



BUDGET

2023

**Working together
for a better Ottawa**

**Finance and Corporate
Services Committee**

Tabled February 1, 2023

DRAFT



Table of Contents

Finance and Corporate Services Committee

Elected Officials	1
Service Area Summary	1
Operating Resource Requirement	2
City Clerk	3
Service Area Summary	3
Operating Resource Requirement	5
User Fees	6
Legal Services.	8
Service Area Summary	8
Operating Resource Requirement	9
City Manager's Office	10
Service Area Summary	10
Operating Resource Requirement	11
Rail Construction Program	12
Service Area Summary	12
Operating Resource Requirement	13
User Fees	14
GM's Office & Business and Technical Support Services PRED	17
Operating Resource Requirement	17
Economic Development and Long Range Planning	18
Community, Policy and Partnerships	18
Service Area Summary	18
Operating Resource Requirement	19
User Fees	20
Corporate Real Estate Office	21

Service Area Summary	21
Operating Resource Requirement	22
User Fees	23
GM's Office & Business Support Services ICSD	24
Operating Resource Requirement	24
Service Transformation	25
Service Area Summary	25
Operating Resource Requirement	26
Public Information and Media Relations	27
Service Area Summary	27
Operating Resource Requirement	28
Human Resources Services	29
Service Area Summary	29
Operating Resource Requirement	30
ServiceOttawa	31
Service Area Summary	31
Operating Resource Requirement	33
User Fees	34
Information Technology (IT) Services	35
Service Area Summary	35
Operating Resource Requirement	36
Supply Services	37
Service Area Summary	37
Operating Resource Requirement	38
Chief Financial Officer/Treasurer & Business Support Services	39
Operating Resource Requirement	39
Financial Strategies, Planning and Client Service	40

Service Area Summary	40
Operating Resource Requirement	41
Revenue Service	42
Service Area Summary	42
Operating Resource Requirement	44
User Fees	45
Corporate Finance Service	47
Service Area Summary	47
Operating Resource Requirement	48
Payroll, Pensions and Benefits	49
Service Area Summary	49
Operating Resource Requirement	50
Non Departmental	51
Service Area Summary	51
Operating Resource Requirement	53
Capital Funding Summary	57

Elected Officials

2023 Service Area Summary

The Mayor and all 24 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 of Council'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)

	2021	2022		2023	\$ Change over 2022 Budget
	Actual	Forecast	Budget	Estimate	
Expenditures by Program					
Mayor's Office	944	971	971	985	14
Constituency Services & Administration	11,562	12,346	12,546	13,317	771
Provision for Surplus	0	(550)	(550)	(550)	0
Gross Expenditure	12,506	12,767	12,967	13,752	785
Recoveries & Allocations	(54)	0	0	0	0
Revenue	0	0	0	0	0
Net Requirement	12,452	12,767	12,967	13,752	785
Expenditures by Type					
Salaries, Wages & Benefits	11,076	11,236	11,436	12,139	703
Overtime	0	0	0	0	0
Material & Services	1,294	1,189	1,189	1,263	74
Transfers/Grants/Financial Charges	71	228	228	234	6
Fleet Costs	0	0	0	0	0
Program Facility Costs	0	0	0	0	0
Other Internal Costs	65	114	114	116	2
Gross Expenditures	12,506	12,767	12,967	13,752	785
Recoveries & Allocations	(54)	0	0	0	0
Net Expenditure	12,452	12,767	12,967	13,752	785
Revenues By Type					
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
Total Revenue	0	0	0	0	0
Net Requirement	12,452	12,767	12,967	13,752	785
Full Time Equivalents			0.00	0.00	0.00

Office of the City Clerk

2023 Service Area Summary

The City Clerk function ensures that all statutory obligations are administered to fully comply with Provincial legislation and City Council policy and by-laws (e.g., elections, access to information and privacy, information management, accessibility, intergovernmental affairs, French Language Services, archives, Council meetings, support for the Statutory Officers, including the Integrity Commissioner, etc.).

The Office provides governance support to elected officials and all departments. When requested, it provides guidance to some boards and commissions, such as to the Ottawa Police Services Board, Ottawa Board of Health, Committee of Adjustment and the Ottawa Public Library.

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 and by-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, and delivering internal mail, coordinating courier services and processing external mail for the City and the Ottawa Police Service.
- Business support services related to a wide range of corporate initiatives and shared services.

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

	2021	2022		2023	\$ Change over 2022 Budget
	Actual	Forecast	Budget	Estimate	
Expenditures by Program					
City Clerk's Office	779	588	492	454	(38)
Policy & Technical Solution Services	6,134	6,754	6,754	6,845	91
Council & Committee Services	2,521	2,749	2,749	2,800	51
Protocol	1,068	1,365	1,365	1,375	10
French Language Services	4,268	3,185	3,185	3,140	(45)
Legislative Services	7,289	7,316	7,316	7,501	185
Election	1,730	10,366	9,710	2,586	(7,124)
Gross Expenditure	23,789	32,323	31,571	24,701	(6,870)
Recoveries & Allocations	(3,369)	(2,997)	(2,997)	(2,999)	(2)
Revenue	(1,608)	(9,826)	(9,074)	(1,882)	7,192
Net Requirement	18,812	19,500	19,500	19,820	320
Expenditures by Type					
Salaries, Wages & Benefits	15,161	16,755	16,755	16,031	(724)
Overtime	18	1,918	1,918	60	(1,858)
Material & Services	6,971	12,198	11,446	6,929	(4,517)
Transfers/Grants/Financial Charges	(6)	0	0	211	211
Fleet Costs	102	153	153	153	0
Program Facility Costs	1,223	972	972	990	18
Other Internal Costs	320	327	327	327	0
Gross Expenditures	23,789	32,323	31,571	24,701	(6,870)
Recoveries & Allocations	(3,369)	(2,997)	(2,997)	(2,999)	(2)
Net Expenditure	20,420	29,326	28,574	21,702	(6,872)
Revenues By Type					
Federal	(56)	0	0	0	0
Provincial	(422)	0	0	0	0
Own Funds	(1,117)	(9,817)	(9,065)	(1,873)	7,192
Fees and Services	0	(9)	(9)	(9)	0
Fines	(13)	0	0	0	0
Other	0	0	0	0	0
Total Revenue	(1,608)	(9,826)	(9,074)	(1,882)	7,192
Net Requirement	18,812	19,500	19,500	19,820	320
Full Time Equivalents			146.55	146.55	0.00

City of Ottawa
City Clerk - User Fees

	2021 Rate \$	2022 Rate \$	2023 Rate \$	% Change Over 2022	% Change Over 2021	Effective Date	2023 Revenue (\$000)
Digital Prints, B&W or Colour							
Up to 8 x 10	20.43	20.84	21.26	2%	4%	01-Apr-23	
On archival paper (add)	1.94	1.98	2.02	2%	4%	01-Apr-23	
11 x 14 or 16 x 20	55.20	56.31	57.44	2%	4%	01-Apr-23	
20 x 24	82.80	84.46	86.15	2%	4%	01-Apr-23	
On archival paper (add)	6.62	6.75	6.89	2%	4%	01-Apr-23	
Oversize photographs, black and white (per sq. ft)	20.43	20.84	21.26	2%	4%	01-Apr-23	
Oversize photographs, col. (per sq. ft)	20.43	20.84	21.26	2%	4%	01-Apr-23	
Frame (11 x 14) + mat	40.80	41.62	42.45	2%	4%	01-Apr-23	
Rush surcharge	50%	50%	50%	0%	0%	01-Apr-23	
Digital Scans							
Up to 8 x 10 target size, 100 dpi	8.02	8.18	8.34	2%	4%	01-Apr-23	
Up to 4 x 5 target size, 300 dpi	8.75	8.93	9.11	2%	4%	01-Apr-23	
Up to 8 x 10 target size, 300 dpi	14.91	15.21	15.51	2%	4%	01-Apr-23	
Up to 8 x 10 target size, 600 dpi	38.64	39.41	40.20	2%	4%	01-Apr-23	
Maps & plans, 300 dpi	16.56	16.90	17.24	2%	4%	01-Apr-23	
Custom photography / scanning (per hour)	40.80	41.62	42.45	2%	4%	01-Apr-23	
On CD or DVD (add)	2.76	2.82	2.88	2%	4%	01-Apr-23	
Rush surcharge	50%	50%	50%	0%	0%	01-Apr-23	
Audio-visual							
Duplication to CD or DVD (supported formats)	20.40	20.81	21.23	2%	4%	01-Apr-23	
Photocopies							
Photocopying (self-serve)	0.25	0.25	0.25	0%	0%	01-Apr-23	
Photocopying (large, self-serve)	1.00	1.00	1.00	0%	0%	01-Apr-23	
Photocopying (by staff)	0.50	0.50	0.50	0%	0%	01-Apr-23	

City of Ottawa
City Clerk - User Fees

	2021 Rate \$	2022 Rate \$	2023 Rate \$	% Change Over 2022	% Change Over 2021	Effective Date	2023 Revenue (\$000)
Research and Associated Fees							
Research	40.80	40.80	40.80	0%	0%	01-Apr-23	
Certified True Copy	Free	Free	Free	-	-	01-Apr-23	
Usage fees, commercial / internet publication, still images used in publication per image, non-exclusive, non-transferable, one-time only, single-language							
Fee per image, NFP	Free	Free	Free	-	-	01-Apr-23	
Fee per image, commercial	50.00	50.00	50.00	0%	0%	01-Apr-23	
Publications							
Individual titles	Cover price	Cover price	Cover price	-	-	01-Apr-23	
Rentals / Other							
Rooms as per existing Facility schedule	Facility schedule	Facility schedule	Facility schedule			01-Apr-23	
Room rental contract change fee	10.00	10.00	10.00	0%	0%	01-Apr-23	
Gallery space (commercial rental)	Negotiated contract	Negotiated contract	Negotiated contract	-	-	01-Apr-23	
Exhibit / artifact loan fee (per hour - intake / return)	50.00	50.00	50.00	0%	0%	01-Apr-23	
Exhibit case rental (per day)	250.00	250.00	250.00	0%	0%	01-Apr-23	
Exhibition design services (per hour)	50.00	50.00	50.00	0%	0%	01-Apr-23	
Archival quality boxes (20 cm box, per lot of 25)	60.75	60.75	60.75	0%	0%	01-Apr-23	
Home Archives Kit	65.00	65.00	65.00	0%	0%	01-Apr-23	
Deluxe Home Archives Kit	99.00	99.00	99.00	0%	0%	01-Apr-23	

Innovative Client Services Department

2023 Service Area Summary - Legal Services

Legal Services is a centre of expertise providing high quality, proactive, efficient and cost-effective legal services to a broad range of clients, including all City departments, City Council, and various local boards, including the Ottawa Police Services Board and Ottawa Public Library Board. Legal Services utilizes both in-house and external legal resources to provide a full range of core legal services, in addition to labour relations (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
- Corporate and commercial law support, including: review and drafting of contracts, funding agreements; tendering and procurement law advice
- Labour relations support, including: support to management regarding employee issues; leading collective bargaining on behalf of the City; administration of the grievance process; and representation of the City in arbitrations and at tribunals.
- 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; receipt, investigation and adjudication of non-litigated claims against the City; administrative proceedings before provincial and federal tribunals
- Planning and development law advice, including: preparation and review of development-related agreements; processing of real estate transactions involving the City; and, representation of the City in matters before the Local Planning Appeals Tribunal
- Advice and oversight of the City's Insurance programs
- Ethics advice and guidance

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

	2021	2022		2023	\$ Change over 2022 Budget
	Actual	Forecast	Budget	Estimate	
Expenditures by Program					
Legal Services	13,920	12,876	12,876	13,026	150
Gross Expenditure	13,920	12,876	12,876	13,026	150
Recoveries & Allocations	(3,533)	(2,893)	(2,893)	(2,913)	(20)
Revenue	(20)	0	0	0	0
Net Requirement	10,367	9,983	9,983	10,113	130
Expenditures by Type					
Salaries, Wages & Benefits	10,098	11,145	11,145	11,305	160
Overtime	0	31	31	31	0
Material & Services	3,794	1,643	1,643	1,633	(10)
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	57	57	57	0
Gross Expenditures	13,920	12,876	12,876	13,026	150
Recoveries & Allocations	(3,533)	(2,893)	(2,893)	(2,913)	(20)
Net Expenditure	10,387	9,983	9,983	10,113	130
Revenues By Type					
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	(20)	0	0	0	0
Total Revenue	(20)	0	0	0	0
Net Requirement	10,367	9,983	9,983	10,113	130
Full Time Equivalents			91.00	91.00	0.00

City Manager's Office

2023 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
- Establishing the corporation's administrative governance structure and processes
- Providing policy and strategic advice to Council in key areas and activities, including upper-tier legislation and its implications on City operations
- Fostering 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.
- Overseeing the Corporate Legislative Agenda (review and quality control)
- Fostering and maintaining the City's relationship with the Office of the Auditor General (OAG), and serving as the Administration's main point of contact with the OAG for audit activities and Fraud & Waste investigations
- Preparing for Council, Finance and Economic Development Committee and Audit Committee
- Proactively supporting and advancing relations with Council, key stakeholders, and the community at large
- Proactively supporting the City Manager's internal communications and outreach
- Providing leadership in the strategic management of key corporate projects

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

	2021	2022		2023	\$ Change over 2022 Budget
	Actual	Forecast	Budget	Estimate	
Expenditures by Program					
City Manager's Office	2,078	2,222	2,222	2,262	40
Gross Expenditure	2,078	2,222	2,222	2,262	40
Recoveries & Allocations	0	0	0	0	0
Revenue	0	0	0	0	0
Net Requirement	2,078	2,222	2,222	2,262	40
Expenditures by Type					
Salaries, Wages & Benefits	1,971	2,105	2,105	2,145	40
Overtime	0	0	0	0	0
Material & Services	93	104	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	14	13	13	13	0
Gross Expenditures	2,078	2,222	2,222	2,262	40
Recoveries & Allocations	0	0	0	0	0
Net Expenditure	2,078	2,222	2,222	2,262	40
Revenues By Type					
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
Total Revenue	0	0	0	0	0
Net Requirement	2,078	2,222	2,222	2,262	40
Full Time Equivalents			13.00	13.00	0.00

Transit Services Department

2023 Service Area Summary - Rail Construction Program

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 certain contractual matters 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
Transit Services Department
Rail Construction Program Service - Operating Resource Requirement
In Thousands (\$000)

	2021	2022		2023	\$ Change over 2022 Budget
	Actual	Forecast	Budget	Estimate	
Expenditures by Program					
O-Train Construction	388	3	0	0	0
Rail Construction Program Service	8,721	10,304	11,122	15,507	4,385
Gross Expenditure	9,109	10,307	11,122	15,507	4,385
Recoveries & Allocations	(9,109)	(10,302)	(11,117)	(15,502)	(4,385)
Revenue	0	(5)	(5)	(5)	0
Net Requirement	0	0	0	0	0
Expenditures by Type					
Salaries, Wages & Benefits	8,890	10,088	10,717	14,977	4,260
Overtime	198	203	400	525	125
Material & Services	0	5	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	21	11	0	0	0
Gross Expenditures	9,109	10,307	11,122	15,507	4,385
Recoveries & Allocations	(9,109)	(10,302)	(11,117)	(15,502)	(4,385)
Net Expenditure	0	5	5	5	0
Revenues By Type					
Federal	0	0	0	0	0
Provincial	0	0	0	0	0
Own Funds	0	0	0	0	0
Fees and Services	0	(5)	(5)	(5)	0
Fines	0	0	0	0	0
Other	0	0	0	0	0
Total Revenue	0	(5)	(5)	(5)	0
Net Requirement	0	0	0	0	0
Full Time Equivalents			12.00	12.00	0.00

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

	2021 Rate \$	2022 Rate \$	2023 Rate \$	% Change Over 2022	% Change Over 2021	Effective Date	2023 Revenue (\$000)
Proximity Fees							
Shoring – Design & Monitoring Plan							
Level 1 Fee	563	563	586	4%	4%	01-Apr-23	
Level 2 Fee	2,252	2,252	2,342	4%	4%	01-Apr-23	
Level 3 Fee	4,505	4,505	4,685	4%	4%	01-Apr-23	
Excavation Support System							
Level 2 Fee	563	563	586	4%	4%	01-Apr-23	
Level 3 Fee	1,689	1,689	1,757	4%	4%	01-Apr-23	
Geotechnical Hydrogeological Analysis							
Level 2 Fee	1,126	1,126	1,171	4%	4%	01-Apr-23	
Level 3 Fee	1,126	1,126	1,171	4%	4%	01-Apr-23	
Groundwater Control Plan							
Level 1 Fee	563	563	586	4%	4%	01-Apr-23	
Level 2 Fee	2,252	2,252	2,342	4%	4%	01-Apr-23	
Level 3 Fee	2,252	2,252	2,342	4%	4%	01-Apr-23	
Waterproofing System							
Level 2 Fee	563	563	586	4%	4%	01-Apr-23	
Level 3 Fee	1,126	1,126	1,171	4%	4%	01-Apr-23	
Structural Analysis –Loading							
Level 2 Fee	2,252	2,252	2,342	4%	4%	01-Apr-23	
Level 3 Fee	2,252	2,252	2,342	4%	4%	01-Apr-23	
Fire Ventilation							
Level 2 Fee	563	563	586	4%	4%	01-Apr-23	
Level 3 Fee	1,126	1,126	1,171	4%	4%	01-Apr-23	
Station Ventilation							
Level 2 Fee	563	563	586	4%	4%	01-Apr-23	
Level 3 Fee	1,126	1,126	1,171	4%	4%	01-Apr-23	
Access Requirements (including AODA)							
Level 1 Fee	563	563	586	4%	4%	01-Apr-23	
Level 2 Fee	563	563	586	4%	4%	01-Apr-23	
Level 3 Fee	845	845	878	4%	4%	01-Apr-23	
Noise and Vibration Study							
Level 1 Fee	563	563	586	4%	4%	01-Apr-23	
Level 2 Fee	1,126	1,126	1,171	4%	4%	01-Apr-23	
Level 3 Fee	2,252	2,252	2,342	4%	4%	01-Apr-23	

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

	2021 Rate \$	2022 Rate \$	2023 Rate \$	% Change Over 2022	% Change Over 2021	Effective Date	2023 Revenue (\$000)
EMI/Stray Current							
Level 2 Fee	563	563	586	4%	4%	01-Apr-23	
Level 3 Fee	563	563	586	4%	4%	01-Apr-23	
Construction Coordination Protocols							
Level 1 Fee	563	563	586	4%	4%	01-Apr-23	
Level 2 Fee	1,689	1,689	1,757	4%	4%	01-Apr-23	
Level 3 Fee	3,378	3,378	3,514	4%	4%	01-Apr-23	
Pre-Post Construction Surveys							
Level 1 Fee	563	563	586	4%	4%	01-Apr-23	
Level 2 Fee	563	563	586	4%	4%	01-Apr-23	
Level 3 Fee	1,689	1,689	1,757	4%	4%	01-Apr-23	
Set-Back Requirements from Structures in the Zone of Influence							
Level 1 Fee	563	563	586	4%	4%	01-Apr-23	
Level 2 Fee	1,126	1,126	1,171	4%	4%	01-Apr-23	
Level 3 Fee	1,689	1,689	1,757	4%	4%	01-Apr-23	
Fire/Smoke Dispersion Analysis							
Level 2 Fee	1,689	1,689	1,757	4%	4%	01-Apr-23	
Level 3 Fee	2,252	2,252	2,342	4%	4%	01-Apr-23	
Crane Swing and Lifting Loads							
Level 1 Fee	563	563	586	4%	4%	01-Apr-23	
Level 2 Fee	1,126	1,126	1,171	4%	4%	01-Apr-23	
Level 3 Fee	1,689	1,689	1,757	4%	4%	01-Apr-23	
Insurance Requirements							
Level 2 Fee	563	563	586	4%	4%	01-Apr-23	
Level 3 Fee	563	563	586	4%	4%	01-Apr-23	
Property – M&L Requirements							
Level 2 Fee	563	563	586	4%	4%	01-Apr-23	
Level 3 Fee	1,126	1,126	1,171	4%	4%	01-Apr-23	

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

	2021 Rate \$	2022 Rate \$	2023 Rate \$	% Change Over 2022	% Change Over 2021	Effective Date	2023 Revenue (\$000)
Utility relocations and Installations							
Level 1 Fee	563	563	586	4%	4%	01-Apr-23	
Level 2 Fee	1,126	1,126	1,171	4%	4%	01-Apr-23	
Level 3 Fee	1,689	1,689	1,757	4%	4%	01-Apr-23	
Entrance Connection Agreement							
Level 2 Fee	4,505	4,505	4,685	4%	4%	01-Apr-23	
Level 3 Fee	5,631	5,631	5,856	4%	4%	01-Apr-23	
Security Plan							
Level 2 Fee	1,689	1,689	1,757	4%	4%	01-Apr-23	
Level 3 Fee	1,689	1,689	1,757	4%	4%	01-Apr-23	
Construction As-Built Drawings							
Level 2 Fee	563	563	586	4%	4%	01-Apr-23	
Level 3 Fee	1,689	1,689	1,757	4%	4%	01-Apr-23	

City of Ottawa

Planning, Real Estate & Economic Development Department

GM's Office & Business and Technical Support Services - Operating Resource Requirement

In Thousands (\$000)

	2021	2022		2023	\$ Change over 2022 Budget
	Actual	Forecast	Budget	Estimate	
Expenditures by Program					
General Manager's Office	412	668	488	488	0
Business and Technical Support Services	3,541	4,071	4,621	4,696	75
Gross Expenditure	3,953	4,739	5,109	5,184	75
Recoveries & Allocations	(1,851)	(2,153)	(2,063)	(2,078)	(15)
Revenue	(1)	(10)	0	0	0
Net Requirement	2,101	2,576	3,046	3,106	60
Expenditures by Type					
Salaries, Wages & Benefits	3,758	4,346	4,656	4,731	75
Overtime	1	11	16	16	0
Material & Services	150	354	374	374	0
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	19	28	13	13	0
Gross Expenditures	3,953	4,739	5,109	5,184	75
Recoveries & Allocations	(1,851)	(2,153)	(2,063)	(2,078)	(15)
Net Expenditure	2,102	2,586	3,046	3,106	60
Revenues By Type					
Federal	0	0	0	0	0
Provincial	(1)	(10)	0	0	0
Own Funds	0	0	0	0	0
Fees and Services	0	0	0	0	0
Fines	0	0	0	0	0
Other	0	0	0	0	0
Total Revenue	(1)	(10)	0	0	0
Net Requirement	2,101	2,576	3,046	3,106	60
Full Time Equivalents			38.00	38.00	0.00

Planning, Real Estate and Economic Development Department

2023 Service Area Summary - Community, Policy and Partnerships

Economic Development and Long-Range Planning – The Community, Policy and Partnerships branch is part of the Planning, Real Estate and Economic Development (PRED) Department, a department that champions the city-building priorities from planning and managing development opportunities and transportation infrastructure, to managing City real estate for population growth and economic prosperity.

Community, Policy and Partnerships: In collaboration with key economic development partners, develops and implements economic development policies, strategies, projects and programs under the umbrella of the City's 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.

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

	2021	2022		2023	\$ Change over 2022 Budget
	Actual	Forecast	Budget	Estimate	
Expenditures by Program					
Director's Office	382	333	333	351	18
Community, Policy and Partnerships	8,541	9,223	9,223	8,755	(468)
Gross Expenditure	8,923	9,556	9,556	9,106	(450)
Recoveries & Allocations	(40)	0	0	0	0
Revenue	(8)	0	0	0	0
Net Requirement	8,875	9,556	9,556	9,106	(450)
Expenditures by Type					
Salaries, Wages & Benefits	1,563	1,620	1,620	1,670	50
Overtime	1	6	6	6	0
Material & Services	41	227	227	227	0
Transfers/Grants/Financial Charges	7,314	7,698	7,698	7,198	(500)
Fleet Costs	0	0	0	0	0
Program Facility Costs	0	0	0	0	0
Other Internal Costs	4	5	5	5	0
Gross Expenditures	8,923	9,556	9,556	9,106	(450)
Recoveries & Allocations	(40)	0	0	0	0
Net Expenditure	8,883	9,556	9,556	9,106	(450)
Revenues By Type					
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	(8)	0	0	0	0
Total Revenue	(8)	0	0	0	0
Net Requirement	8,875	9,556	9,556	9,106	(450)
Full Time Equivalents			12.00	12.00	0.00

City of Ottawa

Planning, Real Estate & Economic Development Department

Economic Development and Long Range Planning - User Fees

	2021 Rate \$	2022 Rate \$	2023 Rate \$	% Change Over 2022	% Change Over 2021	Effective Date	2023 Revenue (\$000)
Retail Business Holidays Act exemption application fee	2,560.00	2,650.00	2,720.00	2.6%	6.3%	01-Apr-23	

Planning, Real Estate and Economic Development Department 2023 Service Area Summary- Corporate Real Estate Office

The Corporate Real Estate Office (CREO) is part of the Planning, Real Estate and Economic Development (PRED) Department, a department that champions the city-building priorities from planning and managing development opportunities and transportation infrastructure, to managing City real estate for population growth and economic prosperity.

CREO manages City land assets and investments to foster economic prosperity and 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
- 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
- Management of the Ottawa Community Land Development Corporation (OCLDC)

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

	2021	2022		2023	\$ Change over 2022 Budget
	Actual	Forecast	Budget	Estimate	
Expenditures by Program					
Director's Office	383	404	504	518	14
Realty Services	1,784	2,172	2,272	2,252	(20)
Realty Initiatives & Development	12,229	12,330	12,630	12,876	246
Gross Expenditure	14,396	14,906	15,406	15,646	240
Recoveries & Allocations	(5,323)	(5,744)	(5,744)	(5,744)	0
Revenue	(814)	(339)	(339)	(619)	(280)
Net Requirement	8,259	8,823	9,323	9,283	(40)
Expenditures by Type					
Salaries, Wages & Benefits	4,913	5,234	5,334	5,424	90
Overtime	2	26	26	26	0
Material & Services	2,927	3,941	4,641	4,636	(5)
Transfers/Grants/Financial Charges	6,203	5,461	5,161	5,316	155
Fleet Costs	0	0	0	0	0
Program Facility Costs	0	0	0	0	0
Other Internal Costs	351	244	244	244	0
Gross Expenditures	14,396	14,906	15,406	15,646	240
Recoveries & Allocations	(5,323)	(5,744)	(5,744)	(5,744)	0
Net Expenditure	9,073	9,162	9,662	9,902	240
Revenues By Type					
Federal	0	0	0	0	0
Provincial	0	0	0	0	0
Own Funds	0	0	0	0	0
Fees and Services	(814)	(339)	(339)	(619)	(280)
Fines	0	0	0	0	0
Other	0	0	0	0	0
Total Revenue	(814)	(339)	(339)	(619)	(280)
Net Requirement	8,259	8,823	9,323	9,283	(40)
Full Time Equivalents			40.50	40.50	0.00

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

	2021 Rate \$	2022 Rate \$	2023 Rate \$	% Change Over 2022	% Change Over 2021	Effective Date	2023 Revenue (\$000)
Real Estate Agreements							
Lease agreements	1,126.00	1,149.00	1,168.00	1.7%	3.7%	01-Apr-23	
Lease Assignment Amendment	563.00	574.00	584.00	1.7%	3.7%	01-Apr-23	
Lease Renewal Agreements	563.00	574.00	584.00	1.7%	3.7%	01-Apr-23	
License of Occupation Agreements	1,126.00	1,149.00	1,168.00	1.7%	3.7%	01-Apr-23	
License Assignment	563.00	574.00	584.00	1.7%	3.7%	01-Apr-23	
License Renewal	563.00	574.00	584.00	1.7%	3.7%	01-Apr-23	
Consent to Enter Agreements	280.00	286.00	291.00	1.7%	3.9%	01-Apr-23	
Reconveyance of Dedicated Road Widening requirements	563.00	574.00	584.00	1.7%	3.7%	01-Apr-23	
Appraisal fee for cash-in-lieu of parkland	500.00	500.00	800.00	60.0%	60.0%	01-Apr-23	
Cost of Negotiation of off-site management agreement	1,688.00	1,722.00	1,751.00	1.7%	3.7%	01-Apr-23	
Cost of Negotiation fee	1,688.00	1,722.00	1,751.00	1.7%	3.7%	01-Apr-23	
Cost of appraisal	actual cost	actual cost	actual cost	n/a	n/a	01-Apr-23	
Cost of appraisal admin fee	1,688.00	1,722.00	1,751.00	1.7%	3.7%	01-Apr-23	
Cost of survey	actual cost	actual cost	actual cost	n/a	n/a	01-Apr-23	
Cost of survey admin fee	1,688.00	1,722.00	1,751.00	1.7%	3.7%	01-Apr-23	
Recovery of actual costs relating to real estate operations	actual cost	actual cost	actual cost	n/a	n/a	01-Apr-23	
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-Apr-23	
Total Departmental							(125)

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

	2021	2022		2023	\$ Change over 2022 Budget
	Actual	Forecast	Budget	Estimate	
Expenditures by Program					
General Manager's Office	2,101	792	658	910	252
Business Support Services	2,236	2,636	2,961	3,019	58
Gross Expenditure	4,337	3,428	3,619	3,929	310
Recoveries & Allocations	(39)	0	0	0	0
Revenue	(1,209)	0	0	0	0
Net Requirement	3,089	3,428	3,619	3,929	310
Expenditures by Type					
Salaries, Wages & Benefits	3,427	3,188	3,441	3,756	315
Overtime	194	1	1	1	0
Material & Services	481	194	132	127	(5)
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	235	45	45	45	0
Gross Expenditures	4,337	3,428	3,619	3,929	310
Recoveries & Allocations	(39)	0	0	0	0
Net Expenditure	4,298	3,428	3,619	3,929	310
Revenues By Type					
Federal	0	0	0	0	0
Provincial	0	0	0	0	0
Own Funds	(1,209)	0	0	0	0
Fees and Services	0	0	0	0	0
Fines	0	0	0	0	0
Other	0	0	0	0	0
Total Revenue	(1,209)	0	0	0	0
Net Requirement	3,089	3,428	3,619	3,929	310
Full Time Equivalents			26.00	28.00	2.00

Innovative Client Services Department

2023 Service Area Summary - Service Transformation

Service Transformation serves as the corporate transformation engine and enables enterprise-wide transformation to deliver on the City's strategic priorities and programs to support the client and employee experience. The integration of these services supports the data driven organization priority and brings a human centered approach to delivering service excellence through innovation in a post pandemic and digital era.

Programs/Services Offered

The three key service pillars are organizational development, strategic planning, and experience design and innovation ecosystem.

Organizational development: The Culture team's core services include organizational alignment, change management, culture transformation, leadership and employee engagement, high performing teams

Strategic Planning: The Strategy team's core services include corporate strategic planning, departmental strategic planning and performance measurement, corporate risk review and data driven organization strategies.

Experience Design + Innovation: The Innovation team's core services include the open data program and open data club, smart city and connectivity strategies, experience design using design thinking methods, problem solving for future of work and future of service strategies. The integration of these services supports the data driven organization priority and brings a human centered approach to delivering service excellence through innovation in a post pandemic and digital era.

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

	2021	2022		2023	\$ Change over 2022 Budget
	Actual	Forecast	Budget	Estimate	
Expenditures by Program					
Service Transformation	3,469	3,377	3,302	3,372	70
Gross Expenditure	3,469	3,377	3,302	3,372	70
Recoveries & Allocations	0	0	0	0	0
Revenue	0	0	0	0	0
Net Requirement	3,469	3,377	3,302	3,372	70
Expenditures by Type					
Salaries, Wages & Benefits	2,685	3,160	3,035	3,115	80
Overtime	0	0	0	0	0
Material & Services	169	208	258	248	(10)
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	615	9	9	9	0
Gross Expenditures	3,469	3,377	3,302	3,372	70
Recoveries & Allocations	0	0	0	0	0
Net Expenditure	3,469	3,377	3,302	3,372	70
Revenues By Type					
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
Total Revenue	0	0	0	0	0
Net Requirement	3,469	3,377	3,302	3,372	70
Full Time Equivalents			24.00	24.00	0.00

Innovative Client Services Department

2023 Service Area Summary - Public Information and Media Relations

Public Information and Media Relations (PIMR) 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, focusing on inclusivity and providing critical information. Collaborating with all City departments to deliver clear and timely external communications supports the organizational values of transparency, impartiality, respect and accountability. Public Information and Media Relations leads the City's emergency communications response. Recent examples include the City's COVID-19 response, the vaccination roll-out, the truck convoy, and the derecho storm. Anticipating clients' needs and offering a consistent experience that is positive, inclusive and successful across all channels positions the City as a trusted partner

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, and manages the City's advertising and measures the effectiveness of communications plans and projects. They also create content such as videos, photos and graphics.

Public Information – Communications: develops the Corporate Annual Communications Calendar and communicates City priorities and services to the public. This includes writing all media and public products, such as public service announcements, news releases and online articles. This group also leads the communications and stakeholder relations for major City-building projects.

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)

	2021	2022		2023	\$ Change over 2022 Budget
	Actual	Forecast	Budget	Estimate	
Expenditures by Program					
Director's Office	858	876	848	501	(347)
Media Relations & Outreach	1,263	1,245	1,245	1,347	102
Public Information	2,189	2,657	2,705	2,840	135
Gross Expenditure	4,310	4,778	4,798	4,688	(110)
Recoveries & Allocations	(156)	(145)	(125)	(225)	(100)
Revenue	(1,145)	(77)	0	0	0
Net Requirement	3,009	4,556	4,673	4,463	(210)
Expenditures by Type					
Salaries, Wages & Benefits	4,017	4,370	4,340	4,385	45
Overtime	26	29	29	29	0
Material & Services	156	362	412	257	(155)
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	111	17	17	17	0
Gross Expenditures	4,310	4,778	4,798	4,688	(110)
Recoveries & Allocations	(156)	(145)	(125)	(225)	(100)
Net Expenditure	4,154	4,633	4,673	4,463	(210)
Revenues By Type					
Federal	0	0	0	0	0
Provincial	(1,145)	(77)	0	0	0
Own Funds	0	0	0	0	0
Fees and Services	0	0	0	0	0
Fines	0	0	0	0	0
Other	0	0	0	0	0
Total Revenue	(1,145)	(77)	0	0	0
Net Requirement	3,009	4,556	4,673	4,463	(210)
Full Time Equivalents			33.00	33.00	0.00

Innovative Client Services Department 2023 Service Area Summary - Human Resources Services

Human Resources Services (HR) supports a thriving organization by partnering with 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.

Employee Experience Strategy & 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.

Strategic Supports- Oversees communications, change management, channel management, employee engagement and strategic support for corporate HR initiatives.

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)

	2021	2022		2023	\$ Change over 2022 Budget
	Actual	Forecast	Budget	Estimate	
Expenditures by Program					
Director's Office	1,635	1,800	1,555	1,072	(483)
Innovative Solutions	3,064	2,124	2,054	2,248	194
Total Rewards	3,036	3,482	3,412	3,597	185
HR Programs & Planning	3,222	4,415	4,533	4,695	162
HR Business Services	7,540	7,584	7,401	8,023	622
Gross Expenditure	18,497	19,405	18,955	19,635	680
Recoveries & Allocations	(1,332)	(730)	(730)	(730)	0
Revenue	(765)	(765)	(765)	(765)	0
Net Requirement	16,400	17,910	17,460	18,140	680
Expenditures by Type					
Salaries, Wages & Benefits	15,129	15,293	14,493	14,888	395
Overtime	10	3	3	3	0
Material & Services	3,208	3,963	4,313	4,598	285
Transfers/Grants/Financial Charges	0	0	0	0	0
Fleet Costs	0	0	0	0	0
Program Facility Costs	0	0	0	0	0
Other Internal Costs	150	146	146	146	0
Gross Expenditures	18,497	19,405	18,955	19,635	680
Recoveries & Allocations	(1,332)	(730)	(730)	(730)	0
Net Expenditure	17,165	18,675	18,225	18,905	680
Revenues By Type					
Federal	0	0	0	0	0
Provincial	0	0	0	0	0
Own Funds	(765)	(765)	(765)	(765)	0
Fees and Services	0	0	0	0	0
Fines	0	0	0	0	0
Other	0	0	0	0	0
Total Revenue	(765)	(765)	(765)	(765)	0
Net Requirement	16,400	17,910	17,460	18,140	680
Full Time Equivalents			115.80	115.80	0.00

Innovative Client Services Department

2023 Service Area Summary - ServiceOttawa

ServiceOttawa streamlines access to City services by delivering consistent and timely interactions through evolving channels in support of our clients' needs and of the City's operational and strategic objectives.

ServiceOttawa is the first stop for City information and services for residents, businesses, visitors and internal partners.

Programs/Services Offered

- Acts as the first touchpoint for clients, either through the 3-1-1 Contact Centre, the Provincial Offences Court, Client Service Centres, on ottawa.ca, or the mobile app
- Managed more than \$108 million in revenue on behalf of partner departments in 2022
- Manages the administration in support of Ontario's Provincial Offences Court, including Automated Speed Enforcement and Red Light Camera (RLC) charges
- Manages the city's primary digital assets, including ottawa.ca, MyServiceOttawa and the Ottawa App, and provides expertise on digital accessibility and user experience

Supporting Elected Officials

- Provides service request follow-up support to City Councillors
- Provides training and support for Councillors' Assistants to support residents

Supporting Residents, Visitors and Businesses

- 3-1-1 provides phone services 24 hours a day, 7 days a week and 365 days a year and dispatches critical services by liaising with City departments

- Counter Services provides in-person and remote services on behalf of the City including services related to Provincial offences, processing death registrations, marriage licenses, performing Civil Marriage Ceremonies, providing pet registrations, parking permits, taking property tax payments, providing access to business licensing services, development applications and more
- Digital Services is focused on improving residents' digital experience by continuously improving Ottawa.ca, MyServiceOttawa and online forms, as well as supporting departments with digital user experience (UX)

What did ServiceOttawa deliver in 2022?

- Supported residents throughout numerous emergencies, including the truck convoy and multiple significant weather events including the derecho
- Provided support to many City Council priorities, including the vaccination roll-out, the municipal election, the Vacant Unit Tax program, CLASS replacement, the Land Management System, and Film Modernization
- Re-opened the Provincial Offences Courts following the pandemic shutdowns and transformed them to a hybrid model.
- Re-opened our client service centres and resumed civil marriage ceremonies.

What do you plan on delivering in 2023 / Term of Council

- Work with ITS to launch a Lagan replacement (3-1-1 client relationship management software) to improve the client experience for residents making service requests.
- Complete a study on the requirements of an Administrative Penalty System for the Provincial Offences Courts for parking and camera-based offences; and implement if it is determined to be a benefit to the City
- Modernize the MyServiceOttawa experience, improving the self-service channel for all online city services

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

	2021	2022		2023	\$ Change over 2022 Budget
	Actual	Forecast	Budget	Estimate	
Expenditures by Program					
Director's Office	707	567	546	807	261
Web Services	1,417	1,502	1,452	1,423	(29)
Call Center Services	4,656	3,775	3,800	3,828	28
Counter Services	8,394	9,210	12,075	12,255	180
Gross Expenditure	15,174	15,054	17,873	18,313	440
Recoveries & Allocations	(828)	(3,097)	(3,097)	(3,447)	(350)
Revenue	(948)	(1,325)	(1,304)	(1,304)	0
Net Requirement	13,398	10,632	13,472	13,562	90
Expenditures by Type					
Salaries, Wages & Benefits	12,396	12,413	12,763	13,208	445
Overtime	216	157	157	157	0
Material & Services	2,070	1,859	4,328	4,323	(5)
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	492	625	625	625	0
Gross Expenditures	15,174	15,054	17,873	18,313	440
Recoveries & Allocations	(828)	(3,097)	(3,097)	(3,447)	(350)
Net Expenditure	14,346	11,957	14,776	14,866	90
Revenues By Type					
Federal	0	0	0	0	0
Provincial	0	0	0	0	0
Own Funds	0	0	0	0	0
Fees and Services	(948)	(1,325)	(1,304)	(1,304)	0
Fines	0	0	0	0	0
Other	0	0	0	0	0
Total Revenue	(948)	(1,325)	(1,304)	(1,304)	0
Net Requirement	13,398	10,632	13,472	13,562	90
Full Time Equivalents			126.07	126.07	0.00

City of Ottawa
Innovative Client Services Department
ServiceOttawa - User Fees

	2021 Rate \$	2022 Rate \$	2023 Rate \$	% Change Over 2022	% Change Over 2021	Effective Date	2023 Revenue (\$000)
Vital Stats Program							
Marriage License	171.50	174.93	178.43	2%	4%	01-Apr-23	
Death Registration	48.15	49.11	50.10	2%	4%	01-Apr-23	
Commission of Oaths (Affidavits)	15.10	15.40	15.71	2%	4%	01-Apr-23	
Express Processing (Xpresspost)	40.30	41.11	41.93	2%	4%	01-Apr-23	
Civil Marriages							
Option A: M-F (business hours)	150.00	153.00	156.06	2%	4%	01-Apr-23	
Option B: Friday evening & Saturday afternoons	225.00	229.50	234.09	2%	4%	01-Apr-23	
Community and Customer Service							
Photocopies							
First Page	1.20	1.22	1.25	2%	4%	01-Apr-23	
Each additional page	0.35	0.36	0.36	1%	3%	01-Apr-23	
Promotional Merchandise							
Flag Large 9x5	193.00	196.86	200.80	2%	4%	01-Apr-23	
Flag Small 6x3	84.00	85.68	87.39	2%	4%	01-Apr-23	
Lapel Pins	0.70	0.71	0.73	2%	4%	01-Apr-23	

Innovative Client Services Department

2023 Service Area Summary - Information Technology (IT) Services

Information Technology Services (ITS) partners with all service areas across the City of Ottawa, enabling technology solutions that support optimized, efficient, and innovative service delivery while providing a strong, interconnected, secure, modern, and innovative technology environment. Residents rely on digital, accessible, secure, convenient, and efficient ways to obtain City services. Employees trust ITS to provide expert guidance and support in achieving their business priorities through innovative technology while considering cyber security and statutory obligations.

In 2020, 2021, and 2022, ITS provided key COVID-19 support to the organization, including: solutions for online booking and contact tracing; supporting virtual Council/Committee meetings, public consultations, and Ottawa Public Health media availabilities; design and connectivity setup for COVID testing and vaccination sites; and providing 24/7 IT support, working from home support and Ottawa Public Health Live Agent support.

IT Services Core Operations

- Support the corporation by ensuring that information technologies are secure, highly available and perform at their peak for all departments.
- Provide 24/7 frontline support for day-to-day technologies and city-wide projects and initiatives that contribute to the future of work and innovation.
- Replace legacy systems with powerful platforms and continuing to modernize the IT skills portfolio and service delivery model.
- Maximize return on technology investment by supporting employees to use approved software services and equipment.
- Protect the corporation's technology network, services and data against harm by way of theft, unauthorized use, disclosure, modification, damage and/or loss to the City's digital infrastructure.

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

	2021	2022		2023	\$ Change over 2022 Budget
	Actual	Forecast	Budget	Estimate	
Expenditures by Program					
Office of the CIO	3,966	1,615	845	1,075	230
Network Operations	14,198	13,936	12,403	12,990	587
Frontline Services	22,190	20,361	21,995	23,169	1,174
Applications Management	23,801	25,215	18,065	18,259	194
SAP Solutions	9,184	9,936	10,783	10,877	94
Technology Security	3,297	3,843	4,920	4,945	25
Technology Modernization	5,928	4,309	4,726	4,686	(40)
Technology Solutions	4,310	4,415	3,129	3,170	41
Gross Expenditure	86,874	83,630	76,866	79,171	2,305
Recoveries & Allocations	(13,923)	(9,340)	(4,151)	(4,336)	(185)
Revenue	(3,913)	(1,575)	0	(600)	(600)
Net Requirement	69,038	72,715	72,715	74,235	1,520
Expenditures by Type					
Salaries, Wages & Benefits	41,837	42,066	37,713	38,768	1,055
Overtime	1,289	377	249	249	0
Material & Services	43,748	41,187	38,844	40,094	1,250
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	0	0	60	60	0
Gross Expenditures	86,874	83,630	76,866	79,171	2,305
Recoveries & Allocations	(13,923)	(9,340)	(4,151)	(4,336)	(185)
Net Expenditure	72,951	74,290	72,715	74,835	2,120
Revenues By Type					
Federal	0	0	0	0	0
Provincial	(3,913)	(1,575)	0	(600)	(600)
Own Funds	0	0	0	0	0
Fees and Services	0	0	0	0	0
Fines	0	0	0	0	0
Other	0	0	0	0	0
Total Revenue	(3,913)	(1,575)	0	(600)	(600)
Net Requirement	69,038	72,715	72,715	74,235	1,520
Full Time Equivalents			306.00	306.00	0.00

Innovative Client Services Department

2023 Service Area Summary - Supply Services

Supply Services is responsible for managing and directing the strategic procurement of all goods, services and construction services, and all payments, for the City of Ottawa, 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.

Supply Services works with all City departments, providing clients with expert advice to ensure that procurement across the organization prioritizes best value for taxpayer dollars; fair, open and equitable treatment to all suppliers; and ensuring that the competitive process is cost-effective and used whenever possible.

Supply Services is also responsible for compliance monitoring and performance data analytics of energy-related initiatives, including the strategic oversight of energy project delivery and managing financial and reporting processes.

Programs/Services Offered

Procurement: Responsible for managing and directing procurement activities for all goods, services and construction for the City of Ottawa, Ottawa Police Service and Library Board, 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.

Corporate Energy Management and Strategic Procurement: Comprises two units that drive policy and strategy:

- The Corporate Energy Management Office develops strategy, policy, and data analysis for the City's Hydro Ottawa and Hydro One accounts. The Office's focus is on financial savings and reduced energy consumption. The mandate is being expanded beyond hydro to include policy, analytics and strategy of the City's natural gas consumption.
- Implementation of strategic initiatives related to procurement and accounts payable, including the planning and implementation of the City's Procure-to-Pay system, SAP Ariba in addition to the implementation and operations of the City's Vendor Performance Management, Prompt Payment Discount, and Credit card programs.

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

	2021	2022		2023	\$ Change over 2022 Budget
	Actual	Forecast	Budget	Estimate	
Expenditures by Program					
Supply Services	9,390	9,702	7,302	7,467	165
Gross Expenditure	9,390	9,702	7,302	7,467	165
Recoveries & Allocations	(1,535)	(2,125)	(2,125)	(2,125)	0
Revenue	(3,111)	(3,185)	(785)	(2,990)	(2,205)
Net Requirement	4,744	4,392	4,392	2,352	(2,040)
Expenditures by Type					
Salaries, Wages & Benefits	7,215	7,926	7,076	7,246	170
Overtime	126	7	7	7	0
Material & Services	85	908	158	153	(5)
Transfers/Grants/Financial Charges	0	0	0	0	0
Fleet Costs	0	0	0	0	0
Program Facility Costs	0	800	0	0	0
Other Internal Costs	1,964	61	61	61	0
Gross Expenditures	9,390	9,702	7,302	7,467	165
Recoveries & Allocations	(1,535)	(2,125)	(2,125)	(2,125)	0
Net Expenditure	7,855	7,577	5,177	5,342	165
Revenues By Type					
Federal	0	0	0	0	0
Provincial	0	0	0	0	0
Own Funds	0	0	0	0	0
Fees and Services	(3,111)	(3,185)	(785)	(2,990)	(2,205)
Fines	0	0	0	0	0
Other	0	0	0	0	0
Total Revenue	(3,111)	(3,185)	(785)	(2,990)	(2,205)
Net Requirement	4,744	4,392	4,392	2,352	(2,040)
Full Time Equivalents			65.99	65.99	0.00

City of Ottawa

Finance Services Department

Chief Financial Officer/Treasurer & Business Support Services - Operating Resource Requirement

In Thousands (\$000)

	2021	2022		2023	\$ Change over 2022 Budget
	Actual	Forecast	Budget	Estimate	
Expenditures by Program					
Chief Financial Officer/Treasurer	1,067	415	415	435	20
Business Support Services	1,871	1,944	2,194	2,189	(5)
Gross Expenditure	2,938	2,359	2,609	2,624	15
Recoveries & Allocations	(85)	0	0	0	0
Revenue	(623)	0	0	0	0
Net Requirement	2,230	2,359	2,609	2,624	15
Expenditures by Type					
Salaries, Wages & Benefits	2,734	2,085	2,225	2,240	15
Overtime	52	10	10	10	0
Material & Services	120	217	327	327	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	32	47	47	47	0
Gross Expenditures	2,938	2,359	2,609	2,624	15
Recoveries & Allocations	(85)	0	0	0	0
Net Expenditure	2,853	2,359	2,609	2,624	15
Revenues By Type					
Federal	0	0	0	0	0
Provincial	(623)	0	0	0	0
Own Funds	0	0	0	0	0
Fees and Services	0	0	0	0	0
Fines	0	0	0	0	0
Other	0	0	0	0	0
Total Revenue	(623)	0	0	0	0
Net Requirement	2,230	2,359	2,609	2,624	15
Full Time Equivalents			17.00	17.00	0.00

Finance Services Department

2023 Service Area Summary - Financial Strategies, Planning and Client Service (FSPCS)

The Financial Strategies, Planning and Client Service area coordinates corporate business planning and budget processes and develops key strategic business planning initiatives, including the long-range financial plan. FSPCS also provides ongoing financial service support to client departments to ensure the quality of financial transactions and compliance with all financial legislation, by-laws and governance requirements.

Programs/Services Offered

Core services include:

- Providing financial support and services to all City Departments and various boards and agencies
- Developing, presenting and monitoring the City of Ottawa's operating, capital, and rate budgets
- Conducting analytical reviews for fiscal sustainability and development of the Long-Range Financial Plans
- Providing advisory and consultative services to clients on departmental business plans and complex corporate finance issues
- Providing financial transaction processing support, advice and coordination ensuring compliance with financial policies and procedures

City of Ottawa
Finance Services Department
Financial Strategies, Planning and Client Services - Operating Resource Requirement
In Thousands (\$000)

	2021	2022		2023	\$ Change over 2022 Budget
	Actual	Forecast	Budget	Estimate	
Expenditures by Program					
Director of FSPCS	437	448	448	489	41
Planning and Budgeting	525	482	482	500	18
Finance Shared Services	1	2,579	2,579	2,495	(84)
Financial Service Unit	10,916	9,723	9,723	10,148	425
Gross Expenditure	11,879	13,232	13,232	13,632	400
Recoveries & Allocations	(414)	(807)	(807)	(807)	0
Revenue	0	0	0	0	0
Net Requirement	11,465	12,425	12,425	12,825	400
Expenditures by Type					
Salaries, Wages & Benefits	11,622	13,085	13,085	13,485	400
Overtime	94	48	48	48	0
Material & Services	118	65	65	65	0
Transfers/Grants/Financial Charges	1	0	0	0	0
Fleet Costs	0	0	0	0	0
Program Facility Costs	0	0	0	0	0
Other Internal Costs	44	34	34	34	0
Gross Expenditures	11,879	13,232	13,232	13,632	400
Recoveries & Allocations	(414)	(807)	(807)	(807)	0
Net Expenditure	11,465	12,425	12,425	12,825	400
Revenues By Type					
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
Total Revenue	0	0	0	0	0
Net Requirement	11,465	12,425	12,425	12,825	400
Full Time Equivalents			126.33	126.33	0.00

Finance Services Department

2023 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
- Developing the City’s revenue billing policies, issuing and collecting all City water bills, maintaining all customer water accounts, maintenance of all water meters, setting water meter standards and oversight of the automated meter reading infrastructure across the City
- 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, Vacant Unit 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)

	2021	2022		2023	\$ Change over 2022 Budget
	Actual	Forecast	Budget	Estimate	
Expenditures by Program					
Revenue Services	23,319	23,544	23,844	26,544	2,700
Gross Expenditure	23,319	23,544	23,844	26,544	2,700
Recoveries & Allocations	(11,626)	(11,313)	(11,313)	(13,638)	(2,325)
Revenue	(8,724)	(8,557)	(7,107)	(7,407)	(300)
Net Requirement	2,969	3,674	5,424	5,499	75
Expenditures by Type					
Salaries, Wages & Benefits	18,614	19,110	19,110	21,255	2,145
Overtime	277	22	22	22	0
Material & Services	3,993	3,883	4,183	4,708	525
Transfers/Grants/Financial Charges	70	130	130	130	0
Fleet Costs	237	243	243	273	30
Program Facility Costs	128	0	0	0	0
Other Internal Costs	0	156	156	156	0
Gross Expenditures	23,319	23,544	23,844	26,544	2,700
Recoveries & Allocations	(11,626)	(11,313)	(11,313)	(13,638)	(2,325)
Net Expenditure	11,693	12,231	12,531	12,906	375
Revenues By Type					
Federal	0	0	0	0	0
Provincial	0	0	0	0	0
Own Funds	0	0	0	0	0
Fees and Services	(8,724)	(8,557)	(7,107)	(7,407)	(300)
Fines	0	0	0	0	0
Other	0	0	0	0	0
Total Revenue	(8,724)	(8,557)	(7,107)	(7,407)	(300)
Net Requirement	2,969	3,674	5,424	5,499	75
Full Time Equivalents			207.45	220.45	13.00

City of Ottawa
Finance Services Department
Revenue Services - User Fees

	2021 Rate \$	2022 Rate \$	2023 Rate \$	% Change Over 2022	% Change Over 2021	Effective Date	2023 Revenue (\$000)
Revenue - User Fees							
Tax Certificates	72.50	73.00	73.00	0%	1%	01-Apr-23	
Water Certificates	72.50	73.00	73.00	0%	1%	01-Apr-23	
Reminder Notice: Tax	8.40	8.60	8.90	3%	6%	01-Apr-23	
Reminder Notice: Water	8.40	8.60	8.90	3%	6%	01-Apr-23	(100)
New Account Fee: Tax	75.00	75.00	77.00	3%	3%	01-Apr-23	(50)
New Account Fee: Water	75.00	77.00	79.00	3%	5%	01-Apr-23	
Tax Change of Ownership/Name	46.00	47.00	48.00	2%	4%	01-Apr-23	
Water Change of Ownership/Occupancy	46.00	47.00	48.00	2%	4%	01-Apr-23	(50)
Bill Reprint/Statement of Account History : Tax	38.75	39.00	40.00	3%	3%	01-Apr-23	
Bill Reprint/Statement of Account History : Water	38.75	39.00	40.00	3%	3%	01-Apr-23	
Return Cheque Fee: Tax	48.00	49.00	50.00	2%	4%	01-Apr-23	
Return Cheque Fee: Water	48.00	49.00	50.00	2%	4%	01-Apr-23	
Return PTP/PAD Fee: Tax	48.00	49.00	50.00	2%	4%	01-Apr-23	
Return PTP/PAD Fee: Water	36.00	37.00	38.00	3%	6%	01-Apr-23	
Return Payment Fee: Accounts Receivable	48.00	49.00	50.00	2%	4%	01-Apr-23	
Return Payment Fee: Overpayment Recovery	48.00	49.00	50.00	2%	4%	01-Apr-23	
Deferral Program: New Application	148.00	151.00	154.00	2%	4%	01-Apr-23	
Deferral Program: Renewal	52.00	53.00	54.00	2%	4%	01-Apr-23	
Tax/Water Payment Redistribution	29.00	30.00	31.00	3%	7%	01-Apr-23	
Refund Processing Fee	29.00	30.00	31.00	3%	7%	01-Apr-23	
Mortgage List and Bulk Maintenance: Tax	15.00	16.00	17.00	6%	13%	01-Apr-23	(100)
Arrears list research for mortgage companies	39.75	39.75	41.00	3%	3%	01-Apr-23	
Water Termination Notice	45.50	46.50	48.50	4%	7%	01-Apr-23	
Water Consumption Report	42.00	43.00	44.00	2%	5%	01-Apr-23	

City of Ottawa
Finance Services Department
Revenue Services - User Fees

	2021 Rate \$	2022 Rate \$	2023 Rate \$	% Change Over 2022	% Change Over 2021	Effective Date	2023 Revenue (\$000)
Tax Sales Fees							
Municipal Tax Sale: Step 1	1,465.00	1,494.00	1,524.00	2%	4%	01-Apr-23	
Municipal Tax Sale: Step 2	443.00	452.00	461.00	2%	4%	01-Apr-23	
Extension Agreement	886.00	904.00	922.00	2%	4%	01-Apr-23	
Survey	Actual cost	Actual cost	Actual cost	0%	0%	01-Apr-23	
Sale of Land by Tender Process						01-Apr-23	
Expenses for Tax Sale Proceedings	930.00	949.00	1,159.00	22%	25%	01-Apr-23	
After Tender Opening: Mailing Costs	300.00	306.00	312.00	2%	4%	01-Apr-23	
After Tender Opening: Registration	443.00	452.00	461.00	2%	4%	01-Apr-23	
After Tender Opening: Distribution of Sale	443.00	452.00	461.00	2%	4%	01-Apr-23	
Tender Package Purchase	45.50	46.50	47.50	2%	4%	01-Apr-23	
Advertising Costs	Actual cost	Actual cost	Actual cost	0%	0%	01-Apr-23	
Legal Cost	Actual cost	Actual cost	Actual cost	0%	0%	01-Apr-23	
Collection Fees						01-Apr-23	
Collection Handling Fee	45.00	46.00	47.00	2%	4%	01-Apr-23	
Private Collection Agency Fee Recovery	Actual %	Actual %	Actual %	0%	0%	01-Apr-23	
Account Statement Fee: Accounts Receivable	38.75	39.00	40.00	0%	0%	01-Apr-23	
Additions to Tax Roll	48.00	49.00	50.00	2%	4%	01-Apr-23	
Registered Letter for Arrears on Tax Account	45.00	46.00	47.00	2%	4%	01-Apr-23	
Corporate Accounts Receivable Interest	1.25% Compounded per month	1.25 % Compounded per month	1.25 % Compounded per month	0%	0%	01-Apr-23	
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-Apr-23	
Credit Card/Mastercard Visa Debit Service fee	1.99%	1.99%	1.99%	0%	0%	01-Apr-23	
Total Departmental							(300)

Finance Services Department

2023 Service Area Summary - Corporate Finance Service Area

The Corporate Finance service area provides financial oversight, financial systems support and reporting to the Corporation; 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 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:

- Preparing the City's annual financial statements and related reporting, including financial information returns to the Province
- Managing the issuance of City debt, sinking funds and investment portfolios
- Providing financial system design, testing, implementation and training for the service area and clients
- Providing for Commodity Tax and Harmonized Sales Tax oversight
- Providing expert financial and accounting advice for complex Corporate strategic initiatives.

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

	2021	2022		2023	\$ Change over 2022 Budget
	Actual	Forecast	Budget	Estimate	
Expenditures by Program					
Corporate Finance	4,066	3,997	4,247	4,342	95
Gross Expenditure	4,066	3,997	4,247	4,342	95
Recoveries & Allocations	(631)	(614)	(614)	(614)	0
Revenue	0	0	0	0	0
Net Requirement	3,435	3,383	3,633	3,728	95
Expenditures by Type					
Salaries, Wages & Benefits	3,628	3,598	3,668	3,763	95
Overtime	12	3	3	3	0
Material & Services	425	377	557	557	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	1	19	19	19	0
Gross Expenditures	4,066	3,997	4,247	4,342	95
Recoveries & Allocations	(631)	(614)	(614)	(614)	0
Net Expenditure	3,435	3,383	3,633	3,728	95
Revenues By Type					
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
Total Revenue	0	0	0	0	0
Net Requirement	3,435	3,383	3,633	3,728	95
Full Time Equivalents			31.56	31.56	0.00

Finance Services Department

2023 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 Payroll Operations, Employee Client Services, SAP Systems Interfaces and Time Management, Pension and Benefit Administration, Financial Management, and Compliance Oversight. Provides services and expertise on all employee movement processing, time management, payroll, benefits and pension 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 3rd 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)

	2021	2022		2023	\$ Change over 2022 Budget
	Actual	Forecast	Budget	Estimate	
Expenditures by Program					
Payroll	7,092	7,331	7,581	8,181	600
Gross Expenditure	7,092	7,331	7,581	8,181	600
Recoveries & Allocations	(630)	(396)	(396)	(396)	0
Revenue	0	0	0	(400)	(400)
Net Requirement	6,462	6,935	7,185	7,385	200
Expenditures by Type					
Salaries, Wages & Benefits	6,718	6,988	7,238	7,838	600
Overtime	34	20	20	20	0
Material & Services	260	210	210	210	0
Transfers/Grants/Financial Charges	80	0	0	0	0
Fleet Costs	0	0	0	0	0
Program Facility Costs	0	0	0	0	0
Other Internal Costs	0	113	113	113	0
Gross Expenditures	7,092	7,331	7,581	8,181	600
Recoveries & Allocations	(630)	(396)	(396)	(396)	0
Net Expenditure	6,462	6,935	7,185	7,785	600
Revenues By Type					
Federal	0	0	0	0	0
Provincial	0	0	0	(400)	(400)
Own Funds	0	0	0	0	0
Fees and Services	0	0	0	0	0
Fines	0	0	0	0	0
Other	0	0	0	0	0
Total Revenue	0	0	0	(400)	(400)
Net Requirement	6,462	6,935	7,185	7,385	200
Full Time Equivalents			69.33	69.33	0.00

Non-Departmental 2023 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
- Vacant Unit Tax – Net revenue from vacant residential properties directed towards affordable housing initiatives
- 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)

	2021	2022		2023	\$ Change over 2022 Budget
	Actual	Forecast	Budget	Estimate	
Corporate Human Resource Provision					
Expenditure					
Sick Leave Banks	3,020	3,020	3,020	3,020	0
Retiree Costs	2,500	2,500	2,500	2,500	0
Employee Benefits	1,766	1,153	1,153	1,128	(25)
Benefit Adjustments	96	75	75	75	0
Gross Expenditure	7,382	6,748	6,748	6,723	(25)
Recoveries & Allocations	(659)	0	0	0	0
Net Expenditure	6,723	6,748	6,748	6,723	(25)
Net Corp HR Provision Requirement	6,723	6,748	6,748	6,723	(25)
Capital Formation Costs					
Expenditure					
Contribution to City Wide Capital Reserve	140,043	155,497	155,497	171,632	16,135
Contribution to Tax Stabilization Reserve	10,161	14,161	14,161	11,861	(2,300)
Contribution to Gas Tax Reserve Fund	154,684	97,749	97,749	97,749	0
Transfer to CW Capital from Endowment Earnings	29,675	13,000	13,000	13,000	0
Transfer to Housing Reserve from Vacant Unit Tax	0	0	0	6,000	6,000
Transfer to CW Capital from OCLDC	(123)	11,000	5,000	5,000	0
Transfer to CW Capital from Sale of Surplus Land	3,487	9,000	1,500	1,500	0
City Wide Debt Charges	89,297	89,334	87,835	90,035	2,200
100 Constellation Lease	6,410	6,413	6,413	6,413	0
Gross Expenditure	433,634	396,154	381,155	403,190	22,035
Recoveries & Allocations	0	0	0	0	0
Net Expenditure	433,634	396,154	381,155	403,190	22,035
Revenue					
Contribution from Tax Stabilization Reserve	(2,000)	(25,225)	(25,225)	(5,740)	19,485
Vacant Unit Tax	0	0	0	(6,000)	(6,000)
Gas Tax Receipts	(154,684)	(97,749)	(97,749)	(97,749)	0
Endowment Fund Earnings	(29,675)	(13,000)	(13,000)	(13,000)	0
Ottawa Lands Development Corp (OCLDC)	123	(11,000)	(5,000)	(5,000)	0
Sale of Surplus Land	(3,487)	(9,000)	(1,500)	(1,500)	0
City Wide Debt Charge Funding	(8,504)	(7,855)	(8,255)	(8,255)	0
Total Revenue	(198,227)	(163,829)	(150,729)	(137,244)	13,485
Net Capital Formation Costs Requirement	235,407	232,325	230,426	265,946	35,520

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

	2021	2022		2023	\$ Change over 2022 Budget
	Actual	Forecast	Budget	Estimate	
Corporate Common Expenditures					
Expenditure					
Financial Charges & Other	10,203	16,724	12,724	10,985	(1,739)
Gross Expenditure	10,203	16,724	12,724	10,985	(1,739)
Recoveries & Allocations	(45,718)	(48,588)	(48,588)	(49,303)	(715)
Net Expenditure	(35,515)	(31,864)	(35,864)	(38,318)	(2,454)
Net Corporate Common Expenditures Requirement	(35,515)	(31,864)	(35,864)	(38,318)	(2,454)
Corporate Common Revenues					
Expenditure					
Automated Speed Enforcement	218	0	0	0	0
Penalty & Interest	1,060	0	0	0	0
Investment Income	326	326	326	326	0
Provincial Offences Act	392	137	137	137	0
Hydro Ottawa Dividends	26	3,700	0	0	0
Municipal Accommodation Tax	6,812	11,500	18,000	18,000	0
Gross Expenditure	8,834	15,663	18,463	18,463	0
Recoveries & Allocations	0	0	0	0	0
Net Expenditure	8,834	15,663	18,463	18,463	0
Revenue					
Penalty & Interest	(19,654)	(18,804)	(17,404)	(18,109)	(705)
Investment Income	(15,334)	(26,007)	(26,007)	(26,007)	0
Hydro Ottawa Dividends	(20,800)	(23,700)	(20,000)	(20,000)	0
Provincial Offences Act	(6,803)	(5,257)	(5,257)	(6,770)	(1,513)
Red Light Camera	(11,725)	(7,725)	(11,725)	(11,725)	0
Automated Speed Enforcement	(5,616)	0	0	0	0
Rideau Carleton Raceway	(5,640)	(4,200)	(4,200)	(6,000)	(1,800)
Lottery Fees	(1,004)	(404)	(1,004)	(1,004)	0
Municipal Accommodation Tax	(7,538)	(12,250)	(18,750)	(19,000)	(250)
Other Miscellaneous Revenue	(4,081)	(4,345)	(4,345)	(4,345)	0
Total Revenue	(98,195)	(102,692)	(108,692)	(112,960)	(4,268)
Net Corporate Common Revenues Requirement	(89,361)	(87,029)	(90,229)	(94,497)	(4,268)

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

	2021	2022		2023	\$ Change over 2022 Budget
	Actual	Forecast	Budget	Estimate	
Tax Related Expenditures and Revenues					
Expenditure					
Tax Rebates & Remissions	33,809	26,774	23,774	23,774	0
Municipal Property Assessment Corp	13,739	13,697	13,697	13,697	0
Net Expenditure	47,548	40,471	37,471	37,471	0
Revenue					
Supplemental Assessment	(34,136)	(32,434)	(29,434)	(29,434)	0
Payments-in-Lieu Taxation	(159,381)	(160,909)	(164,909)	(164,909)	0
Public Institutions	(6,752)	(6,800)	(6,800)	(6,800)	0
Property Tax Revenue	(1,827,309)	(1,917,289)	(1,917,289)	(2,009,234)	(91,945)
Total Revenue	(2,027,578)	(2,117,432)	(2,118,432)	(2,210,377)	(91,945)
Net Tax Related Expenditures and Revenues	(1,980,030)	(2,076,961)	(2,080,961)	(2,172,906)	(91,945)
Total Net Requirement	(1,862,776)	(1,956,781)	(1,969,880)	(2,033,052)	(63,172)

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

	2021	2022		2023	\$ Change over 2022 Budget
	Actual	Forecast	Budget	Estimate	
Expenditures by Type					
Salaries, Wages & Benefits	7,235	9,853	9,853	9,853	0
Overtime	0	0	0	0	0
Material & Services	19,079	19,343	19,343	20,173	830
Transfers/Grants/Financial Charges	492,151	460,015	440,814	458,655	17,841
Fleet Costs	0	0	0	0	0
Program Facility Costs	0	0	0	0	0
Other Internal Costs	(11,523)	(13,451)	(13,450)	(11,850)	1,600
Gross Expenditures	506,942	475,760	456,560	476,831	20,271
Recoveries & Allocations	(45,718)	(48,588)	(48,588)	(49,303)	(715)
Net Expenditure	461,224	427,172	407,972	427,528	19,556
Revenues By Type					
Federal	(116,228)	(59,259)	(59,259)	(59,259)	0
Provincial	(55,127)	(38,490)	(44,370)	(47,683)	(3,313)
Own Funds	(2,169)	(25,225)	(25,225)	(5,740)	19,485
Property Taxes	(1,869,463)	(1,949,723)	(1,964,875)	(2,056,820)	(91,945)
Investment Income	(66,085)	(62,707)	(59,082)	(59,082)	0
Development Charges	(7,009)	(7,855)	(7,009)	(7,009)	0
PIL	(164,933)	(167,709)	(171,709)	(171,709)	0
Fees and Services	(1,377)	(51,003)	(3,275)	(9,525)	(6,250)
Fines	(37,506)	(12,982)	(35,799)	(36,504)	(705)
Other	(4,102)	(9,000)	(7,250)	(7,250)	0
Total Revenue	(2,323,999)	(2,383,953)	(2,377,853)	(2,460,581)	(82,728)
Net Requirement	(1,862,775)	(1,956,781)	(1,969,881)	(2,033,053)	(63,172)

City Of Ottawa
2023 Draft Capital Budget
Finance and Corporate Services Committee
Capital Funding Summary
In Thousands (\$000)

Project Description	Revenues	Gas Tax	Tax Supported/ Dedicated	Rate Supported	Develop. Charges	Tax Supported/ Dedicated Debt	Grand Total
General Government							
Renewal of City Assets							
910809 2023 Buildings-General Government	0	0	2,130	0	0	1,000	3,130
Renewal of City Assets Total	0	0	2,130	0	0	1,000	3,130
Service Enhancements							
910821 2023 Accessibility - General Government	0	0	305	0	0	70	375
Service Enhancements Total	0	0	305	0	0	70	375
General Government Total	0	0	2,435	0	0	1,070	3,505
Information Technology							
Renewal of City Assets							
910788 Technology Infrastructure - 2023	0	0	5,900	0	0	0	5,900
910789 ITS Managed - 2023	0	0	3,550	1,000	0	0	4,550
Renewal of City Assets Total	0	0	9,450	1,000	0	0	10,450
Information Technology Total	0	0	9,450	1,000	0	0	10,450
Grand Total	0	0	11,885	1,000	0	1,070	13,955