

## Expenditures &amp; Revenue Summary by Category - Tax and Rate Supported

In Thousands (\$000)

	2019	2020		2021	\$ Change over 2020 Budget
	Actual	Forecast	Budget	Estimate	
<b>Expenditures by Category</b>					
Salaries, Wages	1,326,088	1,351,220	1,342,717	1,430,544	87,827
Overtime	84,590	54,880	50,631	49,399	-1,232
Benefits / Allowances					
Statutory	86,490	91,208	91,208	94,772	3,564
OMERS	126,414	132,251	132,251	136,646	4,395
Group Insurance	104,253	111,032	111,032	115,919	4,887
Compensation	1,727,835	1,740,591	1,727,839	1,827,280	99,441
Material & Services	609,742	607,780	607,537	650,137	42,600
Transfers/Grants/Financial Charges	1,485,919	1,450,675	1,459,619	1,489,301	29,682
Fleet Costs	83,927	81,184	78,925	80,200	1,275
Program Facility Costs	125,989	126,747	126,955	132,123	5,168
Other Internal Costs	126,957	109,180	114,737	118,755	4,018
<b>Gross Expenditures</b>	<b>4,160,369</b>	<b>4,116,157</b>	<b>4,115,612</b>	<b>4,297,796</b>	<b>182,184</b>
Recoveries & Allocations	-435,720	-360,383	-347,389	-353,315	-5,926
<b>Net Expenditure</b>	<b>3,724,649</b>	<b>3,755,774</b>	<b>3,768,223</b>	<b>3,944,481</b>	<b>176,258</b>
<b>Revenues by Category</b>					
Federal	-155,199	-104,679	-84,394	-84,565	-171
Provincial	-624,437	-641,829	-626,271	-751,712	-125,441
Own Funds	-92,232	-95,966	-95,966	-88,787	7,179
Fees and Services	-859,530	-760,186	-892,497	-835,381	57,116
Fines	-37,157	-29,158	-34,808	-43,808	-9,000
Other	-26,437	-26,893	-23,685	-47,616	-23,931
Property Taxes	-1,688,352	-1,766,318	-1,772,318	-1,851,228	-78,910
Investment Income	-56,922	-49,562	-52,962	-56,062	-3,100
Development Charges	-9,200	-9,688	-9,688	-9,688	0
Payment-in-lieu of taxation	-174,656	-173,634	-175,634	-175,634	0
<b>Total Revenue</b>	<b>-3,724,122</b>	<b>-3,657,913</b>	<b>-3,768,223</b>	<b>-3,944,481</b>	<b>-176,258</b>
<b>Net Requirement</b>	<b>527</b>	<b>97,861</b>	<b>0</b>	<b>0</b>	<b>0</b>

Net of Recoveries and After Inter-departmental Allocations

	2020						2021			\$ Change over 2020 Net Budget
	Forecast			Budget			Estimate			
	Expense	Revenue	Net	Expense	Revenue	Net	Expense	Revenue	Net	
<b>Agriculture &amp; Rural Affairs Committee</b>										
Development Review Process Rural	1,817	0	1,817	1,817	0	1,817	1,862	0	1,862	45
Rural Affairs	985	0	985	1,085	0	1,085	1,090	0	1,090	5
<b>Total</b>	<b>2,802</b>	<b>0</b>	<b>2,802</b>	<b>2,902</b>	<b>0</b>	<b>2,902</b>	<b>2,952</b>	<b>0</b>	<b>2,952</b>	<b>50</b>
<b>Audit Committee</b>										
Office of the Auditor General and External Audit Fees	2,319	0	2,319	2,324	0	2,324	2,389	0	2,389	65
<b>Total</b>	<b>2,319</b>	<b>0</b>	<b>2,319</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	4,458	0	4,458	4,388	0	4,388	4,578	0	4,578	190
Security & Emergency Management	8,368	-365	8,003	8,523	-270	8,253	8,960	-270	8,690	437
Fire Services	171,091	-943	170,148	168,856	-1,208	167,648	174,131	-1,623	172,508	4,860
Paramedic Service	114,513	-67,318	47,195	108,353	-64,568	43,785	118,653	-72,248	46,405	2,620
By-law and Regulatory Services	23,453	-21,122	2,331	23,098	-29,467	-6,369	23,645	-29,467	-5,822	547
Public Policy Development	984	0	984	784	0	784	799	0	799	15
GM's Office & Business Support Services - Community & Social Services	4,290	0	4,290	4,275	0	4,275	4,730	-350	4,380	105
Employment and Social Services	240,989	-217,889	23,100	259,429	-229,959	29,470	257,941	-229,959	27,982	-1,488
Children's Services	166,033	-147,710	18,323	164,002	-146,079	17,923	165,221	-146,499	18,722	799
Housing Services	214,401	-101,076	113,325	178,472	-68,866	109,606	190,613	-78,621	111,992	2,386
Long Term Care	89,996	-56,967	33,029	77,091	-53,238	23,853	92,648	-66,358	26,290	2,437
Partner & Stakeholder Initiatives	27,429	0	27,429	28,029	0	28,029	28,519	0	28,519	490
GM's Office & Business Support Services - Recreation, Cultural and Facility Services	30,023	-1,793	28,230	26,278	-2,543	23,735	27,412	-3,193	24,219	484
Community Recreation and Cultural Programs	97,996	-10,693	87,303	110,496	-51,193	59,303	110,331	-48,252	62,079	2,776
City Wide Programs, Aquatics and Specialized Services	29,990	-5,102	24,888	34,150	-13,397	20,753	34,194	-12,553	21,641	888
Parks & Facilities Planning	1,952	-285	1,667	2,152	-485	1,667	2,202	-485	1,717	50
Facility Operations Services	14,902	-976	13,926	33,667	-2,231	31,436	35,741	-2,786	32,955	1,519
Parks	37,818	-326	37,492	38,543	-316	38,227	39,258	-316	38,942	715
<b>Total</b>	<b>1,278,686</b>	<b>-632,565</b>	<b>646,121</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>

Net of Recoveries and After Inter-departmental Allocations

	2020						2021			\$ Change over 2020 Net Budget
	Forecast			Budget			Estimate			
	Expense	Revenue	Net	Expense	Revenue	Net	Expense	Revenue	Net	
<b>Standing Committee on Environmental Protection, Water and Waste Management</b>										
Infrastructure Services	6,963	-16	6,947	7,213	-16	7,197	7,608	-16	7,592	395
Resiliency and Natural Systems P	1,810	0	1,810	1,875	0	1,875	1,912	0	1,912	37
Solid Waste Services	84,884	-58,100	26,784	83,619	-58,080	25,539	92,279	-63,000	29,279	3,740
Forestry Services	17,089	-446	16,643	19,204	-251	18,953	19,889	-631	19,258	305
<b>Total</b>	<b>110,746</b>	<b>-58,562</b>	<b>52,184</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	12,153	0	12,153	12,453	0	12,453	12,758	0	12,758	305
City Clerk	19,969	-1,028	18,941	19,969	-1,028	18,941	19,640	-649	18,991	50
City Solicitor	9,473	0	9,473	9,503	0	9,503	9,773	0	9,773	270
City Manager's Office	2,110	0	2,110	2,135	0	2,135	2,160	0	2,160	25
Rail Construction Program Service	5	-5	0	5	-5	0	5	-5	0	0
GM's Office & Business Support and Technical Services - Planning, Infrastructure & Economic Development	2,980	0	2,980	2,980	0	2,980	2,850	0	2,850	-130
Economic Development and Long Range Planning	9,824	0	9,824	9,634	0	9,634	9,814	-125	9,689	55
GM's Office & Business Support Services - Innovative Client Services	3,014	0	3,014	3,464	0	3,464	3,554	0	3,554	90
Service Transformation	3,322	0	3,322	3,572	0	3,572	3,587	0	3,587	15
Public Information & Media Relations	3,874	0	3,874	4,069	0	4,069	4,364	-250	4,114	45
Human Resources	16,242	-765	15,477	17,192	-765	16,427	17,567	-765	16,802	375
Service Ottawa	13,560	-704	12,856	14,570	-1,304	13,266	14,870	-1,304	13,566	300
Chief Financial Officer/Treasurer & Business Support Services - Finance Services	2,378	0	2,378	2,518	0	2,518	2,528	0	2,528	10
Revenue Services	13,452	-5,857	7,595	14,182	-6,257	7,925	12,112	-6,757	5,355	-2,570
Corporate Finance	14,869	0	14,869	14,909	0	14,909	15,254	0	15,254	345
Payroll, Pensions & Benefits Service	6,948	0	6,948	6,858	0	6,858	6,998	0	6,998	140
Supply Services	6,654	-1,985	4,669	5,454	-785	4,669	5,624	-785	4,839	170
Corporate Real Estate Office	9,363	-319	9,044	10,363	-319	10,044	10,438	-329	10,109	65
Non Departmental	368,003	-2,148,782	-1,780,779	385,633	-2,177,982	-1,792,349	394,362	-2,264,912	-1,870,550	-78,201
<b>Total</b>	<b>518,193</b>	<b>-2,159,445</b>	<b>-1,641,252</b>	<b>539,463</b>	<b>-2,188,445</b>	<b>-1,648,982</b>	<b>548,258</b>	<b>-2,275,881</b>	<b>-1,727,623</b>	<b>-78,641</b>

Net of Recoveries and After Inter-departmental Allocations

	2020						2021			\$ Change over 2020 Net Budget
	Forecast			Budget			Estimate			
	Expense	Revenue	Net	Expense	Revenue	Net	Expense	Revenue	Net	
<b>Information Technology Sub-Committee</b>										
Information Technology	67,790	0	67,790	67,290	0	67,290	69,290	-480	68,810	1,520
<b>Total</b>	<b>67,790</b>	<b>0</b>	<b>67,790</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	13,042	-12,505	537	12,792	-12,255	537	13,392	-12,530	862	325
Planning Services	9,330	-10,439	-1,109	9,930	-11,039	-1,109	10,390	-12,194	-1,804	-695
Building Code Services - OBC	25,341	-25,481	-140	27,541	-27,981	-440	28,091	-28,531	-440	0
Long Range Planning	2,624	-4	2,620	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>51,835</b>	<b>-48,429</b>	<b>3,406</b>	<b>54,830</b>	<b>-51,279</b>	<b>3,551</b>	<b>63,735</b>	<b>-53,259</b>	<b>10,476</b>	<b>6,925</b>
<b>Transportation Committee</b>										
GM's Office & Business Support Services - Public Works & Environmental Services	11,631	-34	11,597	11,126	-34	11,092	11,386	-34	11,352	260
Roads Services	119,412	-2,156	117,256	118,902	-1,146	117,756	121,717	-1,161	120,556	2,800
Parking Services	11,458	-11,447	11	16,863	-16,852	11	16,952	-16,952	0	-11
Traffic Services	52,013	-1,932	50,081	54,563	-1,932	52,631	61,368	-1,952	59,416	6,785
Transportation Planning	4,436	-55	4,381	4,436	-55	4,381	4,546	-55	4,491	110
Fleet Services	4,508	-799	3,709	4,258	-549	3,709	4,343	-549	3,794	85
<b>Total</b>	<b>203,458</b>	<b>-16,423</b>	<b>187,035</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>2,235,829</b>	<b>-2,915,424</b>	<b>-679,595</b>	<b>2,259,454</b>	<b>-2,982,459</b>	<b>-723,005</b>	<b>2,348,200</b>	<b>-3,106,950</b>	<b>-758,750</b>	<b>-35,745</b>
<b>Boards, Agencies and Commissions</b>										
Committee of Adjustment	1,450	-1,450	0	1,450	-1,450	0	1,520	-1,520	0	0
Crime Prevention	1,109	0	1,109	1,109	0	1,109	1,154	0	1,154	45
Ottawa Public Health	84,546	-60,885	23,661	74,367	-50,706	23,661	98,076	-73,255	24,821	1,160
Ottawa Public Library	50,721	-2,066	48,655	54,986	-2,785	52,201	56,081	-1,750	54,331	2,130
Ottawa Police Service	350,817	-31,594	319,223	357,790	-38,567	319,223	372,431	-39,963	332,468	13,245
Transit Commission	633,582	-247,049	386,533	616,932	-290,121	326,811	647,293	-301,317	345,976	19,165
<b>Total Boards, Agencies and Commissions</b>	<b>1,122,225</b>	<b>-343,044</b>	<b>779,181</b>	<b>1,106,634</b>	<b>-383,629</b>	<b>723,005</b>	<b>1,176,555</b>	<b>-417,805</b>	<b>758,750</b>	<b>35,745</b>
<b>Total Tax Supported Program</b>	<b>3,358,054</b>	<b>-3,258,468</b>	<b>99,586</b>	<b>3,366,088</b>	<b>-3,366,088</b>	<b>0</b>	<b>3,524,755</b>	<b>-3,524,755</b>	<b>0</b>	<b>0</b>

Net of Recoveries and After Inter-departmental Allocations

	2020						2021			\$ Change over 2020 Net Budget
	Forecast			Budget			Estimate			
	Expense	Revenue	Net	Expense	Revenue	Net	Expense	Revenue	Net	
<b>Rate Supported Program</b>										
Drinking Water Services	183,974	-187,179	-3,205	188,479	-188,479	0	193,696	-193,696	0	0
Wastewater Services	156,348	-154,528	1,820	156,198	-156,198	0	161,982	-161,982	0	0
Stormwater Services	57,398	-57,738	-340	57,458	-57,458	0	64,048	-64,048	0	0
<b>Total Rate Supported Program</b>	<b>397,720</b>	<b>-399,445</b>	<b>-1,725</b>	<b>402,135</b>	<b>-402,135</b>	<b>0</b>	<b>419,726</b>	<b>-419,726</b>	<b>0</b>	<b>0</b>
<b>Total Tax and Rate Supported Pr</b>	<b>3,755,774</b>	<b>-3,657,913</b>	<b>97,861</b>	<b>3,768,223</b>	<b>-3,768,223</b>	<b>0</b>	<b>3,944,481</b>	<b>-3,944,481</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	Estimate	
<b>Agriculture &amp; Rural Affairs Committee</b>										
Development Review Process Rural	1,817	0	45	0	0	0	0	0	1,862	45
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>50</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,952</b>	<b>50</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	Estimate	
<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
Rail Construction Program Service	0	0	0	0	0	0	0	0	0	0
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	-1,792,349	129	-51,580	0	-26,750	0	0	0	-1,870,550	-78,201
<b>Total</b>	<b>-1,648,982</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>-1,727,623</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	Estimate	
<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	537	0	600	0	0	0	0	-275	862	325
Planning Services	-1,109	0	460	0	0	0	0	-1,155	-1,804	-695
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>3,551</b>	<b>0</b>	<b>1,720</b>	<b>0</b>	<b>7,185</b>	<b>0</b>	<b>0</b>	<b>-1,980</b>	<b>10,476</b>	<b>6,925</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	Estimate	
<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>45,264</b>	<b>852</b>	<b>-13,396</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	Estimate
<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	Estimate
<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	Estimate
<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	Estimate
<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>

	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	Estimate	
<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>

	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	Estimate	
<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>

	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	Estimate	
<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>	



	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	Estimate	
<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>