Development:** Provide strategic advice and guidance to inspire people centered, meaningful change leadership in service of the organization's vision. Culture mindsets & maturity through proactive future planning, understanding purpose, co-creating vision, values, guiding principles, strategy frameworks and goals. Facilitate system-oriented conversations, sessions and events to support enterprise collaboration to shift collectively, design and thrive in our “next normal”.

City of Ottawa  
 Innovative Client Services Department  
 Service Transformation - Operating Resource Requirement  
 In Thousands (\$000)

	2019	2020		2021	\$ Change over 2020 Budget
	Actual	Actuals	Budget	Adopted	
<b>Expenditures by Program</b>					
Service Transformation	3,426	3,039	3,572	3,587	15
<b>Gross Expenditure</b>	<b>3,426</b>	<b>3,039</b>	<b>3,572</b>	<b>3,587</b>	<b>15</b>
Recoveries & Allocations	0	0	0	0	0
Revenue	0	0	0	0	0
<b>Net Requirement</b>	<b>3,426</b>	<b>3,039</b>	<b>3,572</b>	<b>3,587</b>	<b>15</b>
<b>Expenditures by Type</b>					
Salaries, Wages & Benefits	3,338	2,831	3,303	3,318	15
Overtime	5	0	2	2	0
Material & Services	146	134	258	258	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	-63	74	9	9	0
<b>Gross Expenditures</b>	<b>3,426</b>	<b>3,039</b>	<b>3,572</b>	<b>3,587</b>	<b>15</b>
Recoveries & Allocations	0	0	0	0	0
<b>Net Expenditure</b>	<b>3,426</b>	<b>3,039</b>	<b>3,572</b>	<b>3,587</b>	<b>15</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>3,426</b>	<b>3,039</b>	<b>3,572</b>	<b>3,587</b>	<b>15</b>
<b>Full Time Equivalents</b>			<b>25.00</b>	<b>25.00</b>	<b>0.00</b>

## **Innovative Client Services Department**

### **2021 Service Area Summary - Public Information and Media Relations**

Public Information and Media Relations informs and engages Ottawa residents on programs, services and issues that are paramount to their participation as citizens and that help improve their quality of life. It guides strategic communications that align with the City's priorities, focus on inclusivity and provide critical information during times of emergency that safeguard residents' trust and confidence in the City.

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

Public Information and Media Relations consists of three branches:

**Public Information – Outreach:** leads the Public Engagement Strategy, engages with citizens via the City's social media channels, leads the communications and stakeholder relations for major City-building projects, manages the City's advertising and measures the effectiveness of communications plans and projects.

**Public Information – Communications:** develops the Corporate Annual Communications Calendar, communicates City priorities and services to the public, creates content such as videos, photos and graphics, and develops media products.

**Media Relations and Legislative Support:** is responsible for media relations, media monitoring, issues management, events and the development of speaking notes, provides strategic communications advice on the legislative agenda, supports the communications needs of Chairs, Committees and departments, and develops Committee and Council updates for the public

City of Ottawa  
 Innovative Client Services Department  
 Public Information & Media Relations - Operating Resource Requirement  
 In Thousands (\$000)

	2019	2020		2021	\$ Change over 2020 Budget
	Actual	Actuals	Budget	Adopted	
<b>Expenditures by Program</b>					
Director's Office	430	393	365	379	14
Media Relations & Outreach	1,367	1,286	1,257	1,270	13
Public Information	2,126	2,401	2,572	2,840	268
0	0	0	0	0	0
<b>Gross Expenditure</b>	<b>3,923</b>	<b>4,080</b>	<b>4,194</b>	<b>4,489</b>	<b>295</b>
Recoveries & Allocations	0	-150	-125	-125	0
Revenue	0	0	0	-250	-250
<b>Net Requirement</b>	<b>3,923</b>	<b>3,930</b>	<b>4,069</b>	<b>4,114</b>	<b>45</b>
<b>Expenditures by Type</b>					
Salaries, Wages & Benefits	3,670	3,832	3,886	3,931	45
Overtime	55	28	29	29	0
Material & Services	163	200	262	512	250
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	35	20	17	17	0
<b>Gross Expenditures</b>	<b>3,923</b>	<b>4,080</b>	<b>4,194</b>	<b>4,489</b>	<b>295</b>
Recoveries & Allocations	0	-150	-125	-125	0
<b>Net Expenditure</b>	<b>3,923</b>	<b>3,930</b>	<b>4,069</b>	<b>4,364</b>	<b>295</b>
<b>Revenues By Type</b>					
Federal	0	0	0	0	0
Provincial	0	0	0	-250	-250
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>-250</b>	<b>-250</b>
<b>Net Requirement</b>	<b>3,923</b>	<b>3,930</b>	<b>4,069</b>	<b>4,114</b>	<b>45</b>
<b>Full Time Equivalents</b>			<b>33.00</b>	<b>33.00</b>	<b>0.00</b>

## **Innovative Client Services Department**

### **2021 Service Area Summary - Human Resources Services**

Human Resources Services (HR) supports a thriving organization by partnering with our clients to deliver a full range of services to meet employee and business needs with the goal of maximizing the workforce potential to deliver excellent service. As an integrated team, HR Services provides:

- Forward-thinking human resource expertise tailored to the unique business and strategic needs of our clients
- Expertise and services to create an inclusive, healthy, safe and collaborative workforce
- Support for the development of a high performing workforce with a seamless experience for the City's talent throughout their career with an employer of choice
- An explicit governance framework that enables management decision-making through clear roles and responsibilities

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

**Business Services** - Portfolio-focused HR service hubs provide departments with a dedicated team of cross disciplinary HR professionals who provide tailored HR solutions to meet operational needs and achieve unique business goals.

**Innovative Solutions** - Oversees HR systems strategy, systems maintenance and information management to enable process improvement and strategic decision-making.

**Programs & Planning** - Develops HR programs and plans to ensure our workforce is healthy, diverse, adaptive and engaged.

**Total Rewards** - Comprised of the plans and programs that are designed to effectively attract, motivate and retain employees.

City of Ottawa  
 Innovative Client Services Department  
 Human Resources - Operating Resource Requirement  
 In Thousands (\$000)

	2019	2020		2021	\$ Change over 2020 Budget
	Actual	Actuals	Budget	Adopted	
<b>Expenditures by Program</b>					
Director's Office	695	1,102	691	731	40
Innovative Solutions	2,505	3,563	2,133	2,194	61
Total Rewards	2,431	2,854	3,315	3,380	65
HR Programs & Planning	4,144	3,627	4,818	4,891	73
HR Business Services	7,013	7,483	6,965	7,101	136
<b>Gross Expenditure</b>	<b>16,788</b>	<b>18,629</b>	<b>17,922</b>	<b>18,297</b>	<b>375</b>
Recoveries & Allocations	-1,041	-1,628	-730	-730	0
Revenue	-10	-765	-765	-765	0
<b>Net Requirement</b>	<b>15,737</b>	<b>16,236</b>	<b>16,427</b>	<b>16,802</b>	<b>375</b>
<b>Expenditures by Type</b>					
Salaries, Wages & Benefits	13,471	14,955	13,460	13,835	375
Overtime	0	0	3	3	0
Material & Services	3,224	3,605	4,313	4,313	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	93	69	146	146	0
<b>Gross Expenditures</b>	<b>16,788</b>	<b>18,629</b>	<b>17,922</b>	<b>18,297</b>	<b>375</b>
Recoveries & Allocations	-1,041	-1,628	-730	-730	0
<b>Net Expenditure</b>	<b>15,747</b>	<b>17,001</b>	<b>17,192</b>	<b>17,567</b>	<b>375</b>
<b>Revenues By Type</b>					
Federal	0	0	0	0	0
Provincial	0	0	0	0	0
Own Funds	0	-765	-765	-765	0
Fees and Services	0	0	0	0	0
Fines	0	0	0	0	0
Other	-10	0	0	0	0
<b>Total Revenue</b>	<b>-10</b>	<b>-765</b>	<b>-765</b>	<b>-765</b>	<b>0</b>
<b>Net Requirement</b>	<b>15,737</b>	<b>16,236</b>	<b>16,427</b>	<b>16,802</b>	<b>375</b>
<b>Full Time Equivalents</b>			<b>117.80</b>	<b>117.80</b>	<b>0.00</b>

## **Innovative Client Services Department**

### **2021 Service Area Summary - ServiceOttawa**

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.

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

City services are available through ottawa.ca and other key websites, email, by calling 3-1-1, or 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 2019, ServiceOttawa supported over 8 million online visits to ottawa.ca, 3-1-1 agents answered approximately 463,100 client inquiries over the phone, responded to 18,300 emails from residents, businesses and visitors, and 143,800 in-person transactions were completed through the CSC and POA offices. This ultimately generated \$241 million in revenue that was handled by ServiceOttawa.

City of Ottawa  
 Innovative Client Services Department  
 Service Ottawa - Operating Resource Requirement  
 In Thousands (\$000)

	2019	2020		2021	\$ Change over 2020 Budget
	Actual	Actuals	Budget	Adopted	
<b>Expenditures by Program</b>					
Director's Office	991	976	973	1,001	28
Web Services	1,409	1,287	1,473	1,486	13
Call Center Services	3,698	3,891	3,625	3,682	57
Counter Services	8,610	7,152	9,017	9,219	202
<b>Gross Expenditure</b>	<b>14,708</b>	<b>13,306</b>	<b>15,088</b>	<b>15,388</b>	<b>300</b>
Recoveries & Allocations	-528	-442	-518	-518	0
Revenue	-1,281	-770	-1,304	-1,304	0
<b>Net Requirement</b>	<b>12,899</b>	<b>12,094</b>	<b>13,266</b>	<b>13,566</b>	<b>300</b>
<b>Expenditures by Type</b>					
Salaries, Wages & Benefits	11,093	11,244	11,355	11,655	300
Overtime	192	144	157	157	0
Material & Services	2,882	1,533	3,120	3,120	0
Transfers/Grants/Financial Charges	0	1	0	0	0
Fleet Costs	0	0	0	0	0
Program Facility Costs	0	0	0	0	0
Other Internal Costs	541	384	456	456	0
<b>Gross Expenditures</b>	<b>14,708</b>	<b>13,306</b>	<b>15,088</b>	<b>15,388</b>	<b>300</b>
Recoveries & Allocations	-528	-442	-518	-518	0
<b>Net Expenditure</b>	<b>14,180</b>	<b>12,864</b>	<b>14,570</b>	<b>14,870</b>	<b>300</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	-1,281	-770	-1,304	-1,304	0
Fines	0	0	0	0	0
Other	0	0	0	0	0
<b>Total Revenue</b>	<b>-1,281</b>	<b>-770</b>	<b>-1,304</b>	<b>-1,304</b>	<b>0</b>
<b>Net Requirement</b>	<b>12,899</b>	<b>12,094</b>	<b>13,266</b>	<b>13,566</b>	<b>300</b>
<b>Full Time Equivalents</b>			<b>120.07</b>	<b>120.07</b>	<b>0.00</b>

City of Ottawa  
 Innovative Client Services Department  
 Service Ottawa - User Fees

	2019 Rate \$	2020 Rate \$	2021 Rate \$	% Change Over 2020	% Change Over 2019	Effective Date	2021 Revenue (\$000)
<b>Vital Stats Program</b>							
Marriage License	164.80	168.10	171.50	2%	4%	01-Jan-21	
Death Registration	46.30	47.20	48.15	2%	4%	01-Jan-21	
Commission of Oaths (Affidavits)	14.50	14.80	15.10	2%	4%	01-Jan-21	
Express Processing (Xpresspost)	38.75	39.50	40.30	2%	4%	01-Jan-21	
<b>Civil Marriages</b>							
Option A: M-F (business hours)	144.10	147.00	150.00	2%	4%	01-Jan-21	
Option B: Friday evening & Saturday afternoons	216.25	220.60	225.00	2%	4%	01-Jan-21	
<b>Community and Customer Service</b>							
<b>Photocopies</b>							
First Page	1.20	1.20	1.20	0%	0%	01-Jan-21	
Each additional page	0.35	0.35	0.35	0%	0%	01-Jan-21	
<b>Promotional Merchandise</b>							
Flag Large 9x5	193.00	193.00	193.00	0%	0%	01-Jan-21	
Flag Small 6x3	84.00	84.00	84.00	0%	0%	01-Jan-21	
Lapel Pins	0.70	0.70	0.70	0%	0%	01-Jan-21	
<b>Total Departmental</b>							<b>0</b>

City of Ottawa  
Finance Services Department  
Chief Financial Officer/Treasurer & Business Support Services - Operating Resource Requirement  
In Thousands (\$000)

	2019	2020		2021	\$ Change over 2020 Budget
	Actual	Actuals	Budget	Adopted	
<b>Expenditures by Program</b>					
Chief Financial Officer/Treasurer	446	435	459	464	5
Business Support Services	1,660	1,734	2,059	2,064	5
<b>Gross Expenditure</b>	<b>2,106</b>	<b>2,169</b>	<b>2,518</b>	<b>2,528</b>	<b>10</b>
Recoveries & Allocations	0	0	0	0	0
Revenue	0	0	0	0	0
<b>Net Requirement</b>	<b>2,106</b>	<b>2,169</b>	<b>2,518</b>	<b>2,528</b>	<b>10</b>
<b>Expenditures by Type</b>					
Salaries, Wages & Benefits	2,052	2,071	2,153	2,163	10
Overtime	0	0	10	10	0
Material & Services	41	71	327	327	0
Transfers/Grants/Financial Charges	13	0	0	0	0
Fleet Costs	0	0	0	0	0
Program Facility Costs	0	0	0	0	0
Other Internal Costs	0	27	28	28	0
<b>Gross Expenditures</b>	<b>2,106</b>	<b>2,169</b>	<b>2,518</b>	<b>2,528</b>	<b>10</b>
Recoveries & Allocations	0	0	0	0	0
<b>Net Expenditure</b>	<b>2,106</b>	<b>2,169</b>	<b>2,518</b>	<b>2,528</b>	<b>10</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>2,106</b>	<b>2,169</b>	<b>2,518</b>	<b>2,528</b>	<b>10</b>
<b>Full Time Equivalents</b>			<b>17.00</b>	<b>17.00</b>	<b>0.00</b>

## **Finance Services Department**

### **2021 Service Area Summary - Revenue Service Area**

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

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

Revenue Services provides a broad range of services to internal and external clients. The service area plays a critical role throughout the corporation, and shares commonalities that will help the department to become more efficient. Revenue Services upholds the statutory requirements of the Municipal Act and other Acts of Legislation; provides services and expertise on all financial revenue matters within the organization; and establishes policies that support the City in its goal to become financially sustainable.

Core services include:

- Developing the City’s tax policies, issuing and collecting all City tax bills, administering the assessment roll, managing assessment appeals, administering tax mitigation programs, and maintaining all customer tax accounts
- Responsibility for the maintenance of the water meters, setting water meter standards as well as oversight of the automated meter reading infrastructure across the City
- Issuing and collecting on all City water bills as well as maintaining all customer water accounts
- Provides billing and collection services for all accounts receivable (corporate accounts receivable, provincial offences fines, payment in lieu of taxation, etc.)
- Oversight of the Municipal Accommodation Tax and the City’s corporate cash handling policies and procedures
- Oversees the City’s customer payment strategy and Resident payment experience by managing and offering multiple payment channel options.

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

	2019	2020		2021	\$ Change over 2020 Budget
	Actual	Actuals	Budget	Adopted	
<b>Expenditures by Program</b>					
Revenue Services	22,178	21,599	22,259	22,689	430
<b>Gross Expenditure</b>	<b>22,178</b>	<b>21,599</b>	<b>22,259</b>	<b>22,689</b>	<b>430</b>
Recoveries & Allocations	-9,300	-8,374	-8,077	-10,577	-2,500
Revenue	-6,894	-6,913	-6,257	-6,757	-500
<b>Net Requirement</b>	<b>5,984</b>	<b>6,312</b>	<b>7,925</b>	<b>5,355</b>	<b>-2,570</b>
<b>Expenditures by Type</b>					
Salaries, Wages & Benefits	17,685	17,401	17,525	17,955	430
Overtime	410	212	22	22	0
Material & Services	3,619	3,598	4,183	4,183	0
Transfers/Grants/Financial Charges	67	71	130	130	0
Fleet Costs	233	224	243	243	0
Program Facility Costs	0	0	0	0	0
Other Internal Costs	164	93	156	156	0
<b>Gross Expenditures</b>	<b>22,178</b>	<b>21,599</b>	<b>22,259</b>	<b>22,689</b>	<b>430</b>
Recoveries & Allocations	-9,300	-8,374	-8,077	-10,577	-2,500
<b>Net Expenditure</b>	<b>12,878</b>	<b>13,225</b>	<b>14,182</b>	<b>12,112</b>	<b>-2,070</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	-6,894	-6,913	-6,257	-6,757	-500
Fines	0	0	0	0	0
Other	0	0	0	0	0
<b>Total Revenue</b>	<b>-6,894</b>	<b>-6,913</b>	<b>-6,257</b>	<b>-6,757</b>	<b>-500</b>
<b>Net Requirement</b>	<b>5,984</b>	<b>6,312</b>	<b>7,925</b>	<b>5,355</b>	<b>-2,570</b>
<b>Full Time Equivalents</b>			<b>192.45</b>	<b>192.45</b>	<b>0.00</b>

City of Ottawa  
Finance Services Department  
Revenue Services - User Fees

	2019 Rate \$	2020 Rate \$	2021 Rate \$	% Change Over 2020	% Change Over 2019	Effective Date	2021 Revenue (\$000)
<b>Revenue - User Fees</b>							
Tax Certificates	71.00	72.50	72.50	0%	2%	01-Jan-21	-75
Water Certificates	71.00	72.50	72.50	0%	2%	01-Jan-21	
Reminder Notice: Tax	8.00	8.15	8.40	3%	5%	01-Jan-21	-115
Reminder Notice: Water	8.00	8.15	8.40	3%	5%	01-Jan-21	
New Account Fee: Tax	71.00	72.50	75.00	3%	6%	01-Jan-21	-90
New Account Fee: Water	71.00	72.50	75.00	3%	6%	01-Jan-21	
Tax Change of Ownership/Name	44.00	45.00	46.00	2%	5%	01-Jan-21	
Water Change of Ownership/Occupancy	44.00	44.00	46.00	5%	5%	01-Jan-21	-60
Bill Reprint/Statement of Account History : Tax							
	38.00	38.75	38.75	0%	2%	01-Jan-21	
Bill Reprint/Statement of Account History : Water	38.00	38.75	38.75	0%	2%	01-Jan-21	
Return Cheque Fee: Tax	46.00	47.00	48.00	2%	4%	01-Jan-21	
Return Cheque Fee: Water	46.00	47.00	48.00	2%	4%	01-Jan-21	
Return PTP/PAD Fee: Tax	46.00	47.00	48.00	2%	4%	01-Jan-21	
Return PTP/PAD Fee: Water	46.00	35.00	36.00	3%	-22%	01-Jan-21	
Return Payment Fee: Accounts Receivable	46.00	47.00	48.00	2%	4%	01-Jan-21	
Return Payment Fee: Overpayment Recovery							
	46.00	47.00	48.00	2%	4%	01-Jan-21	
Deferral Program: New Application	141.00	144.00	148.00	3%	5%	01-Jan-21	
Deferral Program: Renewal	50.00	51.00	52.00	2%	4%	01-Jan-21	
Tax/Water Payment Redistribution	28.00	28.50	29.00	2%	4%	01-Jan-21	
Refund Processing Fee	28.00	28.50	29.00	2%	4%	01-Jan-21	
Mortgage List and Bulk Maintenance: Tax							
	12.00	12.25	15.00	22%	25%	01-Jan-21	-160
Arrears list research for mortgage companies							
	39.00	39.75	39.75	0%	2%	01-Jan-21	
Water Termination Notice	43.00	44.00	45.50	3%	6%	01-Jan-21	
Water Consumption Report	40.00	41.00	42.00	2%	5%	01-Jan-21	

City of Ottawa  
Finance Services Department  
Revenue Services - User Fees

	2019 Rate \$	2020 Rate \$	2021 Rate \$	% Change Over 2020	% Change Over 2019	Effective Date	2021 Revenue (\$000)
<b>Tax Sales Fees</b>							
Municipal Tax Sale: Step 1	1,394.00	1,422.00	1,465.00	3%	5%	01-Jan-21	
Municipal Tax Sale: Step 2	421.00	430.00	443.00	3%	5%	01-Jan-21	
Extension Agreement	843.00	860.00	886.00	3%	5%	01-Jan-21	
Survey	Actual cost	Actual cost	Actual cost	0%	0%	01-Jan-21	
<b>Sale of Land by Tender Process</b>							
Expenses for Tax Sale Proceedings	884.00	902.00	930.00	3%	5%	01-Jan-21	
After Tender Opening: Mailing Costs	293.00	300.00	300.00	0%	2%	01-Jan-21	
After Tender Opening: Registration	421.00	430.00	443.00	3%	5%	01-Jan-21	
After Tender Opening: Distribution of Sale	421.00	430.00	443.00	3%	5%	01-Jan-21	
Tender Package Purchase	43.00	44.00	45.50	3%	6%	01-Jan-21	
Advertising Costs	Actual cost	Actual cost	Actual cost	0%	0%	01-Jan-21	
Legal Cost	Actual cost	Actual cost	Actual cost	0%	0%	01-Jan-21	
<b>Collection Fees</b>							
Collection Handling Fee	43.00	44.00	45.00	2%	5%	01-Jan-21	
Private Collection Agency Fee Recovery	Actual %	Actual %	Actual %	0%	0%	01-Jan-21	
Account Statement Fee: Accounts Receivable	38.00	38.75	38.75	0%	0%	01-Jan-21	
Additions to Tax Roll	43.00	44.00	48.00	9%	12%	01-Jan-21	
Registered Letter for Arrears on Tax Account	43.00	44.00	45.00	2%	5%	01-Jan-21	
Corporate Accounts Receivable Interest	1.25% Compounded per month	1.25% Compounded per month	1.25% Compounded per month	0%	0%	01-Jan-21	
Water Bill Interest Applied after the due date, every 15 days thereafter and before each bill.	0.0417% Daily Rate	0.0417% Daily Rate	0.0417% Daily Rate	0%	0%	01-Jan-21	
Credit Card/Mastercard Visa Debit Service fee	1.99%	1.99%	1.99%	0%	0%	01-Jan-21	
<b>Total Departmental</b>							<b>-500</b>

## **Finance Services Department**

### **2021 Service Area Summary - Corporate Finance Service Area**

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

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

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

Core services include:

- Developing, presenting and monitoring the City of Ottawa's operating, capital, and rate budgets
- Preparing the City's annual financial statements and related reporting
- Responsibility for Commodity Tax and Harmonize Sales Tax oversight
- Manage the issuance of City debt, sinking funds and investment portfolios
- Providing financial support and services to all City Departments and various boards and agencies

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

	2019	2020		2021	\$ Change over 2020 Budget
	Actual	Actuals	Budget	Adopted	
<b>Expenditures by Program</b>					
Corporate Finance	15,232	15,404	15,810	16,155	345
<b>Gross Expenditure</b>	<b>15,232</b>	<b>15,404</b>	<b>15,810</b>	<b>16,155</b>	<b>345</b>
Recoveries & Allocations	-1,109	-1,120	-901	-901	0
Revenue	0	0	0	0	0
<b>Net Requirement</b>	<b>14,123</b>	<b>14,284</b>	<b>14,909</b>	<b>15,254</b>	<b>345</b>
<b>Expenditures by Type</b>					
Salaries, Wages & Benefits	14,258	14,863	15,103	15,448	345
Overtime	70	107	51	51	0
Material & Services	531	366	602	602	0
Transfers/Grants/Financial Charges	2	0	0	0	0
Fleet Costs	0	0	0	0	0
Program Facility Costs	0	0	0	0	0
Other Internal Costs	371	68	54	54	0
<b>Gross Expenditures</b>	<b>15,232</b>	<b>15,404</b>	<b>15,810</b>	<b>16,155</b>	<b>345</b>
Recoveries & Allocations	-1,109	-1,120	-901	-901	0
<b>Net Expenditure</b>	<b>14,123</b>	<b>14,284</b>	<b>14,909</b>	<b>15,254</b>	<b>345</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>14,123</b>	<b>14,284</b>	<b>14,909</b>	<b>15,254</b>	<b>345</b>
<b>Full Time Equivalents</b>			<b>147.89</b>	<b>147.89</b>	<b>0.00</b>

## **Finance Services Department**

### **2021 Service Area Summary – Payroll, Pensions, and Benefits Service Area**

The Payroll, Pensions, and Benefits service area supports the delivery of city services by providing excellent service to employees of City departments, Ottawa Police Services, Ottawa Public Library, and Ottawa Public Health; partnering with clients to develop innovative solutions to business needs; and ensuring compliance with all federal and provincial regulatory legislation, collective agreements and other governance requirements.

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

Comprised of Pay and Benefits Production, SAP Systems and Time Management, Pension Administration and Financial Management, and Compliance Oversight. Provides services and expertise on all payroll, benefits and pensions matters within the organization; and establishes programs and policies that support all employees on a daily basis and the City in its goal to be financially sustainable.

Core services include:

- Producing accurate pay for employees
- Administering employee benefit programs
- Administering Employers Pension plan responsibilities including OMERs, OC Transpo, COSF
- Providing oversight for centralized and decentralized time and attendance management
- Preparing and reporting all 3<sup>rd</sup> party payroll, pension and benefits remittances
- Providing expertise for SAP pay and time solutions
- Developing policies to promote equitable payroll practises across the corporation
- Managing the reimbursement of many employee expenses
- Maintaining and monitoring payroll compliance with contractual and legislated requirements

City of Ottawa  
Finance Services Department  
Payroll, Pensions & Benefits Service - Operating Resource Requirement  
In Thousands (\$000)

	2019	2020		2021	\$ Change over 2020 Budget
	Actual	Actuals	Budget	Adopted	
<b>Expenditures by Program</b>					
Payroll	6,843	7,379	7,074	7,214	140
<b>Gross Expenditure</b>	<b>6,843</b>	<b>7,379</b>	<b>7,074</b>	<b>7,214</b>	<b>140</b>
Recoveries & Allocations	-510	-737	-216	-216	0
Revenue	0	0	0	0	0
<b>Net Requirement</b>	<b>6,333</b>	<b>6,642</b>	<b>6,858</b>	<b>6,998</b>	<b>140</b>
<b>Expenditures by Type</b>					
Salaries, Wages & Benefits	6,703	6,973	6,731	6,871	140
Overtime	4	45	20	20	0
Material & Services	33	249	210	210	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	103	112	113	113	0
<b>Gross Expenditures</b>	<b>6,843</b>	<b>7,379</b>	<b>7,074</b>	<b>7,214</b>	<b>140</b>
Recoveries & Allocations	-510	-737	-216	-216	0
<b>Net Expenditure</b>	<b>6,333</b>	<b>6,642</b>	<b>6,858</b>	<b>6,998</b>	<b>140</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>6,333</b>	<b>6,642</b>	<b>6,858</b>	<b>6,998</b>	<b>140</b>
<b>Full Time Equivalents</b>			<b>66.33</b>	<b>66.33</b>	<b>0.00</b>

## **Innovative Client Services Department**

### **2021 Service Area Summary - Supply Services**

The Supply Services area administers the procurement and payment activities of the City, Ottawa Police and Ottawa Public Library in accordance with the City of Ottawa Procurement By-law, Federal and Provincial Legislation, and established policies and procedures to ensure:

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

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

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

#### **Strategic Sourcing**

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

#### **Energy Management and Strategy Branch**

Responsible for compliance monitoring and performance data analytics, in addition to a broad range of energy-related initiatives that are currently decentralized, including the strategic oversight of energy project delivery and managing financial and reporting processes.

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

	2019	2020		2021	\$ Change over 2020 Budget
	Actual	Actuals	Budget	Adopted	
<b>Expenditures by Program</b>					
Supply Services	8,006	8,329	6,979	7,149	170
<b>Gross Expenditure</b>	<b>8,006</b>	<b>8,329</b>	<b>6,979</b>	<b>7,149</b>	<b>170</b>
Recoveries & Allocations	-1,695	-1,590	-1,525	-1,525	0
Revenue	-1,660	-2,088	-785	-785	0
<b>Net Requirement</b>	<b>4,651</b>	<b>4,651</b>	<b>4,669</b>	<b>4,839</b>	<b>170</b>
<b>Expenditures by Type</b>					
Salaries, Wages & Benefits	6,794	6,942	6,753	6,923	170
Overtime	21	19	7	7	0
Material & Services	269	355	158	158	0
Transfers/Grants/Financial Charges	0	7	0	0	0
Fleet Costs	0	0	0	0	0
Program Facility Costs	0	0	0	0	0
Other Internal Costs	922	1,006	61	61	0
<b>Gross Expenditures</b>	<b>8,006</b>	<b>8,329</b>	<b>6,979</b>	<b>7,149</b>	<b>170</b>
Recoveries & Allocations	-1,695	-1,590	-1,525	-1,525	0
<b>Net Expenditure</b>	<b>6,311</b>	<b>6,739</b>	<b>5,454</b>	<b>5,624</b>	<b>170</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	-1,660	-2,088	-785	-785	0
Fines	0	0	0	0	0
Other	0	0	0	0	0
<b>Total Revenue</b>	<b>-1,660</b>	<b>-2,088</b>	<b>-785</b>	<b>-785</b>	<b>0</b>
<b>Net Requirement</b>	<b>4,651</b>	<b>4,651</b>	<b>4,669</b>	<b>4,839</b>	<b>170</b>
<b>Full Time Equivalents</b>			<b>65.99</b>	<b>65.99</b>	<b>0.00</b>

## **Planning, Infrastructure and Economic Development Department 2021 Service Area Summary- Corporate Real Estate Office**

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

### **Programs/Services Offered**

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

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

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

	2019	2020		2021	\$ Change over 2020 Budget
	Actual	Actuals	Budget	Adopted	
<b>Expenditures by Program</b>					
Director's Office	429	312	290	315	25
Realty Services	2,848	2,016	3,222	3,239	17
Realty Initiatives & Development	10,877	11,602	12,556	12,589	33
<b>Gross Expenditure</b>	<b>14,154</b>	<b>13,930</b>	<b>16,068</b>	<b>16,143</b>	<b>75</b>
Recoveries & Allocations	-4,759	-5,663	-5,705	-5,705	0
Revenue	-338	-219	-319	-329	-10
<b>Net Requirement</b>	<b>9,057</b>	<b>8,048</b>	<b>10,044</b>	<b>10,109</b>	<b>65</b>
<b>Expenditures by Type</b>					
Salaries, Wages & Benefits	5,975	6,075	6,002	6,077	75
Overtime	3	2	27	27	0
Material & Services	2,542	1,518	4,634	4,634	0
Transfers/Grants/Financial Charges	5,314	6,150	5,161	5,161	0
Fleet Costs	9	10	0	0	0
Program Facility Costs	0	0	0	0	0
Other Internal Costs	311	175	244	244	0
<b>Gross Expenditures</b>	<b>14,154</b>	<b>13,930</b>	<b>16,068</b>	<b>16,143</b>	<b>75</b>
Recoveries & Allocations	-4,759	-5,663	-5,705	-5,705	0
<b>Net Expenditure</b>	<b>9,395</b>	<b>8,267</b>	<b>10,363</b>	<b>10,438</b>	<b>75</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	-338	-219	-319	-329	-10
Fines	0	0	0	0	0
Other	0	0	0	0	0
<b>Total Revenue</b>	<b>-338</b>	<b>-219</b>	<b>-319</b>	<b>-329</b>	<b>-10</b>
<b>Net Requirement</b>	<b>9,057</b>	<b>8,048</b>	<b>10,044</b>	<b>10,109</b>	<b>65</b>
<b>Full Time Equivalents</b>			<b>48.50</b>	<b>48.50</b>	<b>0.00</b>

**City of Ottawa**  
**Planning, Infrastructure & Economic Development Department**  
**Corporate Real Estate Office - User Fees**

	2019 Rate \$	2020 Rate \$	2021 Rate \$	% Change Over 2020	% Change Over 2019	Effective Date	2021 Revenue (\$000)
<b>Real Estate Agreements</b>							
Lease agreements	1,082.00	1,104.00	1,126.00	2.0%	4.1%	01-Jan-21	
Lease Assignment Amendment	541.00	552.00	563.00	2.0%	4.1%	01-Jan-21	
Lease Renewal Agreements	541.00	552.00	563.00	2.0%	4.1%	01-Jan-21	
License of Occupation Agreements	1,082.00	1,104.00	1,126.00	2.0%	4.1%	01-Jan-21	
License Assignment	541.00	552.00	563.00	2.0%	4.1%	01-Jan-21	
License Renewal	541.00	552.00	563.00	2.0%	4.1%	01-Jan-21	
Consent to Enter Agreements	270.00	275.00	280.00			01-Jan-21	
Reconveyance of Dedicated Road Widening requirements	541.00	552.00	563.00	2.0%	4.1%	01-Jan-21	
Cost of Negotiation of off-site management agreement	1,623.00	1,655.00	1,688.00	2.0%	4.0%	01-Jan-21	
Cost of Negotiation fee	1,623.00	1,655.00	1,688.00	2.0%	4.0%	01-Jan-21	
Cost of appraisal	actual cost	actual cost	actual cost	n/a	n/a	01-Jan-21	
Cost of appraisal admin fee	1,623.00	1,655.00	1,688.00	2.0%	4.0%	01-Jan-21	
Cost of survey	actual cost	actual cost	actual cost	n/a	n/a	01-Jan-21	
Cost of survey admin fee	1,623.00	1,655.00	1,688.00	2.0%	4.0%	01-Jan-21	
Recovery of actual costs relating to real estate operations	actual cost	actual cost	actual cost	n/a	n/a	01-Jan-21	
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-21	
<b>Total Departmental</b>							<b>-10</b>

## **Non-Departmental 2021 Service Area Summary**

### **Programs/Services Offered**

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

#### Corporate Common Expenditures

- Financial Charges & Other: expenditures relating to daily cash management, placing and servicing long term financing, and other sundry financial charges
- Community Improvement Grants: Brownfield assistance programs to provide financial incentives for redevelopment of contaminated sites

## Corporate Common Revenues

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

## Tax Related Revenues & Expenditures

- Tax Rebates and Remissions: Includes reimbursement of property taxes for 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  
 Non Departmental - Operating Resource Requirement  
 In Thousands (\$000)

	2019	2020		2021	\$ Change over 2020 Budget
	Actual	Actuals	Budget	Adopted	
<b>Corporate Human Resource Provision Expenditure</b>					
Sick Leave Banks	3,020	3,020	3,020	3,020	0
Retiree Costs	2,700	2,500	2,500	2,500	0
Employee Benefits	1,128	1,128	1,128	1,128	0
Benefit Adjustments	75	75	75	75	0
<b>Net Corp HR Provision Requirement</b>	<b>6,923</b>	<b>6,723</b>	<b>6,723</b>	<b>6,723</b>	<b>0</b>
<b>Capital Formation Costs Expenditure</b>					
Contribution to City Wide Capital Reserve	120,151	128,597	128,453	137,523	9,070
Contribution to Tax Stabilization Reserve	7,608	15,812	15,812	10,161	-5,651
Contribution to Gas Tax Reserve Fund	150,532	57,683	93,211	93,211	0
Transfer to CW Capital from Endowment Earnings	13,411	13,000	13,000	13,000	0
Transfer to CW Capital from OCLDC	5,211	5,008	5,000	5,000	0
Transfer to CW Capital from Sale of Surplus Land	5,539	6,608	1,500	1,500	0
City Wide Debt Charges	92,642	92,059	92,498	89,782	-2,716
100 Constellation Lease	6,411	6,411	6,413	6,413	0
<b>Gross Expenditure</b>	<b>401,505</b>	<b>325,178</b>	<b>355,887</b>	<b>356,590</b>	<b>703</b>
Recoveries & Allocations	0	17	0	0	0
<b>Net Expenditure</b>	<b>401,505</b>	<b>325,195</b>	<b>355,887</b>	<b>356,590</b>	<b>703</b>
<b>Revenue</b>					
Contribution from Tax Stabilization Reserve	-10,647	-4,880	-4,880	-2,000	2,880
Gas Tax Receipts	-150,532	-57,683	-93,211	-93,211	0
Endowment Fund Earnings	-13,411	-13,000	-13,000	-13,000	0
Ottawa Lands Development Corp (OCLDC)	-5,211	-5,008	-5,000	-5,000	0
Sale of Surplus Land	-5,539	-6,625	-1,500	-1,500	0
City Wide Debt Charge Funding	-11,291	-11,736	-11,768	-9,052	2,716
<b>Total Revenue</b>	<b>-196,631</b>	<b>-98,932</b>	<b>-129,359</b>	<b>-123,763</b>	<b>5,596</b>
<b>Net Capital Formation Costs Requirement</b>	<b>204,874</b>	<b>226,263</b>	<b>226,528</b>	<b>232,827</b>	<b>6,299</b>

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

	2019	2020		2021	\$ Change over 2020 Budget
	Actual	Actuals	Budget	Adopted	
<b>Corporate Common Expenditures</b>					
<b>Expenditure</b>					
Financial Charges & Other	19,331	5,639	33,372	38,732	5,360
<b>Gross Expenditure</b>	<b>19,331</b>	<b>5,639</b>	<b>33,372</b>	<b>38,732</b>	<b>5,360</b>
Recoveries & Allocations	-41,194	-47,341	-66,105	-66,265	-160
<b>Net Expenditure</b>	<b>-21,863</b>	<b>-41,702</b>	<b>-32,733</b>	<b>-27,533</b>	<b>5,200</b>
<b>Net Corporate Common Expenditures Requirement</b>	<b>-21,863</b>	<b>-41,702</b>	<b>-32,733</b>	<b>-27,533</b>	<b>5,200</b>
<b>Corporate Common Revenues</b>					
<b>Expenditure</b>					
Automated Speed Enforcement	0	3	0	0	0
Penalty & Interest	332	321	0	0	0
Investment Income	326	326	326	326	0
Provincial Offences Act	218	233	137	137	0
Hydro Ottawa Dividends	250	2,600	0	0	0
Municipal Accommodation Tax	16,900	5,250	18,000	18,000	0
<b>Gross Expenditure</b>	<b>18,026</b>	<b>8,733</b>	<b>18,463</b>	<b>18,463</b>	<b>0</b>
Recoveries & Allocations	0	0	0	0	0
<b>Net Expenditure</b>	<b>18,026</b>	<b>8,733</b>	<b>18,463</b>	<b>18,463</b>	<b>0</b>
<b>Revenue</b>					
Penalty & Interest	-19,107	-17,699	-16,904	-16,904	0
Investment Income	-20,866	-18,726	-19,887	-22,987	-3,100
Hydro Ottawa Dividends	-22,300	-22,600	-20,000	-20,000	0
Provincial Offences Act	-8,476	-5,755	-4,757	-4,757	0
Red Light Camera	-9,364	-9,925	-9,925	-11,725	-1,800
Automated Speed Enforcement	0	-2,556	0	-6,000	-6,000
Rideau Carleton Raceway	-6,563	-5,600	-5,600	-5,600	0
Lottery Fees	-656	-1,004	-1,004	-1,004	0
Municipal Accommodation Tax	-18,229	-6,000	-18,750	-18,750	0
Other Miscellaneous Revenue	-8,869	-3,872	-3,844	-3,844	0
<b>Total Revenue</b>	<b>-114,430</b>	<b>-93,737</b>	<b>-100,671</b>	<b>-111,571</b>	<b>-10,900</b>
<b>Net Corporate Common Revenues Requirement</b>	<b>-96,404</b>	<b>-85,004</b>	<b>-82,208</b>	<b>-93,108</b>	<b>-10,900</b>

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

	2019	2020		2021	\$ Change over 2020 Budget
	Actual	Actuals	Budget	Adopted	
<b>Tax Related Expenditures and Revenues</b>					
<b>Expenditure</b>					
Tax Rebates & Remissions	17,710	35,011	23,768	23,768	0
Municipal Property Assessment Corp	13,587	13,695	13,587	13,697	110
<b>Net Expenditure</b>	<b>31,297</b>	<b>48,706</b>	<b>37,355</b>	<b>37,465</b>	<b>110</b>
<b>Revenue</b>					
Supplemental Assessment	-29,536	-33,366	-28,934	-28,934	0
Payments-in-Lieu Taxation	-167,859	-169,798	-168,891	-168,891	0
Public Institutions	-6,797	-6,805	-6,801	-6,801	0
Property Tax Revenue	-1,658,498	-1,743,383	-1,743,384	-1,822,294	-78,910
<b>Total Revenue</b>	<b>-1,862,690</b>	<b>-1,953,352</b>	<b>-1,948,010</b>	<b>-2,026,920</b>	<b>-78,910</b>
<b>Net Tax Related Expenditures and Revenues</b>	<b>-1,831,393</b>	<b>-1,904,646</b>	<b>-1,910,655</b>	<b>-1,989,455</b>	<b>-78,800</b>
<b>Total Net Requirement</b>	<b>-1,737,863</b>	<b>-1,798,366</b>	<b>-1,792,345</b>	<b>-1,870,546</b>	<b>-78,201</b>

City Of Ottawa  
 2021 Adopted Capital Budget  
 Finance & Economic Development Committee  
 Funding Summary  
 In Thousands \$(000's)

Project Description	Revenues	Gas Tax	Tax Supported/ Dedicated	Develop. Charges	Tax Supported/ Dedicated Debt	Grand Total
<b>Finance</b>						
Renewal of City Assets						
909738 Point of Sale Software	-	-	1,000	-	-	1,000
<b>Renewal of City Assets Total</b>	<b>-</b>	<b>-</b>	<b>1,000</b>	<b>-</b>	<b>-</b>	<b>1,000</b>
<b>Finance Total</b>	<b>-</b>	<b>-</b>	<b>1,000</b>	<b>-</b>	<b>-</b>	<b>1,000</b>
<b>General Government</b>						
Renewal of City Assets						
910059 2021 Buildings-General Government	-	-	4,025	-	-	4,025
<b>Renewal of City Assets Total</b>	<b>-</b>	<b>-</b>	<b>4,025</b>	<b>-</b>	<b>-</b>	<b>4,025</b>
Service Enhancements						
910070 2021 Accessibility - General Government	-	-	175	-	-	175
<b>Service Enhancements Total</b>	<b>-</b>	<b>-</b>	<b>175</b>	<b>-</b>	<b>-</b>	<b>175</b>
<b>General Government Total</b>	<b>-</b>	<b>-</b>	<b>4,200</b>	<b>-</b>	<b>-</b>	<b>4,200</b>
<b>Real Estate Partnerships &amp; Development</b>						
Service Enhancements						
909154 Accommodation Fit-Ups and Renovations	-	-	500	-	-	500
<b>Service Enhancements Total</b>	<b>-</b>	<b>-</b>	<b>500</b>	<b>-</b>	<b>-</b>	<b>500</b>
<b>Real Estate Partnerships &amp; Development Total</b>	<b>-</b>	<b>-</b>	<b>500</b>	<b>-</b>	<b>-</b>	<b>500</b>
<b>Grand Total</b>	<b>-</b>	<b>-</b>	<b>5,700</b>	<b>-</b>	<b>-</b>	<b>5,700</b>

## **Innovative Client Services Department**

### **2021 Service Area Summary - Information Technology (IT) Service Area**

Information Technology (IT) Services partners with the City's many different lines of business to provide innovative and cost-effective technology solutions to support delivery of municipal services to Ottawa residents. Client-focused and value-centric, IT Services works to proactively meet the needs of all client groups by helping them achieve their business priorities through technology, while taking into account all legal, cyber security, statutory and record-keeping obligations.

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

IT Services is responsible for the provision of technology services and systems to over 350 work locations across the City, more than 11,900 networked clients and 14,500 computers and mobile devices. IT Services also maintains hundreds of business-specific software and applications in support of the range of services and programs.

IT Services' core offerings include:

- Essential day-to-day technologies such as email and Office productivity suite; desktops and laptops; telephony; smartphones and tablets and printing, fax and scanning;
- Frontline support for technology devices, systems and applications through the City Tech Solutions Desk, City Tech Service Counters and City Tech online portal;
- Digital workplace technologies, including team collaboration and messaging platforms, videoconferencing and mobile productivity solutions, that allow employees to access critical resources anytime and anywhere;
- Advisory services such as business technology planning; enterprise architecture; business process mapping and engineering; industry trends & market research; and vendor & product assessment;
- Application services such as enterprise and business-specific system implementation, integration, support and maintenance; business intelligence tools; cloud solutions, mobile and web application development and support; and software application lifecycle management and rationalization;

- Development, configuration, customization, maintenance and support of the City's critical SAP infrastructure which underpins a variety of corporate functions, including recruitment and human resources management, work management and financial management;
- Technology security services geared to ensuring the security and integrity of the organization's technology environment; these services include awareness, incident management and response, security monitoring and risk and threat assessment and management;
- Infrastructure services such as network management; data storage and management; engineering; facility technology fit-ups; investigations and audit support; and telecommunication services.

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

	2019	2020		2021	\$ Change over 2020 Budget
	Actual	Actuals	Budget	Adopted	
<b>Expenditures by Program</b>					
Office of the CIO/CISO	626	2,396	390	398	8
Network Operations	13,617	14,260	14,138	14,518	380
Frontline Services	11,697	14,822	9,829	10,131	302
Applications Management	17,091	20,151	16,492	16,979	487
SAP Solutions	7,228	14,119	12,372	12,798	426
Technology Security	3,372	3,771	4,198	4,318	120
Technology Modernization	5,004	7,027	6,542	6,739	197
Technology Project Management	0	0	0	0	0
Technology Solutions	3,415	4,251	3,329	3,409	80
<b>Gross Expenditure</b>	<b>62,050</b>	<b>80,797</b>	<b>67,290</b>	<b>69,290</b>	<b>2,000</b>
Recoveries & Allocations	0	-11,753	0	0	0
Revenue	0	-1,945	0	-480	-480
<b>Net Requirement</b>	<b>62,050</b>	<b>67,099</b>	<b>67,290</b>	<b>68,810</b>	<b>1,520</b>
<b>Expenditures by Type</b>					
Salaries, Wages & Benefits	36,807	40,304	34,996	35,791	795
Overtime	285	542	239	244	5
Material & Services	34,257	39,801	31,995	33,195	1,200
Transfers/Grants/Financial Charges	0	0	0	0	0
Fleet Costs	0	0	0	0	0
Program Facility Costs	0	0	0	0	0
Other Internal Costs	-9,299	150	60	60	0
<b>Gross Expenditures</b>	<b>62,050</b>	<b>80,797</b>	<b>67,290</b>	<b>69,290</b>	<b>2,000</b>
Recoveries & Allocations	0	-11,753	0	0	0
<b>Net Expenditure</b>	<b>62,050</b>	<b>69,044</b>	<b>67,290</b>	<b>69,290</b>	<b>2,000</b>

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

	2019	2020		2021	\$ Change over 2020 Budget
	Actual	Actuals	Budget	Adopted	
<b>Revenues By Type</b>					
Federal	0	-1,945	0	0	0
Provincial	0	0	0	-480	-480
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>-1,945</b>	<b>0</b>	<b>-480</b>	<b>-480</b>
<b>Net Requirement</b>	<b>62,050</b>	<b>67,099</b>	<b>67,290</b>	<b>68,810</b>	<b>1,520</b>
<b>Full Time Equivalents</b>			<b>296.00</b>	<b>296.00</b>	<b>0.00</b>

**City Of Ottawa**  
**2021 Adopted Capital Budget**  
**IT Sub Committee**  
**Funding Summary**  
**In Thousands \$(000's)**

Project Description	Revenues	Gas Tax	Tax Supported/ Dedicated	Develop. Charges	Tax Supported/ Dedicated Debt	Grand Total
<b>Information Technology</b>						
<b>Renewal of City Assets</b>						
910007 Technology Infrastructure - 2021	-	-	4,735	-	-	4,735
910008 ITS Managed - 2021	-	-	6,200	-	-	6,200
<b>Renewal of City Assets Total</b>	-	-	<b>10,935</b>	-	-	<b>10,935</b>
<b>Information Technology Total</b>	-	-	<b>10,935</b>	-	-	<b>10,935</b>
<b>Grand Total</b>	-	-	<b>10,935</b>	-	-	<b>10,935</b>

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

### **2021 Service Area Summary - Right of Way, Heritage and Urban Design Services**

Right of Way, Heritage and Urban Design Services 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.

Right of Way, Heritage and Urban Design Services is responsible for building a vibrant and safe public realm to protect and enhance Ottawa's legacy.

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

##### **Inspections**

Provides direct inspection and coordination for:

- Project Managers, Consultants, Contractors, and other City departments through all phases of the delivery of City capital projects
- The construction of municipal infrastructure related to private development
- The asphalt overlay program
- Road cut reinstatements

##### **Right of Way**

- Manages the Municipal Consent and permitting process for utility works being undertaken within the road right of way, including the utility circulation process
- Administers the approval and issuance of permits governing the right of way, such as road cut permits, over dimensional vehicles and temporary encroachments

## **Public Realm and Urban Design**

Oversees programs related to:

- Public realm beautification
- Above-ground public realm regulation (such as the right of way patio program, private approaches program and signs in the right of way)
- Public realm master plans
- The provision of urban design review including input to the development review and planning policy processes, the preparation of urban design guidelines and studies, and the administration of the City of Ottawa Urban Design Review Panel

## **Heritage Planning**

- Manages all heritage applications and permits as required under the Ontario Heritage Act
- Provides input to relevant development review applications
- Prepares heritage conservation district plans and studies related to heritage
- Delivers and manages the heritage designation process
- Oversees the heritage grant and Heritage Community Improvement Plan programs

## **Surveys and Mapping**

- Provides land information expertise, vital geographic data, and related services to support the City of Ottawa's internal operations, and external client needs
- Services include procuring, maintaining, and distributing essential geographic data using specialized applications

## **Geospatial Analytics, Technology and Solutions**

- Promotes understanding and collaboration using advanced geospatial (GIS) and data science tools and technology
- Provides expert services and solutions in visualization, data, analytics and applications to support city building and emergency operations
- Maintains and provides critical spatial information such as water and wastewater network, zoning, composite utility drawings and oversees the Geoinformation Centre on geoOttawa (drawings and reports)

City of Ottawa  
 Planning, Infrastructure & Economic Development Department  
 Right of Way, Heritage and Urban Design - Operating Resource Requirement  
 In Thousands (\$000)

	2019	2020		2021	\$ Change over 2020 Budget
	Actual	Actuals	Budget	Adopted	
<b>Expenditures by Program</b>					
Manager's Office	308	297	268	276	8
Surveys and Mapping	3,206	3,441	3,396	3,478	82
Heritage Planning	1,271	861	1,083	1,376	293
Public Realm & Urban Design	1,504	1,732	1,959	1,995	36
Right of Way	2,916	2,345	2,276	2,297	21
Inspections	7,514	7,701	7,618	7,798	180
Geospatial Analytics, Tech & Solutions	2,195	2,334	2,307	2,497	190
<b>Gross Expenditure</b>	<b>18,914</b>	<b>18,711</b>	<b>18,907</b>	<b>19,717</b>	<b>810</b>
Recoveries & Allocations	-6,341	-5,924	-6,116	-6,326	-210
Revenue	-13,755	-13,852	-12,255	-12,530	-275
<b>Net Requirement</b>	<b>-1,182</b>	<b>-1,065</b>	<b>536</b>	<b>861</b>	<b>325</b>
<b>Expenditures by Type</b>					
Salaries, Wages & Benefits	16,283	16,629	16,658	17,293	635
Overtime	625	451	425	425	0
Material & Services	1,211	1,016	1,039	1,214	175
Transfers/Grants/Financial Charges	304	83	300	300	0
Fleet Costs	346	372	384	384	0
Program Facility Costs	0	0	0	0	0
Other Internal Costs	145	160	101	101	0
<b>Gross Expenditures</b>	<b>18,914</b>	<b>18,711</b>	<b>18,907</b>	<b>19,717</b>	<b>810</b>
Recoveries & Allocations	-6,341	-5,924	-6,116	-6,326	-210
<b>Net Expenditure</b>	<b>12,573</b>	<b>12,787</b>	<b>12,791</b>	<b>13,391</b>	<b>600</b>
<b>Revenues By Type</b>					
Federal	0	0	0	0	0
Provincial	0	-627	0	-270	-270
Own Funds	0	0	0	0	0
Fees and Services	-13,755	-13,225	-12,255	-12,260	-5
Fines	0	0	0	0	0
Other	0	0	0	0	0
<b>Total Revenue</b>	<b>-13,755</b>	<b>-13,852</b>	<b>-12,255</b>	<b>-12,530</b>	<b>-275</b>
<b>Net Requirement</b>	<b>-1,182</b>	<b>-1,065</b>	<b>536</b>	<b>861</b>	<b>325</b>
<b>Full Time Equivalents</b>			<b>158.34</b>	<b>158.34</b>	<b>0.00</b>

City of Ottawa  
 Planning, Infrastructure & Economic Development Department  
 Right of Way, Heritage and Urban Design - User Fees

	2019 Rate \$	2020 Rate \$	2021 Rate \$	% Change Over 2020	% Change Over 2019	Effective Date	2021 Revenue (\$000)
<b>Heritage Applications</b>							
Heritage Confirmation Letter	190.00	195.00	213.00	9.2%	12.1%	01-Jan-21	
Delegated Authority Permits: Alterations and Small Additions	n/a	n/a	268.00	n/a	n/a	01-Jan-21	
Delegated Authority Permits: Large Additions	n/a	n/a	803.00	n/a	n/a	01-Jan-21	
Minor Alterations (that require Built Heritage Sub-Committee/Council approval)	n/a	2,050.00	2,243.00	9.4%	n/a	01-Jan-21	
Major Alterations (that require Built Heritage Sub-Committee/Council approval)	n/a	n/a	8,560.00	n/a	n/a	01-Jan-21	
Demolition - Part IV/Grade 1/Contributing	n/a	10,200.00	13,375.00	31.1%	n/a	01-Jan-21	
Demolition - Grade 2/Non-Contributing	n/a	n/a	2,675.00	n/a	n/a	01-Jan-21	
New Construction in Heritage Conservation District: Small scale	n/a	n/a	3,210.00	n/a	n/a	01-Jan-21	
New Construction in Heritage Conservation District: Medium scale	n/a	n/a	5,350.00	n/a	n/a	01-Jan-21	
New Construction in Heritage Conservation District: Large scale	n/a	n/a	8,560.00	n/a	n/a	01-Jan-21	
<b>Lighting Requests - Ottawa Sign</b>							
Programming fee for requests	n/a	50.00	50.00	0.0%	n/a	01-Jan-21	
<b>Bike Sharing and Electronic Kick Scooter Fees</b>							
Application Fee	n/a	5,000.00	5,000.00	0.0%	n/a	01-Jan-21	
Application for Increase to Existing Fleet Fee	n/a	3,000.00	3,000.00	0.0%	n/a	01-Jan-21	
Vehicle Fee (per vehicle)	n/a	50.00	50.00	0.0%	n/a	01-Jan-21	
Communications and Engagement Fee (per vehicle)	n/a	10.00	10.00	0.0%	n/a	01-Jan-21	
Station Encroachment Fee	n/a	250.00	250.00	0.0%	n/a	01-Jan-21	
<b>Home Builder's Wayfinding Sign permit</b>							
Processing and technical review	118.00	120.00	131.00	9.2%	11.0%	01-Jan-21	
Per annum/sign	1,305.00	1,335.00	1,460.00	9.4%	11.9%	01-Jan-21	
Annual renewal fee	1,305.00	1,335.00	1,460.00	9.4%	11.9%	01-Jan-21	

**City of Ottawa**  
**Planning, Infrastructure & Economic Development Department**  
**Right of Way, Heritage and Urban Design - User Fees**

	2019 Rate \$	2020 Rate \$	2021 Rate \$	% Change Over 2020	% Change Over 2019	Effective Date	2021 Revenue (\$000)
<b>Directional Farm Sign Fees</b>							
Application fee per sign	97.00	100.00	109.00	9.0%	12.4%	01-Jan-21	
<b>Banner Sign Fees</b>							
Processing and technical review fee /group	60.70	62.00	68.00	9.7%	12.0%	01-Jan-21	
Inspection fee/group	60.70	62.00	68.00	9.7%	12.0%	01-Jan-21	
<b>Outdoor Patio</b>							
First time review fee	332.00	340.00	372.00	9.4%	12.0%	01-Jan-21	
First time review fee with public circulation	554.00	567.00	372.00	-34.4%	-32.9%	01-Jan-21	
Permit processing fee	60.70	62.00	68.00	9.7%	12.0%	01-Jan-21	
Summer Monthly Rental (April to October) per sqm	14.15	14.48	-	-100.0%	-100.0%	01-Jan-21	
Winter Monthly Rental (November to March) per sqm	4.55	4.66	-	-100.0%	-100.0%	01-Jan-21	
<b>Café Seating</b>							
Permit processing fee	60.70	62.00	68.00	9.7%	12.0%	01-Jan-21	
Per annum fee	170.00	175.00	-	-100.0%	-100.0%	01-Jan-21	
<b>Parklets</b>							
Permit processing fee	60.70	62.00	68.00	9.7%	12.0%	01-Jan-21	
Per annum fee	170.00	175.00	-	-100.0%	-100.0%	01-Jan-21	
<b>Tourist Information Kiosk</b>							
Rental on Roadway or Sidewalk per	1.56	1.60	1.75	9.4%	11.9%	01-Jan-21	
Rental on unimproved Boulevard per sqm/day	0.67	0.69	0.75	9.4%	11.9%	01-Jan-21	
<b>Customer Service Box</b>							
Newspaper Vending/Courier/Drop/Publication Distribution	93.00	95.00	104.00	9.5%	11.8%	01-Jan-21	
Removal Cost	93.00	95.00	104.00	9.5%	11.8%	01-Jan-21	
<b>Surface Encroachment/Construction</b>							
Rental on Sidewalk per sqm/day	1.56	1.60	1.75	9.4%	11.9%	01-Jan-21	
Rental on Boulevard per sqm/day	0.67	0.69	0.75	9.4%	11.9%	01-Jan-21	
Minimum Rental Charge daily	30.80	32.00	35.00	9.4%	13.6%	01-Jan-21	
Permit processing fee	60.70	62.00	68.00	9.7%	12.0%	01-Jan-21	

**City of Ottawa**  
**Planning, Infrastructure & Economic Development Department**  
**Right of Way, Heritage and Urban Design - User Fees**

	2019 Rate \$	2020 Rate \$	2021 Rate \$	% Change Over 2020	% Change Over 2019	Effective Date	2021 Revenue (\$000)
<b>Aerial</b>							
Residential and Commercial Permit processing fee	60.70	62.00	68.00	9.7%	12.0%	01-Jan-21	
<b>Annual Permanent Encroachment Fees</b>							
3 stories or less charge per sqm	8.40	8.59	9.40	9.4%	11.9%	01-Jan-21	
Minimum charge	38.00	39.00	43.00	10.3%	13.2%	01-Jan-21	
More than 3 stories - encroachment less than 0.279 m2	73.00	75.00	82.00	9.3%	12.3%	01-Jan-21	
More than 3 stories - encroachment equal to or greater than 0.279 m2	146.00	150.00	164.00	9.3%	12.3%	01-Jan-21	
Permit Technical Review Fee	375.00	385.00	622.00	61.6%	65.9%	01-Jan-21	
<b>Surface-Commercial</b>							
Encroachment less than 0.279 m2	73.00	75.00	82.00	9.3%	12.3%	01-Jan-21	
Encroachment equal to or greater than 0.279 m2	146.00	150.00	164.00	9.3%	12.3%	01-Jan-21	
Permit Technical Review Fee	375.00	385.00	622.00	61.6%	65.9%	01-Jan-21	
<b>Surface-Residential</b>							
More than 3 stories - encroachment less than 1m2	60.00	61.00	67.00	9.8%	11.7%	01-Jan-21	
More than 3 stories - encroachment equal to or greater than 1m2	121.00	124.00	136.00	9.7%	12.4%	01-Jan-21	
Permit Technical Review Fee	375.00	385.00	622.00	61.6%	65.9%	01-Jan-21	
<b>Subsurface-Commercial</b>							
Encroachment less than 0.279 m2	87.00	89.00	97.00	9.0%	11.5%	01-Jan-21	
Encroachment equal to or greater than 0.279 m2	146.00	149.00	163.00	9.4%	11.6%	01-Jan-21	
Permit Technical Review Fee	375.00	385.00	622.00	61.6%	65.9%	01-Jan-21	
<b>Subsurface-Residential</b>							
Encroachment Fee charge per sqm	8.40	8.59	9.40	9.4%	11.9%	01-Jan-21	
Minimum charge	38.00	39.00	43.00	10.3%	13.2%	01-Jan-21	
<b>Special Vehicle Permits</b>							
Annual	314.00	320.00	350.00	9.4%	11.5%	01-Jan-21	
Project	237.00	242.00	265.00	9.5%	11.8%	01-Jan-21	
Single Trip	96.00	98.00	107.00	9.2%	11.5%	01-Jan-21	
Single Trip – Super Load	760.00	775.00	848.00	9.4%	11.6%	01-Jan-21	

City of Ottawa  
 Planning, Infrastructure & Economic Development Department  
 Right of Way, Heritage and Urban Design - User Fees

	2019 Rate \$	2020 Rate \$	2021 Rate \$	% Change Over 2020	% Change Over 2019	Effective Date	2021 Revenue (\$000)
<b>Private Approach Permit Fees</b>							
Single Detached Dwellings	159.00	163.00	178.00	9.2%	11.9%	01-Jan-21	
<b>Commercial, Industrial &amp; Multi-residential</b>							
(i) up to and including 49 parking spaces	275.00	282.00	309.00	9.6%	12.4%	01-Jan-21	
(ii) 50-99 parking spaces	550.00	565.00	618.00	9.4%	12.4%	01-Jan-21	
(iii) 100 parking spaces or more	704.00	720.00	788.00	9.4%	11.9%	01-Jan-21	
Inspect fee for culvert installation	93.00	95.00	104.00	9.5%	11.8%	01-Jan-21	
Temporary Access	159.00	163.00	178.00	9.2%	11.9%	01-Jan-21	
Removal of Redundant Access	159.00	163.00	178.00	9.2%	11.9%	01-Jan-21	
<b>Road Cut Fees</b>							
Road cut permit fee	455.00	465.00	476.00	2.4%	4.6%	01-Jan-21	
Road cut permit renewal fee	160.00	164.00	168.00	2.4%	5.0%	01-Jan-21	
<b>Winter Inspection Fees</b>							
Winter Inspection Charges: November 15 - April 15	239.00	245.00	251.00	2.4%	5.0%	01-Jan-21	
Winter Inspection Charges: December 15- April 15	193.00	197.00	202.00	2.5%	4.7%	01-Jan-21	
Winter Inspection Charges: January 15 - April 15	146.00	149.00	153.00	2.7%	4.8%	01-Jan-21	
Winter Inspection Charges: February 15 - April 15	96.00	98.00	100.00	2.0%	4.2%	01-Jan-21	
Winter Inspection Charges: March 15 - April 15	48.00	49.00	50.00	2.0%	4.2%	01-Jan-21	
<b>Sewer and Water Inspection Fees</b>							
Sewer Permit Fees	200.00	205.00	224.00	9.3%	12.0%	01-Jan-21	
Water Permit Fees	200.00	205.00	224.00	9.3%	12.0%	01-Jan-21	
<b>Administration / Research Fee (per street segment)</b>	76.00	78.00	85.00	9.0%	11.8%	01-Jan-21	
<b>Annual Utility Duct Usage Fee (per cable)</b>							
per 30m of Conduit	22.90	23.43	23.99	2.4%	4.8%	01-Jan-21	
<b>License of Occupation Legal Agreement Preparation</b>	532.00	544.00	1,104.00	102.9%	107.5%	01-Jan-21	
<b>License of Occupation Renewal</b>	n/a	n/a	522.00	n/a	n/a	01-Jan-21	

**City of Ottawa**  
**Planning, Infrastructure & Economic Development Department**  
**Right of Way, Heritage and Urban Design - User Fees**

	2019 Rate \$	2020 Rate \$	2021 Rate \$	% Change Over 2020	% Change Over 2019	Effective Date	2021 Revenue (\$000)
<b>Engineering Design Review and Inspection Fees</b>							
Value of hard servicing	4.0%	4.5%	4.50%	0.0%	12.5%	01-Jan-21	
Value of soft servicing	2.0%	2.25%	2.25%	0.0%	12.5%	01-Jan-21	
Review of Fourth and Subsequent Engineering Submissions (per day)	1,010.00	1,030.00	1,127.00	9.4%	11.6%	01-Jan-21	
<b>Electronic Media/Materials Fee</b>							
Internet File Transfer (FTP)	37.60	38.00	46.00	21.1%	22.3%	01-Jan-21	
Internet Email (up to 1 megabyte per email)	37.60	38.00	46.00	21.1%	22.3%	01-Jan-21	
<b>Customization Fees/Electronic File Translation</b>							
Production of Customized Map, Data or Engineering Plan (hourly rate)	113.00	116.00	119.00	2.6%	5.3%	01-Jan-21	
CAD or GIS file	37.60	45.00	46.00	2.2%	22.3%	01-Jan-21	
Renewal of Existing License for a New Project	113.00	116.00	119.00	2.6%	5.3%	01-Jan-21	
<b>One-Time Digital Data Fee, Theme Set:</b>							
Topographic 1:10,000 1:2,000 or 1:5,000 scale electronic Data	37.60	45.00	46.00	2.2%	22.3%	01-Jan-21	
Aerial Ortho-photo, jpg. Format (6mb maximum)	113.00	116.00	119.00	2.6%	5.3%	01-Jan-21	
<b>Engineering, UCC Central Registry Plans, Thematic and Cartographic Maps (ie. General Use Maps)</b>							
	15.50	16.00	16.50	3.1%	6.5%	01-Jan-21	
Central Registry Plans - CAD	140.00	143.00	146.00	2.1%	4.3%	01-Jan-21	
Central Registry Plans - pdf	44.00	45.00	46.00	2.2%	4.5%	01-Jan-21	
<b>Water / Wastewater Distribution / Collection Plans</b>							
1:2500 scale - .pdf	33.90	45.00	46.00	2.2%	35.7%	01-Jan-21	
Water/Wastewater - CAD/GIS files 1/;2000	n/a	143.00	146.00	2.1%	n/a	01-Jan-21	

City of Ottawa  
 Planning, Infrastructure & Economic Development Department  
 Right of Way, Heritage and Urban Design - User Fees

	2019 Rate \$	2020 Rate \$	2021 Rate \$	% Change Over 2020	% Change Over 2019	Effective Date	2021 Revenue (\$000)
<b>Engineering / Geotechnical Reports/Studies</b>							
Cost per digital report	30.00	31.00	34.00	9.7%	13.3%	01-Jan-21	
<b>Survey Control Book</b>	218.00	223.00	228.00	2.2%	4.6%	01-Jan-21	
<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-21	
<b>Total Departmental</b>							<b>-275</b>

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

### **2021 Service Area Summary - Planning Services**

Planning Services 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.

Planning Services reports primarily through Planning Committee and includes Development Review – Rural (reports through the Agricultural and Rural Affairs Committee).

Planning Services plays a very important role for the City of Ottawa. By managing the evolution of the city, we are helping to enhance the quality of life so that people can live, prosper and connect in neighbourhoods, buildings and spaces that are vibrant, well designed, safely built and sustainable.

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

- Provide multi-disciplinary review and approval of development applications on a geographic basis (including planning, engineering, urban design, parks, environment and trees, transportation and heritage considerations)
- Online development applications search tool providing information on current development applications
- Administer the Brownfields Redevelopment Program
- Compliance and zoning reports
- Provide technical support to the planning application process, including circulation, report coordination, notification and legislative support, and consolidation of legislative instruments
- Procure, customize, and implement a new Land Management System (LMS) to replace the legacy MAP system for business that are provided by Building Code Services, Development Review, Right of Way Permit, and Committee of Adjustment

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

	2019	2020		2021	\$ Change over 2020 Budget
	Actual	Actuals	Budget	Adopted	
<b>Expenditures by Program</b>					
Director's Office	1,864	1,873	1,538	1,569	31
Development Review	8,368	8,618	9,540	9,967	427
<b>Gross Expenditure</b>	<b>10,232</b>	<b>10,491</b>	<b>11,078</b>	<b>11,536</b>	<b>458</b>
Recoveries & Allocations	-1,620	-1,417	-1,148	-1,153	-5
Revenue	-13,542	-12,584	-11,039	-12,194	-1,155
<b>Net Requirement</b>	<b>-4,930</b>	<b>-3,510</b>	<b>-1,109</b>	<b>-1,811</b>	<b>-702</b>
<b>Expenditures by Type</b>					
Salaries, Wages & Benefits	9,357	9,365	10,249	10,482	233
Overtime	60	35	114	114	0
Material & Services	414	388	463	463	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	401	703	252	477	225
<b>Gross Expenditures</b>	<b>10,232</b>	<b>10,491</b>	<b>11,078</b>	<b>11,536</b>	<b>458</b>
Recoveries & Allocations	-1,620	-1,417	-1,148	-1,153	-5
<b>Net Expenditure</b>	<b>8,612</b>	<b>9,074</b>	<b>9,930</b>	<b>10,383</b>	<b>453</b>
<b>Revenues By Type</b>					
Federal	0	0	0	0	0
Provincial	0	-1	0	0	0
Own Funds	0	0	0	0	0
Fees and Services	-13,542	-12,583	-11,039	-12,194	-1,155
Fines	0	0	0	0	0
Other	0	0	0	0	0
<b>Total Revenue</b>	<b>-13,542</b>	<b>-12,584</b>	<b>-11,039</b>	<b>-12,194</b>	<b>-1,155</b>
<b>Net Requirement</b>	<b>-4,930</b>	<b>-3,510</b>	<b>-1,109</b>	<b>-1,811</b>	<b>-702</b>
<b>Full Time Equivalent</b>			<b>86.03</b>	<b>86.03</b>	<b>0.00</b>

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

	2019 Rate \$	2020 Rate \$	2021 Rate \$	% Change Over 2020	% Change Over 2019	Effective Date	2021 Revenue (\$000)
<b>Development Review Process</b>							
<b>Official Plan Amendment</b>							
Official Plan Amendment <sup>2,5</sup>	20,170.00	24,043.00	24,620.00	2.4%	22.1%	01-Jan-21	
<b>Zoning By-Law Amendments</b>							
Zoning By-Law Amendment Major <sup>2,5</sup>	16,370.00	19,513.00	21,002.00	7.6%	28.3%	01-Jan-21	
Zoning By-Law Amendment Major - Rural <sup>2,5</sup>	16,370.00	18,154.00	19,539.00	7.6%	19.4%	01-Jan-21	
Zoning By-Law Amendment Minor <sup>2,5</sup>	8,410.00	10,025.00	10,790.00	7.6%	28.3%	01-Jan-21	
Zoning By-Law Amendment Minor - Rural <sup>2,5</sup>	8,410.00	9,327.00	10,039.00	7.6%	19.4%	01-Jan-21	
Lifting Holding By-law <sup>2,5</sup>	5,795.00	6,908.00	7,435.00	7.6%	28.3%	01-Jan-21	
Lifting Holding By-law - Rural <sup>2,5</sup>	5,795.00	6,427.00	6,917.00	7.6%	19.4%	01-Jan-21	
Zoning By-law Amendment-Extension of Temporary Use for Garden Suite <sup>3,5</sup>	3,490.00	3,870.00	4,165.00	7.6%	19.3%	01-Jan-21	
Zoning By-law Amendment-Severance of Surplus Farm Dwelling <sup>3,5</sup>	3,490.00	3,870.00	4,165.00	7.6%	19.3%	01-Jan-21	
<b>Subdivision Draft Approval</b>							
Subdivision Draft Approval 1 to 40 units <sup>1,4</sup>	34,770.00	41,446.00	43,406.00	4.7%	24.8%	01-Jan-21	
Subdivision Draft Approval 41 to 250 units <sup>1,4</sup>	62,155.00	74,089.00	77,593.00	4.7%	24.8%	01-Jan-21	
Subdivision Draft Approval 251+ units <sup>1,4</sup>	75,660.00	90,187.00	94,453.00	4.7%	24.8%	01-Jan-21	
Subdivision Draft Approval Non-residential Uses <sup>1,4</sup>	28,970.00	34,532.00	36,165.00	4.7%	24.8%	01-Jan-21	
Subdivision Draft Approval Residential and Non-residential Uses <sup>1,4</sup>	7,620.00	9,083.00	9,513.00	4.7%	24.8%	01-Jan-21	
<b>Subdivision Final Approval</b>							
Subdivision Planning Agreement 1 to 40 units	7,620.00	9,083.00	9,513.00	4.7%	24.8%	01-Jan-21	
Subdivision Planning Agreement 41 to 250 units	8,990.00	10,716.00	11,223.00	4.7%	24.8%	01-Jan-21	
Subdivision Planning Agreement 251+units	11,155.00	13,297.00	13,926.00	4.7%	24.8%	01-Jan-21	
Subdivision Planning Agreement Non-residential Uses <sup>1,4</sup>	3,775.00	4,500.00	4,713.00	4.7%	24.8%	01-Jan-21	
Subdivision Revisions Requiring Circulation	3,775.00	4,500.00	4,713.00	4.7%	24.8%	01-Jan-21	
Subdivision Extension of Draft Plan Approval	3,490.00	4,160.00	4,357.00	4.7%	24.8%	01-Jan-21	

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

	2019 Rate \$	2020 Rate \$	2021 Rate \$	% Change Over 2020	% Change Over 2019	Effective Date	2021 Revenue (\$000)
<b>Plan of Condominium</b>							
Condominium-New Vacant Land/Common Elements -No Concurrent Site Plan <sup>1,4</sup>	31,395.00	37,423.00	38,321.00	2.4%	22.1%	01-Jan-21	
Condominium-New Vacant Land/Common Elements -With Concurrent Site Plan <sup>1,4</sup>	12,750.00	15,198.00	15,563.00	2.4%	22.1%	01-Jan-21	
Condominium - New Standard, Phased or Leasehold	12,750.00	15,198.00	15,563.00	2.4%	22.1%	01-Jan-21	
Condominium - Revision or Extension-Manager Approval - No Public Consultation	2,325.00	2,771.00	2,838.00	2.4%	22.1%	01-Jan-21	
<b>Site Plan Control</b>							
Site Plan Control-New-Sandy Hill Special Site Plan Control Area Without Public Consultation - Alteration	515.00	564.00	607.00	7.6%	17.9%	01-Jan-21	
Site Plan Control-New-Sandy Hill Special Site Plan Control Area Without Public Consultation - New Dwelling Unit(s)	515.00 for each additional dwelling unit to a maximum of three dwelling units	564.00 for each additional dwelling unit to a maximum of three dwelling units	607.00 for each additional dwelling unit to a maximum of three dwelling units	7.6%	17.9%	01-Jan-21	
Site Plan Control-New-Sandy Hill Special Site Plan Control Area Without Public Consultation - New Rooming Unit(s)	515.00 per two additional rooming units to a maximum of six dwelling units	564.00 per two additional rooming units to a maximum of six dwelling units	607.00 per two additional rooming units to a maximum of six dwelling units	7.6%	17.9%	01-Jan-21	

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

	2019 Rate \$	2020 Rate \$	2021 Rate \$	% Change Over 2020	% Change Over 2019	Effective Date	2021 Revenue (\$000)
<b>Site Plan Control continued</b>							
Site Plan Control-New-Sandy Hill Special Site Plan Control Area Without Public Consultation - Addition/New < 275 square meters	n/a	n/a	n/a				
Site Plan Control-New-Sandy Hill Special Site Plan Control Area Without Public Consultation - Addition/New 275 square meters to 350 square metres	525.00	575.00	619.00	7.7%	17.9%	01-Jan-21	
Site Plan Control-New-Sandy Hill Special Site Plan Control Area Without Public Consultation- Addition/New > 350 square metres	2,615.00	2,866.00	3,085.00	7.6%	18.0%	01-Jan-21	
Site Plan - Complex <sup>2,5</sup>	28,996.00	31,780.00	44,502.00	40.0%	53.5%	01-Jan-21	
Site Plan - Standard, non-rural area	9,145.00	10,023.00	15,705.00	56.7%	71.7%	01-Jan-21	
Site Plan - Revision, Complex <sup>2,5</sup>	22,701.00	24,880.00	30,630.00	23.1%	34.9%	01-Jan-21	
Site Plan - Revision, Standard, non-rural area	5,938.00	6,508.00	7,005.00	7.6%	18.0%	01-Jan-21	
Site Plan - Extension, non-rural area	3,331.00	3,651.00	3,930.00	7.6%	18.0%	01-Jan-21	
Site Plan - Street townhouse, not previously approved through the subdivision process	5,938.00	6,508.00	7,005.00	7.6%	18.0%	01-Jan-21	
Site Plan - Standard, rural area	7,995.00	8,483.00	13,156.00	55.1%	64.6%	01-Jan-21	
Site Plan - Rural small, rural area	723.00	767.00	851.00	11.0%	17.7%	01-Jan-21	
Site Plan - Revision, Standard, rural area	723.00	767.00	851.00	11.0%	17.7%	01-Jan-21	
Site Plan - Extension, rural area	723.00	767.00	851.00	11.0%	17.7%	01-Jan-21	
Site Plan - Master, Draft approval <sup>2,5</sup>	28,996.00	31,780.00	34,205.00	7.6%	18.0%	01-Jan-21	
Site Plan - Master, Final approval	1,797.00	1,970.00	2,120.00	7.6%	18.0%	01-Jan-21	
<b>Lifting Part Lot Control</b>							
Lifting Part Lot Control-No Public Consultation	5,660.00	6,747.00	6,909.00	2.4%	22.1%	01-Jan-21	
Lifting Part Lot Control-Extension	724.00	863.00	884.00	2.4%	22.1%	01-Jan-21	
<b>Lifting 30 Cm Reserve</b>							
Lifting 30 Cm Reserve	1,165.00	1,389.00	1,422.00	2.4%	22.1%	01-Jan-21	
<b>Demolition Control</b>							
Demolition Control <sup>2,5</sup>	1,820.00	2,169.00	2,221.00	2.4%	22.0%	01-Jan-21	
Demolition Unit Fee	n/a	5,960.00	6,103.00	2.4%	N/A	01-Jan-21	
<b>Street/Lane Opening &amp; Closing</b>							
Street/Lane Opening	12,750.00	15,198.00	15,563.00	2.4%	22.1%	01-Jan-21	
Street/Lane Closing Travelled Arterial <sup>2,5</sup>	9,390.00	11,193.00	11,462.00	2.4%	22.1%	01-Jan-21	
Street/Lane Closing Untraveled Arterial	9,390.00	11,193.00	11,462.00	2.4%	22.1%	01-Jan-21	
Street/Lane Closing Travelled Road Lane <sup>2,5</sup>	4,295.00	5,120.00	5,243.00	2.4%	22.1%	01-Jan-21	
Street/Lane Closing Untraveled Road Lane	4,295.00	5,120.00	5,243.00	2.4%	22.1%	01-Jan-21	

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

	2019 Rate \$	2020 Rate \$	2021 Rate \$	% Change Over 2020	% Change Over 2019	Effective Date	2021 Revenue (\$000)
<b>Other Planning Applications</b>							
<b>Municipal Review and Concurrence of an Antenna System (ACS2012-ICS-PGM-0045)</b>							
Residential Use Antenna System	338.00	403.00	413.00	2.5%	22.2%	01-Jan-21	
Antenna System	3,025.00	3,606.00	3,693.00	2.4%	22.1%	01-Jan-21	
<b>Gateway Features</b>							
Development Application Gateway Feature - Lump sum per gateway	27,740.00	33,066.00	33,860.00	2.4%	22.1%	01-Jan-21	
Gateway Feature Maintenance Fund (value above \$100,000)	15%	15%	15%	0.0%	0.0%	01-Jan-21	
<b>Engineering Design Review and Inspection Fees</b>							
- value of hard servicing	4.0%	4.5%	4.5%	0.0%	12.5%	01-Jan-21	
- value of soft servicing	2.0%	2.25%	2.25%	0.0%	12.5%	01-Jan-21	
Review of Fourth and Subsequent Engineering Submissions	n/a	2,980.00	3,052.00	2.4%	100.0%	01-Jan-21	
<b>Planning Review of Committee of Adjustment Applications</b>							
Minor Variance Planning Review	380.00	453.00	464.00	2.4%	22.1%	01-Jan-21	
Consent application Planning Review	636.00	758.00	776.00	2.4%	22.0%	01-Jan-21	
Combined Consent/Minor Variance Planning Review	733.00	874.00	895.00	2.4%	22.1%	01-Jan-21	
<b>Historical Land Use Inventory (HLUI)</b>							
Historical Land Use Inventory (HLUI)	105.00	125.00	128.00	2.4%	21.9%	01-Jan-21	
<b>Front Ending Agreements (FEA)</b>							
Front Ending Agreements (FEA)	8,520.00	10,156.00	10,400.00	2.4%	22.1%	01-Jan-21	
<b>Pre-application Consultations</b>							
Pre-application Consultations (Pre-con)	523.00	623.00	638.00	2.4%	22.0%	01-Jan-21	
<b>Rural Park Development Fee</b>							
Park Development Contribution (Rural)	1,905.00 per lot	2,271.00 per lot	2,326.00 per lot	2.4%	22.1%	01-Jan-21	
<b>Revision Fee (All Applications)</b>							
Application Revisions Requiring Circulation	3,335.00	3,975.00	4,070.00	2.4%	22.0%	01-Jan-21	

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

	2019 Rate \$	2020 Rate \$	2021 Rate \$	% Change Over 2020	% Change Over 2019	Effective Date	2021 Revenue (\$000)
<b>Transfer of Review Fees are per the Ministry of Environment and Climate Change</b>							
<b>Notes on above</b>							
<sup>1</sup> On-site sign fee (HST applicable)	627.00	747.00	765.00	2.4%	22.0%	01-Jan-21	
<sup>2</sup> On-site sign fee (HST applicable)	523.00	623.00	638.00	2.4%	22.0%	01-Jan-21	
<sup>3</sup> On-site sign fee (HST applicable)	261.00	311.00	318.00	2.3%	21.8%	01-Jan-21	
<sup>4</sup> Additional on-site sign fee (HST applicable)	314.00	374.00	383.00	2.4%	22.0%	01-Jan-21	
<sup>5</sup> Additional on-site sign fee (HST applicable)	261.00	311.00	318.00	2.3%	21.8%	01-Jan-21	
Note: Joint Applications – Where two or more planning applications are submitted at the same time for the same property, the planning fee imposed for such applications shall be reduced by 10%. Applicable applications are: 30cm Reserve, Demolition Control, Lifting of Holding Zone, Official Plan Amendment, Part Lot Control, Plan of Condominium, Plan of Subdivision, Site Plan Control, Street/Lane Closure, Street/Lane Opening, and Zoning By-Law Amendment.							
<b>Legal Fees Related to Planning Applications</b>							
Subdivision Legal Agreement 1 to 40 units	3,600.00	4,291.00	4,394.00	2.4%	22.1%	01-Jan-21	
Subdivision Legal Agreement 41 to 250 units	5,535.00	6,598.00	6,756.00	2.4%	22.1%	01-Jan-21	
Subdivision Legal Agreement 251+ units	7,605.00	9,065.00	9,283.00	2.4%	22.1%	01-Jan-21	
Subdivision Legal Agreement Non-residential	1,390.00	1,657.00	1,697.00	2.4%	22.1%	01-Jan-21	
Subdivision Revision	829.00	988.00	1,012.00	2.4%	22.1%	01-Jan-21	
Site Plan Control-New-Manager Delegated With Public Consultation	2,230.00	2,658.00	2,722.00	2.4%	22.1%	01-Jan-21	
Site Plan Control-New-Manager Delegated Without Public Consultation	2,230.00	2,658.00	2,722.00	2.4%	22.1%	01-Jan-21	
Site Plan Control-Revision-Manager Delegated With Public Consultation	1,120.00	1,335.00	1,367.00	2.4%	22.1%	01-Jan-21	
Site Plan Control-Revision/Extension-Manager Delegated Without Public Consultation	1,120.00	1,335.00	1,367.00	2.4%	22.1%	01-Jan-21	
Site Plan Control-Two-Stage-Final Approval	2,230.00	2,658.00	2,722.00	2.4%	22.1%	01-Jan-21	
Condominium Approval	1,935.00	2,307.00	2,362.00	2.4%	22.1%	01-Jan-21	

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

	2019 Rate \$	2020 Rate \$	2021 Rate \$	% Change Over 2020	% Change Over 2019	Effective Date	2021 Revenue (\$000)
Condominium Revision/Extension	829.00	988.00	1,012.00	2.4%	22.1%	01-Jan-21	
Lifting Part Lot Control	557.00	664.00	680.00	2.4%	22.1%	01-Jan-21	
Lifting Part Lot Control Extension	411.00	490.00	502.00	2.4%	22.1%	01-Jan-21	
Lifting 30 cm Reserve	303.00	361.00	370.00	2.5%	22.1%	01-Jan-21	
Demolition Control By-law Part V	385.00	396.00	406.00	2.5%	5.5%	01-Jan-21	
Street/Lane Opening	1,305.00	1,556.00	1,593.00	2.4%	22.1%	01-Jan-21	
Street/Lane Closing	217.00	259.00	265.00	2.3%	22.1%	01-Jan-21	
<b>Miscellaneous Legal Fees Related to Planning Services Applications</b>							
Easement	522.00	622.00	637.00	2.4%	22.0%	01-Jan-21	
Encroachment	522.00	622.00	637.00	2.4%	22.0%	01-Jan-21	
Encroachment, simple and/or assignment	213.00	254.00	260.00	2.4%	22.1%	01-Jan-21	
Conveyance as a Condition of Development Approval	213.00	254.00	260.00	2.4%	22.1%	01-Jan-21	
Postponement Agreement	213.00	254.00	260.00	2.4%	22.1%	01-Jan-21	
Partial Discharge of Mortgage	213.00	254.00	260.00	2.4%	22.1%	01-Jan-21	
Maintenance & Liability Agreement	451.00	538.00	551.00	2.4%	22.2%	01-Jan-21	
Amending Maintenance and Liability	213.00	254.00	260.00	2.4%	22.1%	01-Jan-21	
Do-It-Yourself Construction Agreement	1,040.00	1,240.00	1,270.00	2.4%	22.1%	01-Jan-21	
Watermain Agreements	213.00	254.00	260.00	2.4%	22.1%	01-Jan-21	
Inhibiting Orders (Routine)	213.00	254.00	260.00	2.4%	22.1%	01-Jan-21	
Inhibiting Orders (Complex)	646.00	770.00	788.00	2.3%	22.0%	01-Jan-21	
Release of Inhibiting Orders (Routine)	144.00	172.00	176.00	2.3%	22.2%	01-Jan-21	
Release of Inhibiting Orders (Complex)	646.00	770.00	788.00	2.3%	22.0%	01-Jan-21	
Early Servicing Agreements - Subdivision	4,195.00	5,000.00	5,120.00	2.4%	22.1%	01-Jan-21	
Deferral Agreement for RDCS	427.00	509.00	521.00	2.4%	22.0%	01-Jan-21	
Release of Deferral Agreement	213.00	254.00	260.00	2.4%	22.1%	01-Jan-21	
Communal Water and Wastewater Agreements	4,195.00	5,000.00	5,120.00	2.4%	22.1%	01-Jan-21	
Private Roadway Agreement	522.00	622.00	637.00	2.4%	22.0%	01-Jan-21	
Release of Site Plan Agreement/Easement	351.00	418.00	428.00	2.4%	21.9%	01-Jan-21	
Pre-servicing Agreement - Site Plan	543.00	647.00	663.00	2.5%	22.1%	01-Jan-21	
Agreements arising from Consent Applications	1,330.00	1,585.00	1,623.00	2.4%	22.0%	01-Jan-21	
Agreements arising from Minor Variance	522.00	622.00	637.00	2.4%	22.0%	01-Jan-21	
Well Agreement	213.00	236.00	242.00	2.5%	13.6%	01-Jan-21	
Front Ending Agreement	5,715.00	6,812.00	6,975.00	2.4%	22.0%	01-Jan-21	
Other Agreements arising from Committee of Adjustment Applications	351.00	418.00	428.00	2.4%	21.9%	01-Jan-21	

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

	2019 Rate \$	2020 Rate \$	2021 Rate \$	% Change Over 2020	% Change Over 2019	Effective Date	2021 Revenue (\$000)
<b>Miscellaneous Legal Fees Related to Planning Services Applications continued</b>							
Amending Site Plan Agreement Not Covered by Development Application Fee	985.00	1,174.00	1,202.00	2.4%	22.0%	01-Jan-21	
Amending Subdivision Agreement Not Covered by Development Application Fee	1/2 Primary Agreement Legal Fee	1/2 Primary Agreement Legal Fee	1/2 Primary Agreement Legal Fee	0.0%	0.0%	01-Jan-21	
Miscellaneous Agreement Arising from Development Applications	572.00	682.00	698.00	2.3%	22.0%	01-Jan-21	
Release of Miscellaneous Agreement Arising from Development Applications	213.00	254.00	260.00	2.4%	22.1%	01-Jan-21	
Traffic Signal Agreement	213.00	254.00	260.00	2.4%	22.1%	01-Jan-21	
Municipal Covenant Agreement	213.00	254.00	260.00	2.4%	22.1%	01-Jan-21	
Consolidation Agreement and other simple Agreements	213.00	254.00	260.00	2.4%	22.1%	01-Jan-21	
Community Improvement Plan (Development Assistance) Grant Agreement	213.00	254.00	260.00	2.4%	22.1%	01-Jan-21	
Road Modification Agreement	572.00	682.00	698.00	2.3%	22.0%	01-Jan-21	
Other Agreements - Complex	646.00	770.00	788.00	2.3%	22.0%	01-Jan-21	
Other Agreements - Simple	213.00	254.00	260.00	2.4%	22.1%	01-Jan-21	
Limiting Distance Agreement	213.00	254.00	260.00	2.4%	22.1%	01-Jan-21	
Section 37 Bonus Agreement	213.00	254.00	260.00	2.4%	22.1%	01-Jan-21	
Brownfield Agreement	213.00	254.00	260.00	2.4%	22.1%	01-Jan-21	
Municipal Responsibility Agreement	1,280.00	1,526.00	1,563.00	2.4%	22.1%	01-Jan-21	
Cost Sharing Agreement	1,280.00	1,526.00	1,563.00	2.4%	22.1%	01-Jan-21	
<b>Total Departmental</b>							<b>-1,155</b>

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

### **2021 Service Area Summary - Building Code Services**

Building Code Services (BCS) 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. BCS is the regulatory authority for building construction for the City and enforces the Ontario Building Code (OBC) to protect the public. The OBC establishes uniform minimum standards for health, life safety, fire protection, accessibility, energy efficiency and structural sufficiency that must be included in the design and construction of a building.

#### Building Code Services

- Reviews construction plans for all new/renovated buildings, assigns municipal addresses, issues building and demolition permits, and inspects building construction to ensure compliance with permit plans, OBC and applicable laws;
- Coordinates prosecution of non-compliant construction and manages investigations in response to legal claims; and
- Assists property owners, builders, architects, designers and engineers by providing direction in the application and interpretation of the Building Code Act, the OBC, and applicable laws (e.g. Zoning By-law, Nutrient Management Act, etc.) to ensure construction meets the safety and performance standards.

In accordance with the Building Code Act, building permit fees are set to only recover the costs associated with servicing building permits and enforcing the Act and Code. A Building Code Reserve Fund has been established in order to safeguard the City's ability to continue to enforce the Act and Code and avert passing on the associated costs to general taxation.

## **Programs/Services Offered**

- Provide frontline development information to clients
- Provide OBC expert advice to the industry and all stakeholders
- Review construction plans for all new/renovated buildings
- Calculate and collect building permit and related charges including development charges
- Issue building and demolition permits
- Conduct inspections of building construction, renovations and unsafe buildings
- Issue orders, prosecute non-compliant construction and manage legal claims
- Ensure buildings formerly used for Marijuana Grow Operations are remediated
- Municipal addressing – policy direction, naming, assignment of civic numbers
- Access to building permit records
- Process Agency letters of Approval (liquor licence, day cares, all care facilities, etc.)

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

	2019	2020		2021	\$ Change over 2020 Budget
	Actual	Actuals	Budget	Adopted	
<b>Expenditures by Program</b>					
Building Code Services - OPCR	559	600	642	652	10
Building Code Service - Ontario Building Code	25,587	24,836	27,219	27,759	540
<b>Gross Expenditure</b>	<b>26,146</b>	<b>25,436</b>	<b>27,861</b>	<b>28,411</b>	<b>550</b>
Recoveries & Allocations	-792	-301	-320	-320	0
Revenue	-25,938	-25,738	-27,981	-28,531	-550
<b>Net Requirement</b>	<b>-584</b>	<b>-603</b>	<b>-440</b>	<b>-440</b>	<b>0</b>
<b>Expenditures by Type</b>					
Salaries, Wages & Benefits	15,460	15,921	18,336	18,706	370
Overtime	625	346	602	602	0
Material & Services	1,567	659	889	889	0
Transfers/Grants/Financial Charges	463	550	0	0	0
Fleet Costs	285	224	262	262	0
Program Facility Costs	0	0	0	0	0
Other Internal Costs	7,746	7,736	7,772	7,952	180
<b>Gross Expenditures</b>	<b>26,146</b>	<b>25,436</b>	<b>27,861</b>	<b>28,411</b>	<b>550</b>
Recoveries & Allocations	-792	-301	-320	-320	0
<b>Net Expenditure</b>	<b>25,354</b>	<b>25,135</b>	<b>27,541</b>	<b>28,091</b>	<b>550</b>
<b>Revenues By Type</b>					
Federal	0	0	0	0	0
Provincial	0	-180	0	0	0
Own Funds	0	0	-2,178	-2,178	0
Fees and Services	-25,938	-25,558	-25,803	-26,353	-550
Fines	0	0	0	0	0
Other	0	0	0	0	0
<b>Total Revenue</b>	<b>-25,938</b>	<b>-25,738</b>	<b>-27,981</b>	<b>-28,531</b>	<b>-550</b>
<b>Net Requirement</b>	<b>-584</b>	<b>-603</b>	<b>-440</b>	<b>-440</b>	<b>0</b>
<b>Full Time Equivalents</b>			<b>187.89</b>	<b>187.89</b>	<b>0.00</b>

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

	2019 Rate \$	2020 Rate \$	2021 Rate \$	% Change Over 2020	% Change Over 2019	Effective Date	2021 Revenue (\$000)
<b>Building Code Services (OPCR) section</b>							
<b>Other Permits and Compliance Reporting</b>							
Agency Letters*	411.00	421.00	431.00	2.4%	4.9%	01-Jan-21	
Pool Enclosures	205.00	210.00	215.00	2.4%	4.9%	01-Jan-21	
Permanent signs on private property	383.00	392.00	401.00	2.3%	4.7%	01-Jan-21	
Permanent signs on private property - eportal	341.00	349.00	357.00	2.3%	4.7%	01-Jan-21	
Directional Development Sign	383.00	392.00	401.00	2.3%	4.7%	01-Jan-21	
Development Sign - Development area ≤ 1,000 m2	383.00	392.00	401.00	2.3%	4.7%	01-Jan-21	
Development Sign - Development area 1,000 to 5,000 m2	698.00	715.00	732.00	2.4%	4.9%	01-Jan-21	
Development Sign - Development area > 5,000 m2	1,350.00	1,383.00	1,416.00	2.4%	4.9%	01-Jan-21	
Static Billboard Sign Permit	2,135.00	2,187.00	2,239.00	2.4%	4.9%	01-Jan-21	
Digital Billboard Sign Permit	2,830.00	2,899.00	2,969.00	2.4%	4.9%	01-Jan-21	
Sign Impound and Storage Fees (per Month)	175.00	179.00	183.00	2.2%	4.6%	01-Jan-21	
Sign Encroachment (Initial) (per sign)	320.00	328.00	336.00	2.4%	5.0%	01-Jan-21	
Sign Encroachment (Renewal)	127.00	130.00	133.00	2.3%	4.7%	01-Jan-21	
Signs Minor Variance	1,990.00	2,039.00	2,088.00	2.4%	4.9%	01-Jan-21	
Digital Billboard Sign Minor Variance	2,830.00	2,899.00	2,969.00	2.4%	4.9%	01-Jan-21	
Message Centre Sign Permit	543.00	556.00	569.00	2.3%	4.8%	01-Jan-21	
Digital menu Board with Changing Messages	445.00	456.00	467.00	2.4%	4.9%	01-Jan-21	
Home Based Business and Bed and Breakfast Sign Permit	213.00	218.00	223.00	2.3%	4.7%	01-Jan-21	
Application for Access to Sign/Pool Enclosure Permit Records (excluding reproduction costs)	69.00	71.00	73.00	2.8%	5.8%	01-Jan-21	
Copies- Paper (per page)*	0.30	0.30	0.30	0.0%	0.0%	01-Jan-21	
Copies- USB (per USB)*	15.70	16.00	16.40	2.5%	4.5%	01-Jan-21	
Copies- drawings (per drawing)*	10.50	10.75	11.05	2.8%	5.2%	01-Jan-21	
<b>Zoning and Building Code Compliance Reports</b>							
Zoning Information letter - Dev Info Officer	193.00	198.00	203.00	2.5%	5.2%	01-Jan-21	
Zoning Designation and List of Permitted Uses	193.00	198.00	203.00	2.5%	5.2%	01-Jan-21	

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

	2019 Rate \$	2020 Rate \$	2021 Rate \$	% Change Over 2020	% Change Over 2019	Effective Date	2021 Revenue (\$000)
<b>Residential - 4 suites or less per Building</b>							
Summary	112.00	115.00	118.00	2.6%	5.4%	01-Jan-21	
Zoning (plus mobile home, vacant land)	241.00	247.00	253.00	2.4%	5.0%	01-Jan-21	
Update	112.00	115.00	118.00	2.6%	5.4%	01-Jan-21	
<b>Residential - more than 4 suites per Building. Commercial / Industrial / Institutional / Mixed Use - 10 suites and under per Building</b>							
Summary	112.00	247.00	253.00	2.4%	125.9%	01-Jan-21	
Zoning	619.00	634.00	649.00	2.4%	4.8%	01-Jan-21	
Update (includes over 10 suites)	241.00	247.00	253.00	2.4%	5.0%	01-Jan-21	
<b>Commercial /Industrial / Institutional/Mixed use - over 10 suites per Building and/or up to 3 Buildings</b>							
Summary	660.00 + 200.00 for each additional building	675.00 + 205.00 for each additional building	690.00 + 210.00 for each additional building	2.2%	4.5%	01-Jan-21	
Zoning (plus shopping centre up to 3 buildings - mobile home park over 10 suites)	1,795.00 + 550.00 for each additional building	1,840.00 + 560.00 for each additional building	1,885.00 + 575.00 for each additional building	2.4%	5.0%	01-Jan-21	
Update	461.00	472.00	483.00	2.3%	4.8%	01-Jan-21	
<b>Compliance Reports with Agreements</b>							
Report	375.00 + 110.00 for each amending agreement	385.00 + 110.00 for each amending agreement	395.00 + 113.00 for each amending agreement	2.6%	5.3%	01-Jan-21	
Rooming House compliance report	56.00	57.00	58.00	1.8%	3.6%	01-Jan-21	
Release of Agreement	515.00 + 110.00 for each amending agreement	530.00 + 110.00 for each amending agreement	545.00 + 113.00 for each amending agreement	2.8%	5.8%	01-Jan-21	
Pool Enclosure	188.00	193.00	198.00	2.6%	5.3%	01-Jan-21	

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

	2019 Rate \$ per square foot	2019 Rate \$ per square meter	2020 Rate \$ per square foot	2020 Rate \$ per square meter	2021 Rate \$ per square foot	2021 Rate \$ per square meter	% Change Over 2020	% Change Over 2019	Effective Date	2021 Revenue (\$000)
<b>Building Code Services</b>										
<b>Building Classification by Major Occupancy</b>										
<b>Group A (Assembly occupancies) with a minimum fee of \$98</b>										
All (except as noted below)	1.25	13.43	1.49	16.12	1.53	16.50	2.4%	22.9%	01-Jan-21	
School, College, University	1.49	16.06	1.79	19.27	1.83	19.74	2.4%	22.9%	01-Jan-21	
Community Centre, Theatre Arena, Recreational Facility	1.69	18.18	2.03	21.82	2.08	22.34	2.4%	22.9%	01-Jan-21	
<b>Group B (Institutional Occupancies) with a fee of \$98</b>										
Hospital and Detention facility	1.99	21.42	2.39	25.71	2.45	26.32	2.4%	22.9%	01-Jan-21	
All other B occupancies	1.25	13.43	1.49	16.12	1.53	16.50	2.4%	22.9%	01-Jan-21	
<b>Group C (Residential Occupancies) with a minimum fee of \$98</b>										
Single Detached Unit, Semi-Detached, Row house, Stacked Townhouse and Duplex	0.84	9.10	1.01	10.92	1.03	11.18	2.4%	22.9%	01-Jan-21	
Master Plan Permits for Single Detached Unit, Semi-Detached, Row house and Stacked Townhouse	0.73	7.82	0.87	9.38	0.89	9.60	2.4%	22.9%	01-Jan-21	
Finished basement for above residential	0.20	2.21	0.24	2.65	0.25	2.72	2.4%	22.9%	01-Jan-21	
Apartment Building (Part 9)	0.89	9.60	1.07	11.52	1.10	11.79	2.4%	22.9%	01-Jan-21	
Other Apartment Buildings, Motel, and all Hotels (Part 3)		1.10		1.32		1.35	2.4%	22.9%	01-Jan-21	

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

	2019 Rate \$ per square foot	2019 Rate \$ per square meter	2020 Rate \$ per square foot	2020 Rate \$ per square meter	2021 Rate \$ per square foot	2021 Rate \$ per square meter	% Change Over 2020	% Change Over 2019	Effective Date	2021 Revenue (\$000)
<b>Group D (Business and Personal Service Occupancies) with a minimum of \$98</b>										
Office Building less or equal to 10 Storeys	1.05	11.31	1.26	13.57	1.29	13.89	2.4%	22.9%	01-Jan-21	
Office Buildings more than 10 Storeys	1.30	13.94	1.56	16.73	1.60	17.13	2.4%	22.9%	01-Jan-21	
Bank, Medical Office, Police and Fire Station	1.19	12.83	1.43	15.40	1.47	15.77	2.4%	22.9%	01-Jan-21	
<b>Group E (Mercantile Occupancies) with a minimum fee of \$98</b>										
All	0.89	9.60	1.07	11.52	1.10	11.79	2.4%	22.9%	01-Jan-21	
<b>Group F (Industrial Occupancies) with a minimum fee of \$98</b>										
Industrial building, Warehouse	0.70	7.56	0.84	9.07	0.86	9.29	2.4%	22.9%	01-Jan-21	
Office area in any industrial building (car dealership)	0.89	9.60	1.07	11.52	1.10	11.79	2.4%	22.9%	01-Jan-21	
Parking Garage (below or above grade) and lightly serviced warehouse	0.35	3.75	0.42	4.49	0.43	4.60	2.4%	22.9%	01-Jan-21	
Multi level underground parking garage	0.45	4.85	0.54	5.82	0.55	5.96	2.4%	22.9%	01-Jan-21	
Single storey Self-Storage building	0.35	3.75	0.42	4.49	0.43	4.60	2.4%	22.9%	01-Jan-21	
<b>Miscellaneous with a minimum fee of \$98</b>										
Shell Building for any classification above - Fee reduce by:	0.25	2.72	0.31	3.26	0.31	3.34	2.4%	22.9%	01-Jan-21	
First time fit-up for any classification above (full floor area)		0.25		0.31		0.31	2.4%	22.9%	01-Jan-21	

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

	2019 Rate \$	2020 Rate \$	2021 Rate \$	% Change Over 2020	% Change Over 2019	Effective Date	2021 Revenue (\$000)
<b>Other - rate based on a per \$1000 or part thereof of the estimated valuation of the work, with a minimum fee of \$98</b>							
Tenant fit-up	8.75/80.00	10.50/96.00	10.75/98.00	2.4%	22.9%	01-Jan-21	
Homeowner projects (interior alterations, decks, etc)	8.75/80.00	10.50/96.00	10.75/98.00	2.4%	22.9%	01-Jan-21	
Farm building	6.13/80.00	7.36/96.00	7.54/98.00	2.4%	23.0%	01-Jan-21	
Any construction where the Gross Floor Area (GFA) cannot be applied	8.75/80.00	10.50/96.00	10.75/98.00	2.4%	22.9%	01-Jan-21	
Construct - Limited Authorization	8.75/80.00	10.50/96.00	10.75/98.00	2.4%	22.9%	01-Jan-21	
Permit to demolish - \$ for the first 5000 sq. ft of floor area, plus \$ for each add 1000 sq. ft (92.9 sq. m) of GFA or part thereof	80.00/8.75	96.00/10.50	98.00/10.75	2.1%	22.5%	01-Jan-21	
<b>Other - Flat Fees</b>							
Certification of Master Plan	86.00	103.00	106.00	2.9%	23.3%	01-Jan-21	
Plumbing work only	86.00	103.00	98.00	-4.9%	14.0%	01-Jan-21	
Application for lot severances - requiring plumbing inspections to ensure separate plumbing services can be provided	86.00	103.00	105.00	1.9%	22.1%	01-Jan-21	
Application for access to Building Permits Records (excluding reproduction costs) - per application	69.00	71.00	73.00	2.8%	5.8%	01-Jan-21	
Copies - Paper (per page) *	0.30	0.30	0.30	0.0%	0.0%	01-Jan-21	
Copies - USB (per USB) *	15.70	16.00	16.40	2.5%	4.5%	01-Jan-21	
Copies - Plan Sheet (per Plan Sheet) *	10.50	10.75	11.00	2.3%	4.8%	01-Jan-21	

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

	2019 Rate \$	2020 Rate \$	2021 Rate \$	% Change Over 2020	% Change Over 2019	Effective Date	2021 Revenue (\$000)
<b>Fees in Addition to Regular Permit Fees</b>							
Conditional Permit - \$316 for single detached unit, semi detached and row house unit and \$949 for all other buildings/construction projects	300.00/900.00	309.00/927.00	316.00/949.00	2.3%	5.3%	01-Jan-21	
Change of use	86.00	103.00	105.00	1.9%	22.1%	01-Jan-21	
Partial Permit	200.00	240.00	246.00	2.5%	23.0%	01-Jan-21	
Transfer of application or permit	80.00	96.00	98.00	2.1%	22.5%	01-Jan-21	
Re-examination (application with certified master plan) - Change of one certified master plan for another	269.00	323.00	331.00	2.5%	23.0%	01-Jan-21	
Re-examination fee - all other applications where substantial change - Additional 10% of fee rate based on same building classification by major occupancy of the original permit	10.0%	10.0%	10.0%	0.0%	0.0%	01-Jan-21	
Revision to permit- Master Plan - Change of one certified master plan for another	269.00	323.00	331.00	2.5%	23.0%	01-Jan-21	
Revision to permit- other \$ fee per \$1000 construction value, minimum \$98	8.75/80.00	10.50/96.00	10.75/98.00	2.4%	22.9%	01-Jan-21	
Revision to permit for farm building \$ fee per \$1000 construction value, minimum \$98 (OFA Registration required)	6.13/80.00	7.36/96.00	7.54/98.00	2.4%	23.0%	01-Jan-21	

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

	2019 Rate \$	2020 Rate \$	2021 Rate \$	% Change Over 2020	% Change Over 2019	Effective Date	2021 Revenue (\$000)
Administrative Surcharge: Permit to Demolish where the building was located on property subject to the Demolition Control By-law 2012-377	1,000.00	1,000.00	1,000.00	0.0%	0.0%	01-Jan-21	
Administrative Surcharge: Permit to Demolish where the building was located on property subject to the Heritage Act	3,000.00	3,000.00	3,000.00	0.0%	0.0%	01-Jan-21	
Administrative Surcharge: Partial Permit to Construct: 50% of permit fees calculated for the complete building for the Partial Permit to Construct up to a maximum of \$5000 for each stage of construction	50%/5,000.00	50%/5,000.00	50%/5,000.00	0.0%	0.0%	01-Jan-21	
Administrative Surcharge: Regular Permit to Construct: 50% of permit fees calculated for a regular Permit to Construct up to a maximum of \$10,000	50%/10,000.00	50%/10,000.00	50%/10,000.00	0.0%	0.0%	01-Jan-21	
Administrative Surcharge: 15% of recovery costs paid to third party contractors for property owners' non-compliance with the Building Code Act.	15%	15%	15%			01-Jan-21	
Deferral of revocation	300.00	300.00	307.00	2.3%	2.3%	01-Jan-21	
Alternative Solution - Tier 1 Review Process \$920, Tier II Review Process - \$370 per application	750.00/300.00	900.00/360.00	920.00/370.00	2.2%	22.7%	01-Jan-21	
Limiting Distance Agreements	300.00	331.00	339.00	2.4%	13.0%	01-Jan-21	
Demolition Agreement	376.00	396.00	406.00	2.5%	8.0%	01-Jan-21	
Refundable inspection fee for single detached, semi-detached, row house or townhouse dwelling units	300.00	300.00	300.00	0.0%	0.0%	01-Jan-21	
Re-inspection fee for single, semi-detached, row house or townhouse dwelling units - per inspection	100.00	100.00	100.00	0.0%	0.0%	01-Jan-21	

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

	2019 Rate \$	2020 Rate \$	2021 Rate \$	% Change Over 2020	% Change Over 2019	Effective Date	2021 Revenue (\$000)
Remediation Type 1	960.00	988.00	1,012.00	2.4%	5.4%	01-Jan-21	
Remediation Type 2	1,705.00	1,755.00	1,797.00	2.4%	5.4%	01-Jan-21	
Remediation Type 3	425.00	437.00	447.00	2.3%	5.2%	01-Jan-21	
Remediation Type 4	1,065.00	1,095.00	1,121.00	2.4%	5.3%	01-Jan-21	
Remediation Type 5(a)	215.00	221.00	226.00	2.3%	5.1%	01-Jan-21	
Private Roadway Naming	1,880.00	1,935.00	1,981.00	2.4%	5.4%	01-Jan-21	
Private Roadway Naming (submitted on same day as Site Plan Control application for the same lands)	1,350.00	1,390.00	1,423.00	2.4%	5.4%	01-Jan-21	
Highway Name Change (Street Name Change)	2,715.00	2,795.00	2,862.00	2.4%	5.4%	01-Jan-21	
Highway Name Dedication (Street Name Dedication)	1,630.00	1,677.00	1,717.00	2.4%	5.3%	01-Jan-21	
Civic Number Change	223.00	230.00	236.00	2.6%	5.8%	01-Jan-21	
911 Blade Sign and Post (Installed by City)	92.00	94.00	96.00	2.1%	4.3%	01-Jan-21	
911 Replacement Blade Sign and Post (Installed by the City)	92.00	94.00	96.00	2.1%	4.3%	01-Jan-21	
911 Replacement Blade Sign and Post (Installed by Owner)	56.00	57.00	58.00	1.8%	3.6%	01-Jan-21	
911 Replacement Blade Only	31.00	32.00	33.00	3.1%	6.5%	01-Jan-21	
<b>Total Departmental</b>							<b>-550</b>

Note:

\*HST applicable

## **Planning, Infrastructure and Economic Development 2021 Service Area Summary - Long-Range Planning**

Economic Development and Long-Range Planning – Long-Range Planning includes Community Planning, Official Plan/City Wide Policy, Zoning & Interpretation and 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.

**Official Plan Review:** preparing the City’s Official Plan, appeals to policy documents, and long-term urban planning strategy and policy.

**Community Planning:** neighbourhood planning, including Community Design Plans, Secondary Plans, Transit-Oriented Development Plans, and Neighbourhood Revitalization Plans.

**Zoning & Interpretation:** oversight, maintenance and updating of the Zoning by-law, by-law preparation, and city-wide and area-specific land use studies.

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

	2019	2020		2021	\$ Change over 2020 Budget
	Actual	Actuals	Budget	Adopted	
<b>Expenditures by Program</b>					
Long Range Planning	2,859	2,970	3,069	3,314	245
<b>Gross Expenditure</b>	<b>2,859</b>	<b>2,970</b>	<b>3,069</b>	<b>3,314</b>	<b>245</b>
Recoveries & Allocations	-548	-749	0	0	0
Revenue	-60	-4	-4	-4	0
<b>Net Requirement</b>	<b>2,251</b>	<b>2,217</b>	<b>3,065</b>	<b>3,310</b>	<b>245</b>
<b>Expenditures by Type</b>					
Salaries, Wages & Benefits	2,515	2,721	2,175	2,420	245
Overtime	22	13	9	9	0
Material & Services	311	226	876	876	0
Transfers/Grants/Financial Charges	0	0	0	0	0
Fleet Costs	0	0	0	0	0
Program Facility Costs	0	0	0	0	0
Other Internal Costs	11	10	9	9	0
<b>Gross Expenditures</b>	<b>2,859</b>	<b>2,970</b>	<b>3,069</b>	<b>3,314</b>	<b>245</b>
Recoveries & Allocations	-548	-749	0	0	0
<b>Net Expenditure</b>	<b>2,311</b>	<b>2,221</b>	<b>3,069</b>	<b>3,314</b>	<b>245</b>
<b>Revenues By Type</b>					
Federal	0	0	0	0	0
Provincial	0	0	0	0	0
Own Funds	-60	0	0	0	0
Fees and Services	0	-4	-4	-4	0
Fines	0	0	0	0	0
Other	0	0	0	0	0
<b>Total Revenue</b>	<b>-60</b>	<b>-4</b>	<b>-4</b>	<b>-4</b>	<b>0</b>
<b>Net Requirement</b>	<b>2,251</b>	<b>2,217</b>	<b>3,065</b>	<b>3,310</b>	<b>245</b>
<b>Full Time Equivalents</b>			<b>17.33</b>	<b>17.33</b>	<b>0.00</b>

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

	2019 Rate \$	2020 Rate \$	2021 Rate \$	% Change Over 2020	% Change Over 2019	Effective Date	2021 Revenue (\$000)
<b>Legal Non-Conforming Rights</b>							
Legal Non-Conforming Rights	533.00	635.00	650.00	2.4%	22.0%	01-Jan-21	
<b>Total Departmental</b>							<b>0</b>

Note:

\*HST applicable

## **Community and Social Services Department**

### **2021 Service Area Summary - Affordable Housing**

The Affordable Housing branch, under the Action Ottawa Program, works with the private, not-for-profit and charitable sectors on the development of new affordable and supportive housing for low-income individuals and families in Ottawa to advance the objectives of the City's 10 Year Housing and Homelessness Plan.

Housing Services operates within the Community and Social Services department (CSS). The Community and Protective Services committee oversees the Community and Social Services department, except for Affordable Housing, which is overseen by the Planning Committee.

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

- Administration, delivery and monitoring of new affordable housing programs to create affordable and/or supportive housing for people living on low to moderate incomes.
- Administration, delivery and monitoring of the Ontario Renovates Program.

City of Ottawa  
Community & Social Services Department  
Affordable Housing - Operating Resource Requirement  
In Thousands (\$000)

	2019	2020		2021	\$ Change over 2020 Budget
	Actual	Actuals	Budget	Adopted	
<b>Expenditures by Program</b>					
Affordable Housing	8,913	1,724	1,498	8,548	7,050
<b>Gross Expenditure</b>	<b>8,913</b>	<b>1,724</b>	<b>1,498</b>	<b>8,548</b>	<b>7,050</b>
Recoveries & Allocations	0	-226	0	0	0
Revenue	-23	0	0	0	0
<b>Net Requirement</b>	<b>8,890</b>	<b>1,498</b>	<b>1,498</b>	<b>8,548</b>	<b>7,050</b>
<b>Expenditures by Type</b>					
Salaries, Wages & Benefits	402	711	498	508	10
Overtime	0	0	0	0	0
Material & Services	11	8	0	0	0
Transfers/Grants/Financial Charges	8,500	1,000	1,000	8,040	7,040
Fleet Costs	0	0	0	0	0
Program Facility Costs	0	0	0	0	0
Other Internal Costs	0	5	0	0	0
<b>Gross Expenditures</b>	<b>8,913</b>	<b>1,724</b>	<b>1,498</b>	<b>8,548</b>	<b>7,050</b>
Recoveries & Allocations	0	-226	0	0	0
<b>Net Expenditure</b>	<b>8,913</b>	<b>1,498</b>	<b>1,498</b>	<b>8,548</b>	<b>7,050</b>
<b>Revenues By Type</b>					
Federal	0	0	0	0	0
Provincial	-23	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>-23</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Requirement</b>	<b>8,890</b>	<b>1,498</b>	<b>1,498</b>	<b>8,548</b>	<b>7,050</b>
<b>Full Time Equivalents</b>			<b>4.00</b>	<b>4.00</b>	<b>0.00</b>

**City Of Ottawa  
2021 Adopted Capital Budget  
Planning Committee  
Funding Summary  
In Thousands \$(000's)**

Project Description	Revenues	Gas Tax	Tax Supported/ Dedicated	Develop. Charges	Tax Supported/ Dedicated Debt	Grand Total
<b>Housing Services</b>						
<b>Growth</b>						
909890 Ontario Priorities Housing Initiative	6,137	-	-	-	-	6,137
910240 Municipal Invest Affordable Housing 2021	-	-	13,400	1,600	-	15,000
<b>Growth Total</b>	<b>6,137</b>	<b>-</b>	<b>13,400</b>	<b>1,600</b>	<b>-</b>	<b>21,137</b>
<b>Housing Services Total</b>	<b>6,137</b>	<b>-</b>	<b>13,400</b>	<b>1,600</b>	<b>-</b>	<b>21,137</b>
<b>Planning &amp; Development</b>						
<b>Growth</b>						
907880 DC By-Law - 2019 Study Update	-	-	-	430	-	430
910122 Zoning By-law Re-write	-	-	135	1,215	-	1,350
<b>Growth Total</b>	<b>-</b>	<b>-</b>	<b>135</b>	<b>1,645</b>	<b>-</b>	<b>1,780</b>
<b>Service Enhancements</b>						
906930 Planning - Land Mngmt Solution - LMS	-	-	500	-	-	500
909486 New Official Plan	-	-	750	-	-	750
909981 CoA - Land Mngmt Solution (LMS)	-	-	454	-	-	454
<b>Service Enhancements Total</b>	<b>-</b>	<b>-</b>	<b>1,704</b>	<b>-</b>	<b>-</b>	<b>1,704</b>
<b>Planning &amp; Development Total</b>	<b>-</b>	<b>-</b>	<b>1,839</b>	<b>1,645</b>	<b>-</b>	<b>3,484</b>
<b>Grand Total</b>	<b>6,137</b>	<b>-</b>	<b>15,239</b>	<b>3,245</b>	<b>-</b>	<b>24,621</b>

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

### **2021 Budget Service Area Summary - Technology, Innovation, and Engineering Support Services (TIESS)**

Technology, Innovation, and Engineering Support Services is responsible for providing innovative, technical, engineering and operational support services and expertise tailored to the operational lines of business and services provided by the Public Works and Environmental Services Department (PWESD).

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

- Provides capital project management and support for water and wastewater facilities
- Issues recommendations for water and wastewater infrastructure related to preventive and predictive maintenance, lifecycle replacement, and asset reliability & efficiency
- Implements pipeline condition assessment programs on large diameter watermains, trunk sewers and forcemains
- Collaborates with Operations and Support Services to improve overall efficiency and effectiveness of maintenance and rehabilitation efforts required to protect and preserve the condition of our assets in PWESD
- Provides underground utility locates for Water and Sewer (mandated by Ontario One Call since June 2014)
- Implements and administers water and wastewater programs
- Provides maintenance planning support to Operational partners
- Provides operational clerical and administrative support
- Maintains core departmental data in enterprise maintenance management systems (SAP, Maximo, GIS)
- Develops, supports, and implements mobile strategies for Maximo and SAP Maintenance Management Solutions
- Implement Mobility projects –to assist operations clients to work more efficiently
- Develops, updates and reports on the Salt Management plan as required by the Ministry of the Environment, Conservation and Parks (MECP) and develops/provides training and internal reporting to support the plan
- Provides in field technical support of systems across the department
- Implements pilot projects that look at new or different equipment, materials or processes to identify efficiencies or improve results

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

	2019	2020		2021	\$ Change over 2020 Budget
	Actual	Actuals	Budget	Adopted	
<b>Expenditures by Program</b>					
General Manager's Office	532	649	430	438	8
Business Technical Support Services	4,892	4,827	4,836	4,952	116
Technical Innovation & Engineering Support Services	6,581	6,724	6,143	6,279	136
<b>Gross Expenditure</b>	<b>12,005</b>	<b>12,200</b>	<b>11,409</b>	<b>11,669</b>	<b>260</b>
Recoveries & Allocations	-952	-1,038	-283	-283	0
Revenue	-61	-69	-34	-34	0
<b>Net Requirement</b>	<b>10,992</b>	<b>11,093</b>	<b>11,092</b>	<b>11,352</b>	<b>260</b>
<b>Expenditures by Type</b>					
Salaries, Wages & Benefits	11,495	11,718	10,986	11,246	260
Overtime	144	78	50	50	0
Material & Services	351	319	261	261	0
Transfers/Grants/Financial Charges	-70	21	50	50	0
Fleet Costs	0	0	0	0	0
Program Facility Costs	0	0	0	0	0
Other Internal Costs	85	64	62	62	0
<b>Gross Expenditures</b>	<b>12,005</b>	<b>12,200</b>	<b>11,409</b>	<b>11,669</b>	<b>260</b>
Recoveries & Allocations	-952	-1,038	-283	-283	0
<b>Net Expenditure</b>	<b>11,053</b>	<b>11,162</b>	<b>11,126</b>	<b>11,386</b>	<b>260</b>
<b>Revenues By Type</b>					
Federal	0	0	0	0	0
Provincial	0	-51	0	0	0
Own Funds	0	0	0	0	0
Fees and Services	-61	-18	-34	-34	0
Fines	0	0	0	0	0
Other	0	0	0	0	0
<b>Total Revenue</b>	<b>-61</b>	<b>-69</b>	<b>-34</b>	<b>-34</b>	<b>0</b>
<b>Net Requirement</b>	<b>10,992</b>	<b>11,093</b>	<b>11,092</b>	<b>11,352</b>	<b>260</b>
<b>Full Time Equivalent</b>			<b>106.65</b>	<b>106.65</b>	<b>0.00</b>

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

### **2021 Service Area Summary - Roads Services**

Roads Services provides safe and efficient maintenance of the City's road right of way and transportation system network on a 24/7 basis by maintaining approximately 6,000 km of roads, 2,400 km of sidewalks and pathways, 140 km of Transitway and Highway 174, and 17 Park and Rides. We are committed to the operational integrity of the road network for all road users through regular maintenance programs.

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

- Potholes and asphalt patching and concrete repairs
- Road patrol and inspection
- Accident clean-up (Hurdman 24/7 only)
- Annual spring street sweeping operations (including concentrated sweeping)
- Street furniture maintenance, decorative surface maintenance, fence and decorative wall maintenance
- Bridge flushing at 178 locations and Pretoria bridge operations and maintenance
- Park & Ride summer and winter maintenance
- Litter and debris pickup
- Guiderails and post & cable maintenance (2,527 locations)
- Rural road maintenance (gravel road grading, dust control, ditching, roadside grass cutting, rural mailbox replacement)
- Traffic induced vibration investigation and road surface repairs
- Snow and ice management on roads, winter maintained cycling network and select pedestrian overpasses
- Snow removal, haulage, and disposal (includes Transitway, and bus stations)
- Management of snow disposal facilities (7 facilities)
- Rideau River Flood Control program, and Winter flood and pooling water control
- Snow fences, snow boards, and snow markers
- Grit Box program

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

	2019	2020		2021	\$ Change over 2020 Budget
	Actual	Actuals	Budget	Adopted	
<b>Expenditures by Program</b>					
Roads Operations	151,320	206,649	128,775	131,590	2,815
<b>Gross Expenditure</b>	<b>151,320</b>	<b>206,649</b>	<b>128,775</b>	<b>131,590</b>	<b>2,815</b>
Recoveries & Allocations	-16,556	-87,709	-9,873	-9,873	0
Revenue	-3,043	-2,323	-1,146	-1,161	-15
<b>Net Requirement</b>	<b>131,721</b>	<b>116,617</b>	<b>117,756</b>	<b>120,556</b>	<b>2,800</b>
<b>Expenditures by Type</b>					
Salaries, Wages & Benefits	45,109	46,382	46,650	47,855	1,205
Overtime	9,665	6,414	5,984	5,984	0
Material & Services	61,992	45,938	49,935	51,075	1,140
Transfers/Grants/Financial Charges	136	0	0	0	0
Fleet Costs	31,875	29,809	27,082	27,552	470
Program Facility Costs	0	0	0	0	0
Other Internal Costs	2,543	78,106	-876	-876	0
<b>Gross Expenditures</b>	<b>151,320</b>	<b>206,649</b>	<b>128,775</b>	<b>131,590</b>	<b>2,815</b>
Recoveries & Allocations	-16,556	-87,709	-9,873	-9,873	0
<b>Net Expenditure</b>	<b>134,764</b>	<b>118,940</b>	<b>118,902</b>	<b>121,717</b>	<b>2,815</b>
<b>Revenues By Type</b>					
Federal	0	-8	0	0	0
Provincial	0	-229	0	0	0
Own Funds	0	0	0	0	0
Fees and Services	-3,043	-2,086	-1,146	-1,161	-15
Fines	0	0	0	0	0
Other	0	0	0	0	0
<b>Total Revenue</b>	<b>-3,043</b>	<b>-2,323</b>	<b>-1,146</b>	<b>-1,161</b>	<b>-15</b>
<b>Net Requirement</b>	<b>131,721</b>	<b>116,617</b>	<b>117,756</b>	<b>120,556</b>	<b>2,800</b>
<b>Full Time Equivalents</b>			<b>504.51</b>	<b>504.51</b>	<b>0.00</b>

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

	2019 Rate \$	2020 Rate \$	2021 Rate \$	% Change Over 2020	% Change Over 2019	Effective Date	2021 Revenue (\$000)
Storage fee per shopping cart (includes removal of cart from highway and City property, impounding and storage, administration and management of notices and retrievals and enforcement). *	54.00	55.00	56.00	1.8%	3.7%	1-Apr-21	
Administration and Overhead charge will be applied to the overall cost recovery for any works or accident recoveries undertaken by Roads on behalf of the Federal government and any agencies, Provincial government and any agencies, Hydro Ottawa, school boards, universities/colleges, municipalities, general persons/parties and developers. *	15%	15%	15%	0.0%	0.0%	1-Apr-21	
<b>Snow Disposal Facility (SDF) Fees</b>							-15
Single axle dump truck (9m <sup>3</sup> ) ticket price to dump snow in City snow disposal facility. <sup>1</sup>	29.80	34.25	39.40	15.0%	32.2%	1-Sep-21	
Tandem axle dump truck (15m <sup>3</sup> ) ticket price to dump snow in City snow disposal facility. <sup>1</sup>	49.65	57.10	65.65	15.0%	32.2%	1-Sep-21	
Tri-Axle axle dump truck (18m <sup>3</sup> ) ticket price to dump snow in City snow disposal facility. <sup>1</sup>	59.50	68.40	78.65	15.0%	32.2%	1-Sep-21	
Combo dump truck (20m <sup>3</sup> ) ticket price to dump snow in City snow disposal facility. <sup>1</sup>	105.80	121.65	139.90	15.0%	32.2%	1-Sep-21	
Semi dump truck (64.36m <sup>3</sup> ) ticket price to dump snow in City snow disposal facility. <sup>1</sup>	135.70	156.00	179.40	15.0%	32.2%	1-Sep-21	
<b>Total Departmental</b>							<b>-15</b>

\* HST applicable.

<sup>1</sup> Must be on approved list to purchase.

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

### **2021 Service Area Summary – Parking Services**

Parking Services manages and maintains the City's paid on and off-street parking. Parking Services provides and maintains secure, accessible, convenient and appealing public parking that supports local businesses, institutions and tourism. This is done in alignment with the Municipal Parking Management Strategy, which contains rate-setting guidelines and a funding model that mandates that all parking fee revenues be used to fund the Municipal Parking Management Program and other directly related costs. As of December 31, 2019, the branch manages 3,862 paid on-street parking spaces, 2,776 off-street spaces in six parking structures and 11 surface parking lots, and 2,910 ring and post bicycle parking spaces. Per the Municipal Parking Management Strategy, the service area also encourages and actively promotes the use of sustainable modes of transportation.

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

- Local Area Parking Studies / Assessments
- City-managed parking lots
- Enclosed lots or multi-story parking structures
- Unenclosed surface lots
- On-street paid parking spaces
- Tour bus parking
- Ring and post bicycle parking spaces
- Seasonal beach parking (Petrie Island and Mooney's Bay beaches)
- Contractor management (PayByPhone, Precise ParkLink, etc.)

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

	2019	2020		2021	\$ Change over 2020 Budget
	Actual	Actuals	Budget	Adopted	
<b>Expenditures by Program</b>					
Parking Operations Maintenance & Development	985	1,075	1,182	1,374	192
On & Off Street Operations	19,287	16,543	15,884	15,781	-103
<b>Gross Expenditure</b>	<b>20,272</b>	<b>17,618</b>	<b>17,066</b>	<b>17,155</b>	<b>89</b>
Recoveries & Allocations	-313	-766	-203	-203	0
Revenue	-19,959	-16,852	-16,852	-16,952	-100
<b>Net Requirement</b>	<b>0</b>	<b>0</b>	<b>11</b>	<b>0</b>	<b>-11</b>
<b>Expenditures by Type</b>					
Salaries, Wages & Benefits	1,585	1,827	1,612	1,852	240
Overtime	38	18	42	42	0
Material & Services	3,610	6,088	5,133	5,333	200
Transfers/Grants/Financial Charges	7,749	2,914	3,287	2,903	-384
Fleet Costs	49	55	41	41	0
Program Facility Costs	0	594	751	784	33
Other Internal Costs	7,241	6,122	6,200	6,200	0
<b>Gross Expenditures</b>	<b>20,272</b>	<b>17,618</b>	<b>17,066</b>	<b>17,155</b>	<b>89</b>
Recoveries & Allocations	-313	-766	-203	-203	0
<b>Net Expenditure</b>	<b>19,959</b>	<b>16,852</b>	<b>16,863</b>	<b>16,952</b>	<b>89</b>
<b>Revenues By Type</b>					
Federal	-30	0	0	0	0
Provincial	0	-7,920	0	0	0
Own Funds	0	0	0	0	0
Fees and Services	-19,929	-8,932	-16,852	-16,952	-100
Fines	0	0	0	0	0
Other	0	0	0	0	0
<b>Total Revenue</b>	<b>-19,959</b>	<b>-16,852</b>	<b>-16,852</b>	<b>-16,952</b>	<b>-100</b>
<b>Net Requirement</b>	<b>0</b>	<b>0</b>	<b>11</b>	<b>0</b>	<b>-11</b>
<b>Full Time Equivalent</b>			<b>15.00</b>	<b>15.00</b>	<b>0.00</b>

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

	2019 Rate \$	2020 Rate \$	2021 Rate \$	% Change Over 2020	% Change Over 2019	Effective Date	2021 Revenue (\$000)
<b>On-Street Parking Rates</b> Authority to vary the on-street parking rates and hours of parking by location to reflect parking demand and utilization provided that the variation of rates is within the range approved by Council as part of the annual operating budget and the changes are consistent with the Municipal Parking Management Strategy.							
Maximum on-street rate per hour <sup>1</sup>	3.00	4.00	4.00	0.0%	33.3%	1-Jan-2021	
Maximum on-street rate per hour - motorcycle rate <sup>1</sup>	1.50	2.00	2.00	0.0%	33.3%	1-Jan-2021	
Maximum on-street rate per hour - Tour Bus rate <sup>1</sup>	6.00	8.00	8.00	0.0%	33.3%	1-Jan-2021	
<b>On-Street Parking Permits</b>							
Residential parking permit annual <sup>2*</sup>	673.00	686.00	700.00	2.0%	4.0%	1-Jan-2021	
Residential parking permit monthly - Summer (Apr - Nov) *	31.50	32.00	32.50	1.6%	3.2%	1-Jan-2021	
Residential parking permit monthly - Winter (Dec - Mar) *	146.00	149.00	152.00	2.0%	4.1%	1-Jan-2021	
Residential parking permit - minimum processing fee retained on refunds *	31.50	32.00	32.50	1.6%	3.2%	1-Jan-2021	
Residential Visitor Parking (no refunds) per week or less - Summer (Apr - Nov) *	8.00	8.00	8.25	3.1%	3.1%	1-Jan-2021	
Residential Visitor Parking (no refunds) per week or less - Winter (Dec - Mar) *	36.50	37.25	38.00	2.0%	4.1%	1-Jan-2021	

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

	2019 Rate \$	2020 Rate \$	2021 Rate \$	% Change Over 2020	% Change Over 2019	Effective Date	2021 Revenue (\$000)
<b>On-Street Parking Rates continued</b>							
Residential Visitor Parking (no refunds) up to 2 weeks - Summer (Apr - Nov) *	15.75	16.00	16.25	1.6%	3.2%	1-Jan-2021	
Residential Visitor Parking (no refunds) up to 2 weeks - Winter (Dec - Mar) *	73.00	74.50	76.00	2.0%	4.1%	1-Jan-2021	
Guest Parking per annum *	26.50	27.00	27.50	1.9%	3.8%	1-Jan-2021	
Day Care Permit Parking per annum *	273.25	279.00	285.00	2.2%	4.3%	1-Jan-2021	
Temporary Consideration Parking Permit per month - Summer (Apr - Nov) *	31.50	32.00	32.75	2.3%	4.0%	1-Jan-2021	
Temporary Consideration Parking Permit per month - Winter (Dec - Mar) *	146.00	149.00	152.00	2.0%	4.1%	1-Jan-2021	
Temporary Consideration Parking Permit (no refunds) per week or less - Summer (Apr - Nov) *	8.00	8.00	8.25	3.1%	3.1%	1-Jan-2021	
Temporary Consideration Parking Permit (no refunds) per week or less - Winter (Dec - Mar) *	36.50	37.25	38.00	2.0%	4.1%	1-Jan-2021	
Special Events Parking Permit per event per area *	26.50	27.00	27.50	1.9%	3.8%	1-Jan-2021	
Business Identity Card per vehicle (no refunds) *	124.50	127.00	130.00	2.4%	4.4%	1-Jan-2021	
Replacement permit (all except Musician and Artist Loading Permit) *	11.00	11.25	11.50	2.2%	4.5%	1-Jan-2021	
Musician and Artist Loading Permit*	50.00	51.00	52.00	2.0%	4.0%	1-Jan-2021	
Replacement permit - Musician and Artist Loading Permit*	10.00	10.25	10.50	2.4%	5.0%	1-Jan-2021	
Tour Bus Parking Permit <sup>1</sup>	30.00	30.00	30.00	0.0%	0.0%	1-Jan-2021	

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

	2019 Rate \$	2020 Rate \$	2021 Rate \$	% Change Over 2020	% Change Over 2019	Effective Date	2021 Revenue (\$000)
<p><b>Off-Street Parking Rates</b></p> <p>Authority to adjust the parking rates in City-owned parking facilities at any time throughout the year to reflect seasonal and market adjustment provided that the rate does not exceed the upper limit as approved by Council in the annual operating budget.</p> <p>Authority to vary the parking rates in City-owned parking facilities from those for a standard vehicle for alternative modes of transportation such as motorcycles, scooters and auto-share vehicles provided that the variation in rates is consistent with the Municipal Parking Management Strategy and is within the range approved by Council as part of the annual operating budget.</p> <p>Lots 23 and 30 (Mooney's Bay &amp; Petrie Island), parking rates and hours of operation are established by the Recreation, Cultural &amp; Facility Services Department.</p>							
Maximum <b>hourly</b> off-street rate - all lots (in increments of no greater than 30 minutes) <sup>1</sup>	6.00	6.00	6.00	0.0%	0.0%	1-Jan-2021	
Maximum <b>daily</b> off-street rate - all lots <sup>1</sup>	24.00	24.00	24.00	0.0%	0.0%	1-Jan-2021	
Maximum <b>monthly</b> off-street rate - all lots except lots 23 & 30 <sup>1</sup>	245.00	245.00	245.00	0.0%	0.0%	1-Jan-2021	
Maximum <b>seasonal</b> off-street rate - lot 23 <sup>1</sup>	60.00	60.00	60.00	0.0%	0.0%	1-Jan-2021	
Maximum <b>seasonal</b> off-street rate - lot 30 <sup>1</sup>	40.00	40.00	40.00	0.0%	0.0%	1-Jan-2021	
Maximum lost ticket charge - all lots <sup>1</sup>	30.00	30.00	30.00	0.0%	0.0%	1-Jan-2021	
Maximum replacement fee for access card or hang tag (all lots) <sup>1</sup>	26.00	26.50	27.00	1.9%	3.8%	1-Jan-2021	

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

	2019 Rate \$	2020 Rate \$	2021 Rate \$	% Change Over 2020	% Change Over 2019	Effective Date	2021 Revenue (\$000)
<b>Off-Street Lots <sup>1</sup></b> The maximum off-street rates listed above apply to the following parking lots:							
Lot 3 - 210 Gloucester Street	see above max rate	see above max rate	see above max rate	N/A	N/A	1-Jan-2021	
Lot 4 - 70 Clarence Street (ByWard Market parking garage)	see above max rate	see above max rate	see above max rate	N/A	N/A	1-Jan-2021	
Lot 5 - 141 Clarence Street (Dalhousie parking garage)	see above max rate	see above max rate	see above max rate	N/A	N/A	1-Jan-2021	
Lot 6 - 110 Laurier Avenue W. (City Hall parking garage)	see above max rate	see above max rate	see above max rate	N/A	N/A	1-Jan-2021	
Lot 8 - 170 Second Avenue (Glebe parking garage)	see above max rate	see above max rate	see above max rate	N/A	N/A	1-Jan-2021	
Lot 9 - 234-250 Slater	see above max rate	see above max rate	see above max rate	N/A	N/A	1-Jan-2021	
Lot 10 - 574 Bank Street	see above max rate	see above max rate	see above max rate	N/A	N/A	1-Jan-2021	
Lot 11 - 687 Somerset Street	see above max rate	see above max rate	see above max rate	N/A	N/A	1-Jan-2021	
Lot 12 - 760 Somerset Street	see above max rate	see above max rate	see above max rate	N/A	N/A	1-Jan-2021	
Lot 13 - Parkdale Market	see above max rate	see above max rate	see above max rate	N/A	N/A	1-Jan-2021	
Lot 14 - 301 Preston Street	see above max rate	see above max rate	see above max rate	N/A	N/A	1-Jan-2021	

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

	2019 Rate \$	2020 Rate \$	2021 Rate \$	% Change Over 2020	% Change Over 2019	Effective Date	2021 Revenue (\$000)
<b>Off-Street Lots continued</b>							
Lot 18 - 422 Slater Street	see above max rate	see above max rate	see above max rate	N/A	N/A	1-Jan-2021	
Lot 20 - 400 River Road	see above max rate	see above max rate	see above max rate	N/A	N/A	1-Jan-2021	
Lot 22 - 200 Montreal Road	see above max rate	see above max rate	see above max rate	N/A	N/A	1-Jan-2021	
Lot 23 - 3000 Riverside Drive (Mooney's Bay) managed on behalf of Parks & Recreation	see above max rate	see above max rate	see above max rate	N/A	N/A	1-Jan-2021	
Lot 30 - 795 Trim Road (Petrie Island) managed on behalf of Parks & Recreation	see above max rate	see above max rate	see above max rate	N/A	N/A	1-Jan-2021	
<b>Administration and Overhead Charges *</b> Administration and overhead charge will be applied to the overall cost recovery for any works or accident recoveries undertaken by Parking Services on behalf of Federal Gov't and any agencies, provincial government and any agencies, Hydro Ottawa, school boards, universities/colleges, municipalities, general persons/parties and developers. *	15%	15%	15%	0.0%	0.0%	1-Jan-2021	
<b>Total Departmental</b>							<b>-100</b>

\* HST applicable.

<sup>1</sup> HST included.

<sup>2</sup> Residential parking permit annual - Refund is annual fee less monthly fee (winter and/or summer) for months used less minimum processing fee.

## **Transportation Services Department**

### **2021 Service Area Summary - Traffic Services**

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 Traffic Services is to manage the City's transportation network in a way that ensures an integrated, safe and efficient movement of people and goods within the city.

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

- Manage and monitor traffic flow across the nation's capital
- Operate, install and maintain all City traffic control devices including signs, pavement markings, traffic signals and Pedestrian Crossovers (PXO)
- Manage the city's right-of-way streetlight inventory while maintaining their operation
- Provide traffic engineering and street lighting expertise to internal and external stakeholders
- Provide traffic management expertise and assess traffic management plans for construction projects
- Inspect road cuts and encroachments
- Provide expertise and permit approval for special events impacting the right-of-way
- Perform traffic investigations and counts
- Code and analyze collisions
- Explore and implement measures, including various technologies, to enhance the safety of all users of the road network, via programs including but not limited to the Safety Improvement Program, Pedestrian Safety Evaluation Program, Cycling Safety Improvement Program and the Temporary Traffic Calming Measures Program
- Coordinate and deliver the 2020 to 2024 Road Safety Action Plan

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

	2019	2020		2021	\$ Change over 2020 Budget
	Actual	Actuals	Budget	Adopted	
<b>Expenditures by Program</b>					
Traffic Services	59,637	60,067	60,202	67,007	6,805
<b>Gross Expenditure</b>	<b>59,637</b>	<b>60,067</b>	<b>60,202</b>	<b>67,007</b>	<b>6,805</b>
Recoveries & Allocations	-6,859	-7,810	-5,639	-5,639	0
Revenue	-3,061	-1,244	-1,932	-1,952	-20
<b>Net Requirement</b>	<b>49,717</b>	<b>51,013</b>	<b>52,631</b>	<b>59,416</b>	<b>6,785</b>
<b>Expenditures by Type</b>					
Salaries, Wages & Benefits	26,318	27,204	27,853	29,162	1,309
Overtime	1,408	1,112	825	841	16
Material & Services	27,845	27,655	27,706	29,151	1,445
Transfers/Grants/Financial Charges	13	0	0	4,000	4,000
Fleet Costs	2,861	2,907	2,913	2,948	35
Program Facility Costs	0	3	1	1	0
Other Internal Costs	1,192	1,186	904	904	0
<b>Gross Expenditures</b>	<b>59,637</b>	<b>60,067</b>	<b>60,202</b>	<b>67,007</b>	<b>6,805</b>
Recoveries & Allocations	-6,859	-7,810	-5,639	-5,639	0
<b>Net Expenditure</b>	<b>52,778</b>	<b>52,257</b>	<b>54,563</b>	<b>61,368</b>	<b>6,805</b>
<b>Revenues By Type</b>					
Federal	-41	-25	-20	-20	0
Provincial	0	1,188	0	0	0
Own Funds	0	0	0	0	0
Fees and Services	-3,020	-2,407	-1,912	-1,932	-20
Fines	0	0	0	0	0
Other	0	0	0	0	0
<b>Total Revenue</b>	<b>-3,061</b>	<b>-1,244</b>	<b>-1,932</b>	<b>-1,952</b>	<b>-20</b>
<b>Net Requirement</b>	<b>49,717</b>	<b>51,013</b>	<b>52,631</b>	<b>59,416</b>	<b>6,785</b>
<b>Full Time Equivalent</b>			<b>274.37</b>	<b>274.37</b>	<b>0.00</b>

City of Ottawa  
Transportation Services Department  
Traffic Services - User Fees

	2019 Rate \$	2020 Rate \$	2021 Rate \$	% Change Over 2020	% Change Over 2019	Effective Date	2021 Revenue (\$000)
Traffic Data Information Fee – file copies	110.00	112.20	114.44	2.0%	4.0%	1-Jan-21	
<b>Variable Message Board</b>							
Per sign per day equipment rental charge	102.00	104.04	106.12	2.0%	4.0%	1-Jan-21	
Set up/takedown fee (actual hourly cost of staff time)	actual cost	actual cost	actual cost	N/A	N/A	1-Jan-21	
<b>ATR - Numetric Plate Data Collection</b>							
Per plate per hour equipment rental charge	0.51	0.52	0.53	2.0%	4.0%	1-Jan-21	
Equipment maintenance fee – per plate	5.61	5.72	5.84	2.0%	4.0%	1-Jan-21	
Set up/takedown fee (actual hourly cost of staff time)	actual cost	actual cost	actual cost	N/A	N/A	1-Jan-21	
<b>ATR – Pneumatic Tube Data collection</b>							
Equipment maintenance fee per hour per unit deployed	N/A	5.44	5.55	2.0%	N/A	1-Jan-21	
Set up/takedown fee (actual hourly cost of staff time)	actual cost	actual cost	actual cost	N/A	N/A	1-Jan-21	
<b>Miovison Data Collection</b>							
Device rental charge per hour per camera	6.12	10.75	10.97	2.0%	79.2%	1-Jan-21	
Processing charges – intersection, small roundabout count, large roundabout count, midblock volume (vehicles only), pathway volume	actual cost	actual cost	actual cost	N/A	N/A	1-Jan-21	
Set up/takedown fee (actual hourly cost of staff time)	actual cost	actual cost	actual cost	N/A	N/A	1-Jan-21	

City of Ottawa  
Transportation Services Department  
Traffic Services - User Fees

	2019 Rate \$	2020 Rate \$	2021 Rate \$	% Change Over 2020	% Change Over 2019	Effective Date	2021 Revenue (\$000)
<b>Collision Data Request</b>							
Detail collision summary report 1 to 5 locations	110.00	112.20	114.44	2.0%	4.0%	1-Jan-21	
Detail collision summary report >5 location	110.00 + hourly staff time	112.00 + hourly staff time	114.24 + hourly staff time	N/A	N/A	1-Jan-21	
Custom collision data (non-detailed summary data)	110.00 + hourly staff time	112.00 + hourly staff time	114.24 + hourly staff time	N/A	N/A	1-Jan-21	
<b>ATR - Side Fire Radar</b>							
Device Rental charge per hour per unit	N/A	3.34	3.41	2.0%	N/A	1-Jan-21	
Set up/takedown fee (actual hourly cost of staff time)	actual cost	actual cost	actual cost	N/A	N/A	1-Jan-21	
Signal Timing Requests fee per signalized intersection	51.00	52.02	53.06	2.0%	4.0%	1-Jan-21	
Signal drawing file copies fee per intersection	25.50	26.01	26.53	2.0%	4.0%	1-Jan-21	
Traffic Signal Display Chart	200.00	200.00	204.00	2.0%	2.0%	1-Jan-21	
Pre-Development Traffic Control Devices and Street Lighting Review fee	4,000.00	actual cost	actual cost	N/A	N/A	1-Jan-21	
GPRS Communication Fee monthly charge per signalized intersection.	17.34	17.69	18.04	2.0%	4.0%	1-Jan-21	
Bell Communication Fee monthly charge per signalized intersection. Fee structure changing to a flat fee in 2016	182.58	186.23	189.96	2.0%	4.0%	1-Jan-21	
City Owned Cable Communication Fee monthly charge per signalized intersection	127.50	130.05	132.65	2.0%	4.0%	1-Jan-21	
Special Event Regularory Curbside Signage (No Stopping and Tow Away Zone Signs)	\$75 per block	\$75 per block	\$76.50 per block	2.0%	2.0%	1-Jan-21	

City of Ottawa  
 Transportation Services Department  
 Traffic Services - User Fees

	2019 Rate \$	2020 Rate \$	2021 Rate \$	% Change Over 2020	% Change Over 2019	Effective Date	2021 Revenue (\$000)
Fees for late Film Permit Applications requiring road/lane closures or dedicated parking removal	N/A	N/A	200.00	N/A	N/A	1-Jan-21	
Administration and Overhead charge will be applied to the overall cost recovery for any works or accident recoveries undertaken by Traffic Operations and Maintenance on behalf of Federal Gov't and any agencies, provincial government and any agencies, Hydro Ottawa, school boards, universities/colleges, municipalities, general persons/parties and developers.	15%	15%	15%	0.0%	0.0%	1-Jan-21	
<b>Total Departmental</b>							<b>-20</b>

## **Transportation Services Department**

### **2021 Service Area Summary- Transportation Planning**

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, electric scooter, walking or a combination of these – both now and in years to come.

The role of Transportation Planning is to provide strategic planning to address the City's transportation growth needs in a sustainable and affordable manner.

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

- Collects data and undertakes transportation modeling and forecasting to assess infrastructure requirements
- Develops and monitors transportation policies (e.g. modal share targets)
- Plans and coordinates the implementation of new pedestrian and cycling facilities and functional planning for transit (bus, rail) and roads
- Plans and delivers the Transportation Demand Management Program including supporting new micro-mobility services
- Develops, monitors and updates strategic transportation plans (e.g. Transportation Master Plan, Ottawa Cycling Plan, Ottawa Pedestrian Plan)
- Undertakes environmental assessments and consultation for major transportation infrastructure projects including new arterial roads and roadway widenings and new transit infrastructure for rail and bus service
- Plans and coordinates the implementation of permanent traffic calming measures for neighbourhood streets
- Manages road modifications associated with private development applications
- Manages road, intersection and sidewalk modifications funded by developmental charges
- Undertakes functional planning and designing for road renewal and resurfacing projects

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

	2019	2020		2021	\$ Change over 2020 Budget
	Actual	Actuals	Budget	Adopted	
<b>Expenditures by Program</b>					
Transportation Planning	4,736	4,934	4,931	5,319	388
<b>Gross Expenditure</b>	<b>4,736</b>	<b>4,934</b>	<b>4,931</b>	<b>5,319</b>	<b>388</b>
Recoveries & Allocations	-476	-501	-495	-773	-278
Revenue	-55	-55	-55	-55	0
<b>Net Requirement</b>	<b>4,205</b>	<b>4,378</b>	<b>4,381</b>	<b>4,491</b>	<b>110</b>
<b>Expenditures by Type</b>					
Salaries, Wages & Benefits	4,596	4,867	4,764	5,152	388
Overtime	60	10	34	34	0
Material & Services	56	23	108	108	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	24	34	25	25	0
<b>Gross Expenditures</b>	<b>4,736</b>	<b>4,934</b>	<b>4,931</b>	<b>5,319</b>	<b>388</b>
Recoveries & Allocations	-476	-501	-495	-773	-278
<b>Net Expenditure</b>	<b>4,260</b>	<b>4,433</b>	<b>4,436</b>	<b>4,546</b>	<b>110</b>
<b>Revenues By Type</b>					
Federal	0	0	0	0	0
Provincial	0	0	0	0	0
Own Funds	-11	-11	-11	-11	0
Fees and Services	-44	-44	-44	-44	0
Fines	0	0	0	0	0
Other	0	0	0	0	0
<b>Total Revenue</b>	<b>-55</b>	<b>-55</b>	<b>-55</b>	<b>-55</b>	<b>0</b>
<b>Net Requirement</b>	<b>4,205</b>	<b>4,378</b>	<b>4,381</b>	<b>4,491</b>	<b>110</b>
<b>Full Time Equivalents</b>			<b>36.00</b>	<b>36.00</b>	<b>0.00</b>

## **Innovative Client Services Department**

### **2021 Service Area Summary - Fleet Services**

Procures, maintains, administers, repairs and replaces the City's diverse fleet of 4,500 vehicles and equipment in support of all city programs (except transit) including roads, parks, facilities, waste collection, drinking water, wastewater, police (maintenance only), forestry, paramedic, fire services, and others. General Stores and Automotive Stores are also part of Fleet Services.

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

- Fleet planning, procurement, licencing and leasing to meet the City's needs effectively and efficiently
- Exploring and implementing Green Fleet Strategies to reduce greenhouse gas emissions
- Deliver user-specific vehicle and equipment operator assessments and training
- Maintain a Driver Certification Program in order to undertake vehicle and equipment licence renewals and upgrades
- Fleet maintenance and repair at nine (9) locations as well as through private vendors
- Provision of fuel for vehicles and equipment at twenty-one (21) automated fuel sites, and ten (10) small leased tank locations
- Fleet Safety services including advisory preparation/distribution, collision investigations, and authority to operate reviews/implementation for all municipal and OC Transpo units
- Responsible for the City's Commercial Vehicle Operators Registration (CVOR) for all municipal and OC Transpo units
- Rental of vehicles and equipment to address short-term needs
- Operation of four (4) general stores and five (5) automotive stores warehouses procuring material to support all municipal operating departments

City of Ottawa  
 Innovative Client Services Department  
 Fleet Services - Operating Resource Requirement  
 In Thousands (\$000)

	2019	2020		2021	\$ Change over 2020 Budget
	Actual	Actuals	Budget	Adopted	
<b>Expenditures by Program</b>					
Fleet Sr. Manager	509	355	271	277	6
Maintenance and Technical Services	66,117	67,079	60,270	61,674	1,404
Safety and Training	3,478	3,070	3,338	3,402	64
Supply Chain and Operational Support Training	15,604	13,270	16,568	16,369	-199
Fleet & General Stores	3,633	3,717	3,709	3,794	85
<b>Gross Expenditure</b>	<b>89,341</b>	<b>87,491</b>	<b>84,156</b>	<b>85,516</b>	<b>1,360</b>
Recoveries & Allocations	-84,982	-83,054	-79,898	-81,173	-1,275
Revenue	-726	-720	-549	-549	0
<b>Net Requirement</b>	<b>3,633</b>	<b>3,717</b>	<b>3,709</b>	<b>3,794</b>	<b>85</b>
<b>Expenditures by Type</b>					
Salaries, Wages & Benefits	21,405	21,882	20,055	20,510	455
Overtime	1,177	780	712	727	15
Material & Services	44,968	41,126	40,161	40,601	440
Transfers/Grants/Financial Charges	20,623	22,371	22,371	22,821	450
Fleet Costs	1,125	1,170	786	786	0
Program Facility Costs	0	0	0	0	0
Other Internal Costs	43	162	71	71	0
<b>Gross Expenditures</b>	<b>89,341</b>	<b>87,491</b>	<b>84,156</b>	<b>85,516</b>	<b>1,360</b>
Recoveries & Allocations	-84,982	-83,054	-79,898	-81,173	-1,275
<b>Net Expenditure</b>	<b>4,359</b>	<b>4,437</b>	<b>4,258</b>	<b>4,343</b>	<b>85</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	-726	-720	-549	-549	0
Fines	0	0	0	0	0
Other	0	0	0	0	0
<b>Total Revenue</b>	<b>-726</b>	<b>-720</b>	<b>-549</b>	<b>-549</b>	<b>0</b>
<b>Net Requirement</b>	<b>3,633</b>	<b>3,717</b>	<b>3,709</b>	<b>3,794</b>	<b>85</b>
<b>Full Time Equivalents</b>			<b>194.00</b>	<b>194.00</b>	<b>0.00</b>

City of Ottawa  
 Innovative Client Services Department  
 Fleet Services - User Fees

	2019 Rate \$	2020 Rate \$	2021 Rate \$	% Change Over 2020	% Change Over 2019	Effective Date	2021 Revenue (\$000)
<b>Administration and Overhead charge will be applied to the overall cost recovery for any works undertaken by Fleet on behalf of a client for fleet maintenance</b>							
Fuel	2%	2%	2%	0.0%	0.0%	01-Jan-21	
Parts	22%	22%	22%	0.0%	0.0%	01-Jan-21	
Labour and commercial repairs	15%	15%	15%	0.0%	0.0%	01-Jan-21	
<b>Total Departmental</b>							<b>0</b>

**City Of Ottawa**  
**2021 Adopted Capital Budget**  
**Transportation Committee**  
**Funding Summary**  
**In Thousands \$(000's)**

Project Description	Gas Tax	Tax Supported/ Dedicated	Develop. Charges	Develop. Charges Debt	Rate Supported	Rate Supported Debt	Tax Supported/ Dedicated Debt	Grand Total
<b>Fleet Services</b>								
<b>Renewal of City Assets</b>								
910002 Mun. Fleet UpFits, Facil. & Tools 2021	-	280	-	-	-	-	-	280
910014 Lifecycle Renewal Fleet - 2021	-	23,215	-	-	-	-	-	23,215
<b>Renewal of City Assets Total</b>	<b>-</b>	<b>23,495</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>23,495</b>
<b>Fleet Services Total</b>	<b>-</b>	<b>23,495</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>23,495</b>
<b>Integrated Roads, Water &amp; Wastewater</b>								
<b>Renewal of City Assets</b>								
906735 Bank St (Riverside-Ledbury)	-	933	-	-	3,667	-	1,000	5,600
906900 Main Greenfield Echo Concord et al	-	1,177	-	-	3,965	-	-	5,142
906901 CWWF ORAP - Loretta Ave N&S - Laurel St	-	880	-	-	1,586	6,000	-	8,466
908138 CWWF Avenue N-O-P-Q-R-S-T-U	-	1,722	-	-	7,769	-	-	9,491
908139 Montreal Rd (N River Rd-St Laurent Blvd)	-	-	-	-	2,196	-	6,031	8,227
908141 ORAP Albert St-Bronson Ave-Slater St	-	-	-	-	3,430	-	2,570	6,000
908570 Byron-Athlone-Highcroft	-	-	-	-	3,777	4,700	5,903	14,380
908572 Fairbairn-Bellwood-Willard-Belmont	-	390	-	-	949	-	-	1,339
908580 CWWF Queensway Terrace North Sewer	-	101	-	-	2,936	-	-	3,037
908581 Valley Dr Storm Sewer	-	156	-	-	3,729	-	-	3,885
908998 LRT2 R2 Hwy 174 Resurfacing EBL	-	12	-	-	36	-	675	723
909394 Arch - Canterbury - Plesser	-	84	-	-	7,693	-	3,000	10,777
909400 Bel-Air Dr, Bedbrooke St et al	-	338	-	-	5,441	5,000	2,000	12,779
909401 Broadview Ave	-	221	-	-	706	-	-	927
910045 2021 Surveys & Mapping	-	80	-	-	240	-	-	320
910088 2021 Infrastructure Assess & Data Collec	-	85	-	-	255	-	-	340
910089 2021 Integrated Scoping Pre/Post Eng	-	150	-	-	850	-	-	1,000
910090 2021 Road Resurfacing - CW	-	35,890	-	-	1,000	-	-	36,890
910091 2021 Comprehensive Asset Management	-	90	-	-	270	-	-	360
910092 Breezehill Ave N (Gladstone - Somerset)	-	235	-	-	937	-	-	1,172
910105 Drouin Ave (North River - West Presland)	-	137	-	-	547	-	-	684
910106 James St Kent St (Bronson - Bank)	-	856	-	-	1,589	-	-	2,445
910107 Arnhem St and Apeldoorn Ave	-	317	-	-	1,271	-	-	1,588
910108 Clare Dovercourt (Chruchill - Hilson & T	-	436	-	-	1,744	-	-	2,180
910109 Ferndale Ave (Churchill Ave N - Selby Av	-	146	-	-	585	-	-	731
910110 Farnham, Eastbourne and Ava	-	323	-	-	1,292	-	-	1,615
910111 Glebe (Bank - O'Connor)	-	150	-	-	601	-	-	751
910112 Oakhill and Corona (Acaia - Beechwood)	-	147	-	-	585	-	-	732

**City Of Ottawa**  
**2021 Adopted Capital Budget**  
**Transportation Committee**  
**Funding Summary**  
**In Thousands \$(000's)**

Project Description	Gas Tax	Tax Supported/ Dedicated	Develop. Charges	Develop. Charges Debt	Rate Supported	Rate Supported Debt	Tax Supported/ Dedicated Debt	Grand Total
910113 Summit Ave (Alta Vista - Fairbanks)	-	254	-	-	1,018	-	-	1,272
<b>Renewal of City Assets Total</b>	-	<b>45,310</b>	-	-	<b>60,664</b>	<b>15,700</b>	<b>21,179</b>	<b>142,853</b>
<b>Integrated Roads, Water &amp; Wastewater Total</b>	-	<b>45,310</b>	-	-	<b>60,664</b>	<b>15,700</b>	<b>21,179</b>	<b>142,853</b>
<b>Transit Services</b>								
<b>Renewal of City Assets</b>								
910179 2021 TMP Studies	-	760	-	-	-	-	-	760
<b>Renewal of City Assets Total</b>	-	<b>760</b>	-	-	-	-	-	<b>760</b>
<b>Growth</b>								
907436 Baseline Rd BRT (Baseline Stn-Heron Stn)	-	792	1,608	-	-	-	-	2,400
910181 2021 TMP Transit Priority Network	-	4,560	15,075	-	-	-	2,865	22,500
910182 2021 Park and Ride Facilities	-	571	1,159	-	-	-	-	1,730
910183 2021 Transit Corridor Protection	-	607	1,233	-	-	-	-	1,840
910184 2021 Rapid Transit EA Studies	-	358	722	-	-	-	-	1,080
<b>Growth Total</b>	-	<b>6,888</b>	<b>19,797</b>	-	-	-	<b>2,865</b>	<b>29,550</b>
<b>Transit Services Total</b>	-	<b>7,648</b>	<b>19,797</b>	-	-	-	<b>2,865</b>	<b>30,310</b>
<b>Transportation Services</b>								
<b>Renewal of City Assets</b>								
908583 Bank St Sawmill Crk [057470]	-	485	-	-	-	-	-	485
908589 Belfast Rd O/P VIA [055980]	-	-	-	-	-	-	2,310	2,310
909438 2019 Bridge Structures - CW	-	300	-	-	-	-	300	600
909706 2020 Bridges Structures - CW	-	6,200	-	-	-	-	6,105	12,305
910003 2021 LCR Traffic Control Signals	-	1,688	-	-	-	-	-	1,688
910004 2021 LCR Traffic Monitoring System	-	415	-	-	-	-	-	415
910013 2021 Street Lighting Major Replacements	-	2,328	-	-	-	-	-	2,328
910016 Roads Equipment Replacement (2021)	-	195	-	-	-	-	-	195
910017 Ice-Snow Control and RWIS Tech (2021)	-	300	-	-	-	-	-	300
910018 2021 LCR - PWES Works Yard	-	320	-	-	-	-	-	320
910043 2021 Buildings-Road Services	-	3,375	-	-	-	-	-	3,375
910046 2021 Public Realm Intervention	-	750	-	-	-	-	-	750
910095 2021 Preservation - CW	-	4,837	-	-	-	-	-	4,837
910096 2021 Preservation - Other	-	200	-	-	-	-	-	200
910097 2021 Roadway Network Engineering	-	1,000	-	-	-	-	-	1,000
910098 2021 Structures - Site-Specific	-	1,000	-	-	-	-	-	1,000

**City Of Ottawa**  
**2021 Adopted Capital Budget**  
**Transportation Committee**  
**Funding Summary**  
**In Thousands \$(000's)**

Project Description	Gas Tax	Tax Supported/ Dedicated	Develop. Charges	Develop. Charges Debt	Rate Supported	Rate Supported Debt	Tax Supported/ Dedicated Debt	Grand Total
910099 2021 Misc Structural Renewal - CW	-	340	-	-	-	-	-	340
910100 2021 Structures Scoping Pre/Post Eng	-	500	-	-	-	-	-	500
910101 2021 Bridge Structures - CW	-	95	-	-	-	-	8,000	8,095
910103 2021 Sidewalks & Pathways - CW	-	500	-	-	-	-	8,200	8,700
910104 2021 Sidewalks & Pathways - Other	-	200	-	-	-	-	-	200
910162 2021 Pedestrian Access-Intersect & Ramp.	-	231	-	-	-	-	-	231
910163 2021 Active Transportation Missing Links	-	1,276	-	-	-	-	-	1,276
910164 2021 TMIP Richmond Rd/Westboro	-	476	-	-	-	-	-	476
910213 Lifecycle Renewal - Parking Facilities (	-	1,275	-	-	-	-	-	1,275
910214 On-Street Facility Modification (2021)	-	300	-	-	-	-	-	300
910220 Lifecycle Renewal - Parking Facility Imp	-	200	-	-	-	-	-	200
<b>Renewal of City Assets Total</b>	-	<b>28,786</b>	-	-	-	-	<b>24,915</b>	<b>53,701</b>

Growth								
903159 Airport Parkway (Brookfield - Hunt Club)	-	-	6,862	-	-	-	502	7,364
903163 Bank Street (Leitrim to Dun Skipper)	-	-	17,955	-	-	-	945	18,900
904995 Earl Grey/Centrum Underpass	-	42	802	-	-	-	-	844
905479 Huntley Yard Winter Mat Stor Fac-Rep&Exp	-	442	2,504	-	-	-	-	2,946
907405 Strandherd Dr Ph2(Maravista to Jockvale)	-	-	-	9,185	-	-	482	9,667
909023 Works Yard Facilities- New Growth Svce	-	-	4,122	-	-	-	728	4,850
910010 2021 New Traffic Control Devices	-	493	1,972	-	-	-	-	2,465
910011 2021 Safety Improvement Program	-	517	517	-	-	-	-	1,033
910012 2021 Traffic Incident Management	-	82	329	-	-	-	-	411
910019 2021 Winter Materials Storage Facility	-	86	489	-	-	-	-	575
910020 2021 Advanced Traffic management Program	-	82	329	-	-	-	-	411
910021 2021 Traffic & Pedestrian Safety Enhance	-	806	-	-	-	-	-	806
910170 2021 Cycling & Pedestrian Major Structur	-	465	1,105	-	-	-	1,000	2,570
910171 2021 Pedestrian Facilities Program	-	2,111	703	-	-	-	-	2,814
910172 2021 Cycling Facilities Program	-	2,562	2,461	-	-	-	-	5,023
910174 2021 Transportation Demand Management	-	174	174	-	-	-	-	348
910175 2021 Neighbourhood Traffic Calming	-	1,719	327	-	-	-	-	2,046
910176 2021 Intersection Control Measures	-	-	12,000	-	-	-	-	12,000
910177 2021 Development Sidewalks	-	9	162	-	-	-	-	171
910178 2021 Network Modification Program	-	629	3,071	-	-	-	-	3,700
910221 Parking Studies - DC (2021)	-	275	70	-	-	-	-	345
<b>Growth Total</b>	-	<b>10,493</b>	<b>55,954</b>	<b>9,185</b>	-	-	<b>3,657</b>	<b>79,289</b>

Service Enhancements

**City Of Ottawa**  
**2021 Adopted Capital Budget**  
**Transportation Committee**  
**Funding Summary**  
**In Thousands \$(000's)**

Project Description	Gas Tax	Tax Supported/ Dedicated	Develop. Charges	Develop. Charges Debt	Rate Supported	Rate Supported Debt	Tax Supported/ Dedicated Debt	Grand Total
909998 2021 Accessible Pedestrian Signal / Pede	-	614	-	-	-	-	-	614
909999 2021 Pedestrian Safety Evaluation Progra	-	389	-	-	-	-	-	389
910022 2021 Pedestrian Crossover Program	-	512	-	-	-	-	-	512
910023 2021 Cycling Safety Program	-	107	-	-	-	-	-	107
910024 2021 Safer Roads Ottawa	-	430	-	-	-	-	-	430
910212 2021 Road Safety Action Program	-	4,000	-	-	-	-	-	4,000
<b>Service Enhancements Total</b>	-	<b>6,052</b>	-	-	-	-	-	<b>6,052</b>
<b>Transportation Services Total</b>	-	<b>45,331</b>	<b>55,954</b>	<b>9,185</b>	-	-	<b>28,572</b>	<b>139,042</b>
<b>Grand Total</b>	-	<b>121,784</b>	<b>75,751</b>	<b>9,185</b>	<b>60,664</b>	<b>15,700</b>	<b>52,616</b>	<b>335,700</b>

City of Ottawa  
 Crime Prevention - Operating Resource Requirement  
 In Thousands (\$000)

	2019	2020		2021	\$ Change over 2020 Budget
	Actual	Actuals	Budget	Adopted	
<b>Expenditures by Program</b>					
Crime Prevention	1,119	1,108	1,159	1,204	45
<b>Gross Expenditure</b>	<b>1,119</b>	<b>1,108</b>	<b>1,159</b>	<b>1,204</b>	<b>45</b>
Recoveries & Allocations	0	-21	-50	-50	0
Revenue	0	0	0	0	0
<b>Net Requirement</b>	<b>1,119</b>	<b>1,087</b>	<b>1,109</b>	<b>1,154</b>	<b>45</b>
<b>Expenditures by Type</b>					
Salaries, Wages & Benefits	343	358	375	377	2
Overtime	0	0	0	0	0
Material & Services	94	105	131	153	22
Transfers/Grants/Financial Charges	658	633	648	669	21
Fleet Costs	0	0	0	0	0
Program Facility Costs	0	0	0	0	0
Other Internal Costs	24	12	5	5	0
<b>Gross Expenditures</b>	<b>1,119</b>	<b>1,108</b>	<b>1,159</b>	<b>1,204</b>	<b>45</b>
Recoveries & Allocations	0	-21	-50	-50	0
<b>Net Expenditure</b>	<b>1,119</b>	<b>1,087</b>	<b>1,109</b>	<b>1,154</b>	<b>45</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>1,119</b>	<b>1,087</b>	<b>1,109</b>	<b>1,154</b>	<b>45</b>
<b>Full Time Equivalents</b>			<b>3.00</b>	<b>3.00</b>	<b>0.00</b>

City of Ottawa  
Committee of Adjustment - Operating Resource Requirement  
In Thousands (\$000)

	2019	2020		2021	\$ Change over 2020 Budget
	Actual	Actuals	Budget	Adopted	
<b>Expenditures by Program</b>					
Committee of Adjustment	1,238	1,199	1,449	1,519	70
<b>Gross Expenditure</b>	<b>1,238</b>	<b>1,199</b>	<b>1,449</b>	<b>1,519</b>	<b>70</b>
Recoveries & Allocations	-1	-9	1	1	0
Revenue	-1,215	-1,220	-1,450	-1,520	-70
<b>Net Requirement</b>	<b>22</b>	<b>-30</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditures by Type</b>					
Salaries, Wages & Benefits	1,043	1,023	1,165	1,205	40
Overtime	18	18	20	20	0
Material & Services	127	111	210	220	10
Transfers/Grants/Financial Charges	0	0	0	20	20
Fleet Costs	0	0	0	0	0
Program Facility Costs	0	0	0	0	0
Other Internal Costs	50	47	54	54	0
<b>Gross Expenditures</b>	<b>1,238</b>	<b>1,199</b>	<b>1,449</b>	<b>1,519</b>	<b>70</b>
Recoveries & Allocations	-1	-9	1	1	0
<b>Net Expenditure</b>	<b>1,237</b>	<b>1,190</b>	<b>1,450</b>	<b>1,520</b>	<b>70</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	-1,215	-1,220	-1,450	-1,520	-70
Fines	0	0	0	0	0
Other	0	0	0	0	0
<b>Total Revenue</b>	<b>-1,215</b>	<b>-1,220</b>	<b>-1,450</b>	<b>-1,520</b>	<b>-70</b>
<b>Net Requirement</b>	<b>22</b>	<b>-30</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Full Time Equivalents</b>			<b>12.00</b>	<b>12.00</b>	<b>0.00</b>

City of Ottawa  
Committee of Adjustment - User Fees

	2019 Rate \$	2020 Rate \$	2021 Rate \$	% Change Over 2020	% Change Over 2019	Effective Date	2021 Revenue (\$000)
Application Fee for Primary Consent	1,852.00	1,889.00	1,980.00	4.8%	6.9%	01-Jan-21	
Application Fee for Secondary Consent	1,164.00	1,187.00	1,244.00	4.8%	6.9%	01-Jan-21	
Application Fee for Validation of Title/Power of Sale	1,797.00	1,797.00	1,883.00	4.8%	4.8%	01-Jan-21	
Application Fee for Minor Variance/Permission	1,852.00	1,889.00	1,980.00	4.8%	6.9%	01-Jan-21	
Application Fee for Secondary Minor Variance/Permission	1,164.00	1,187.00	1,244.00	4.8%	6.9%	01-Jan-21	
Application Fee for Combined Consent & Minor Variance/Permission	3,071.00	3,076.00	3,224.00	4.8%	5.0%	01-Jan-21	
Application Fee for Secondary Combined Consent & Minor Variance/Permission	2,328.00	2,374.00	2,488.00	4.8%	6.9%	01-Jan-21	
Fee for Re-circulation of Consent or Minor Variance/Permission	662.00	662.00	662.00	0.0%	0.0%	01-Jan-21	
Fee for Re-circulation of Combined Consent & Minor Variance/Permission	962.00	962.00	962.00	0.0%	0.0%	01-Jan-21	
Fee for Change of Condition Request	902.00	902.00	902.00	0.0%	0.0%	01-Jan-21	
Fee for Records Retrieval / Decision Search	85.00	85.00	85.00	0.0%	0.0%	01-Jan-21	
<b>Photocopies:</b>							
Base fee: \$2.00 plus 30¢ per page	\$2.00 base + \$0.30/page	\$2.00 base + \$0.30/page	\$2.00 base + \$0.30/page	0.0%	0.0%	01-Jan-21	
An additional \$4.00 charge will be applied after each 5 minute increment of processing time.	\$4.00/5min	\$4.00/5min	\$4.00/5min	0.0%	0.0%	01-Jan-21	
Above fee increases include a technology fee of 1.5%							
<b>Total Departmental</b>							<b>-70</b>

## Ottawa Public Library

### 2021 Service Area Summary

Ottawa Public Library (OPL) is an agency of the City of Ottawa established by municipal by-law under the authority of the Ontario Public Libraries Act. It is governed by a Council-appointed Board of nine, including four elected councillors and five citizen trustees. The Board reports directly to Ottawa City Council; it serves a four-year term, concurrent with the term of Council.

OPL's Vision is to "...build community and transform lives." This is achieved through mobile and outreach services and 33 physical branches, and one virtual branch at [BiblioOttawaLibrary.ca](http://BiblioOttawaLibrary.ca).

OPL strives toward this vision through its mission to "...inspire learning, spark curiosity, and connect people." This is carried out daily through the provision of extensive and innovative physical and virtual programming, and digital and physical collections for the taxpayers of Ottawa.

The OPL strategic plan, drives toward one-overarching goal which states:

- By 2023, we will increase the number of active cardholders by 25% by improving OPL's community relevance

OPL will do this by:

- Redesigning the Library Experience;
- Building Organizational Capacity; and,
- Promoting OPL's Value.

As of August 2020, OPL had 463.91 budgeted FTEs representing a head count of 646. Of the total staff, 94.1% are frontline staff and 5.7% are management, support, and administrative staff. Unionized library employees are represented by one bargaining agent: CUPE 503 Library Group.

## Programs/Services Offered

**Virtual Services:** 12.5M Website Visits, 2.6M Downloads & Streams

Extend library services through the Library's website (BiblioOttawaLibrary.ca) and mobile applications, enabling customer self-service to access information, manage accounts, and download and stream music, videos, and eContent.



**Branch Services:** 4.18M In-Person visits, 5.14M items moved

Access to 33 physical locations that enable library customers to borrow and/or consult materials, attend programs, and participate in all parts of civic life. In 2019, OPL welcomed 4.18 million in-person visits.



**Programming:** 14.7K Programs Offered, 296K Attendees

Develop innovative program offerings that inspire reading, learning, and creation for all age groups, newcomers, persons with disabilities, and marginalized populations.



**Outreach Services:** 12.4M Items Borrowed, 3.45M Holds

Extend services to those who cannot conveniently reach a library branch through alternate service delivery mechanisms such as bookmobiles, kiosks, as well as door-to-door delivery to those who are homebound.



City of Ottawa  
Ottawa Public Library - Operating Resource Requirement  
In Thousands (\$000)

	2019	2020		2021	\$ Change over 2020 Budget
	Actual	Actuals	Budget	Adopted	
<b>Expenditures by Program</b>					
Chief Executive Office	1,800	1,722	1,738	1,790	52
Corporate Services	5,829	6,470	6,842	7,669	827
Customer Experience	11,815	12,089	12,361	12,807	446
Branch Operations	31,407	25,148	31,736	32,412	676
Non Departmental	2,445	2,309	2,309	1,404	-905
<b>Gross Expenditure</b>	<b>53,296</b>	<b>47,738</b>	<b>54,986</b>	<b>56,081</b>	<b>1,095</b>
Recoveries & Allocations	-116	49	0	0	0
Revenue	-3,015	-1,865	-2,785	-1,750	1,035
<b>Net Requirement</b>	<b>50,165</b>	<b>45,922</b>	<b>52,201</b>	<b>54,331</b>	<b>2,130</b>
<b>Expenditures by Type</b>					
Salaries, Wages & Benefits	36,590	31,618	38,239	38,897	658
Overtime	105	56	101	103	2
Material & Services	9,500	9,763	9,633	10,973	1,340
Transfers/Grants/Financial Charges	2,445	2,308	2,312	1,407	-905
Fleet Costs	230	161	205	205	0
Program Facility Costs	4,127	3,582	4,244	4,244	0
Other Internal Costs	299	250	252	252	0
<b>Gross Expenditures</b>	<b>53,296</b>	<b>47,738</b>	<b>54,986</b>	<b>56,081</b>	<b>1,095</b>
Recoveries & Allocations	-116	49	0	0	0
<b>Net Expenditure</b>	<b>53,180</b>	<b>47,787</b>	<b>54,986</b>	<b>56,081</b>	<b>1,095</b>
<b>Revenues By Type</b>					
Federal	0	0	0	0	0
Provincial	-1,380	-1,380	-1,380	-1,380	0
Own Funds	0	0	0	0	0
Fees and Services	-1,635	-485	-1,405	-370	1,035
Fines	0	0	0	0	0
Other	0	0	0	0	0
<b>Total Revenue</b>	<b>-3,015</b>	<b>-1,865</b>	<b>-2,785</b>	<b>-1,750</b>	<b>1,035</b>
<b>Net Requirement</b>	<b>50,165</b>	<b>45,922</b>	<b>52,201</b>	<b>54,331</b>	<b>2,130</b>
<b>Full Time Equivalents</b>			<b>463.95</b>	<b>462.95</b>	<b>-1.00</b>

**City of Ottawa**  
**Ottawa Public Library - User Fees**

	2019 Rate \$	2020 Rate \$	2021 Rate \$	% Change Over 2020	% Change Over 2019	Effective Date	2021 Revenue (\$000)
<b>Library Fees</b>							
Adult books, Audio books	\$0.40 per day; \$20 max	\$0.40 per day; \$20 max	0	-100.0%	-100.0%	1-Jan-21	1,035
Adult paperbacks	\$0.40 per day; \$20 max	\$0.40 per day; \$20 max	0	-100.0%	-100.0%	1-Jan-21	
Adult periodicals	\$0.40 per day; \$20 max	\$0.40 per day; \$20 max	0	-100.0%	-100.0%	1-Jan-21	
Adult CDs, DVDs, Video Games	\$0.40 per day; \$20 max	\$0.40 per day; \$20 max	0	-100.0%	-100.0%	1-Jan-21	
Children/Teen books, Audio Books	\$0.10 per day; \$5 max	\$0.10 per day; \$5 max	0	-100.0%	-100.0%	1-Jan-21	
Children/Teen paperbacks, periodicals	\$0.10 per day; \$5 max	\$0.10 per day; \$5 max	0	-100.0%	-100.0%	1-Jan-21	
Children/Teen CDs, DVDs, Video Games	\$0.10 per day; \$5 max	\$0.10 per day; \$5 max	0	-100.0%	-100.0%	1-Jan-21	
Express: Adult DVD, Adult Music CDs, Teen Fiction, Children's Fiction	\$2.00 per day; \$20 max; not returned \$20	\$2.00 per day; \$20 max; not returned \$20	Not returned \$20	-90.0%	-90.0%	1-Jan-21	
Restocking Fee - Expired Holds	\$1.00 per item hold	\$1.00 per item hold	\$1.00 per item hold	0.0%	0.0%		
Museum pass/Ski Pass (Express)	\$2.00 per day; \$20 max; not returned \$20	\$2.00 per day; \$20 max; not returned \$20	Not returned \$20	-90.0%	-90.0%	1-Jan-21	
Musical Instrument	\$1.00 per day; \$20 max; not returned based on item cost	\$1.00 per day; \$20 max; not returned based on item cost	Not returned based on item cost	-80.0%	-80.0%	1-Jan-21	
Telescope	\$10 per day; \$50 max; not returned based on item cost	\$10 per day; \$50 max; not returned based on item cost	Not returned based on item cost	-15.0%	-15.0%	1-Jan-21	
Pedometer	\$0.40 per day; \$20 max	\$0.40 per day; \$20 max	Not returned based on item cost	-100.0%	-100.0%	1-Jan-21	

City of Ottawa  
Ottawa Public Library - User Fees

	2019 Rate \$	2020 Rate \$	2021 Rate \$	% Change Over 2020	% Change Over 2019	Effective Date	2021 Revenue (\$000)
<b>Library Fees cont'd</b>							
Kill-A-Watt Meter	\$0.40 per day; \$20 max	\$0.40 per day; \$20 max	Not returned based on item cost	-100.0%	-100.0%	1-Jan-21	
Ready-to-read Backpack	\$0.10 per day; \$5 max	\$0.10 per day; \$5 max	Not returned based on item cost	-100.0%	-100.0%	1-Jan-21	
Interlibrary Loan	\$1.00 per day; \$35 max	\$1.00 per day; \$35 max	Not returned based on item cost	-100.0%	-100.0%	1-Jan-21	
Replacement Fee for Lost, Not Returned, or damaged beyond repair items	item cost	item cost	Based on item cost	0.0%	0.0%	1-Jan-21	
Assistive Listening Devices	\$5 per hour / \$20 max; not returned \$1200	\$5 per hour / \$20 max; not returned \$1200	Not returned \$1200	-50.0%	-50.0%	1-Jan-21	
iPad / Chromebook	\$5 per hour / \$20 max; not returned \$500 (ipad), \$500 (Chromebook)	\$5 per hour / \$20 max; not returned \$500 (ipad), \$500 (Chromebook)	Not returned \$500 (ipad), \$500 (Chromebook)	-50.0%	-50.0%	1-Jan-21	
iPod Shuffle - iCanada (Express)	\$2 per day / max \$35; not returned \$35	\$2 per day / max \$35; not returned \$35	Not returned \$35	-90.0%	-90.0%	1-Jan-21	
Imagine Space Tools	\$5 per hour / max \$20 per day; not returned \$50-\$3000 depending	\$5 per hour / max \$20 per day; not returned \$50-\$3000 depending	Not returned \$50- \$3000 depending on item cost	-90.0%	-90.0%	1-Jan-21	
Imagine Space - resin for ProJet 3D printer	\$0.45 per gram	\$0.45 per gram	0	0.0%	0.0%	1-Jan-21	
Imagine Space - plastic filament for Makerbot 3D printer	\$0.10 per gram	\$0.10 per gram	\$0.10 per gram	0.0%	0.0%		
Imagine Space - translucent plastic (NEW) filament for Makerbot 3D printer			\$0.15 per gram	100.0%	100.0%	1-Jan-21	
Imagine Space - material for Laser Cutter	\$2 to \$5 per sheet	\$2 to \$5 per sheet	\$3 to \$16 per sheet	0.0%	0.0%	1-Jan-21	

City of Ottawa  
Ottawa Public Library - User Fees

	2019 Rate \$	2020 Rate \$	2021 Rate \$	% Change Over 2020	% Change Over 2019	Effective Date	2021 Revenue (\$000)
<b>Library Fees cont'd</b>							
Imagine Space - material for Button Maker			\$0.25 per button				
ILL Postage Rates	\$2.00 for CDN Lender; \$25.00 for US Lender	\$2.00 for CDN Lender; \$25.00 for US Lender	\$2.00 for CDN Lender; \$25.00 for US Lender	0.0%	0.0%		
Non-Resident fee (4 months +)	\$80 each/\$160 family paid immediately	\$80 each/\$160 family paid immediately	\$85 each/\$170 family paid immediately	6.3%	6.3%	1-Jan-21	
Visitor Fee (3 months or less)	\$7.00 per mth	\$7.00 per mth	\$10.00 per month, \$25.00 for three months	0.0%	43.0%	1-Jan-21	
Adult Library Card replacement	\$5.00 per card	\$5.00 per card	\$1.00 per card	0.0%	0.0%	1-Jan-21	
Children/Teen Card replacement	\$1.00 per card	\$1.00 per card	\$1.00 per card	0.0%	0.0%		
Thumb Drives (USB Sticks)	\$5.3097 per key	\$5.3097 per key	\$5.3097 per key	0.0%	0.0%		
Earbuds	\$2.6548 per set	\$2.6548 per set	\$2.6548 per set	0.0%	0.0%		
NSF cheque	\$40.00 per draft	\$40.00 per draft	\$45.00 per draft	12.5%	12.5%	1-Jan-21	
Printing/Copying	\$0.10 per page	\$0.10 per page	\$0.10 per page	0.0%	0.0%		

City of Ottawa  
Ottawa Public Library - User Fees

	2019 Rate \$	2020 Rate \$	2021 Rate \$	% Change Over 2020	% Change Over 2019	Effective Date	2021 Revenue (\$000)
<b>Room Rentals</b>							
<b>Section</b>							
<b>Main Library Auditorium</b>							
Commercial	\$57.52/hour	\$57.52/hour	\$58.89/hour	2.0%	0.0%	28-Feb-21	
Non-profit	\$30.97/hour	\$30.97/hour	\$30.97/hour	0.0%	0.0%	28-Feb-21	
<b>Nepean CentrepoinTE</b>							
Commercial	\$21.25/hr or less	\$21.25/hr or less	\$24.38/hr or less	13.0%	0.0%	28-Feb-21	
Non-profit	\$17.25/hr or less	\$17.25/hr or less	\$19.82/hr or less	13.0%	0.0%	28-Feb-21	
<b>Other Library Branches</b>							
Commercial	\$16.60/hr or less	\$16.60/hr or less	\$26.86/hr or less	38.0%	0.0%	28-Feb-21	
Non-profit	\$5.53/hr or less	\$5.53/hr or less	\$6.68/hr or less	17.0%	0.0%	28-Feb-21	
<b>Beaverbrook Small Meeting Room</b>							
Commercial	\$45.22/hour or less	\$45.22/hour or less	\$48.27/hour or less	6.0%	0.0%	28-Feb-21	
Private	\$28.76/hour or less	\$28.76/hour or less	\$31.73/hour or less	9.0%	0.0%	28-Feb-21	
Non-Profit	\$9.87/hour or less	\$9.87/hour or less	\$11.28/hour or less	13.0%	0.0%	28-Feb-21	
<b>Medium Meeting Room</b>							
Commercial	\$56.46/hour or less	\$56.46/hour or less	\$60.31/hour or less	8.0%	0.0%	28-Feb-21	
Private	\$35.93/hour or less	\$35.93/hour or less	\$39.60/hour or less	9.0%	0.0%	28-Feb-21	
<b>Total Departmental</b>							<b>1,035</b>

**City Of Ottawa**  
**2021 Adopted Capital Budget**  
**Ottawa Public Library Board**  
**Funding Summary**  
**In Thousands \$(000's)**

Project Description	Revenues	Gas Tax	Tax Supported/ Dedicated	Develop. Charges	Tax Supported/ Dedicated Debt	Grand Total
<b>Library</b>						
<b>Renewal of City Assets</b>						
910060 2021 Buildings-Library	-	-	2,225	-	-	2,225
910216 Technology Lifecycle-Self Checkouts 2021	-	-	200	-	-	200
910217 Facilities and Branch Improvements 2021	-	-	800	-	-	800
910218 Carlington Community Branch	-	-	200	-	-	200
910219 Lifecycle Vehicle Replacement	-	-	110	-	-	110
<b>Renewal of City Assets Total</b>	-	-	<b>3,535</b>	-	-	<b>3,535</b>
<b>Growth</b>						
909497 East Urban Planning - DC	-	-	-	500	-	500
<b>Growth Total</b>	-	-	-	<b>500</b>	-	<b>500</b>
<b>Service Enhancements</b>						
910032 2021 Accessibility - Library	-	-	60	-	-	60
<b>Service Enhancements Total</b>	-	-	<b>60</b>	-	-	<b>60</b>
<b>Library Total</b>	-	-	<b>3,595</b>	<b>500</b>	-	<b>4,095</b>
<b>Grand Total</b>	-	-	<b>3,595</b>	<b>500</b>	-	<b>4,095</b>

**City of Ottawa**  
**Ottawa Police Service - Operating Resource Requirement**  
**In Thousands (\$000)**

	2019	2020		2021	\$ Change over 2020 Budget
	Actual	Forecast	Budget	Estimate	
<b>Expenditures by Program</b>					
Police Service Board	810	486	902	1,077	175
Executive Services	6,362	7,160	6,327	6,531	204
Respect, Values & Inclusion Directorate	1,376	1,930	1,543	2,659	1,116
Planning, Performance & Analytics	3,890	3,931	4,118	4,130	12
Corporate Support Directorate	50,739	50,336	53,915	54,183	268
Human Resources Directorate	19,127	19,649	16,360	17,492	1,132
Support Services Directorate	46,164	45,383	40,958	41,266	308
Criminal Investigative Directorate	61,985	57,954	64,557	63,221	-1,336
Community Relations & Frontline Specialized Support	34,002	33,457	33,897	39,890	5,993
Frontline Operations	88,073	90,824	92,935	93,192	257
Corporate Accounts	27,838	39,982	34,628	40,932	6,304
Financial Accounts	12,084	13,300	11,999	10,332	-1,667
<b>Gross Expenditure</b>	<b>352,450</b>	<b>364,392</b>	<b>362,139</b>	<b>374,905</b>	<b>12,766</b>
Recoveries & Allocations	-7,578	-7,409	-4,349	-3,991	358
Revenue	-40,726	-37,755	-38,567	-38,446	121
<b>Net Requirement</b>	<b>304,146</b>	<b>319,228</b>	<b>319,223</b>	<b>332,468</b>	<b>13,245</b>
<b>Expenditures by Type</b>					
Salaries, Wages & Benefits	275,090	285,865	285,189	295,752	10,563
Overtime	14,480	10,591	10,856	10,856	0
Material & Services	27,050	29,056	29,314	32,479	3,165
Transfers/Grants/Financial Charges	21,853	24,748	24,887	23,551	-1,336
Fleet Costs	2,870	2,757	2,229	2,344	115
Program Facility Costs	6,534	6,406	7,033	7,217	184
Other Internal Costs	4,573	4,969	2,631	2,706	75
<b>Gross Expenditures</b>	<b>352,450</b>	<b>364,392</b>	<b>362,139</b>	<b>374,905</b>	<b>12,766</b>
Recoveries & Allocations	-7,578	-7,409	-4,349	-3,991	358
<b>Net Expenditure</b>	<b>344,872</b>	<b>356,983</b>	<b>357,790</b>	<b>370,914</b>	<b>13,124</b>

City of Ottawa  
Ottawa Police Service - Operating Resource Requirement  
In Thousands (\$000)

	2019	2020		2021	\$ Change over 2020 Budget
	Actual	Forecast	Budget	Estimate	
<b>Revenues By Type</b>					
Federal	-2,307	-2,333	-2,000	-2,250	-250
Provincial	-12,540	-15,329	-11,803	-14,434	-2,631
Own Funds	-6,512	-4,267	-4,267	-150	4,117
Fees and Services	-12,335	-9,182	-12,251	-12,285	-34
Fines	0	-1,230	-1,800	-3,000	-1,200
Other	-7,032	-5,414	-6,446	-6,327	119
<b>Total Revenue</b>	<b>-40,726</b>	<b>-37,755</b>	<b>-38,567</b>	<b>-38,446</b>	<b>121</b>
<b>Net Requirement</b>	<b>304,146</b>	<b>319,228</b>	<b>319,223</b>	<b>332,468</b>	<b>13,245</b>
<b>Full Time Equivalents</b>			<b>2,084.90</b>	<b>2,114.90</b>	<b>30.00</b>

Ottawa Police Service  
2021 Recommended Fee Schedule

DOCUMENT A-6

	2019 Rate \$	2020 Rate \$	2021 Rate \$	% Change Over 2020	% Change Over 2019	Effective Date	2021 Revenue (\$000)
<b>Police Records Check</b>							
Police Records Check - Vulnerable Sector Employment	65.00	65.00	66.00	1.5%	1.5%	01-Jan-21	
Police Records Check - Vulnerable Sector Volunteer	10.00	20.00	20.40	2.0%	104.0%	01-Jan-21	
Police Records Check - Adoption (fingerprints & list of occurrences)	104.00	106.00	108.00	1.9%	3.8%	01-Jan-21	
Police Records Check - Pardon Applicants	65.00	65.00	66.00	1.5%	1.5%	01-Jan-21	
Fingerprinting Services	48.00	49.00	50.00	2.0%	4.2%	01-Jan-21	
Criminal Records Check	65.00	65.00	66.00	1.5%	1.5%	01-Jan-21	
Criminal Records Check - Volunteer	10.00	20.00	20.40	2.0%	104.0%	01-Jan-21	
Criminal Records and Judicial Matters Check	65.00	65.00	66.00	1.5%	1.5%	01-Jan-21	
Criminal Records and Judicial Matters Check - Volunteer	10.00	20.00	20.40	2.0%	104.0%	01-Jan-21	
Crime Free Multi-Housing Records Check	38.00	38.00	39.00	2.6%	2.6%	01-Jan-21	
<b>Motor Vehicle Collision Reports *</b>							
MVC Report - Single Report Purchases	192.04	196.46	200.88	2.3%	4.6%	01-Jan-21	
MVC Report - Automated Purchase Program	63.78	65.35	66.99	2.5%	5.0%	01-Jan-21	
Collision Reconstruction Report	2,150.00	2,200.00	2,245.00	2.0%	4.4%	01-Jan-21	
Collision Reconstruction Summary	1,715.00	1,755.00	1,790.00	2.0%	4.4%	01-Jan-21	
Scale Diagram and Measurements	1,075.00	1,100.00	1,120.00	1.8%	4.2%	01-Jan-21	
Scene Measurements	476.00	487.00	495.00	1.6%	4.0%	01-Jan-21	
Field Sketch and Field Notes	262.00	268.00	273.00	1.9%	4.2%	01-Jan-21	
Vehicle Examination	262.00	268.00	273.00	1.9%	4.2%	01-Jan-21	
Mechanical Examination	190.00	195.00	200.00	2.6%	5.3%	01-Jan-21	
Crash Data Retrieval Download	476.00	487.00	497.00	2.1%	4.4%	01-Jan-21	
<b>Other Reports</b>							
Occurrence Report	56.00	57.00	58.00	1.8%	3.6%	01-Jan-21	
911 Call Transcripts	28.00	29.00	30.00	3.4%	7.1%	01-Jan-21	
Impound Recovery Fee	172.00	176.00	180.00	2.3%	4.7%	01-Jan-21	
False Alarm Fee**	155.00	158.00	161.00	1.9%	3.9%	01-Jan-21	

Ottawa Police Service  
2021 Recommended Fee Schedule

DOCUMENT A-6

	2019 Rate \$	2020 Rate \$	2021 Rate \$	% Change Over 2020	% Change Over 2019	Effective Date	2021 Revenue (\$000)
<b>Off Duty Policing Assignments - Hourly Rates including</b>							
<b>Admin Fee</b>							
<i>Schedule A</i>							
Constable	97.00	98.90	100.87	2.0%	4.0%	01-Jan-21	
Sergeant	109.95	112.15	114.39	2.0%	4.0%	01-Jan-21	
Staff Sergeant	120.25	122.60	125.05	2.0%	4.0%	01-Jan-21	
Inspector	147.45	150.40	153.41	2.0%	4.0%	01-Jan-21	
Superintendent	168.95	172.30	175.75	2.0%	4.0%	01-Jan-21	
Snow Removal	77.65	79.20	80.79	2.0%	4.0%	01-Jan-21	
Fleet	82.15	83.80	85.47	2.0%	4.0%	01-Jan-21	
Special Constable	88.35	90.10	91.90	2.0%	4.0%	01-Jan-21	
Communication Dispatch	93.75	95.60	97.51	2.0%	4.0%	01-Jan-21	
Vehicle	52.65	52.65	52.65	0.0%	0.0%	01-Jan-21	
Vessels/ATV	28.10	28.10	28.10	0.0%	0.0%	01-Jan-21	
Canine per assignment	58.50	58.50	58.50	0.0%	0.0%	01-Jan-21	
<i>Schedule B (Community, school and non-profit groups and associations)</i>							
Constable	86.20	87.90	89.66	2.0%	4.0%	01-Jan-21	
Sergeant	97.75	99.70	101.69	2.0%	4.0%	01-Jan-21	
Staff Sergeant	106.90	109.00	111.18	2.0%	4.0%	01-Jan-21	
Inspector	131.05	133.70	136.37	2.0%	4.1%	01-Jan-21	
Superintendent	150.20	153.20	156.26	2.0%	4.0%	01-Jan-21	
Fleet	73.00	74.45	75.94	2.0%	4.0%	01-Jan-21	
Special Constable	78.50	80.10	81.70	2.0%	4.1%	01-Jan-21	
Communication Dispatch	83.30	85.00	86.70	2.0%	4.1%	01-Jan-21	
Vehicle	46.10	46.10	46.10	0.0%	0.0%	01-Jan-21	
Vessels/ATV	24.60	24.60	24.60	0.0%	0.0%	01-Jan-21	
Canine per assignment	51.20	51.20	51.20	0.0%	0.0%	01-Jan-21	
<b>Total Departmental</b>							

\* These reports are HST applicable.

\*\* The False Alarm Reduction Bylaw provides that: Where the Police Service is required to attend at a building, structure or premises as a result of an Alarm Incident that is a False Alarm, a fee to recover certain costs for services provided as set and approved in the current Annual Budget, shall be charged to the Registered holder of the system responsible for the False Alarm.

**City Of Ottawa  
2021 Adopted Capital Budget  
Ottawa Police Services Board  
Funding Summary  
In Thousands \$(000's)**

Project Description	Revenues	Gas Tax	Tax Supported/ Dedicated	Develop. Charges	Tax Supported/ Dedicated Debt	Grand Total
<b>Police Services</b>						
<b>Renewal of City Assets</b>						
910207 Facility Lifecycle 2021	-	-	2,371	-	-	2,371
910227 Fleet Replacement Program 2021	286	-	4,219	-	-	4,505
910228 Infrastructure Support 2021	-	-	2,078	-	-	2,078
910229 Telecommunications 2021	-	-	722	-	-	722
910230 Evergreening of Assets 2021	-	-	635	-	-	635
<b>Renewal of City Assets Total</b>	<b>286</b>	<b>-</b>	<b>10,025</b>	<b>-</b>	<b>-</b>	<b>10,311</b>
<b>Growth</b>						
909876 South - Comms Centre-911 (Comms 1)	-	-	4,500	-	-	4,500
909877 South - IMT/IT	-	-	3,500	-	-	3,500
<b>Growth Total</b>	<b>-</b>	<b>-</b>	<b>8,000</b>	<b>-</b>	<b>-</b>	<b>8,000</b>
<b>Service Enhancements</b>						
907492 Swansea Refit	-	-	2,330	-	-	2,330
908707 Queensview 2	-	-	552	-	-	552
910208 Facility Initiatives 2021	-	-	200	-	-	200
910209 Facility Security Initiatives 2021	-	-	200	-	-	200
910235 Alternative Workplace 2021	-	-	250	-	-	250
910236 NRT - Leased Space Fit-up	-	-	1,140	-	-	1,140
910231 Growth Costs 2021	-	-	1,153	-	-	1,153
<b>Service Enhancements Total</b>	<b>-</b>	<b>-</b>	<b>5,825</b>	<b>-</b>	<b>-</b>	<b>5,825</b>
<b>Police Services Total</b>	<b>286</b>	<b>-</b>	<b>23,850</b>	<b>-</b>	<b>-</b>	<b>24,136</b>
<b>Grand Total</b>	<b>286</b>	<b>-</b>	<b>23,850</b>	<b>-</b>	<b>-</b>	<b>24,136</b>

## Ottawa Public Health 2021 Service Area Summary

### Description

The Ottawa Board of Health, through Ottawa Public Health (OPH), seeks to improve the health and wellbeing of Ottawa residents and visitors through the effective delivery of public health programs and services. The core functions of the public health unit are surveillance, health promotion, disease prevention and health protection, as well as emergency preparedness and response. The *City of Ottawa Act, 1999* was amended in 2011 to establish the Board of Health (BOH). The BOH is accountable for compliance with the Ontario Public Health Standards: Requirements for Programs, Services and Accountability (2018) and for reporting to the Province on the Public Health Funding Accountability Agreement's performance indicators and targets. In addition, OPH applies principles of working in partnership with First Nations, Inuit and Métis peoples and communities to advance Indigenous health equity, using the best available evidence to continuously improve and inform our work, working with residents, partners and communities to develop the conditions that support health and health equity and promoting sustainability by directing resources for maximum benefit and value.

### Programs/Services Offered

The **Communicable Diseases** service area includes the COVID-19 case management and contact tracing teams, the COVID-19 school support team, the communicable disease (non-COVID), enteric and zoonotic team as well as the emergency preparedness, response and recovery team. The service area addresses the identified needs of the community, including priority populations, associated with infectious and communicable diseases, including COVID-19. The COVID-19 school support team supports local School Boards in their reopening plans, provides public health information and support to implement provincial standards and guidance, provides infection prevention and control advice to schools for both in-school and transportation scenarios and manages COVID-19 cases and outbreaks, including providing guidance to schools on confirming and controlling outbreaks.

The **Health Protection** service area includes the COVID-19 Infection Prevention and Control and Outbreak Management teams, the Safe Food and Water team, the Health Hazard Prevention and Management team, and Healthy Environments team. The service area addresses outbreak management and infection prevention and control in our most vulnerable

institutions, including Long Term Care Homes, Retirement Homes, Congregate Care Settings, Child Care Centers and Schools. Other key mandates of this service area include responding to food safety and safe water complaints, conducting compliance inspections and 24/7 response to public health related complaints in our community.

**Health Promotion** advances the physical, mental and social well-being of our communities, prevents illness and strives to reduce health inequities among groups. This service area is responsible for public health interventions across the lifespan, in the areas of Dental, Healthy Growth and Development of Children, Chronic Disease and Injury Prevention, School Health, Vision, Mental Health, Substance Use, Immunization and Vaccine Supplies, Sexual Health, Harm Reduction and Substance Use. Together with community partners, healthy public policies are developed that enable people to lead healthy lives and make healthy choices possible or easier. Healthy communities work includes partnering with the municipal planning, infrastructure and economic development department of the City of Ottawa to support building an environment that promotes health and addresses climate change as a priority.

The **Community Operations** service area is committed to community mobilization and development focusing on preventing the spread of COVID-19. This work is based on three pillars, community mobilization, collaboration and equity. This involves direct engagement with community partners, youth and residents in identified neighbourhoods, and broad cross-sector engagement. Community Operations leverages key partnerships to promote COVID Wise practices and assess and address barriers to adhering to public health guidance. Key partners in this work include: Community Health and Resource Centres, Community Service Agencies, Business Improvement Areas and Associations, and internal departments of the City of Ottawa. The community mobilization and development work of Community Operations is guided by a population health approach, epidemiological data on COVID-19 cases and clusters, and through engagement with community partners. This service area also addresses racism, including anti-black racism, as a public health issue and has lead responsibility for OPH's Reconciliation Action Plan.

The **Communications and Community Engagement (CCE)** service area focuses on three functional areas. First, communicating public health messaging through several channels to ensure the right message reaches the right audience at the right time. This includes direct response via telephone; live chat; email; social media such as Facebook, Twitter and Instagram; as well as the publishing of public health information on OPH's suite of web platforms and via traditional advertising using rich multimedia content; through community events; leveraging local media outlets; and the use of other communication channels for priority populations (i.e. rural, Indigenous, older adults) such as community papers and newsletters. In addition to external audiences, the service area also manages the internal communications channels at OPH. CCE also establishes and enhances meaningful relationships with a variety of stakeholders and partners, including community and business organizations, the health sector and hospital network, elected and non-elected government

officials, and internal city partners. Finally, CCE is responsible for providing support to the Medical Officer of Health and Ottawa's Board of Health, as well as responding to inquiries from members of the Board of Health, City of Ottawa Council and other elected officials.

The **Performance & Corporate Services** service area provides business services, including: Finance, Human Resources, Information Technology and Administrative support. The Finance section provides a range of services, including financial planning, reporting and service area support. The Human Resources section is committed to supporting a healthy workplace for employees, which supports engagement and achievement of the mission of OPH, staffing, and continued learning initiatives to ensure an agile and robust workforce. The Information Technology section provides a range of technology services to support OPH's programmatic, business and organizational requirements, and advance the digital strategy.

The **Knowledge Exchange, Planning and Quality** service area supports the foundational functions which include, basing services on evidence, surveillance and local knowledge; planning and evaluation of programs, including with client and community perspectives; continuous quality improvement and performance reporting; and helping identify and address health equities and organizational risks. Cross-department priorities are to drive prevention in the health care sector. Knowledge exchange approaches are applied to inform employees and the community about health needs and effective strategies to address them, using a wide range of communications channels.

City of Ottawa  
Ottawa Public Health - Operating Resource Requirement  
In Thousands (\$000)

	2019	2020		2021	\$ Change over 2020 Budget
	Actual	Actuals	Budget	Adopted	
<b>Expenditures by Program</b>					
COVID-19 - Base	0	47,954	47,954	48,861	907
Cost Shared Core Programs	69,327	15,401	15,997	16,224	227
Ontario Seniors Dental Care Program	460	1,440	2,768	2,768	0
Healthy Babies Healthy Children	4,573	4,601	4,561	4,561	0
100% City Programs	2,916	2,449	3,296	3,322	26
Miscellaneous Programs	438	491	473	473	0
COVID-19 - One Time	0	19,276	1,500	24,049	22,549
<b>Gross Expenditure</b>	<b>77,714</b>	<b>91,612</b>	<b>76,549</b>	<b>100,258</b>	<b>23,709</b>
Recoveries & Allocations	-6,885	-1,574	-2,182	-2,182	0
Revenue	-48,713	-66,377	-50,706	-73,255	-22,549
<b>Net Requirement</b>	<b>22,116</b>	<b>23,661</b>	<b>23,661</b>	<b>24,821</b>	<b>1,160</b>
<b>Expenditures by Type</b>					
Salaries, Wages & Benefits	53,850	69,678	56,800	79,304	22,504
Overtime	639	2,734	346	346	0
Material & Services	6,301	5,676	6,944	8,129	1,185
Transfers/Grants/Financial Charges	1,250	750	914	914	0
Fleet Costs	37	46	55	55	0
Program Facility Costs	681	731	721	741	20
Other Internal Costs	14,956	11,997	10,769	10,769	0
<b>Gross Expenditures</b>	<b>77,714</b>	<b>91,612</b>	<b>76,549</b>	<b>100,258</b>	<b>23,709</b>
Recoveries & Allocations	-6,885	-1,574	-2,182	-2,182	0
<b>Net Expenditure</b>	<b>70,829</b>	<b>90,038</b>	<b>74,367</b>	<b>98,076</b>	<b>23,709</b>
<b>Revenues By Type</b>					
Federal	0	-123	0	0	0
Provincial	-45,806	-64,682	-49,348	-71,897	-22,549
Own Funds	-1,291	-179	-275	-275	0
Fees and Services	-1,616	-1,393	-1,083	-1,083	0
Fines	0	0	0	0	0
Other	0	0	0	0	0
<b>Total Revenue</b>	<b>-48,713</b>	<b>-66,377</b>	<b>-50,706</b>	<b>-73,255</b>	<b>-22,549</b>
<b>Net Requirement</b>	<b>22,116</b>	<b>23,661</b>	<b>23,661</b>	<b>24,821</b>	<b>1,160</b>
<b>Full Time Equivalent</b>			<b>511.11</b>	<b>511.11</b>	<b>0.00</b>

**City of Ottawa**  
**Ottawa Public Health - User Fees**

	2019 Rate \$	2020 Rate \$	2021 Rate \$	% Change Over 2020	% Change Over 2019	Effective Date	2021 Revenue (\$000)
Health Inspection Searches	62.93	64.19	65.47	2.0%	4.0%	01-Jan-21	0
Food Handler Course	13.25 - 63.00	13.25 - 63.00	13.25 - 63.00	0.0%	0.0%	01-Jan-21	0
Sale of contraceptives and medication - various prices	0 - 70.00	0 - 70.00	0 - 70.00	0.0%	0.0%	01-Jan-21	0
<b>Total Departmental</b>							<b>0</b>

## **Transportation Services Department**

### **2021 Service Area Summary - OC Transpo**

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 department operates the OC Transpo system to provide travel options that meet the needs and expectations of customers. All trains and buses are 100 per cent accessible. Both Ottawa and OC Transpo underwent a major transformation with the opening of O-Train Line 1, the Confederation Line last year. The transformation to a multimodal transit system marked a significant change to the way OC Transpo provides service to customers, and the way customers use public transit. OC Transpo works to provide a safe, reliable, comfortable, courteous and affordable transit service for all, to build and retain an engaged workforce, and to meet the policy objectives set by Council and the Transit Commission, all within the established budget.

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

- OC Transpo bus system, including rapid, frequent, Connexion, local, school, shopper, and event routes
- O-Train Line 1, the Confederation Line, which runs between Tunney's Pasture Station and Blair Station
- O-Train Line 2, the Trillium Line, which runs from Bayview Station to Greenboro Station (temporarily closed for two years to allow for the construction of the Stage 2 O-Train South expansion); and
- Para Transpo service for customers with disabilities

Many support services for OC Transpo operations are also delivered internally within the department, including:

- Operations control centre;

- Customer service and transit information;
- Maintenance of transit vehicles and facilities;
- Employee management, training and development, and engagement;
- Safety Management System;
- Regulatory Compliance;
- Special Constable program and fare enforcement;
- Service and system planning;
- Technology implementation and support; and,
- Community and stakeholder relations.

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

	2019	2020		2021	\$ Change over 2020 Budget
	Actual	Actuals	Budget	Adopted	
<b>Expenditures by Program</b>					
Transit Operations	443,601	420,001	383,240	411,544	28,304
Transit Customer Systems & Planning	39,207	36,416	38,734	40,374	1,640
Safety, Compliance, Training & Development	4,894	5,350	4,603	5,558	955
Business Support Services	3,920	4,141	3,899	3,989	90
General Manager's Office	795	835	760	795	35
Rail Operations	32,025	63,481	55,293	53,791	-1,502
Non Departmental	132,219	169,142	158,128	164,520	6,392
<b>Gross Expenditure</b>	<b>656,661</b>	<b>699,366</b>	<b>644,657</b>	<b>680,571</b>	<b>35,914</b>
Recoveries & Allocations	-84,592	-66,513	-27,725	-25,642	2,083
Revenue	-267,160	-294,946	-290,121	-308,953	-18,832
<b>Net Requirement</b>	<b>304,909</b>	<b>337,907</b>	<b>326,811</b>	<b>345,976</b>	<b>19,165</b>
<b>Expenditures by Type</b>					
Salaries, Wages & Benefits	299,197	302,856	282,750	309,394	26,644
Overtime	38,402	19,429	18,040	16,474	-1,566
Materials & Services	157,410	161,486	156,943	159,932	2,989
Transfers/Grants/Financial Charges	132,103	169,190	158,170	164,587	6,417
Fleet Services Branch Chargebacks	899	887	1,122	1,112	-10
Program Facility Costs	25,118	25,363	23,753	25,193	1,440
Other Internal Costs	3,532	20,155	3,879	3,879	0
<b>Gross Expenditures</b>	<b>656,661</b>	<b>699,366</b>	<b>644,657</b>	<b>680,571</b>	<b>35,914</b>
Recoveries & Allocations	-84,592	-66,513	-27,725	-25,642	2,083
<b>Net Expenditure</b>	<b>572,069</b>	<b>632,853</b>	<b>616,932</b>	<b>654,929</b>	<b>37,997</b>
<b>Revenues By Type</b>					
Federal	0	0	0	0	0
Provincial	0	-108,281	0	-72,800	-72,800
Own Funds	-63,540	-77,865	-77,866	-82,218	-4,352
Fees and Services	-203,620	-108,800	-212,255	-153,935	58,320
Fines	0	0	0	0	0
Other	0	0	0	0	0
<b>Total Revenue</b>	<b>-267,160</b>	<b>-294,946</b>	<b>-290,121</b>	<b>-308,953</b>	<b>-18,832</b>
<b>Net Requirement</b>	<b>304,909</b>	<b>337,907</b>	<b>326,811</b>	<b>345,976</b>	<b>19,165</b>
<b>Full Time Equivalents</b>			<b>3,099.30</b>	<b>3,084.30</b>	<b>-15.00</b>

City of Ottawa  
 Transportation Services Department  
 Transit Services - User Fees

Policy Fare Structure							
	Multiplier or Discount	Rounded up to nearest	2020 Rate \$	2021 Rate \$	% Change Over 2020	Effective Date	2021 Revenue (\$000)
<b>OC Transpo - Customers' Fares</b>							
<b>Base fare recommended for approval</b>	-	-	3.5104	3.5982	2.5%	1-Jan-2021	
<b>Passes (set by policy from base fare)</b>							
Adult monthly pass	34 x base	quarter	119.50	122.50	2.5%	1-Jan-2021	
Youth (6-19) monthly pass	23% discount	quarter	92.25	94.50	2.4%	1-Jan-2021	
Senior (65+) monthly pass	62% discount	quarter	45.50	46.75	2.7%	1-Jan-2021	
Community monthly pass	64.7% discount	quarter	43.25	43.25	0.0%	1-Jan-2021	
Access monthly pass	64.7% discount	quarter	43.25	43.25	0.0%	1-Jan-2021	
EquiPass monthly pass	52.5% discount	quarter	58.25	58.25	0.0%	1-Jan-2021	
DayPass [1]	3 x base	quarter	10.75	11.00	2.3%	1-Jan-2021	
DayPass3 [1]	7.5 x base	quarter	26.50	27.00	1.9%	1-Jan-2021	
DayPass5 [1]	12 x base	quarter	42.25	43.25	2.4%	1-Jan-2021	
DayPass7 [1]	14.25 x base	quarter	50.25	51.50	2.5%	1-Jan-2021	
Family Pass (weekends/holidays)	3 x base	quarter	10.75	11.00	2.3%	1-Jan-2021	
U-Pass (per semester)	fixed by contract		212.71	218.03	2.5%	1-Sep-2021	

City of Ottawa  
 Transportation Services Department  
 Transit Services - User Fees

	Policy Fare Structure		2020 Rate \$	2021 Rate \$	% Change Over 2020	Effective Date	2021 Revenue (\$000)
	Multiplier or Discount	Rounded up to nearest					
<b>Single-ride fares [2]</b> (set by policy from base fare)							
Adult single-ride fare (paid by card) [3]	1 x base	nickel	3.55	3.60	1.4%	1-Jan-2021	
Adult single-ride fare (paid by cash)	+ 5 cents	nickel	3.60	3.65	1.4%	1-Jan-2021	
Senior (65+) single-ride fare (paid by card) [3] [4]	25% discount	nickel	2.65	2.70	1.9%	1-Jan-2021	
Senior (65+) single-ride fare (paid by cash) [3] [4]	+ 5 cents	nickel	2.70	2.75	1.9%	1-Jan-2021	
Community Pass single-ride fare (paid by e-purse/ParaPurse)	51.4% discount	nickel	1.75	1.75	0.0%	1-Jan-2021	
EquiPass single-ride fare (paid by e-purse/ParaPurse)	51.4% discount	nickel	1.75	1.75	0.0%	1-Jan-2021	
Child (6-12) single-ride fare (paid by card) [3]	50% discount	nickel	1.80	1.80	0.0%	1-Jan-2021	
Child (6-12) single-ride fare (paid by cash)	+ 5 cents	nickel	1.85	1.85	0.0%	1-Jan-2021	
Child (0-5) single-ride fare [5]	100% discount	-	free	free	-	-	
Para Transpo discounted fare with Access Pass	33% discount	nickel	2.40	2.45	2.1%	1-Jan-2021	
Para Transpo rural fare	2.7 x base	quarter	9.50	9.75	2.6%	1-Jan-2021	

**City of Ottawa**  
**Transportation Services Department**  
**Transit Services - User Fees**

	Policy Fare Structure		2020 Rate \$	2021 Rate \$	% Change Over 2020	Effective Date	2021 Revenue (\$000)
	Multiplier or Discount	Rounded up to nearest					
<b>Total fare revenue</b>							
Conventional service (bus and O-Train)	-	-			-		\$ 142,781
Para Transpo	-	-			-		\$ 1,540
<b>Other fees recommended for approval</b>							
Presto smartcard	-	quarter	6.00	6.00	0.0%	1-Jan-2021	
Regular park and ride monthly permit [6]	-	quarter	26.50	27.25	2.8%	1-Jan-2021	
Gold Pass park and ride monthly permit [6]	-	quarter	60.00	61.50	2.5%	1-Jan-2021	
Bikeseecure parking monthly permit [6]	-	quarter	n/a	10.00	N/A	1-Jan-2021	
Bikeseecure parking key fob	-	quarter	n/a	6.00	N/A	1-Jan-2021	
Charter bus - first hour	-	dollar	557.00	571.00	2.5%	1-Jan-2021	
Charter bus - each additional hour	-	quarter	278.50	285.50	2.5%	1-Jan-2021	

**Notes:**

- [1] Valid for unlimited travel for one (DayPass), three (DayPass3), five (DayPass5) and seven (DayPass7) days.
- [2] Single-ride fares may be purchased using cash, Presto or ParaPurse stored value, credit or debit cards, or vouchers issued to social service and non-profit organizations. Not all payment types can be accepted on board buses or at fare gates.
- [3] These single-ride fares may be purchased using Presto e-purse, ParaPurse, credit or debit cards. Not all payment types can be accepted on board buses or at fare gates.
- [4] Seniors travel at no charge on conventional transit routes on Wednesdays and Sundays.
- [5] Children who travel frequently and cannot be carried through a fare gate by a parent/guardian may obtain a special smartcard.
- [6] Valid where designated parking available.

City Of Ottawa  
2021 Adopted Capital Budget  
Transit Commission  
Funding Summary  
In Thousands \$(000's)

Project Description	Revenues	Gas Tax	Tax Supported/ Dedicated	Develop. Charges	Tax Supported/ Dedicated Debt	Grand Total
<b>Transit Services</b>						
<b>Renewal of City Assets</b>						
909087 Rail Operational Readiness	-	-	6,222	-	-	6,222
909722 2020 Trillium Line Structures	-	-	1,500	-	2,000	3,500
910065 2021 Buildings-Transit Services	-	-	3,600	-	-	3,600
910114 2021 Transit Roads	-	-	-	-	2,260	2,260
910116 2021 Transit Structures	-	-	-	-	5,125	5,125
910149 Operations Support Vehicles - Replacemen	-	-	985	-	-	985
910150 Renewal of Operational Assets	-	-	4,000	-	-	4,000
910151 Transit Network Yearly Rehab	-	-	1,500	-	-	1,500
910152 Bus Stops and Shelters	-	-	500	-	500	1,000
910153 Contractual Lifecycle Payment (O-Train L	-	-	444	-	-	444
910154 Station Customer Improvements	-	-	6,500	-	6,500	13,000
910155 Transit Accessibility Improvements	-	-	500	-	-	500
910156 Transit Priority Road and Signal Project	-	-	2,500	-	500	3,000
910157 Bus Refurbishment	-	-	13,200	-	7,300	20,500
910158 Bus Operator Barriers	-	-	6,000	-	-	6,000
910160 Stage 2 Transition	-	-	2,000	-	4,000	6,000
910161 Communications and Control Systems Onboard	-	-	5,400	-	750	6,150
<b>Renewal of City Assets Total</b>	-	-	<b>54,851</b>	-	<b>28,935</b>	<b>83,786</b>
<b>Service Enhancements</b>						
909866 O-Train Line 2 Enhmnt to Exting Stations	-	-	5,000	-	-	5,000
910142 Fare Technology Systems	-	-	2,040	-	-	2,040
910143 Technology Systems - Security	-	-	1,500	-	-	1,500
910144 Customer Services Technology Systems	-	-	2,855	-	-	2,855
910145 Fleet Maintenance Technology Systems	-	-	408	-	-	408
910146 Operations Management Systems	-	-	2,744	-	-	2,744
910147 Para Transpo Technology Systems	-	-	602	-	-	602
910148 Scheduling and Control Systems	-	-	655	-	-	655
910159 Fare Control for Stage 2	-	-	3,900	-	20,000	23,900
<b>Service Enhancements Total</b>	-	-	<b>19,704</b>	-	<b>20,000</b>	<b>39,704</b>
<b>Transit Services Total</b>	-	-	<b>74,555</b>	-	<b>48,935</b>	<b>123,490</b>
<b>Grand Total</b>	-	-	<b>74,555</b>	-	<b>48,935</b>	<b>123,490</b>