



**BUDGET**

# 2023

**Working together  
for a better Ottawa**

**Finance and Corporate  
Services Committee**

**Tabled February 1, 2023**

**DRAFT**





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## Finance and Corporate Services Committee

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## **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<br>2022 Budget |
|--|---------------|---------------|---------------|---------------|-------------------------------|
|  | Actual        | Forecast      | Budget        | Estimate      |                               |
| <b>Expenditures by Program</b>         |               |               |               |               |                               |
| 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                             |
| <b>Gross Expenditure</b>               | <b>12,506</b> | <b>12,767</b> | <b>12,967</b> | <b>13,752</b> | <b>785</b>                    |
| Recoveries & Allocations               | (54)          | 0             | 0             | 0             | 0                             |
| Revenue                                | 0             | 0             | 0             | 0             | 0                             |
| <b>Net Requirement</b>                 | <b>12,452</b> | <b>12,767</b> | <b>12,967</b> | <b>13,752</b> | <b>785</b>                    |
| <b>Expenditures by Type</b>            |               |               |               |               |                               |
| 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                             |
| <b>Gross Expenditures</b>              | <b>12,506</b> | <b>12,767</b> | <b>12,967</b> | <b>13,752</b> | <b>785</b>                    |
| Recoveries & Allocations               | (54)          | 0             | 0             | 0             | 0                             |
| <b>Net Expenditure</b>                 | <b>12,452</b> | <b>12,767</b> | <b>12,967</b> | <b>13,752</b> | <b>785</b>                    |
| <b>Revenues By Type</b>                |               |               |               |               |                               |
| Federal                                | 0             | 0             | 0             | 0             | 0                             |
| Provincial                             | 0             | 0             | 0             | 0             | 0                             |
| Own Funds                              | 0             | 0             | 0             | 0             | 0                             |
| Fees and Services                      | 0             | 0             | 0             | 0             | 0                             |
| Fines                                  | 0             | 0             | 0             | 0             | 0                             |
| Other                                  | 0             | 0             | 0             | 0             | 0                             |
| <b>Total Revenue</b>                   | <b>0</b>      | <b>0</b>      | <b>0</b>      | <b>0</b>      | <b>0</b>                      |
| <b>Net Requirement</b>                 | <b>12,452</b> | <b>12,767</b> | <b>12,967</b> | <b>13,752</b> | <b>785</b>                    |
| <b>Full Time Equivalents</b>           |               |               | <b>0.00</b>   | <b>0.00</b>   | <b>0.00</b>                   |

## 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<br>2022 Budget |
|--------------------------------------|----------------|----------------|----------------|----------------|-------------------------------|
|                                      | Actual         | Forecast       | Budget         | Estimate       |                               |
| <b>Expenditures by Program</b>       |                |                |                |                |                               |
| 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)                       |
| <b>Gross Expenditure</b>             | <b>23,789</b>  | <b>32,323</b>  | <b>31,571</b>  | <b>24,701</b>  | <b>(6,870)</b>                |
| Recoveries & Allocations             | (3,369)        | (2,997)        | (2,997)        | (2,999)        | (2)                           |
| Revenue                              | (1,608)        | (9,826)        | (9,074)        | (1,882)        | 7,192                         |
| <b>Net Requirement</b>               | <b>18,812</b>  | <b>19,500</b>  | <b>19,500</b>  | <b>19,820</b>  | <b>320</b>                    |
| <b>Expenditures by Type</b>          |                |                |                |                |                               |
| 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                             |
| <b>Gross Expenditures</b>            | <b>23,789</b>  | <b>32,323</b>  | <b>31,571</b>  | <b>24,701</b>  | <b>(6,870)</b>                |
| Recoveries & Allocations             | (3,369)        | (2,997)        | (2,997)        | (2,999)        | (2)                           |
| <b>Net Expenditure</b>               | <b>20,420</b>  | <b>29,326</b>  | <b>28,574</b>  | <b>21,702</b>  | <b>(6,872)</b>                |
| <b>Revenues By Type</b>              |                |                |                |                |                               |
| 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                             |
| <b>Total Revenue</b>                 | <b>(1,608)</b> | <b>(9,826)</b> | <b>(9,074)</b> | <b>(1,882)</b> | <b>7,192</b>                  |
| <b>Net Requirement</b>               | <b>18,812</b>  | <b>19,500</b>  | <b>19,500</b>  | <b>19,820</b>  | <b>320</b>                    |
| <b>Full Time Equivalents</b>         |                |                | <b>146.55</b>  | <b>146.55</b>  | <b>0.00</b>                   |

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

|  | 2021<br>Rate<br>\$ | 2022<br>Rate<br>\$ | 2023<br>Rate<br>\$ | % Change<br>Over 2022 | % Change<br>Over 2021 | Effective<br>Date | 2023<br>Revenue<br>(\$000) |
|--|--------------------|--------------------|--------------------|-----------------------|-----------------------|-------------------|----------------------------|
| <b>Digital Prints, B&amp;W or Colour</b>           |                    |                    |                    |                       |                       |                   |                            |
| 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         |                            |
| <b>Digital Scans</b>                               |                    |                    |                    |                       |                       |                   |                            |
| 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         |                            |
| <b>Audio-visual</b>                                |                    |                    |                    |                       |                       |                   |                            |
| Duplication to CD or DVD (supported formats)       | 20.40              | 20.81              | 21.23              | 2%                    | 4%                    | 01-Apr-23         |                            |
| <b>Photocopies</b>                                 |                    |                    |                    |                       |                       |                   |                            |
| 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<br>Rate<br>\$  | 2022<br>Rate<br>\$  | 2023<br>Rate<br>\$  | % Change<br>Over 2022 | % Change<br>Over 2021 | Effective<br>Date | 2023<br>Revenue<br>(\$000) |
|---|---------------------|---------------------|---------------------|-----------------------|-----------------------|-------------------|----------------------------|
| <b>Research and Associated Fees</b>   |                     |                     |                     |                       |                       |                   |                            |
| Research  | 40.80               | 40.80               | 40.80               | 0%                    | 0%                    | 01-Apr-23         |                            |
| Certified True Copy   | Free                | Free                | Free                | -                     | -                     | 01-Apr-23         |                            |
| <b>Usage fees, commercial / internet publication, still images used in publication per image, non-exclusive, non-transferable, one-time only, single-language</b> |                     |                     |                     |                       |                       |                   |                            |
| Fee per image, NFP  | Free                | Free                | Free                | -                     | -                     | 01-Apr-23         |                            |
| Fee per image, commercial   | 50.00               | 50.00               | 50.00               | 0%                    | 0%                    | 01-Apr-23         |                            |
| <b>Publications</b>   |                     |                     |                     |                       |                       |                   |                            |
| Individual titles   | Cover price         | Cover price         | Cover price         | -                     | -                     | 01-Apr-23         |                            |
| <b>Rentals / Other</b>  |                     |                     |                     |                       |                       |                   |                            |
| 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<br>2022 Budget |
|------------------------------------|---------------|---------------|---------------|---------------|-------------------------------|
|                                    | Actual        | Forecast      | Budget        | Estimate      |                               |
| <b>Expenditures by Program</b>     |               |               |               |               |                               |
| Legal Services                     | 13,920        | 12,876        | 12,876        | 13,026        | 150                           |
| <b>Gross Expenditure</b>           | <b>13,920</b> | <b>12,876</b> | <b>12,876</b> | <b>13,026</b> | <b>150</b>                    |
| Recoveries & Allocations           | (3,533)       | (2,893)       | (2,893)       | (2,913)       | (20)                          |
| Revenue                            | (20)          | 0             | 0             | 0             | 0                             |
| <b>Net Requirement</b>             | <b>10,367</b> | <b>9,983</b>  | <b>9,983</b>  | <b>10,113</b> | <b>130</b>                    |
| <b>Expenditures by Type</b>        |               |               |               |               |                               |
| 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                             |
| <b>Gross Expenditures</b>          | <b>13,920</b> | <b>12,876</b> | <b>12,876</b> | <b>13,026</b> | <b>150</b>                    |
| Recoveries & Allocations           | (3,533)       | (2,893)       | (2,893)       | (2,913)       | (20)                          |
| <b>Net Expenditure</b>             | <b>10,387</b> | <b>9,983</b>  | <b>9,983</b>  | <b>10,113</b> | <b>130</b>                    |
| <b>Revenues By Type</b>            |               |               |               |               |                               |
| Federal                            | 0             | 0             | 0             | 0             | 0                             |
| Provincial                         | 0             | 0             | 0             | 0             | 0                             |
| Own Funds                          | 0             | 0             | 0             | 0             | 0                             |
| Fees and Services                  | 0             | 0             | 0             | 0             | 0                             |
| Fines                              | 0             | 0             | 0             | 0             | 0                             |
| Other                              | (20)          | 0             | 0             | 0             | 0                             |
| <b>Total Revenue</b>               | <b>(20)</b>   | <b>0</b>      | <b>0</b>      | <b>0</b>      | <b>0</b>                      |
| <b>Net Requirement</b>             | <b>10,367</b> | <b>9,983</b>  | <b>9,983</b>  | <b>10,113</b> | <b>130</b>                    |
| <b>Full Time Equivalents</b>       |               |               | <b>91.00</b>  | <b>91.00</b>  | <b>0.00</b>                   |

## **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<br>2022 Budget |
|------------------------------------|--------------|--------------|--------------|--------------|-------------------------------|
|                                    | Actual       | Forecast     | Budget       | Estimate     |                               |
| <b>Expenditures by Program</b>     |              |              |              |              |                               |
| City Manager's Office              | 2,078        | 2,222        | 2,222        | 2,262        | 40                            |
| <b>Gross Expenditure</b>           | <b>2,078</b> | <b>2,222</b> | <b>2,222</b> | <b>2,262</b> | <b>40</b>                     |
| Recoveries & Allocations           | 0            | 0            | 0            | 0            | 0                             |
| Revenue                            | 0            | 0            | 0            | 0            | 0                             |
| <b>Net Requirement</b>             | <b>2,078</b> | <b>2,222</b> | <b>2,222</b> | <b>2,262</b> | <b>40</b>                     |
| <b>Expenditures by Type</b>        |              |              |              |              |                               |
| 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                             |
| <b>Gross Expenditures</b>          | <b>2,078</b> | <b>2,222</b> | <b>2,222</b> | <b>2,262</b> | <b>40</b>                     |
| Recoveries & Allocations           | 0            | 0            | 0            | 0            | 0                             |
| <b>Net Expenditure</b>             | <b>2,078</b> | <b>2,222</b> | <b>2,222</b> | <b>2,262</b> | <b>40</b>                     |
| <b>Revenues By Type</b>            |              |              |              |              |                               |
| Federal                            | 0            | 0            | 0            | 0            | 0                             |
| Provincial                         | 0            | 0            | 0            | 0            | 0                             |
| Own Funds                          | 0            | 0            | 0            | 0            | 0                             |
| Fees and Services                  | 0            | 0            | 0            | 0            | 0                             |
| Fines                              | 0            | 0            | 0            | 0            | 0                             |
| Other                              | 0            | 0            | 0            | 0            | 0                             |
| <b>Total Revenue</b>               | <b>0</b>     | <b>0</b>     | <b>0</b>     | <b>0</b>     | <b>0</b>                      |
| <b>Net Requirement</b>             | <b>2,078</b> | <b>2,222</b> | <b>2,222</b> | <b>2,262</b> | <b>40</b>                     |
| <b>Full Time Equivalents</b>       |              |              | <b>13.00</b> | <b>13.00</b> | <b>0.00</b>                   |

## **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<br>2022 Budget |
|------------------------------------|--------------|---------------|---------------|---------------|-------------------------------|
|                                    | Actual       | Forecast      | Budget        | Estimate      |                               |
| <b>Expenditures by Program</b>     |              |               |               |               |                               |
| O-Train Construction               | 388          | 3             | 0             | 0             | 0                             |
| Rail Construction Program Service  | 8,721        | 10,304        | 11,122        | 15,507        | 4,385                         |
| <b>Gross Expenditure</b>           | <b>9,109</b> | <b>10,307</b> | <b>11,122</b> | <b>15,507</b> | <b>4,385</b>                  |
| Recoveries & Allocations           | (9,109)      | (10,302)      | (11,117)      | (15,502)      | (4,385)                       |
| Revenue                            | 0            | (5)           | (5)           | (5)           | 0                             |
| <b>Net Requirement</b>             | <b>0</b>     | <b>0</b>      | <b>0</b>      | <b>0</b>      | <b>0</b>                      |
| <b>Expenditures by Type</b>        |              |               |               |               |                               |
| 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                             |
| <b>Gross Expenditures</b>          | <b>9,109</b> | <b>10,307</b> | <b>11,122</b> | <b>15,507</b> | <b>4,385</b>                  |
| Recoveries & Allocations           | (9,109)      | (10,302)      | (11,117)      | (15,502)      | (4,385)                       |
| <b>Net Expenditure</b>             | <b>0</b>     | <b>5</b>      | <b>5</b>      | <b>5</b>      | <b>0</b>                      |
| <b>Revenues By Type</b>            |              |               |               |               |                               |
| Federal                            | 0            | 0             | 0             | 0             | 0                             |
| Provincial                         | 0            | 0             | 0             | 0             | 0                             |
| Own Funds                          | 0            | 0             | 0             | 0             | 0                             |
| Fees and Services                  | 0            | (5)           | (5)           | (5)           | 0                             |
| Fines                              | 0            | 0             | 0             | 0             | 0                             |
| Other                              | 0            | 0             | 0             | 0             | 0                             |
| <b>Total Revenue</b>               | <b>0</b>     | <b>(5)</b>    | <b>(5)</b>    | <b>(5)</b>    | <b>0</b>                      |
| <b>Net Requirement</b>             | <b>0</b>     | <b>0</b>      | <b>0</b>      | <b>0</b>      | <b>0</b>                      |
| <b>Full Time Equivalents</b>       |              |               | <b>12.00</b>  | <b>12.00</b>  | <b>0.00</b>                   |

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

|   | 2021<br>Rate<br>\$ | 2022<br>Rate<br>\$ | 2023<br>Rate<br>\$ | % Change<br>Over 2022 | % Change<br>Over 2021 | Effective<br>Date | 2023<br>Revenue<br>(\$000) |
|---|--------------------|--------------------|--------------------|-----------------------|-----------------------|-------------------|----------------------------|
| <b>Proximity Fees</b>                         |                    |                    |                    |                       |                       |                   |                            |
| <b>Shoring – Design &amp; Monitoring Plan</b> |                    |                    |                    |                       |                       |                   |                            |
| 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         |                            |
| <b>Excavation Support System</b>              |                    |                    |                    |                       |                       |                   |                            |
| 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         |                            |
| <b>Geotechnical Hydrogeological Analysis</b>  |                    |                    |                    |                       |                       |                   |                            |
| 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         |                            |
| <b>Groundwater Control Plan</b>               |                    |                    |                    |                       |                       |                   |                            |
| 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         |                            |
| <b>Waterproofing System</b>                   |                    |                    |                    |                       |                       |                   |                            |
| 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         |                            |
| <b>Structural Analysis –Loading</b>           |                    |                    |                    |                       |                       |                   |                            |
| 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         |                            |
| <b>Fire Ventilation</b>                       |                    |                    |                    |                       |                       |                   |                            |
| 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         |                            |
| <b>Station Ventilation</b>                    |                    |                    |                    |                       |                       |                   |                            |
| 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         |                            |
| <b>Access Requirements (including AODA)</b>   |                    |                    |                    |                       |                       |                   |                            |
| 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         |                            |
| <b>Noise and Vibration Study</b>              |                    |                    |                    |                       |                       |                   |                            |
| 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<br>Rate<br>\$ | 2022<br>Rate<br>\$ | 2023<br>Rate<br>\$ | % Change<br>Over 2022 | % Change<br>Over 2021 | Effective<br>Date | 2023<br>Revenue<br>(\$000) |
|---|--------------------|--------------------|--------------------|-----------------------|-----------------------|-------------------|----------------------------|
| <b>EMI/Stray Current</b>  |                    |                    |                    |                       |                       |                   |                            |
| Level 2 Fee   | 563                | 563                | 586                | 4%                    | 4%                    | 01-Apr-23         |                            |
| Level 3 Fee   | 563                | 563                | 586                | 4%                    | 4%                    | 01-Apr-23         |                            |
| <b>Construction Coordination Protocols</b>                            |                    |                    |                    |                       |                       |                   |                            |
| 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         |                            |
| <b>Pre-Post Construction Surveys</b>                                  |                    |                    |                    |                       |                       |                   |                            |
| 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         |                            |
| <b>Set-Back Requirements from Structures in the Zone of Influence</b> |                    |                    |                    |                       |                       |                   |                            |
| 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         |                            |
| <b>Fire/Smoke Dispersion Analysis</b>                                 |                    |                    |                    |                       |                       |                   |                            |
| 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         |                            |
| <b>Crane Swing and Lifting Loads</b>                                  |                    |                    |                    |                       |                       |                   |                            |
| 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         |                            |
| <b>Insurance Requirements</b>   |                    |                    |                    |                       |                       |                   |                            |
| Level 2 Fee   | 563                | 563                | 586                | 4%                    | 4%                    | 01-Apr-23         |                            |
| Level 3 Fee   | 563                | 563                | 586                | 4%                    | 4%                    | 01-Apr-23         |                            |
| <b>Property – M&amp;L Requirements</b>                                |                    |                    |                    |                       |                       |                   |                            |
| 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<br>Rate<br>\$ | 2022<br>Rate<br>\$ | 2023<br>Rate<br>\$ | % Change<br>Over 2022 | % Change<br>Over 2021 | Effective<br>Date | 2023<br>Revenue<br>(\$000) |
|--|--------------------|--------------------|--------------------|-----------------------|-----------------------|-------------------|----------------------------|
| <b>Utility relocations and Installations</b> |                    |                    |                    |                       |                       |                   |                            |
| 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         |                            |
| <b>Entrance Connection Agreement</b>         |                    |                    |                    |                       |                       |                   |                            |
| 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         |                            |
| <b>Security Plan</b>                         |                    |                    |                    |                       |                       |                   |                            |
| 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         |                            |
| <b>Construction As-Built Drawings</b>        |                    |                    |                    |                       |                       |                   |                            |
| 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<br>2022 Budget |
|---|--------------|--------------|--------------|--------------|-------------------------------|
|   | Actual       | Forecast     | Budget       | Estimate     |                               |
| <b>Expenditures by Program</b>          |              |              |              |              |                               |
| General Manager's Office                | 412          | 668          | 488          | 488          | 0                             |
| Business and Technical Support Services | 3,541        | 4,071        | 4,621        | 4,696        | 75                            |
| <b>Gross Expenditure</b>                | <b>3,953</b> | <b>4,739</b> | <b>5,109</b> | <b>5,184</b> | <b>75</b>                     |
| Recoveries & Allocations                | (1,851)      | (2,153)      | (2,063)      | (2,078)      | (15)                          |
| Revenue                                 | (1)          | (10)         | 0            | 0            | 0                             |
| <b>Net Requirement</b>                  | <b>2,101</b> | <b>2,576</b> | <b>3,046</b> | <b>3,106</b> | <b>60</b>                     |
| <b>Expenditures by Type</b>             |              |              |              |              |                               |
| 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                             |
| <b>Gross Expenditures</b>               | <b>3,953</b> | <b>4,739</b> | <b>5,109</b> | <b>5,184</b> | <b>75</b>                     |
| Recoveries & Allocations                | (1,851)      | (2,153)      | (2,063)      | (2,078)      | (15)                          |
| <b>Net Expenditure</b>                  | <b>2,102</b> | <b>2,586</b> | <b>3,046</b> | <b>3,106</b> | <b>60</b>                     |
| <b>Revenues By Type</b>                 |              |              |              |              |                               |
| 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                             |
| <b>Total Revenue</b>                    | <b>(1)</b>   | <b>(10)</b>  | <b>0</b>     | <b>0</b>     | <b>0</b>                      |
| <b>Net Requirement</b>                  | <b>2,101</b> | <b>2,576</b> | <b>3,046</b> | <b>3,106</b> | <b>60</b>                     |
| <b>Full Time Equivalents</b>            |              |              | <b>38.00</b> | <b>38.00</b> | <b>0.00</b>                   |

## **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<br>2022 Budget |
|------------------------------------|--------------|--------------|--------------|--------------|-------------------------------|
|                                    | Actual       | Forecast     | Budget       | Estimate     |                               |
| <b>Expenditures by Program</b>     |              |              |              |              |                               |
| Director's Office                  | 382          | 333          | 333          | 351          | 18                            |
| Community, Policy and Partnerships | 8,541        | 9,223        | 9,223        | 8,755        | (468)                         |
| <b>Gross Expenditure</b>           | <b>8,923</b> | <b>9,556</b> | <b>9,556</b> | <b>9,106</b> | <b>(450)</b>                  |
| Recoveries & Allocations           | (40)         | 0            | 0            | 0            | 0                             |
| Revenue                            | (8)          | 0            | 0            | 0            | 0                             |
| <b>Net Requirement</b>             | <b>8,875</b> | <b>9,556</b> | <b>9,556</b> | <b>9,106</b> | <b>(450)</b>                  |
| <b>Expenditures by Type</b>        |              |              |              |              |                               |
| 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                             |
| <b>Gross Expenditures</b>          | <b>8,923</b> | <b>9,556</b> | <b>9,556</b> | <b>9,106</b> | <b>(450)</b>                  |
| Recoveries & Allocations           | (40)         | 0            | 0            | 0            | 0                             |
| <b>Net Expenditure</b>             | <b>8,883</b> | <b>9,556</b> | <b>9,556</b> | <b>9,106</b> | <b>(450)</b>                  |
| <b>Revenues By Type</b>            |              |              |              |              |                               |
| Federal                            | 0            | 0            | 0            | 0            | 0                             |
| Provincial                         | 0            | 0            | 0            | 0            | 0                             |
| Own Funds                          | 0            | 0            | 0            | 0            | 0                             |
| Fees and Services                  | 0            | 0            | 0            | 0            | 0                             |
| Fines                              | 0            | 0            | 0            | 0            | 0                             |
| Other                              | (8)          | 0            | 0            | 0            | 0                             |
| <b>Total Revenue</b>               | <b>(8)</b>   | <b>0</b>     | <b>0</b>     | <b>0</b>     | <b>0</b>                      |
| <b>Net Requirement</b>             | <b>8,875</b> | <b>9,556</b> | <b>9,556</b> | <b>9,106</b> | <b>(450)</b>                  |
| <b>Full Time Equivalents</b>       |              |              | <b>12.00</b> | <b>12.00</b> | <b>0.00</b>                   |

**City of Ottawa**

**Planning, Real Estate & Economic Development Department**

**Economic Development and Long Range Planning - User Fees**

|  | 2021<br>Rate<br>\$ | 2022<br>Rate<br>\$ | 2023<br>Rate<br>\$ | % Change<br>Over 2022 | % Change<br>Over 2021 | Effective Date | 2023<br>Revenue<br>(\$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<br>2022 Budget |
|------------------------------------|---------------|---------------|---------------|---------------|-------------------------------|
|                                    | Actual        | Forecast      | Budget        | Estimate      |                               |
| <b>Expenditures by Program</b>     |               |               |               |               |                               |
| 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                           |
| <b>Gross Expenditure</b>           | <b>14,396</b> | <b>14,906</b> | <b>15,406</b> | <b>15,646</b> | <b>240</b>                    |
| Recoveries & Allocations           | (5,323)       | (5,744)       | (5,744)       | (5,744)       | 0                             |
| Revenue                            | (814)         | (339)         | (339)         | (619)         | (280)                         |
| <b>Net Requirement</b>             | <b>8,259</b>  | <b>8,823</b>  | <b>9,323</b>  | <b>9,283</b>  | <b>(40)</b>                   |
| <b>Expenditures by Type</b>        |               |               |               |               |                               |
| 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                             |
| <b>Gross Expenditures</b>          | <b>14,396</b> | <b>14,906</b> | <b>15,406</b> | <b>15,646</b> | <b>240</b>                    |
| Recoveries & Allocations           | (5,323)       | (5,744)       | (5,744)       | (5,744)       | 0                             |
| <b>Net Expenditure</b>             | <b>9,073</b>  | <b>9,162</b>  | <b>9,662</b>  | <b>9,902</b>  | <b>240</b>                    |
| <b>Revenues By Type</b>            |               |               |               |               |                               |
| Federal                            | 0             | 0             | 0             | 0             | 0                             |
| Provincial                         | 0             | 0             | 0             | 0             | 0                             |
| Own Funds                          | 0             | 0             | 0             | 0             | 0                             |
| Fees and Services                  | (814)         | (339)         | (339)         | (619)         | (280)                         |
| Fines                              | 0             | 0             | 0             | 0             | 0                             |
| Other                              | 0             | 0             | 0             | 0             | 0                             |
| <b>Total Revenue</b>               | <b>(814)</b>  | <b>(339)</b>  | <b>(339)</b>  | <b>(619)</b>  | <b>(280)</b>                  |
| <b>Net Requirement</b>             | <b>8,259</b>  | <b>8,823</b>  | <b>9,323</b>  | <b>9,283</b>  | <b>(40)</b>                   |
| <b>Full Time Equivalents</b>       |               |               | <b>40.50</b>  | <b>40.50</b>  | <b>0.00</b>                   |

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

|   | 2021<br>Rate<br>\$ | 2022<br>Rate<br>\$ | 2023<br>Rate<br>\$ | % Change<br>Over 2022 | % Change<br>Over 2021 | Effective<br>Date | 2023<br>Revenue<br>(\$000) |
|---|--------------------|--------------------|--------------------|-----------------------|-----------------------|-------------------|----------------------------|
| <b>Real Estate Agreements</b>   |                    |                    |                    |                       |                       |                   |                            |
| 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<br>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<br>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<br>estate operations  | actual cost        | actual cost        | actual cost        | n/a                   | n/a                   | 01-Apr-23         |                            |
| Administration and overhead charge for<br>third party requests wherein the benefit is<br>for the party's sole interest. | 15%                | 15%                | 15%                | n/a                   | n/a                   | 01-Apr-23         |                            |
| <b>Total Departmental</b>   |                    |                    |                    |                       |                       |                   | <b>(125)</b>               |

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

|                                    | 2021           | 2022         |              | 2023         | \$ Change over<br>2022 Budget |
|------------------------------------|----------------|--------------|--------------|--------------|-------------------------------|
|                                    | Actual         | Forecast     | Budget       | Estimate     |                               |
| <b>Expenditures by Program</b>     |                |              |              |              |                               |
| General Manager's Office           | 2,101          | 792          | 658          | 910          | 252                           |
| Business Support Services          | 2,236          | 2,636        | 2,961        | 3,019        | 58                            |
| <b>Gross Expenditure</b>           | <b>4,337</b>   | <b>3,428</b> | <b>3,619</b> | <b>3,929</b> | <b>310</b>                    |
| Recoveries & Allocations           | (39)           | 0            | 0            | 0            | 0                             |
| Revenue                            | (1,209)        | 0            | 0            | 0            | 0                             |
| <b>Net Requirement</b>             | <b>3,089</b>   | <b>3,428</b> | <b>3,619</b> | <b>3,929</b> | <b>310</b>                    |
| <b>Expenditures by Type</b>        |                |              |              |              |                               |
| 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                             |
| <b>Gross Expenditures</b>          | <b>4,337</b>   | <b>3,428</b> | <b>3,619</b> | <b>3,929</b> | <b>310</b>                    |
| Recoveries & Allocations           | (39)           | 0            | 0            | 0            | 0                             |
| <b>Net Expenditure</b>             | <b>4,298</b>   | <b>3,428</b> | <b>3,619</b> | <b>3,929</b> | <b>310</b>                    |
| <b>Revenues By Type</b>            |                |              |              |              |                               |
| 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                             |
| <b>Total Revenue</b>               | <b>(1,209)</b> | <b>0</b>     | <b>0</b>     | <b>0</b>     | <b>0</b>                      |
| <b>Net Requirement</b>             | <b>3,089</b>   | <b>3,428</b> | <b>3,619</b> | <b>3,929</b> | <b>310</b>                    |
| <b>Full Time Equivalents</b>       |                |              | <b>26.00</b> | <b>28.00</b> | <b>2.00</b>                   |



## **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<br>2022 Budget |
|------------------------------------|--------------|--------------|--------------|--------------|-------------------------------|
|                                    | Actual       | Forecast     | Budget       | Estimate     |                               |
| <b>Expenditures by Program</b>     |              |              |              |              |                               |
| Service Transformation             | 3,469        | 3,377        | 3,302        | 3,372        | 70                            |
| <b>Gross Expenditure</b>           | <b>3,469</b> | <b>3,377</b> | <b>3,302</b> | <b>3,372</b> | <b>70</b>                     |
| Recoveries & Allocations           | 0            | 0            | 0            | 0            | 0                             |
| Revenue                            | 0            | 0            | 0            | 0            | 0                             |
| <b>Net Requirement</b>             | <b>3,469</b> | <b>3,377</b> | <b>3,302</b> | <b>3,372</b> | <b>70</b>                     |
| <b>Expenditures by Type</b>        |              |              |              |              |                               |
| 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                             |
| <b>Gross Expenditures</b>          | <b>3,469</b> | <b>3,377</b> | <b>3,302</b> | <b>3,372</b> | <b>70</b>                     |
| Recoveries & Allocations           | 0            | 0            | 0            | 0            | 0                             |
| <b>Net Expenditure</b>             | <b>3,469</b> | <b>3,377</b> | <b>3,302</b> | <b>3,372</b> | <b>70</b>                     |
| <b>Revenues By Type</b>            |              |              |              |              |                               |
| Federal                            | 0            | 0            | 0            | 0            | 0                             |
| Provincial                         | 0            | 0            | 0            | 0            | 0                             |
| Own Funds                          | 0            | 0            | 0            | 0            | 0                             |
| Fees and Services                  | 0            | 0            | 0            | 0            | 0                             |
| Fines                              | 0            | 0            | 0            | 0            | 0                             |
| Other                              | 0            | 0            | 0            | 0            | 0                             |
| <b>Total Revenue</b>               | <b>0</b>     | <b>0</b>     | <b>0</b>     | <b>0</b>     | <b>0</b>                      |
| <b>Net Requirement</b>             | <b>3,469</b> | <b>3,377</b> | <b>3,302</b> | <b>3,372</b> | <b>70</b>                     |
| <b>Full Time Equivalents</b>       |              |              | <b>24.00</b> | <b>24.00</b> | <b>0.00</b>                   |

## 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<br>2022 Budget |
|------------------------------------|----------------|--------------|--------------|--------------|-------------------------------|
|                                    | Actual         | Forecast     | Budget       | Estimate     |                               |
| <b>Expenditures by Program</b>     |                |              |              |              |                               |
| 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                           |
| <b>Gross Expenditure</b>           | <b>4,310</b>   | <b>4,778</b> | <b>4,798</b> | <b>4,688</b> | <b>(110)</b>                  |
| Recoveries & Allocations           | (156)          | (145)        | (125)        | (225)        | (100)                         |
| Revenue                            | (1,145)        | (77)         | 0            | 0            | 0                             |
| <b>Net Requirement</b>             | <b>3,009</b>   | <b>4,556</b> | <b>4,673</b> | <b>4,463</b> | <b>(210)</b>                  |
| <b>Expenditures by Type</b>        |                |              |              |              |                               |
| 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                             |
| <b>Gross Expenditures</b>          | <b>4,310</b>   | <b>4,778</b> | <b>4,798</b> | <b>4,688</b> | <b>(110)</b>                  |
| Recoveries & Allocations           | (156)          | (145)        | (125)        | (225)        | (100)                         |
| <b>Net Expenditure</b>             | <b>4,154</b>   | <b>4,633</b> | <b>4,673</b> | <b>4,463</b> | <b>(210)</b>                  |
| <b>Revenues By Type</b>            |                |              |              |              |                               |
| 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                             |
| <b>Total Revenue</b>               | <b>(1,145)</b> | <b>(77)</b>  | <b>0</b>     | <b>0</b>     | <b>0</b>                      |
| <b>Net Requirement</b>             | <b>3,009</b>   | <b>4,556</b> | <b>4,673</b> | <b>4,463</b> | <b>(210)</b>                  |
| <b>Full Time Equivalents</b>       |                |              | <b>33.00</b> | <b>33.00</b> | <b>0.00</b>                   |

## **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<br>2022 Budget |
|------------------------------------|---------------|---------------|---------------|---------------|-------------------------------|
|                                    | Actual        | Forecast      | Budget        | Estimate      |                               |
| <b>Expenditures by Program</b>     |               |               |               |               |                               |
| 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                           |
| <b>Gross Expenditure</b>           | <b>18,497</b> | <b>19,405</b> | <b>18,955</b> | <b>19,635</b> | <b>680</b>                    |
| Recoveries & Allocations           | (1,332)       | (730)         | (730)         | (730)         | 0                             |
| Revenue                            | (765)         | (765)         | (765)         | (765)         | 0                             |
| <b>Net Requirement</b>             | <b>16,400</b> | <b>17,910</b> | <b>17,460</b> | <b>18,140</b> | <b>680</b>                    |
| <b>Expenditures by Type</b>        |               |               |               |               |                               |
| 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                             |
| <b>Gross Expenditures</b>          | <b>18,497</b> | <b>19,405</b> | <b>18,955</b> | <b>19,635</b> | <b>680</b>                    |
| Recoveries & Allocations           | (1,332)       | (730)         | (730)         | (730)         | 0                             |
| <b>Net Expenditure</b>             | <b>17,165</b> | <b>18,675</b> | <b>18,225</b> | <b>18,905</b> | <b>680</b>                    |
| <b>Revenues By Type</b>            |               |               |               |               |                               |
| 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                             |
| <b>Total Revenue</b>               | <b>(765)</b>  | <b>(765)</b>  | <b>(765)</b>  | <b>(765)</b>  | <b>0</b>                      |
| <b>Net Requirement</b>             | <b>16,400</b> | <b>17,910</b> | <b>17,460</b> | <b>18,140</b> | <b>680</b>                    |
| <b>Full Time Equivalents</b>       |               |               | <b>115.80</b> | <b>115.80</b> | <b>0.00</b>                   |

## **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<br>2022 Budget |
|------------------------------------|---------------|----------------|----------------|----------------|-------------------------------|
|                                    | Actual        | Forecast       | Budget         | Estimate       |                               |
| <b>Expenditures by Program</b>     |               |                |                |                |                               |
| 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                           |
| <b>Gross Expenditure</b>           | <b>15,174</b> | <b>15,054</b>  | <b>17,873</b>  | <b>18,313</b>  | <b>440</b>                    |
| Recoveries & Allocations           | (828)         | (3,097)        | (3,097)        | (3,447)        | (350)                         |
| Revenue                            | (948)         | (1,325)        | (1,304)        | (1,304)        | 0                             |
| <b>Net Requirement</b>             | <b>13,398</b> | <b>10,632</b>  | <b>13,472</b>  | <b>13,562</b>  | <b>90</b>                     |
| <b>Expenditures by Type</b>        |               |                |                |                |                               |
| 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                             |
| <b>Gross Expenditures</b>          | <b>15,174</b> | <b>15,054</b>  | <b>17,873</b>  | <b>18,313</b>  | <b>440</b>                    |
| Recoveries & Allocations           | (828)         | (3,097)        | (3,097)        | (3,447)        | (350)                         |
| <b>Net Expenditure</b>             | <b>14,346</b> | <b>11,957</b>  | <b>14,776</b>  | <b>14,866</b>  | <b>90</b>                     |
| <b>Revenues By Type</b>            |               |                |                |                |                               |
| Federal                            | 0             | 0              | 0              | 0              | 0                             |
| Provincial                         | 0             | 0              | 0              | 0              | 0                             |
| Own Funds                          | 0             | 0              | 0              | 0              | 0                             |
| Fees and Services                  | (948)         | (1,325)        | (1,304)        | (1,304)        | 0                             |
| Fines                              | 0             | 0              | 0              | 0              | 0                             |
| Other                              | 0             | 0              | 0              | 0              | 0                             |
| <b>Total Revenue</b>               | <b>(948)</b>  | <b>(1,325)</b> | <b>(1,304)</b> | <b>(1,304)</b> | <b>0</b>                      |
| <b>Net Requirement</b>             | <b>13,398</b> | <b>10,632</b>  | <b>13,472</b>  | <b>13,562</b>  | <b>90</b>                     |
| <b>Full Time Equivalents</b>       |               |                | <b>126.07</b>  | <b>126.07</b>  | <b>0.00</b>                   |

City of Ottawa  
Innovative Client Services Department  
ServiceOttawa - User Fees

|   | 2021<br>Rate<br>\$ | 2022<br>Rate<br>\$ | 2023<br>Rate<br>\$ | % Change<br>Over 2022 | % Change<br>Over 2021 | Effective<br>Date | 2023<br>Revenue<br>(\$000) |
|---|--------------------|--------------------|--------------------|-----------------------|-----------------------|-------------------|----------------------------|
| <b>Vital Stats Program</b>                        |                    |                    |                    |                       |                       |                   |                            |
| 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         |                            |
| <b>Civil Marriages</b>                            |                    |                    |                    |                       |                       |                   |                            |
| Option A: M-F (business hours)                    | 150.00             | 153.00             | 156.06             | 2%                    | 4%                    | 01-Apr-23         |                            |
| Option B: Friday evening & Saturday<br>afternoons | 225.00             | 229.50             | 234.09             | 2%                    | 4%                    | 01-Apr-23         |                            |
| <b>Community and Customer Service</b>             |                    |                    |                    |                       |                       |                   |                            |
| <b>Photocopies</b>                                |                    |                    |                    |                       |                       |                   |                            |
| 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         |                            |
| <b>Promotional Merchandise</b>                    |                    |                    |                    |                       |                       |                   |                            |
| 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<br>2022 Budget |
|------------------------------------|----------------|----------------|---------------|---------------|-------------------------------|
|                                    | Actual         | Forecast       | Budget        | Estimate      |                               |
| <b>Expenditures by Program</b>     |                |                |               |               |                               |
| 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                            |
| <b>Gross Expenditure</b>           | <b>86,874</b>  | <b>83,630</b>  | <b>76,866</b> | <b>79,171</b> | <b>2,305</b>                  |
| Recoveries & Allocations           | (13,923)       | (9,340)        | (4,151)       | (4,336)       | (185)                         |
| Revenue                            | (3,913)        | (1,575)        | 0             | (600)         | (600)                         |
| <b>Net Requirement</b>             | <b>69,038</b>  | <b>72,715</b>  | <b>72,715</b> | <b>74,235</b> | <b>1,520</b>                  |
| <b>Expenditures by Type</b>        |                |                |               |               |                               |
| 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                             |
| <b>Gross Expenditures</b>          | <b>86,874</b>  | <b>83,630</b>  | <b>76,866</b> | <b>79,171</b> | <b>2,305</b>                  |
| Recoveries & Allocations           | (13,923)       | (9,340)        | (4,151)       | (4,336)       | (185)                         |
| <b>Net Expenditure</b>             | <b>72,951</b>  | <b>74,290</b>  | <b>72,715</b> | <b>74,835</b> | <b>2,120</b>                  |
| <b>Revenues By Type</b>            |                |                |               |               |                               |
| 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                             |
| <b>Total Revenue</b>               | <b>(3,913)</b> | <b>(1,575)</b> | <b>0</b>      | <b>(600)</b>  | <b>(600)</b>                  |
| <b>Net Requirement</b>             | <b>69,038</b>  | <b>72,715</b>  | <b>72,715</b> | <b>74,235</b> | <b>1,520</b>                  |
| <b>Full Time Equivalents</b>       |                |                | <b>306.00</b> | <b>306.00</b> | <b>0.00</b>                   |

## **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<br>2022 Budget |
|------------------------------------|----------------|----------------|--------------|----------------|-------------------------------|
|                                    | Actual         | Forecast       | Budget       | Estimate       |                               |
| <b>Expenditures by Program</b>     |                |                |              |                |                               |
| Supply Services                    | 9,390          | 9,702          | 7,302        | 7,467          | 165                           |
| <b>Gross Expenditure</b>           | <b>9,390</b>   | <b>9,702</b>   | <b>7,302</b> | <b>7,467</b>   | <b>165</b>                    |
| Recoveries & Allocations           | (1,535)        | (2,125)        | (2,125)      | (2,125)        | 0                             |
| Revenue                            | (3,111)        | (3,185)        | (785)        | (2,990)        | (2,205)                       |
| <b>Net Requirement</b>             | <b>4,744</b>   | <b>4,392</b>   | <b>4,392</b> | <b>2,352</b>   | <b>(2,040)</b>                |
| <b>Expenditures by Type</b>        |                |                |              |                |                               |
| 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                             |
| <b>Gross Expenditures</b>          | <b>9,390</b>   | <b>9,702</b>   | <b>7,302</b> | <b>7,467</b>   | <b>165</b>                    |
| Recoveries & Allocations           | (1,535)        | (2,125)        | (2,125)      | (2,125)        | 0                             |
| <b>Net Expenditure</b>             | <b>7,855</b>   | <b>7,577</b>   | <b>5,177</b> | <b>5,342</b>   | <b>165</b>                    |
| <b>Revenues By Type</b>            |                |                |              |                |                               |
| Federal                            | 0              | 0              | 0            | 0              | 0                             |
| Provincial                         | 0              | 0              | 0            | 0              | 0                             |
| Own Funds                          | 0              | 0              | 0            | 0              | 0                             |
| Fees and Services                  | (3,111)        | (3,185)        | (785)        | (2,990)        | (2,205)                       |
| Fines                              | 0              | 0              | 0            | 0              | 0                             |
| Other                              | 0              | 0              | 0            | 0              | 0                             |
| <b>Total Revenue</b>               | <b>(3,111)</b> | <b>(3,185)</b> | <b>(785)</b> | <b>(2,990)</b> | <b>(2,205)</b>                |
| <b>Net Requirement</b>             | <b>4,744</b>   | <b>4,392</b>   | <b>4,392</b> | <b>2,352</b>   | <b>(2,040)</b>                |
| <b>Full Time Equivalents</b>       |                |                | <b>65.99</b> | <b>65.99</b>   | <b>0.00</b>                   |

City of Ottawa

Finance Services Department

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

In Thousands (\$000)

|                                    | 2021         | 2022         |              | 2023         | \$ Change over<br>2022 Budget |
|------------------------------------|--------------|--------------|--------------|--------------|-------------------------------|
|                                    | Actual       | Forecast     | Budget       | Estimate     |                               |
| <b>Expenditures by Program</b>     |              |              |              |              |                               |
| Chief Financial Officer/Treasurer  | 1,067        | 415          | 415          | 435          | 20                            |
| Business Support Services          | 1,871        | 1,944        | 2,194        | 2,189        | (5)                           |
| <b>Gross Expenditure</b>           | <b>2,938</b> | <b>2,359</b> | <b>2,609</b> | <b>2,624</b> | <b>15</b>                     |
| Recoveries & Allocations           | (85)         | 0            | 0            | 0            | 0                             |
| Revenue                            | (623)        | 0            | 0            | 0            | 0                             |
| <b>Net Requirement</b>             | <b>2,230</b> | <b>2,359</b> | <b>2,609</b> | <b>2,624</b> | <b>15</b>                     |
| <b>Expenditures by Type</b>        |              |              |              |              |                               |
| 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                             |
| <b>Gross Expenditures</b>          | <b>2,938</b> | <b>2,359</b> | <b>2,609</b> | <b>2,624</b> | <b>15</b>                     |
| Recoveries & Allocations           | (85)         | 0            | 0            | 0            | 0                             |
| <b>Net Expenditure</b>             | <b>2,853</b> | <b>2,359</b> | <b>2,609</b> | <b>2,624</b> | <b>15</b>                     |
| <b>Revenues By Type</b>            |              |              |              |              |                               |
| 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                             |
| <b>Total Revenue</b>               | <b>(623)</b> | <b>0</b>     | <b>0</b>     | <b>0</b>     | <b>0</b>                      |
| <b>Net Requirement</b>             | <b>2,230</b> | <b>2,359</b> | <b>2,609</b> | <b>2,624</b> | <b>15</b>                     |
| <b>Full Time Equivalents</b>       |              |              | <b>17.00</b> | <b>17.00</b> | <b>0.00</b>                   |

## **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<br>2022 Budget |
|------------------------------------|---------------|---------------|---------------|---------------|-------------------------------|
|                                    | Actual        | Forecast      | Budget        | Estimate      |                               |
| <b>Expenditures by Program</b>     |               |               |               |               |                               |
| 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                           |
| <b>Gross Expenditure</b>           | <b>11,879</b> | <b>13,232</b> | <b>13,232</b> | <b>13,632</b> | <b>400</b>                    |
| Recoveries & Allocations           | (414)         | (807)         | (807)         | (807)         | 0                             |
| Revenue                            | 0             | 0             | 0             | 0             | 0                             |
| <b>Net Requirement</b>             | <b>11,465</b> | <b>12,425</b> | <b>12,425</b> | <b>12,825</b> | <b>400</b>                    |
| <b>Expenditures by Type</b>        |               |               |               |               |                               |
| 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                             |
| <b>Gross Expenditures</b>          | <b>11,879</b> | <b>13,232</b> | <b>13,232</b> | <b>13,632</b> | <b>400</b>                    |
| Recoveries & Allocations           | (414)         | (807)         | (807)         | (807)         | 0                             |
| <b>Net Expenditure</b>             | <b>11,465</b> | <b>12,425</b> | <b>12,425</b> | <b>12,825</b> | <b>400</b>                    |
| <b>Revenues By Type</b>            |               |               |               |               |                               |
| Federal                            | 0             | 0             | 0             | 0             | 0                             |
| Provincial                         | 0             | 0             | 0             | 0             | 0                             |
| Own Funds                          | 0             | 0             | 0             | 0             | 0                             |
| Fees and Services                  | 0             | 0             | 0             | 0             | 0                             |
| Fines                              | 0             | 0             | 0             | 0             | 0                             |
| Other                              | 0             | 0             | 0             | 0             | 0                             |
| <b>Total Revenue</b>               | <b>0</b>      | <b>0</b>      | <b>0</b>      | <b>0</b>      | <b>0</b>                      |
| <b>Net Requirement</b>             | <b>11,465</b> | <b>12,425</b> | <b>12,425</b> | <b>12,825</b> | <b>400</b>                    |
| <b>Full Time Equivalents</b>       |               |               | <b>126.33</b> | <b>126.33</b> | <b>0.00</b>                   |

## **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<br>2022 Budget |
|------------------------------------|----------------|----------------|----------------|----------------|-------------------------------|
|                                    | Actual         | Forecast       | Budget         | Estimate       |                               |
| <b>Expenditures by Program</b>     |                |                |                |                |                               |
| Revenue Services                   | 23,319         | 23,544         | 23,844         | 26,544         | 2,700                         |
| <b>Gross Expenditure</b>           | <b>23,319</b>  | <b>23,544</b>  | <b>23,844</b>  | <b>26,544</b>  | <b>2,700</b>                  |
| Recoveries & Allocations           | (11,626)       | (11,313)       | (11,313)       | (13,638)       | (2,325)                       |
| Revenue                            | (8,724)        | (8,557)        | (7,107)        | (7,407)        | (300)                         |
| <b>Net Requirement</b>             | <b>2,969</b>   | <b>3,674</b>   | <b>5,424</b>   | <b>5,499</b>   | <b>75</b>                     |
| <b>Expenditures by Type</b>        |                |                |                |                |                               |
| 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                             |
| <b>Gross Expenditures</b>          | <b>23,319</b>  | <b>23,544</b>  | <b>23,844</b>  | <b>26,544</b>  | <b>2,700</b>                  |
| Recoveries & Allocations           | (11,626)       | (11,313)       | (11,313)       | (13,638)       | (2,325)                       |
| <b>Net Expenditure</b>             | <b>11,693</b>  | <b>12,231</b>  | <b>12,531</b>  | <b>12,906</b>  | <b>375</b>                    |
| <b>Revenues By Type</b>            |                |                |                |                |                               |
| Federal                            | 0              | 0              | 0              | 0              | 0                             |
| Provincial                         | 0              | 0              | 0              | 0              | 0                             |
| Own Funds                          | 0              | 0              | 0              | 0              | 0                             |
| Fees and Services                  | (8,724)        | (8,557)        | (7,107)        | (7,407)        | (300)                         |
| Fines                              | 0              | 0              | 0              | 0              | 0                             |
| Other                              | 0              | 0              | 0              | 0              | 0                             |
| <b>Total Revenue</b>               | <b>(8,724)</b> | <b>(8,557)</b> | <b>(7,107)</b> | <b>(7,407)</b> | <b>(300)</b>                  |
| <b>Net Requirement</b>             | <b>2,969</b>   | <b>3,674</b>   | <b>5,424</b>   | <b>5,499</b>   | <b>75</b>                     |
| <b>Full Time Equivalents</b>       |                |                | <b>207.45</b>  | <b>220.45</b>  | <b>13.00</b>                  |

City of Ottawa  
Finance Services Department  
Revenue Services - User Fees

|  | 2021<br>Rate<br>\$ | 2022<br>Rate<br>\$ | 2023<br>Rate<br>\$ | % Change<br>Over 2022 | % Change<br>Over 2021 | Effective<br>Date | 2023<br>Revenue<br>(\$000) |
|--|--------------------|--------------------|--------------------|-----------------------|-----------------------|-------------------|----------------------------|
| <b>Revenue - User Fees</b>                           |                    |                    |                    |                       |                       |                   |                            |
| 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 :<br>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<br>Rate<br>\$               | 2022<br>Rate<br>\$                | 2023<br>Rate<br>\$                | % Change<br>Over 2022 | % Change<br>Over 2021 | Effective<br>Date | 2023<br>Revenue<br>(\$000) |
|--|----------------------------------|-----------------------------------|-----------------------------------|-----------------------|-----------------------|-------------------|----------------------------|
| <b>Tax Sales Fees</b>  |                                  |                                   |                                   |                       |                       |                   |                            |
| 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         |                            |
| <b>Sale of Land by Tender Process</b>  |                                  |                                   |                                   |                       |                       | 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         |                            |
| <b>Collection Fees</b>   |                                  |                                   |                                   |                       |                       | 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%<br>Compounded<br>per month | 1.25 %<br>Compounded<br>per month | 1.25 %<br>Compounded<br>per month | 0%                    | 0%                    | 01-Apr-23         |                            |
| Water Bill Interest<br>Applied after the due date, every 15 days<br>thereafter and before each bill. | 0.0417% Daily<br>Rate            | 0.0417% Daily<br>Rate             | 0.0417% Daily<br>Rate             | 0%                    | 0%                    | 01-Apr-23         |                            |
| Credit Card/Mastercard Visa Debit Service fee  | 1.99%                            | 1.99%                             | 1.99%                             | 0%                    | 0%                    | 01-Apr-23         |                            |
| <b>Total Departmental</b>  |                                  |                                   |                                   |                       |                       |                   | <b>(300)</b>               |

## **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<br>2022 Budget |
|------------------------------------|--------------|--------------|--------------|--------------|-------------------------------|
|                                    | Actual       | Forecast     | Budget       | Estimate     |                               |
| <b>Expenditures by Program</b>     |              |              |              |              |                               |
| Corporate Finance                  | 4,066        | 3,997        | 4,247        | 4,342        | 95                            |
| <b>Gross Expenditure</b>           | <b>4,066</b> | <b>3,997</b> | <b>4,247</b> | <b>4,342</b> | <b>95</b>                     |
| Recoveries & Allocations           | (631)        | (614)        | (614)        | (614)        | 0                             |
| Revenue                            | 0            | 0            | 0            | 0            | 0                             |
| <b>Net Requirement</b>             | <b>3,435</b> | <b>3,383</b> | <b>3,633</b> | <b>3,728</b> | <b>95</b>                     |
| <b>Expenditures by Type</b>        |              |              |              |              |                               |
| 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                             |
| <b>Gross Expenditures</b>          | <b>4,066</b> | <b>3,997</b> | <b>4,247</b> | <b>4,342</b> | <b>95</b>                     |
| Recoveries & Allocations           | (631)        | (614)        | (614)        | (614)        | 0                             |
| <b>Net Expenditure</b>             | <b>3,435</b> | <b>3,383</b> | <b>3,633</b> | <b>3,728</b> | <b>95</b>                     |
| <b>Revenues By Type</b>            |              |              |              |              |                               |
| Federal                            | 0            | 0            | 0            | 0            | 0                             |
| Provincial                         | 0            | 0            | 0            | 0            | 0                             |
| Own Funds                          | 0            | 0            | 0            | 0            | 0                             |
| Fees and Services                  | 0            | 0            | 0            | 0            | 0                             |
| Fines                              | 0            | 0            | 0            | 0            | 0                             |
| Other                              | 0            | 0            | 0            | 0            | 0                             |
| <b>Total Revenue</b>               | <b>0</b>     | <b>0</b>     | <b>0</b>     | <b>0</b>     | <b>0</b>                      |
| <b>Net Requirement</b>             | <b>3,435</b> | <b>3,383</b> | <b>3,633</b> | <b>3,728</b> | <b>95</b>                     |
| <b>Full Time Equivalents</b>       |              |              | <b>31.56</b> | <b>31.56</b> | <b>0.00</b>                   |



## **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 3<sup>rd</sup> party payroll, pension and benefits remittances
- Providing expertise for SAP pay and time solutions
- Developing policies to promote equitable payroll practises across the corporation
- Managing the reimbursement of many employee expenses
- Maintaining and monitoring payroll compliance with contractual and legislated requirements

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

|                                    | 2021         | 2022         |              | 2023         | \$ Change over<br>2022 Budget |
|------------------------------------|--------------|--------------|--------------|--------------|-------------------------------|
|                                    | Actual       | Forecast     | Budget       | Estimate     |                               |
| <b>Expenditures by Program</b>     |              |              |              |              |                               |
| Payroll                            | 7,092        | 7,331        | 7,581        | 8,181        | 600                           |
| <b>Gross Expenditure</b>           | <b>7,092</b> | <b>7,331</b> | <b>7,581</b> | <b>8,181</b> | <b>600</b>                    |
| Recoveries & Allocations           | (630)        | (396)        | (396)        | (396)        | 0                             |
| Revenue                            | 0            | 0            | 0            | (400)        | (400)                         |
| <b>Net Requirement</b>             | <b>6,462</b> | <b>6,935</b> | <b>7,185</b> | <b>7,385</b> | <b>200</b>                    |
| <b>Expenditures by Type</b>        |              |              |              |              |                               |
| 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                             |
| <b>Gross Expenditures</b>          | <b>7,092</b> | <b>7,331</b> | <b>7,581</b> | <b>8,181</b> | <b>600</b>                    |
| Recoveries & Allocations           | (630)        | (396)        | (396)        | (396)        | 0                             |
| <b>Net Expenditure</b>             | <b>6,462</b> | <b>6,935</b> | <b>7,185</b> | <b>7,785</b> | <b>600</b>                    |
| <b>Revenues By Type</b>            |              |              |              |              |                               |
| 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                             |
| <b>Total Revenue</b>               | <b>0</b>     | <b>0</b>     | <b>0</b>     | <b>(400)</b> | <b>(400)</b>                  |
| <b>Net Requirement</b>             | <b>6,462</b> | <b>6,935</b> | <b>7,185</b> | <b>7,385</b> | <b>200</b>                    |
| <b>Full Time Equivalents</b>       |              |              | <b>69.33</b> | <b>69.33</b> | <b>0.00</b>                   |

## **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<br>2022 Budget |
|--|------------------|------------------|------------------|------------------|-------------------------------|
|  | Actual           | Forecast         | Budget           | Estimate         |                               |
| <b>Corporate Human Resource Provision</b>        |                  |                  |                  |                  |                               |
| <b>Expenditure</b>                               |                  |                  |                  |                  |                               |
| 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                             |
| <b>Gross Expenditure</b>                         | <b>7,382</b>     | <b>6,748</b>     | <b>6,748</b>     | <b>6,723</b>     | <b>(25)</b>                   |
| Recoveries & Allocations                         | (659)            | 0                | 0                | 0                | 0                             |
| <b>Net Expenditure</b>                           | <b>6,723</b>     | <b>6,748</b>     | <b>6,748</b>     | <b>6,723</b>     | <b>(25)</b>                   |
| <b>Net Corp HR Provision Requirement</b>         | <b>6,723</b>     | <b>6,748</b>     | <b>6,748</b>     | <b>6,723</b>     | <b>(25)</b>                   |
| <b>Capital Formation Costs</b>                   |                  |                  |                  |                  |                               |
| <b>Expenditure</b>                               |                  |                  |                  |                  |                               |
| 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                             |
| <b>Gross Expenditure</b>                         | <b>433,634</b>   | <b>396,154</b>   | <b>381,155</b>   | <b>403,190</b>   | <b>22,035</b>                 |
| Recoveries & Allocations                         | 0                | 0                | 0                | 0                | 0                             |
| <b>Net Expenditure</b>                           | <b>433,634</b>   | <b>396,154</b>   | <b>381,155</b>   | <b>403,190</b>   | <b>22,035</b>                 |
| <b>Revenue</b>                                   |                  |                  |                  |                  |                               |
| 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                             |
| <b>Total Revenue</b>                             | <b>(198,227)</b> | <b>(163,829)</b> | <b>(150,729)</b> | <b>(137,244)</b> | <b>13,485</b>                 |
| <b>Net Capital Formation Costs Requirement</b>   | <b>235,407</b>   | <b>232,325</b>   | <b>230,426</b>   | <b>265,946</b>   | <b>35,520</b>                 |

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

|  | 2021            | 2022             |                  | 2023             | \$ Change over<br>2022 Budget |
|--|-----------------|------------------|------------------|------------------|-------------------------------|
|  | Actual          | Forecast         | Budget           | Estimate         |                               |
| <b>Corporate Common Expenditures</b>                 |                 |                  |                  |                  |                               |
| <b>Expenditure</b>                                   |                 |                  |                  |                  |                               |
| Financial Charges & Other                            | 10,203          | 16,724           | 12,724           | 10,985           | (1,739)                       |
| <b>Gross Expenditure</b>                             | <b>10,203</b>   | <b>16,724</b>    | <b>12,724</b>    | <b>10,985</b>    | <b>(1,739)</b>                |
| Recoveries & Allocations                             | (45,718)        | (48,588)         | (48,588)         | (49,303)         | (715)                         |
| <b>Net Expenditure</b>                               | <b>(35,515)</b> | <b>(31,864)</b>  | <b>(35,864)</b>  | <b>(38,318)</b>  | <b>(2,454)</b>                |
| <b>Net Corporate Common Expenditures Requirement</b> | <b>(35,515)</b> | <b>(31,864)</b>  | <b>(35,864)</b>  | <b>(38,318)</b>  | <b>(2,454)</b>                |
| <b>Corporate Common Revenues</b>                     |                 |                  |                  |                  |                               |
| <b>Expenditure</b>                                   |                 |                  |                  |                  |                               |
| 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                             |
| <b>Gross Expenditure</b>                             | <b>8,834</b>    | <b>15,663</b>    | <b>18,463</b>    | <b>18,463</b>    | <b>0</b>                      |
| Recoveries & Allocations                             | 0               | 0                | 0                | 0                | 0                             |
| <b>Net Expenditure</b>                               | <b>8,834</b>    | <b>15,663</b>    | <b>18,463</b>    | <b>18,463</b>    | <b>0</b>                      |
| <b>Revenue</b>                                       |                 |                  |                  |                  |                               |
| 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                             |
| <b>Total Revenue</b>                                 | <b>(98,195)</b> | <b>(102,692)</b> | <b>(108,692)</b> | <b>(112,960)</b> | <b>(4,268)</b>                |
| <b>Net Corporate Common Revenues Requirement</b>     | <b>(89,361)</b> | <b>(87,029)</b>  | <b>(90,229)</b>  | <b>(94,497)</b>  | <b>(4,268)</b>                |

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

|  | 2021               | 2022               |                    | 2023               | \$ Change over<br>2022 Budget |
|--|--------------------|--------------------|--------------------|--------------------|-------------------------------|
|  | Actual             | Forecast           | Budget             | Estimate           |                               |
| <b>Tax Related Expenditures and Revenues</b>     |                    |                    |                    |                    |                               |
| <b>Expenditure</b>                               |                    |                    |                    |                    |                               |
| 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                             |
| <b>Net Expenditure</b>                           | <b>47,548</b>      | <b>40,471</b>      | <b>37,471</b>      | <b>37,471</b>      | <b>0</b>                      |
| <b>Revenue</b>                                   |                    |                    |                    |                    |                               |
| 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)                      |
| <b>Total Revenue</b>                             | <b>(2,027,578)</b> | <b>(2,117,432)</b> | <b>(2,118,432)</b> | <b>(2,210,377)</b> | <b>(91,945)</b>               |
| <b>Net Tax Related Expenditures and Revenues</b> | <b>(1,980,030)</b> | <b>(2,076,961)</b> | <b>(2,080,961)</b> | <b>(2,172,906)</b> | <b>(91,945)</b>               |
| <b>Total Net Requirement</b>                     | <b>(1,862,776)</b> | <b>(1,956,781)</b> | <b>(1,969,880)</b> | <b>(2,033,052)</b> | <b>(63,172)</b>               |

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

|                                    | 2021               | 2022               |                    | 2023               | \$ Change over<br>2022 Budget |
|------------------------------------|--------------------|--------------------|--------------------|--------------------|-------------------------------|
|                                    | Actual             | Forecast           | Budget             | Estimate           |                               |
| <b>Expenditures by Type</b>        |                    |                    |                    |                    |                               |
| 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                         |
| <b>Gross Expenditures</b>          | <b>506,942</b>     | <b>475,760</b>     | <b>456,560</b>     | <b>476,831</b>     | <b>20,271</b>                 |
| Recoveries & Allocations           | (45,718)           | (48,588)           | (48,588)           | (49,303)           | (715)                         |
| <b>Net Expenditure</b>             | <b>461,224</b>     | <b>427,172</b>     | <b>407,972</b>     | <b>427,528</b>     | <b>19,556</b>                 |
| <b>Revenues By Type</b>            |                    |                    |                    |                    |                               |
| 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                             |
| <b>Total Revenue</b>               | <b>(2,323,999)</b> | <b>(2,383,953)</b> | <b>(2,377,853)</b> | <b>(2,460,581)</b> | <b>(82,728)</b>               |
| <b>Net Requirement</b>             | <b>(1,862,775)</b> | <b>(1,956,781)</b> | <b>(1,969,881)</b> | <b>(2,033,053)</b> | <b>(63,172)</b>               |



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/<br>Dedicated | Rate Supported | Develop.<br>Charges | Tax Supported/<br>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         |
| <b>Renewal of City Assets Total</b>            | <b>0</b> | <b>0</b> | <b>2,130</b>                | <b>0</b>       | <b>0</b>            | <b>1,000</b>                     | <b>3,130</b>  |
|  |          |          |                             |                |                     |                                  |               |
| Service Enhancements                           |          |          |                             |                |                     |                                  |               |
| 910821 2023 Accessibility - General Government | 0        | 0        | 305                         | 0              | 0                   | 70                               | 375           |
| <b>Service Enhancements Total</b>              | <b>0</b> | <b>0</b> | <b>305</b>                  | <b>0</b>       | <b>0</b>            | <b>70</b>                        | <b>375</b>    |
|  |          |          |                             |                |                     |                                  |               |
| <b>General Government Total</b>                | <b>0</b> | <b>0</b> | <b>2,435</b>                | <b>0</b>       | <b>0</b>            | <b>1,070</b>                     | <b>3,505</b>  |
|  |          |          |                             |                |                     |                                  |               |
| 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         |
| <b>Renewal of City Assets Total</b>            | <b>0</b> | <b>0</b> | <b>9,450</b>                | <b>1,000</b>   | <b>0</b>            | <b>0</b>                         | <b>10,450</b> |
|  |          |          |                             |                |                     |                                  |               |
| <b>Information Technology Total</b>            | <b>0</b> | <b>0</b> | <b>9,450</b>                | <b>1,000</b>   | <b>0</b>            | <b>0</b>                         | <b>10,450</b> |
|  |          |          |                             |                |                     |                                  |               |
| <b>Grand Total</b>                             | <b>0</b> | <b>0</b> | <b>11,885</b>               | <b>1,000</b>   | <b>0</b>            | <b>1,070</b>                     | <b>13,955</b> |

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

|   | 2022 Baseline |               |                           | 2023 Adjustments     |                          |             |             |                                     |                         | 2023          | \$ Change over<br>2022 Budget |
|---|---------------|---------------|---------------------------|----------------------|--------------------------|-------------|-------------|-------------------------------------|-------------------------|---------------|-------------------------------|
|   | Forecast      | Budget        | Adj. to<br>Base<br>Budget | Maintain<br>Services | Provincial<br>Legislated | Growth      | COVID-19    | Service<br>Initiatives /<br>Savings | User Fees &<br>Revenues | Estimate      |                               |
| <b>Expenditures by Program</b>                |               |               |                           |                      |                          |             |             |                                     |                         |               |                               |
| Mayor's Office                                | 971           | 971           | 0                         | 14                   | 0                        | 0           | 0           | 0                                   | 0                       | 985           | 14                            |
| Constituency Services & Administration        | 12,346        | 12,546        | 0                         | 256                  | 0                        | 515         | 0           | 0                                   | 0                       | 13,317        | 771                           |
| Provision for Surplus                         | (550)         | (550)         | 0                         | 0                    | 0                        | 0           | 0           | 0                                   | 0                       | (550)         | 0                             |
| <b>Gross Expenditure</b>                      | <b>12,767</b> | <b>12,967</b> | <b>0</b>                  | <b>270</b>           | <b>0</b>                 | <b>515</b>  | <b>0</b>    | <b>0</b>                            | <b>0</b>                | <b>13,752</b> | <b>785</b>                    |
| Recoveries & Allocations                      | 0             | 0             | 0                         | 0                    | 0                        | 0           | 0           | 0                                   | 0                       | 0             | 0                             |
| Revenue                                       | 0             | 0             | 0                         | 0                    | 0                        | 0           | 0           | 0                                   | 0                       | 0             | 0                             |
| <b>Net Requirement</b>                        | <b>12,767</b> | <b>12,967</b> | <b>0</b>                  | <b>270</b>           | <b>0</b>                 | <b>515</b>  | <b>0</b>    | <b>0</b>                            | <b>0</b>                | <b>13,752</b> | <b>785</b>                    |
| <b>Expenditures by Type</b>                   |               |               |                           |                      |                          |             |             |                                     |                         |               |                               |
| Salaries, Wages & Benefits                    | 11,236        | 11,436        | 0                         | 220                  | 0                        | 483         | 0           | 0                                   | 0                       | 12,139        | 703                           |
| Overtime                                      | 0             | 0             | 0                         | 0                    | 0                        | 0           | 0           | 0                                   | 0                       | 0             | 0                             |
| Material & Services                           | 1,189         | 1,189         | 0                         | 50                   | 0                        | 24          | 0           | 0                                   | 0                       | 1,263         | 74                            |
| Transfers/Grants/Financial Charges            | 228           | 228           | 0                         | 0                    | 0                        | 6           | 0           | 0                                   | 0                       | 234           | 6                             |
| Fleet Costs                                   | 0             | 0             | 0                         | 0                    | 0                        | 0           | 0           | 0                                   | 0                       | 0             | 0                             |
| Program Facility Costs                        | 0             | 0             | 0                         | 0                    | 0                        | 0           | 0           | 0                                   | 0                       | 0             | 0                             |
| Other Internal Costs                          | 114           | 114           | 0                         | 0                    | 0                        | 2           | 0           | 0                                   | 0                       | 116           | 2                             |
| <b>Gross Expenditures</b>                     | <b>12,767</b> | <b>12,967</b> | <b>0</b>                  | <b>270</b>           | <b>0</b>                 | <b>515</b>  | <b>0</b>    | <b>0</b>                            | <b>0</b>                | <b>13,752</b> | <b>785</b>                    |
| Recoveries & Allocations                      | 0             | 0             | 0                         | 0                    | 0                        | 0           | 0           | 0                                   | 0                       | 0             | 0                             |
| <b>Net Expenditure</b>                        | <b>12,767</b> | <b>12,967</b> | <b>0</b>                  | <b>270</b>           | <b>0</b>                 | <b>515</b>  | <b>0</b>    | <b>0</b>                            | <b>0</b>                | <b>13,752</b> | <b>785</b>                    |
| <b>Percent of 2023 Net Expenditure Budget</b> |               |               | <b>0.0%</b>               | <b>2.1%</b>          | <b>0.0%</b>              | <b>4.0%</b> | <b>0.0%</b> | <b>0.0%</b>                         | <b>0.0%</b>             | <b>6.1%</b>   |                               |
| <b>Revenues By Type</b>                       |               |               |                           |                      |                          |             |             |                                     |                         |               |                               |
| Federal                                       | 0             | 0             | 0                         | 0                    | 0                        | 0           | 0           | 0                                   | 0                       | 0             | 0                             |
| Provincial                                    | 0             | 0             | 0                         | 0                    | 0                        | 0           | 0           | 0                                   | 0                       | 0             | 0                             |
| Own Funds                                     | 0             | 0             | 0                         | 0                    | 0                        | 0           | 0           | 0                                   | 0                       | 0             | 0                             |
| Fees and Services                             | 0             | 0             | 0                         | 0                    | 0                        | 0           | 0           | 0                                   | 0                       | 0             | 0                             |
| Fines   | 0             | 0             | 0                         | 0                    | 0                        | 0           | 0           | 0                                   | 0                       | 0             | 0                             |
| Other   | 0             | 0             | 0                         | 0                    | 0                        | 0           | 0           | 0                                   | 0                       | 0             | 0                             |
| <b>Total Revenue</b>                          | <b>0</b>      | <b>0</b>      | <b>0</b>                  | <b>0</b>             | <b>0</b>                 | <b>0</b>    | <b>0</b>    | <b>0</b>                            | <b>0</b>                | <b>0</b>      | <b>0</b>                      |
| <b>Percent of 2023 Revenue Budget</b>         |               |               | <b>0.0%</b>               | <b>0.0%</b>          | <b>0.0%</b>              | <b>0.0%</b> | <b>0.0%</b> | <b>0.0%</b>                         | <b>0.0%</b>             | <b>0.0%</b>   |                               |
| <b>Net Requirement</b>                        | <b>12,767</b> | <b>12,967</b> | <b>0</b>                  | <b>270</b>           | <b>0</b>                 | <b>515</b>  | <b>0</b>    | <b>0</b>                            | <b>0</b>                | <b>13,752</b> | <b>785</b>                    |
| <b>Percent of 2023 Net Requirement Budget</b> |               |               | <b>0.0%</b>               | <b>2.1%</b>          | <b>0.0%</b>              | <b>4.0%</b> | <b>0.0%</b> | <b>0.0%</b>                         | <b>0.0%</b>             | <b>6.1%</b>   |                               |
| <b>Full Time Equivalents (FTEs)</b>           |               | 0.00          | 0.00                      | 0.00                 | 0.00                     | 0.00        | 0.00        | 0.00                                | 0.00                    | <b>0.00</b>   | <b>0.00</b>                   |
| <b>Percent of 2023 FTEs</b>                   |               |               | <b>0.0%</b>               | <b>0.0%</b>          | <b>0.0%</b>              | <b>0.0%</b> | <b>0.0%</b> | <b>0.0%</b>                         | <b>0.0%</b>             | <b>0.0%</b>   |                               |

City of Ottawa

Elected Officials - Operating Resource Requirement Explanatory Notes

In Thousands (\$000)

|   | Surplus / (Deficit)   |         |                  |            |
|---|-----------------------|---------|------------------|------------|
| 2022 Forecast vs. Budget Variance Explanation   | Expense               | Revenue | Net              |            |
| No significant variances to report.   | 200                   | 0       | 200              |            |
| Total Surplus / (Deficit)   | 200                   | 0       | 200              |            |
|   | Increase / (Decrease) |         |                  |            |
| 2023 Pressure Category / Explanation  | Expense               | Revenue | Net 2023 Changes | FTE Impact |
| Maintain Services   |                       |         |                  |            |
| All programs include an adjustment for potential 2023 cost of living, increments and benefit adjustments. | 220                   | 0       | 220              | 0.00       |
| Case management application replacement.  | 50                    | 0       | 50               | 0.00       |
| Total Maintain Services   | 270                   | 0       | 270              | 0.00       |
|   | Increase / (Decrease) |         |                  |            |
| 2023 Pressure Category / Explanation  | Expense               | Revenue | Net 2023 Changes | FTE Impact |
| Growth  |                       |         |                  |            |
| Establish additional ward 24 as per Ward Boundary Review report ACS2020-OCC-GEN-0005.                     | 515                   | 0       | 515              | 0.00       |
| Total Growth  | 515                   | 0       | 515              | 0.00       |
| Total Budget Changes  | 785                   | 0       | 785              | 0.00       |

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

|   | 2022 Baseline |               |                     | 2023 Adjustments  |                       |             |             |                               |                      | 2023          | \$ Change over 2022 Budget |
|---|---------------|---------------|---------------------|-------------------|-----------------------|-------------|-------------|-------------------------------|----------------------|---------------|----------------------------|
|   | Forecast      | Budget        | Adj. to Base Budget | Maintain Services | Provincial Legislated | Growth      | COVID-19    | Service Initiatives / Savings | User Fees & Revenues | Estimate      |                            |
| <b>Expenditures by Program</b>                |               |               |                     |                   |                       |             |             |                               |                      |               |                            |
| City Clerk's Office                           | 588           | 492           | 0                   | (36)              | 0                     | 0           | 0           | (2)                           | 0                    | 454           | (38)                       |
| Policy & Technical Solution Services          | 6,754         | 6,754         | 0                   | 142               | 0                     | 0           | 0           | (51)                          | 0                    | 6,845         | 91                         |
| Council & Committee Services                  | 2,749         | 2,749         | 0                   | 54                | 0                     | 0           | 0           | (3)                           | 0                    | 2,800         | 51                         |
| Protocol                                      | 1,365         | 1,365         | 0                   | 39                | 0                     | 0           | 0           | (29)                          | 0                    | 1,375         | 10                         |
| French Language Services                      | 3,185         | 3,185         | 0                   | (44)              | 0                     | 0           | 0           | (1)                           | 0                    | 3,140         | (45)                       |
| Legislative Services                          | 7,316         | 7,316         | 0                   | 219               | 0                     | 0           | 0           | (34)                          | 0                    | 7,501         | 185                        |
| Election                                      | 10,366        | 9,710         | 0                   | (7,124)           | 0                     | 0           | 0           | 0                             | 0                    | 2,586         | (7,124)                    |
| <b>Gross Expenditure</b>                      | <b>32,323</b> | <b>31,571</b> | <b>0</b>            | <b>(6,750)</b>    | <b>0</b>              | <b>0</b>    | <b>0</b>    | <b>(120)</b>                  | <b>0</b>             | <b>24,701</b> | <b>(6,870)</b>             |
| Recoveries & Allocations                      | (2,997)       | (2,997)       | 0                   | (2)               | 0                     | 0           | 0           | 0                             | 0                    | (2,999)       | (2)                        |
| Revenue                                       | (9,826)       | (9,074)       | 0                   | 7,192             | 0                     | 0           | 0           | 0                             | 0                    | (1,882)       | 7,192                      |
| <b>Net Requirement</b>                        | <b>19,500</b> | <b>19,500</b> | <b>0</b>            | <b>440</b>        | <b>0</b>              | <b>0</b>    | <b>0</b>    | <b>(120)</b>                  | <b>0</b>             | <b>19,820</b> | <b>320</b>                 |
| <b>Expenditures by Type</b>                   |               |               |                     |                   |                       |             |             |                               |                      |               |                            |
| Salaries, Wages & Benefits                    | 16,755        | 16,755        | 0                   | (724)             | 0                     | 0           | 0           | 0                             | 0                    | 16,031        | (724)                      |
| Overtime                                      | 1,918         | 1,918         | 0                   | (1,858)           | 0                     | 0           | 0           | 0                             | 0                    | 60            | (1,858)                    |
| Material & Services                           | 12,198        | 11,446        | 0                   | (4,397)           | 0                     | 0           | 0           | (120)                         | 0                    | 6,929         | (4,517)                    |
| Transfers/Grants/Financial Charges            | 0             | 0             | 0                   | 211               | 0                     | 0           | 0           | 0                             | 0                    | 211           | 211                        |
| Fleet Costs                                   | 153           | 153           | 0                   | 0                 | 0                     | 0           | 0           | 0                             | 0                    | 153           | 0                          |
| Program Facility Costs                        | 972           | 972           | 0                   | 18                | 0                     | 0           | 0           | 0                             | 0                    | 990           | 18                         |
| Other Internal Costs                          | 327           | 327           | 0                   | 0                 | 0                     | 0           | 0           | 0                             | 0                    | 327           | 0                          |
| <b>Gross Expenditures</b>                     | <b>32,323</b> | <b>31,571</b> | <b>0</b>            | <b>(6,750)</b>    | <b>0</b>              | <b>0</b>    | <b>0</b>    | <b>(120)</b>                  | <b>0</b>             | <b>24,701</b> | <b>(6,870)</b>             |
| Recoveries & Allocations                      | (2,997)       | (2,997)       | 0                   | (2)               | 0                     | 0           | 0           | 0                             | 0                    | (2,999)       | (2)                        |
| <b>Net Expenditure</b>                        | <b>29,326</b> | <b>28,574</b> | <b>0</b>            | <b>(6,752)</b>    | <b>0</b>              | <b>0</b>    | <b>0</b>    | <b>(120)</b>                  | <b>0</b>             | <b>21,702</b> | <b>(6,872)</b>             |
| <b>Percent of 2023 Net Expenditure Budget</b> |               |               | <b>0.0%</b>         | <b>-23.6%</b>     | <b>0.0%</b>           | <b>0.0%</b> | <b>0.0%</b> | <b>-0.4%</b>                  | <b>0.0%</b>          | <b>-24.0%</b> |                            |

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

|  | 2022 Baseline |         |                           | 2023 Adjustments     |                          |        |          |                                     |                         | 2023     | \$ Change<br>over 2022<br>Budget |
|--|---------------|---------|---------------------------|----------------------|--------------------------|--------|----------|-------------------------------------|-------------------------|----------|----------------------------------|
|  | Forecast      | Budget  | Adj. to<br>Base<br>Budget | Maintain<br>Services | Provincial<br>Legislated | Growth | COVID-19 | Service<br>Initiatives /<br>Savings | User Fees &<br>Revenues | Estimate |                                  |
| Revenues By Type                       |               |         |                           |                      |                          |        |          |                                     |                         |          |                                  |
| Federal                                | 0             | 0       | 0                         | 0                    | 0                        | 0      | 0        | 0                                   | 0                       | 0        | 0                                |
| Provincial                             | 0             | 0       | 0                         | 0                    | 0                        | 0      | 0        | 0                                   | 0                       | 0        | 0                                |
| Own Funds                              | (9,817)       | (9,065) | 0                         | 7,192                | 0                        | 0      | 0        | 0                                   | 0                       | (1,873)  | 7,192                            |
| Fees and Services                      | (9)           | (9)     | 0                         | 0                    | 0                        | 0      | 0        | 0                                   | 0                       | (9)      | 0                                |
| Fines                                  | 0             | 0       | 0                         | 0                    | 0                        | 0      | 0        | 0                                   | 0                       | 0        | 0                                |
| Other                                  | 0             | 0       | 0                         | 0                    | 0                        | 0      | 0        | 0                                   | 0                       | 0        | 0                                |
| Total Revenue                          | (9,826)       | (9,074) | 0                         | 7,192                | 0                        | 0      | 0        | 0                                   | 0                       | (1,882)  | 7,192                            |
| Percent of 2023 Revenue Budget         |               |         | 0.0%                      | -79.3%               | 0.0%                     | 0.0%   | 0.0%     | 0.0%                                | 0.0%                    | -79.3%   |                                  |
| Net Requirement                        | 19,500        | 19,500  | 0                         | 440                  | 0                        | 0      | 0        | (120)                               | 0                       | 19,820   | 320                              |
| Percent of 2023 Net Requirement Budget |               |         | 0.0%                      | 2.3%                 | 0.0%                     | 0.0%   | 0.0%     | -0.6%                               | 0.0%                    | 1.6%     |                                  |
| Full Time Equivalents (FTEs)           |               | 146.55  | 0.00                      | 0.00                 | 0.00                     | 0.00   | 0.00     | 0.00                                | 0.00                    | 146.55   | 0.00                             |
| Percent of 2023 FTEs                   |               |         | 0.0%                      | 0.0%                 | 0.0%                     | 0.0%   | 0.0%     | 0.0%                                | 0.0%                    | 0.0%     |                                  |

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

|   | Surplus / (Deficit)   |         |                  |            |
|---|-----------------------|---------|------------------|------------|
| 2022 Forecast vs. Budget Variance Explanation   | Expense               | Revenue | Net              |            |
| Increased demand for urgent translation and interpretation as a result of the numerous Public Emergency Events throughout the year. | (96)                  | 96      | 0                |            |
| Increased COVID-19 measures offset by provincial funding.   | (656)                 | 656     | 0                |            |
| Total Surplus / (Deficit)   | (752)                 | 752     | 0                |            |
|   | Increase / (Decrease) |         |                  |            |
| 2023 Pressure Category / Explanation  | Expense               | Revenue | Net 2023 Changes | FTE Impact |
| Maintain Services   |                       |         |                  |            |
| All programs include an adjustment for potential 2023 cost of living, increments and benefit adjustments.                           | 425                   | 0       | 425              | 0.00       |
| Reduced Election requirement funded from reserves.  | (7,192)               | 7,192   | 0                | 0.00       |
| Increase in Facility costs related to inflation on compensation contracts, hydro increases, security and maintenance contracts.     | 15                    | 0       | 15               | 0.00       |
| Total Maintain Services   | (6,752)               | 7,192   | 440              | 0.00       |
|   | Increase / (Decrease) |         |                  |            |
| 2023 Pressure Category / Explanation  | Expense               | Revenue | Net 2023 Changes | FTE Impact |
| Service Initiatives / Savings   |                       |         |                  |            |
| Discretionary spending savings.   | (120)                 | 0       | (120)            | 0.00       |
| Total Service Initiatives / Savings   | (120)                 | 0       | (120)            | 0.00       |
|   | Increase / (Decrease) |         |                  |            |
| 2023 Pressure Category / Explanation  | Expense               | Revenue | Net 2023 Changes | FTE Impact |
| User Fees & Revenues  |                       |         |                  |            |
| See following user fee schedule for details on the specific rates.  | 0                     | 0       | 0                | 0.00       |
| Total User Fees & Revenues  | 0                     | 0       | 0                | 0.00       |
| Total Budget Changes  | (6,872)               | 7,192   | 320              | 0.00       |

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

|   | 2022 Baseline |               |                     | 2023 Adjustments  |                       |             |             |                               |                      | 2023          | \$ Change over 2022 Budget |
|---|---------------|---------------|---------------------|-------------------|-----------------------|-------------|-------------|-------------------------------|----------------------|---------------|----------------------------|
|   | Forecast      | Budget        | Adj. to Base Budget | Maintain Services | Provincial Legislated | Growth      | COVID-19    | Service Initiatives / Savings | User Fees & Revenues | Estimate      |                            |
| <b>Expenditures by Program</b>                |               |               |                     |                   |                       |             |             |                               |                      |               |                            |
| Legal Services                                | 12,876        | 12,876        | 0                   | 160               | 0                     | 0           | 0           | (10)                          | 0                    | 13,026        | 150                        |
| <b>Gross Expenditure</b>                      | <b>12,876</b> | <b>12,876</b> | <b>0</b>            | <b>160</b>        | <b>0</b>              | <b>0</b>    | <b>0</b>    | <b>(10)</b>                   | <b>0</b>             | <b>13,026</b> | <b>150</b>                 |
| Recoveries & Allocations                      | (2,893)       | (2,893)       | 0                   | (20)              | 0                     | 0           | 0           | 0                             | 0                    | (2,913)       | (20)                       |
| Revenue                                       | 0             | 0             | 0                   | 0                 | 0                     | 0           | 0           | 0                             | 0                    | 0             | 0                          |
| <b>Net Requirement</b>                        | <b>9,983</b>  | <b>9,983</b>  | <b>0</b>            | <b>140</b>        | <b>0</b>              | <b>0</b>    | <b>0</b>    | <b>(10)</b>                   | <b>0</b>             | <b>10,113</b> | <b>130</b>                 |
| <b>Expenditures by Type</b>                   |               |               |                     |                   |                       |             |             |                               |                      |               |                            |
| Salaries, Wages & Benefits                    | 11,145        | 11,145        | 0                   | 160               | 0                     | 0           | 0           | 0                             | 0                    | 11,305        | 160                        |
| Overtime                                      | 31            | 31            | 0                   | 0                 | 0                     | 0           | 0           | 0                             | 0                    | 31            | 0                          |
| Material & Services                           | 1,643         | 1,643         | 0                   | 0                 | 0                     | 0           | 0           | (10)                          | 0                    | 1,633         | (10)                       |
| Transfers/Grants/Financial Charges            | 0             | 0             | 0                   | 0                 | 0                     | 0           | 0           | 0                             | 0                    | 0             | 0                          |
| Fleet Costs                                   | 0             | 0             | 0                   | 0                 | 0                     | 0           | 0           | 0                             | 0                    | 0             | 0                          |
| Program Facility Costs                        | 0             | 0             | 0                   | 0                 | 0                     | 0           | 0           | 0                             | 0                    | 0             | 0                          |
| Other Internal Costs                          | 57            | 57            | 0                   | 0                 | 0                     | 0           | 0           | 0                             | 0                    | 57            | 0                          |
| <b>Gross Expenditures</b>                     | <b>12,876</b> | <b>12,876</b> | <b>0</b>            | <b>160</b>        | <b>0</b>              | <b>0</b>    | <b>0</b>    | <b>(10)</b>                   | <b>0</b>             | <b>13,026</b> | <b>150</b>                 |
| Recoveries & Allocations                      | (2,893)       | (2,893)       | 0                   | (20)              | 0                     | 0           | 0           | 0                             | 0                    | (2,913)       | (20)                       |
| <b>Net Expenditure</b>                        | <b>9,983</b>  | <b>9,983</b>  | <b>0</b>            | <b>140</b>        | <b>0</b>              | <b>0</b>    | <b>0</b>    | <b>(10)</b>                   | <b>0</b>             | <b>10,113</b> | <b>130</b>                 |
| <b>Percent of 2023 Net Expenditure Budget</b> |               |               | <b>0.0%</b>         | <b>1.4%</b>       | <b>0.0%</b>           | <b>0.0%</b> | <b>0.0%</b> | <b>-0.1%</b>                  | <b>0.0%</b>          | <b>1.3%</b>   |                            |
| <b>Revenues By Type</b>                       |               |               |                     |                   |                       |             |             |                               |                      |               |                            |
| Federal                                       | 0             | 0             | 0                   | 0                 | 0                     | 0           | 0           | 0                             | 0                    | 0             | 0                          |
| Provincial                                    | 0             | 0             | 0                   | 0                 | 0                     | 0           | 0           | 0                             | 0                    | 0             | 0                          |
| Own Funds                                     | 0             | 0             | 0                   | 0                 | 0                     | 0           | 0           | 0                             | 0                    | 0             | 0                          |
| Fees and Services                             | 0             | 0             | 0                   | 0                 | 0                     | 0           | 0           | 0                             | 0                    | 0             | 0                          |
| Fines   | 0             | 0             | 0                   | 0                 | 0                     | 0           | 0           | 0                             | 0                    | 0             | 0                          |
| Other   | 0             | 0             | 0                   | 0                 | 0                     | 0           | 0           | 0                             | 0                    | 0             | 0                          |
| <b>Total Revenue</b>                          | <b>0</b>      | <b>0</b>      | <b>0</b>            | <b>0</b>          | <b>0</b>              | <b>0</b>    | <b>0</b>    | <b>0</b>                      | <b>0</b>             | <b>0</b>      | <b>0</b>                   |
| <b>Percent of 2023 Revenue Budget</b>         |               |               | <b>0.0%</b>         | <b>0.0%</b>       | <b>0.0%</b>           | <b>0.0%</b> | <b>0.0%</b> | <b>0.0%</b>                   | <b>0.0%</b>          | <b>0.0%</b>   |                            |
| <b>Net Requirement</b>                        | <b>9,983</b>  | <b>9,983</b>  | <b>0</b>            | <b>140</b>        | <b>0</b>              | <b>0</b>    | <b>0</b>    | <b>-10</b>                    | <b>0</b>             | <b>10,113</b> | <b>130</b>                 |
| <b>Percent of 2023 Net Requirement Budget</b> |               |               | <b>0.0%</b>         | <b>1.4%</b>       | <b>0.0%</b>           | <b>0.0%</b> | <b>0.0%</b> | <b>-0.1%</b>                  | <b>0.0%</b>          | <b>1.3%</b>   |                            |
| <b>Full Time Equivalents (FTEs)</b>           |               | 91.00         | 0.00                | 0.00              | 0.00                  | 0.00        | 0.00        | 0.00                          | 0.00                 | <b>91.00</b>  | <b>0.00</b>                |
| <b>Percent of 2023 FTEs</b>                   |               |               | <b>0.0%</b>         | <b>0.0%</b>       | <b>0.0%</b>           | <b>0.0%</b> | <b>0.0%</b> | <b>0.0%</b>                   | <b>0.0%</b>          | <b>0.0%</b>   |                            |

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

|  | Surplus / (Deficit)   |         |                  |            |
|--|-----------------------|---------|------------------|------------|
| 2022 Forecast vs. Budget Variance Explanation  | Expense               | Revenue | Net              |            |
| No significant variances to report.  | 0                     | 0       | 0                |            |
| Total Surplus / (Deficit)  | 0                     | 0       | 0                |            |
|  | Increase / (Decrease) |         |                  |            |
| 2023 Pressure Category / Explanation   | Expense               | Revenue | Net 2023 Changes | FTE Impact |
| Maintain Services  |                       |         |                  |            |
| All programs include an adjustment for potential 2023 cost of living, increments and benefit adjustments.              | 160                   | 0       | 160              | 0.00       |
| Annual support increase for ongoing sustainment of the Automated Speed Enforcement program funded by program revenues. | (20)                  | 0       | (20)             | 0.00       |
| Total Maintain Services  | 140                   | 0       | 140              | 0.00       |
|  | Increase / (Decrease) |         |                  |            |
| 2023 Pressure Category / Explanation   | Expense               | Revenue | Net 2023 Changes | FTE Impact |
| Service Initiatives / Savings  |                       |         |                  |            |
| Discretionary spending savings.  | (10)                  | 0       | (10)             | 0.00       |
| Total Service Initiatives / Savings  | (10)                  | 0       | (10)             | 0.00       |
| Total Budget Changes   | 130                   | 0       | 130              | 0.00       |



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

|   | 2022 Baseline |              |                           | 2023 Adjustments     |                          |             |             |                                     |                         | 2023         | \$ Change<br>over 2022<br>Budget |
|---|---------------|--------------|---------------------------|----------------------|--------------------------|-------------|-------------|-------------------------------------|-------------------------|--------------|----------------------------------|
|   | Forecast      | Budget       | Adj. to<br>Base<br>Budget | Maintain<br>Services | Provincial<br>Legislated | Growth      | COVID-19    | Service<br>Initiatives /<br>Savings | User Fees &<br>Revenues | Estimate     |                                  |
| <b>Expenditures by Program</b>                |               |              |                           |                      |                          |             |             |                                     |                         |              |                                  |
| City Manager's Office                         | 2,222         | 2,222        | 0                         | 40                   | 0                        | 0           | 0           | 0                                   | 0                       | 2,262        | 40                               |
| <b>Gross Expenditure</b>                      | <b>2,222</b>  | <b>2,222</b> | <b>0</b>                  | <b>40</b>            | <b>0</b>                 | <b>0</b>    | <b>0</b>    | <b>0</b>                            | <b>0</b>                | <b>2,262</b> | <b>40</b>                        |
| Recoveries & Allocations                      | 0             | 0            | 0                         | 0                    | 0                        | 0           | 0           | 0                                   | 0                       | 0            | 0                                |
| Revenue                                       | 0             | 0            | 0                         | 0                    | 0                        | 0           | 0           | 0                                   | 0                       | 0            | 0                                |
| <b>Net Requirement</b>                        | <b>2,222</b>  | <b>2,222</b> | <b>0</b>                  | <b>40</b>            | <b>0</b>                 | <b>0</b>    | <b>0</b>    | <b>0</b>                            | <b>0</b>                | <b>2,262</b> | <b>40</b>                        |
| <b>Expenditures by Type</b>                   |               |              |                           |                      |                          |             |             |                                     |                         |              |                                  |
| Salaries, Wages & Benefits                    | 2,105         | 2,105        | 0                         | 40                   | 0                        | 0           | 0           | 0                                   | 0                       | 2,145        | 40                               |
| Overtime                                      | 0             | 0            | 0                         | 0                    | 0                        | 0           | 0           | 0                                   | 0                       | 0            | 0                                |
| Material & Services                           | 104           | 104          | 0                         | 0                    | 0                        | 0           | 0           | 0                                   | 0                       | 104          | 0                                |
| Transfers/Grants/Financial Charges            | 0             | 0            | 0                         | 0                    | 0                        | 0           | 0           | 0                                   | 0                       | 0            | 0                                |
| Fleet Costs                                   | 0             | 0            | 0                         | 0                    | 0                        | 0           | 0           | 0                                   | 0                       | 0            | 0                                |
| Program Facility Costs                        | 0             | 0            | 0                         | 0                    | 0                        | 0           | 0           | 0                                   | 0                       | 0            | 0                                |
| Other Internal Costs                          | 13            | 13           | 0                         | 0                    | 0                        | 0           | 0           | 0                                   | 0                       | 13           | 0                                |
| <b>Gross Expenditures</b>                     | <b>2,222</b>  | <b>2,222</b> | <b>0</b>                  | <b>40</b>            | <b>0</b>                 | <b>0</b>    | <b>0</b>    | <b>0</b>                            | <b>0</b>                | <b>2,262</b> | <b>40</b>                        |
| Recoveries & Allocations                      | 0             | 0            | 0                         | 0                    | 0                        | 0           | 0           | 0                                   | 0                       | 0            | 0                                |
| <b>Net Expenditure</b>                        | <b>2,222</b>  | <b>2,222</b> | <b>0</b>                  | <b>40</b>            | <b>0</b>                 | <b>0</b>    | <b>0</b>    | <b>0</b>                            | <b>0</b>                | <b>2,262</b> | <b>40</b>                        |
| <b>Percent of 2023 Net Expenditure Budget</b> |               |              | <b>0.0%</b>               | <b>1.8%</b>          | <b>0.0%</b>              | <b>0.0%</b> | <b>0.0%</b> | <b>0.0%</b>                         | <b>0.0%</b>             | <b>1.8%</b>  |                                  |
| <b>Revenues By Type</b>                       |               |              |                           |                      |                          |             |             |                                     |                         |              |                                  |
| Federal                                       | 0             | 0            | 0                         | 0                    | 0                        | 0           | 0           | 0                                   | 0                       | 0            | 0                                |
| Provincial                                    | 0             | 0            | 0                         | 0                    | 0                        | 0           | 0           | 0                                   | 0                       | 0            | 0                                |
| Own Funds                                     | 0             | 0            | 0                         | 0                    | 0                        | 0           | 0           | 0                                   | 0                       | 0            | 0                                |
| Fees and Services                             | 0             | 0            | 0                         | 0                    | 0                        | 0           | 0           | 0                                   | 0                       | 0            | 0                                |
| Fines   | 0             | 0            | 0                         | 0                    | 0                        | 0           | 0           | 0                                   | 0                       | 0            | 0                                |
| Other   | 0             | 0            | 0                         | 0                    | 0                        | 0           | 0           | 0                                   | 0                       | 0            | 0                                |
| <b>Total Revenue</b>                          | <b>0</b>      | <b>0</b>     | <b>0</b>                  | <b>0</b>             | <b>0</b>                 | <b>0</b>    | <b>0</b>    | <b>0</b>                            | <b>0</b>                | <b>0</b>     | <b>0</b>                         |
| <b>Percent of 2023 Revenue Budget</b>         |               |              | <b>0.0%</b>               | <b>0.0%</b>          | <b>0.0%</b>              | <b>0.0%</b> | <b>0.0%</b> | <b>0.0%</b>                         | <b>0.0%</b>             | <b>0.0%</b>  |                                  |
| <b>Net Requirement</b>                        | <b>2,222</b>  | <b>2,222</b> | <b>0</b>                  | <b>40</b>            | <b>0</b>                 | <b>0</b>    | <b>0</b>    | <b>0</b>                            | <b>0</b>                | <b>2,262</b> | <b>40</b>                        |
| <b>Percent of 2023 Net Requirement Budget</b> |               |              | <b>0.0%</b>               | <b>1.8%</b>          | <b>0.0%</b>              | <b>0.0%</b> | <b>0.0%</b> | <b>0.0%</b>                         | <b>0.0%</b>             | <b>1.8%</b>  |                                  |
| <b>Full Time Equivalents (FTEs)</b>           |               | 13.00        | 0.00                      | 0.00                 | 0.00                     | 0.00        | 0.00        | 0.00                                | 0.00                    | <b>13.00</b> | <b>0.00</b>                      |
| <b>Percent of 2023 FTEs</b>                   |               |              | <b>0.0%</b>               | <b>0.0%</b>          | <b>0.0%</b>              | <b>0.0%</b> | <b>0.0%</b> | <b>0.0%</b>                         | <b>0.0%</b>             | <b>0.0%</b>  |                                  |

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

in thousands (\$'000)

|   | Surplus / (Deficit)   |         |                  |            |
|---|-----------------------|---------|------------------|------------|
| 2022 Forecast vs. Budget Variance Explanation   | Expense               | Revenue | Net              |            |
| No significant variance to report.  | 0                     | 0       | 0                |            |
| Total Surplus / (Deficit)   | 0                     | 0       | 0                |            |
|   | Increase / (Decrease) |         |                  |            |
| 2023 Pressure Category / Explanation  | Expense               | Revenue | Net 2023 Changes | FTE Impact |
| Maintain Services   |                       |         |                  |            |
| All programs include an adjustment for potential 2023 cost of living, increments and benefit adjustments. | 40                    | 0       | 40               | 0.00       |
| Total Maintain Services   | 40                    | 0       | 40               | 0.00       |
| Total Budget Changes  | 40                    | 0       | 40               | 0.00       |

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

|   | 2022 Baseline |               |                     | 2023 Adjustments  |                       |             |             |                               |                      | 2023          | \$ Change over 2022 Budget |
|---|---------------|---------------|---------------------|-------------------|-----------------------|-------------|-------------|-------------------------------|----------------------|---------------|----------------------------|
|   | Forecast      | Budget        | Adj. to Base Budget | Maintain Services | Provincial Legislated | Growth      | COVID-19    | Service Initiatives / Savings | User Fees & Revenues | Estimate      |                            |
| <b>Expenditures by Program</b>                |               |               |                     |                   |                       |             |             |                               |                      |               |                            |
| O-Train Construction                          | 3             | 0             | 0                   | 0                 | 0                     | 0           | 0           | 0                             | 0                    | 0             | 0                          |
| Rail Construction Program Service             | 10,304        | 11,122        | 4,130               | 255               | 0                     | 0           | 0           | 0                             | 0                    | 15,507        | 4,385                      |
| <b>Gross Expenditure</b>                      | <b>10,307</b> | <b>11,122</b> | <b>4,130</b>        | <b>255</b>        | <b>0</b>              | <b>0</b>    | <b>0</b>    | <b>0</b>                      | <b>0</b>             | <b>15,507</b> | <b>4,385</b>               |
| Recoveries & Allocations                      | (10,302)      | (11,117)      | (4,130)             | (255)             | 0                     | 0           | 0           | 0                             | 0                    | (15,502)      | (4,385)                    |
| Revenue                                       | (5)           | (5)           | 0                   | 0                 | 0                     | 0           | 0           | 0                             | 0                    | (5)           | 0                          |
| <b>Net Requirement</b>                        | <b>0</b>      | <b>0</b>      | <b>0</b>            | <b>0</b>          | <b>0</b>              | <b>0</b>    | <b>0</b>    | <b>0</b>                      | <b>0</b>             | <b>0</b>      | <b>0</b>                   |
| <b>Expenditures by Type</b>                   |               |               |                     |                   |                       |             |             |                               |                      |               |                            |
| Salaries, Wages & Benefits                    | 10,088        | 10,717        | 4,005               | 255               | 0                     | 0           | 0           | 0                             | 0                    | 14,977        | 4,260                      |
| Overtime                                      | 203           | 400           | 125                 | 0                 | 0                     | 0           | 0           | 0                             | 0                    | 525           | 125                        |
| Material & Services                           | 5             | 5             | 0                   | 0                 | 0                     | 0           | 0           | 0                             | 0                    | 5             | 0                          |
| Transfers/Grants/Financial Charges            | 0             | 0             | 0                   | 0                 | 0                     | 0           | 0           | 0                             | 0                    | 0             | 0                          |
| Fleet Costs                                   | 0             | 0             | 0                   | 0                 | 0                     | 0           | 0           | 0                             | 0                    | 0             | 0                          |
| Program Facility Costs                        | 0             | 0             | 0                   | 0                 | 0                     | 0           | 0           | 0                             | 0                    | 0             | 0                          |
| Other Internal Costs                          | 11            | 0             | 0                   | 0                 | 0                     | 0           | 0           | 0                             | 0                    | 0             | 0                          |
| <b>Gross Expenditures</b>                     | <b>10,307</b> | <b>11,122</b> | <b>4,130</b>        | <b>255</b>        | <b>0</b>              | <b>0</b>    | <b>0</b>    | <b>0</b>                      | <b>0</b>             | <b>15,507</b> | <b>4,385</b>               |
| Recoveries & Allocations                      | (10,302)      | (11,117)      | (4,130)             | (255)             | 0                     | 0           | 0           | 0                             | 0                    | (15,502)      | (4,385)                    |
| <b>Net Expenditure</b>                        | <b>5</b>      | <b>5</b>      | <b>0</b>            | <b>0</b>          | <b>0</b>              | <b>0</b>    | <b>0</b>    | <b>0</b>                      | <b>0</b>             | <b>5</b>      | <b>0</b>                   |
| <b>Percent of 2023 Net Expenditure Budget</b> |               |               | <b>0.0%</b>         | <b>0.0%</b>       | <b>0.0%</b>           | <b>0.0%</b> | <b>0.0%</b> | <b>0.0%</b>                   | <b>0.0%</b>          | <b>0.0%</b>   |                            |
| <b>Revenues By Type</b>                       |               |               |                     |                   |                       |             |             |                               |                      |               |                            |
| Federal                                       | 0             | 0             | 0                   | 0                 | 0                     | 0           | 0           | 0                             | 0                    | 0             | 0                          |
| Provincial                                    | 0             | 0             | 0                   | 0                 | 0                     | 0           | 0           | 0                             | 0                    | 0             | 0                          |
| Own Funds                                     | 0             | 0             | 0                   | 0                 | 0                     | 0           | 0           | 0                             | 0                    | 0             | 0                          |
| Fees and Services                             | (5)           | (5)           | 0                   | 0                 | 0                     | 0           | 0           | 0                             | 0                    | (5)           | 0                          |
| Fines   | 0             | 0             | 0                   | 0                 | 0                     | 0           | 0           | 0                             | 0                    | 0             | 0                          |
| Other   | 0             | 0             | 0                   | 0                 | 0                     | 0           | 0           | 0                             | 0                    | 0             | 0                          |
| <b>Total Revenue</b>                          | <b>(5)</b>    | <b>(5)</b>    | <b>0</b>            | <b>0</b>          | <b>0</b>              | <b>0</b>    | <b>0</b>    | <b>0</b>                      | <b>0</b>             | <b>(5)</b>    | <b>0</b>                   |
| <b>Percent of 2023 Revenue Budget</b>         |               |               | <b>0.0%</b>         | <b>0.0%</b>       | <b>0.0%</b>           | <b>0.0%</b> | <b>0.0%</b> | <b>0.0%</b>                   | <b>0.0%</b>          | <b>0.0%</b>   |                            |
| <b>Net Requirement</b>                        | <b>0</b>      | <b>0</b>      | <b>0</b>            | <b>0</b>          | <b>0</b>              | <b>0</b>    | <b>0</b>    | <b>0</b>                      | <b>0</b>             | <b>0</b>      | <b>0</b>                   |
| <b>Percent of 2023 Net Requirement Budget</b> |               |               | <b>0.0%</b>         | <b>0.0%</b>       | <b>0.0%</b>           | <b>0.0%</b> | <b>0.0%</b> | <b>0.0%</b>                   | <b>0.0%</b>          | <b>0.0%</b>   |                            |
| <b>Full Time Equivalents (FTEs)</b>           |               | 12.00         | 0.00                | 0.00              | 0.00                  | 0.00        | 0.00        | 0.00                          | 0.00                 | <b>12.00</b>  | <b>0.00</b>                |
| <b>Percent of 2023 FTEs</b>                   |               |               | <b>0.0%</b>         | <b>0.0%</b>       | <b>0.0%</b>           | <b>0.0%</b> | <b>0.0%</b> | <b>0.0%</b>                   | <b>0.0%</b>          | <b>0.0%</b>   |                            |

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

|   | Surplus / (Deficit)   |         |                  |            |
|---|-----------------------|---------|------------------|------------|
| 2022 Forecast vs. Budget Variance Explanation   | Expense               | Revenue | Net              |            |
| No significant variance to report.  | 0                     | 0       | 0                |            |
| Total Surplus / (Deficit)   | 0                     | 0       | 0                |            |
|   | Increase / (Decrease) |         |                  |            |
| 2022 Baseline Adjustment / Explanation  | Expense               | Revenue | Net 2023 Changes | FTE Impact |
| Change in staffing levels and office budget for Rail Construction Program                                 | 4,130                 | 0       | 4,130            | 0.00       |
| Increased capital recoveries as a result of higher staffing levels and office budget                      | (4,130)               | 0       | (4,130)          | 0.00       |
| Total Adjustments to Base Budget  | 0                     | 0       | 0                | 0.00       |
|   | Increase / (Decrease) |         |                  |            |
| 2023 Pressure Category / Explanation  | Expense               | Revenue | Net 2023 Changes | FTE Impact |
| Maintain Services   |                       |         |                  |            |
| All programs include an adjustment for potential 2023 cost of living, increments and benefit adjustments. | 255                   | 0       | 255              | 0.00       |
| Increased capital recoveries for cost of living, increments and benefits adjustment                       | (255)                 | 0       | (255)            | 0.00       |
| Total Maintain Services   | 0                     | 0       | 0                | 0.00       |
|   | Increase / (Decrease) |         |                  |            |
| 2023 Pressure Category / Explanation  | Expense               | Revenue | Net 2023 Changes | FTE Impact |
| User Fees & Revenues  |                       |         |                  |            |
| See following user fee schedule for details on the specific rates.  | 0                     | 0       | 0                | 0.00       |
| Total User Fees & Revenues  | 0                     | 0       | 0                | 0.00       |
| Total Budget Changes  | 0                     | 0       | 0                | 0.00       |

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

|   | 2022 Baseline |              |                     | 2023 Adjustments  |                       |             |             |                               |                      | 2023         | \$ Change over 2022 Budget |
|---|---------------|--------------|---------------------|-------------------|-----------------------|-------------|-------------|-------------------------------|----------------------|--------------|----------------------------|
|   | Forecast      | Budget       | Adj. to Base Budget | Maintain Services | Provincial Legislated | Growth      | COVID-19    | Service Initiatives / Savings | User Fees & Revenues | Estimate     |                            |
| <b>Expenditures by Program</b>                |               |              |                     |                   |                       |             |             |                               |                      |              |                            |
| General Manager's Office                      | 668           | 488          | 0                   | 0                 | 0                     | 0           | 0           | 0                             | 0                    | 488          | 0                          |
| Business and Technical Support Services       | 4,071         | 4,621        | 0                   | 75                | 0                     | 0           | 0           | 0                             | 0                    | 4,696        | 75                         |
| <b>Gross Expenditure</b>                      | <b>4,739</b>  | <b>5,109</b> | <b>0</b>            | <b>75</b>         | <b>0</b>              | <b>0</b>    | <b>0</b>    | <b>0</b>                      | <b>0</b>             | <b>5,184</b> | <b>75</b>                  |
| Recoveries & Allocations                      | (2,153)       | (2,063)      | 0                   | (15)              | 0                     | 0           | 0           | 0                             | 0                    | (2,078)      | (15)                       |
| Revenue                                       | (10)          | 0            | 0                   | 0                 | 0                     | 0           | 0           | 0                             | 0                    | 0            | 0                          |
| <b>Net Requirement</b>                        | <b>2,576</b>  | <b>3,046</b> | <b>0</b>            | <b>60</b>         | <b>0</b>              | <b>0</b>    | <b>0</b>    | <b>0</b>                      | <b>0</b>             | <b>3,106</b> | <b>60</b>                  |
| <b>Expenditures by Type</b>                   |               |              |                     |                   |                       |             |             |                               |                      |              |                            |
| Salaries, Wages & Benefits                    | 4,346         | 4,656        | 0                   | 75                | 0                     | 0           | 0           | 0                             | 0                    | 4,731        | 75                         |
| Overtime                                      | 11            | 16           | 0                   | 0                 | 0                     | 0           | 0           | 0                             | 0                    | 16           | 0                          |
| Material & Services                           | 354           | 374          | 0                   | 0                 | 0                     | 0           | 0           | 0                             | 0                    | 374          | 0                          |
| Transfers/Grants/Financial Charges            | 0             | 50           | 0                   | 0                 | 0                     | 0           | 0           | 0                             | 0                    | 50           | 0                          |
| Fleet Costs                                   | 0             | 0            | 0                   | 0                 | 0                     | 0           | 0           | 0                             | 0                    | 0            | 0                          |
| Program Facility Costs                        | 0             | 0            | 0                   | 0                 | 0                     | 0           | 0           | 0                             | 0                    | 0            | 0                          |
| Other Internal Costs                          | 28            | 13           | 0                   | 0                 | 0                     | 0           | 0           | 0                             | 0                    | 13           | 0                          |
| <b>Gross Expenditures</b>                     | <b>4,739</b>  | <b>5,109</b> | <b>0</b>            | <b>75</b>         | <b>0</b>              | <b>0</b>    | <b>0</b>    | <b>0</b>                      | <b>0</b>             | <b>5,184</b> | <b>75</b>                  |
| Recoveries & Allocations                      | (2,153)       | (2,063)      | 0                   | (15)              | 0                     | 0           | 0           | 0                             | 0                    | (2,078)      | (15)                       |
| <b>Net Expenditure</b>                        | <b>2,586</b>  | <b>3,046</b> | <b>0</b>            | <b>60</b>         | <b>0</b>              | <b>0</b>    | <b>0</b>    | <b>0</b>                      | <b>0</b>             | <b>3,106</b> | <b>60</b>                  |
| <b>Percent of 2023 Net Expenditure Budget</b> |               |              | <b>0.0%</b>         | <b>2.0%</b>       | <b>0.0%</b>           | <b>0.0%</b> | <b>0.0%</b> | <b>0.0%</b>                   | <b>0.0%</b>          | <b>2.0%</b>  |                            |
| <b>Revenues By Type</b>                       |               |              |                     |                   |                       |             |             |                               |                      |              |                            |
| Federal                                       | 0             | 0            | 0                   | 0                 | 0                     | 0           | 0           | 0                             | 0                    | 0            | 0                          |
| Provincial                                    | (10)          | 0            | 0                   | 0                 | 0                     | 0           | 0           | 0                             | 0                    | 0            | 0                          |
| Own Funds                                     | 0             | 0            | 0                   | 0                 | 0                     | 0           | 0           | 0                             | 0                    | 0            | 0                          |
| Fees and Services                             | 0             | 0            | 0                   | 0                 | 0                     | 0           | 0           | 0                             | 0                    | 0            | 0                          |
| Fines   | 0             | 0            | 0                   | 0                 | 0                     | 0           | 0           | 0                             | 0                    | 0            | 0                          |
| Other   | 0             | 0            | 0                   | 0                 | 0                     | 0           | 0           | 0                             | 0                    | 0            | 0                          |
| <b>Total Revenue</b>                          | <b>(10)</b>   | <b>0</b>     | <b>0</b>            | <b>0</b>          | <b>0</b>              | <b>0</b>    | <b>0</b>    | <b>0</b>                      | <b>0</b>             | <b>0</b>     | <b>0</b>                   |
| <b>Percent of 2023 Revenue Budget</b>         |               |              | <b>0.0%</b>         | <b>0.0%</b>       | <b>0.0%</b>           | <b>0.0%</b> | <b>0.0%</b> | <b>0.0%</b>                   | <b>0.0%</b>          | <b>0.0%</b>  |                            |
| <b>Net Requirement</b>                        | <b>2,576</b>  | <b>3,046</b> | <b>0</b>            | <b>60</b>         | <b>0</b>              | <b>0</b>    | <b>0</b>    | <b>0</b>                      | <b>0</b>             | <b>3,106</b> | <b>60</b>                  |
| <b>Percent of 2023 Net Requirement Budget</b> |               |              | <b>0.0%</b>         | <b>2.0%</b>       | <b>0.0%</b>           | <b>0.0%</b> | <b>0.0%</b> | <b>0.0%</b>                   | <b>0.0%</b>          | <b>2.0%</b>  |                            |
| <b>Full Time Equivalents (FTEs)</b>           |               | 38.00        | 0.00                | 0.00              | 0.00                  | 0.00        | 0.00        | 0.00                          | 0.00                 | <b>38.00</b> | <b>0.00</b>                |
| <b>Percent of 2023 FTEs</b>                   |               |              | <b>0.0%</b>         | <b>0.0%</b>       | <b>0.0%</b>           | <b>0.0%</b> | <b>0.0%</b> | <b>0.0%</b>                   | <b>0.0%</b>          | <b>0.0%</b>  |                            |

## Planning, Real Estate & Economic Development Department

**In Thousands (\$000)**

70

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

|   | 2022 Baseline |              |                     | 2023 Adjustments  |                       |             |             |                               |                      | 2023         | \$ Change over 2022 Budget |
|---|---------------|--------------|---------------------|-------------------|-----------------------|-------------|-------------|-------------------------------|----------------------|--------------|----------------------------|
|   | Forecast      | Budget       | Adj. to Base Budget | Maintain Services | Provincial Legislated | Growth      | COVID-19    | Service Initiatives / Savings | User Fees & Revenues | Estimate     |                            |
| <b>Expenditures by Program</b>                |               |              |                     |                   |                       |             |             |                               |                      |              |                            |
| Director's Office                             | 333           | 333          | 0                   | 18                | 0                     | 0           | 0           | 0                             | 0                    | 351          | 18                         |
| Community, Policy and Partnerships            | 9,223         | 9,223        | (500)               | 32                | 0                     | 0           | 0           | 0                             | 0                    | 8,755        | (468)                      |
| <b>Gross Expenditure</b>                      | <b>9,556</b>  | <b>9,556</b> | <b>(500)</b>        | <b>50</b>         | <b>0</b>              | <b>0</b>    | <b>0</b>    | <b>0</b>                      | <b>0</b>             | <b>9,106</b> | <b>(450)</b>               |
| Recoveries & Allocations                      | 0             | 0            | 0                   | 0                 | 0                     | 0           | 0           | 0                             | 0                    | 0            | 0                          |
| Revenue                                       | 0             | 0            | 0                   | 0                 | 0                     | 0           | 0           | 0                             | 0                    | 0            | 0                          |
| <b>Net Requirement</b>                        | <b>9,556</b>  | <b>9,556</b> | <b>(500)</b>        | <b>50</b>         | <b>0</b>              | <b>0</b>    | <b>0</b>    | <b>0</b>                      | <b>0</b>             | <b>9,106</b> | <b>(450)</b>               |
| <b>Expenditures by Type</b>                   |               |              |                     |                   |                       |             |             |                               |                      |              |                            |
| Salaries, Wages & Benefits                    | 1,620         | 1,620        | 0                   | 50                | 0                     | 0           | 0           | 0                             | 0                    | 1,670        | 50                         |
| Overtime                                      | 6             | 6            | 0                   | 0                 | 0                     | 0           | 0           | 0                             | 0                    | 6            | 0                          |
| Material & Services                           | 227           | 227          | 0                   | 0                 | 0                     | 0           | 0           | 0                             | 0                    | 227          | 0                          |
| Transfers/Grants/Financial Charges            | 7,698         | 7,698        | (500)               | 0                 | 0                     | 0           | 0           | 0                             | 0                    | 7,198        | (500)                      |
| Fleet Costs                                   | 0             | 0            | 0                   | 0                 | 0                     | 0           | 0           | 0                             | 0                    | 0            | 0                          |
| Program Facility Costs                        | 0             | 0            | 0                   | 0                 | 0                     | 0           | 0           | 0                             | 0                    | 0            | 0                          |
| Other Internal Costs                          | 5             | 5            | 0                   | 0                 | 0                     | 0           | 0           | 0                             | 0                    | 5            | 0                          |
| <b>Gross Expenditures</b>                     | <b>9,556</b>  | <b>9,556</b> | <b>(500)</b>        | <b>50</b>         | <b>0</b>              | <b>0</b>    | <b>0</b>    | <b>0</b>                      | <b>0</b>             | <b>9,106</b> | <b>(450)</b>               |
| Recoveries & Allocations                      | 0             | 0            | 0                   | 0                 | 0                     | 0           | 0           | 0                             | 0                    | 0            | 0                          |
| <b>Net Expenditure</b>                        | <b>9,556</b>  | <b>9,556</b> | <b>(500)</b>        | <b>50</b>         | <b>0</b>              | <b>0</b>    | <b>0</b>    | <b>0</b>                      | <b>0</b>             | <b>9,106</b> | <b>(450)</b>               |
| <b>Percent of 2023 Net Expenditure Budget</b> |               |              | <b>-5.2%</b>        | <b>0.5%</b>       | <b>0.0%</b>           | <b>0.0%</b> | <b>0.0%</b> | <b>0.0%</b>                   | <b>0.0%</b>          | <b>-4.7%</b> |                            |
| <b>Revenues By Type</b>                       |               |              |                     |                   |                       |             |             |                               |                      |              |                            |
| Federal                                       | 0             | 0            | 0                   | 0                 | 0                     | 0           | 0           | 0                             | 0                    | 0            | 0                          |
| Provincial                                    | 0             | 0            | 0                   | 0                 | 0                     | 0           | 0           | 0                             | 0                    | 0            | 0                          |
| Own Funds                                     | 0             | 0            | 0                   | 0                 | 0                     | 0           | 0           | 0                             | 0                    | 0            | 0                          |
| Fees and Services                             | 0             | 0            | 0                   | 0                 | 0                     | 0           | 0           | 0                             | 0                    | 0            | 0                          |
| Fines   | 0             | 0            | 0                   | 0                 | 0                     | 0           | 0           | 0                             | 0                    | 0            | 0                          |
| Other   | 0             | 0            | 0                   | 0                 | 0                     | 0           | 0           | 0                             | 0                    | 0            | 0                          |
| <b>Total Revenue</b>                          | <b>0</b>      | <b>0</b>     | <b>0</b>            | <b>0</b>          | <b>0</b>              | <b>0</b>    | <b>0</b>    | <b>0</b>                      | <b>0</b>             | <b>0</b>     | <b>0</b>                   |
| <b>Percent of 2023 Revenue Budget</b>         |               |              | <b>0.0%</b>         | <b>0.0%</b>       | <b>0.0%</b>           | <b>0.0%</b> | <b>0.0%</b> | <b>0.0%</b>                   | <b>0.0%</b>          | <b>0.0%</b>  |                            |
| <b>Net Requirement</b>                        | <b>9,556</b>  | <b>9,556</b> | <b>(500)</b>        | <b>50</b>         | <b>0</b>              | <b>0</b>    | <b>0</b>    | <b>0</b>                      | <b>0</b>             | <b>9,106</b> | <b>(450)</b>               |
| <b>Percent of 2023 Net Requirement Budget</b> |               |              | <b>-5.2%</b>        | <b>0.5%</b>       | <b>0.0%</b>           | <b>0.0%</b> | <b>0.0%</b> | <b>0.0%</b>                   | <b>0.0%</b>          | <b>-4.7%</b> |                            |
| <b>Full Time Equivalents (FTEs)</b>           |               | 12.00        | 0.00                | 0.00              | 0.00                  | 0.00        | 0.00        | 0.00                          | 0.00                 | <b>12.00</b> | <b>0.00</b>                |
| <b>Percent of 2023 FTEs</b>                   |               |              | <b>0.0%</b>         | <b>0.0%</b>       | <b>0.0%</b>           | <b>0.0%</b> | <b>0.0%</b> | <b>0.0%</b>                   | <b>0.0%</b>          | <b>0.0%</b>  |                            |

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

|   | Surplus / (Deficit)   |         |                  |            |
|---|-----------------------|---------|------------------|------------|
| 2022 Forecast vs. Budget Variance Explanation   | Expense               | Revenue | Net              |            |
| No significant variances to report.   | 0                     | 0       | 0                |            |
| Total Surplus / (Deficit)   | 0                     | 0       | 0                |            |
|   | Increase / (Decrease) |         |                  |            |
| 2022 Baseline Adjustment / Explanation  | Expense               | Revenue | Net 2023 Changes | FTE Impact |
| Removal of 2022 one-time funding to support economic recovery.  | (500)                 | 0       | (500)            | 0.00       |
| Total Adjustments to Base Budget  | (500)                 | 0       | (500)            | 0.00       |
|   | Increase / (Decrease) |         |                  |            |
| 2023 Pressure Category / Explanation  | Expense               | Revenue | Net 2023 Changes | FTE Impact |
| Maintain Services   |                       |         |                  |            |
| All programs include an adjustment for potential 2023 cost of living, increments and benefit adjustments. | 50                    | 0       | 50               | 0.00       |
| Total Maintain Services   | 50                    | 0       | 50               | 0.00       |
| Total Budget Changes  | (450)                 | 0       | (450)            | 0.00       |



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

|   | 2022 Baseline |               |                     | 2023 Adjustments  |                       |             |             |                               |                      | 2023          | \$ Change over 2022 Budget |
|---|---------------|---------------|---------------------|-------------------|-----------------------|-------------|-------------|-------------------------------|----------------------|---------------|----------------------------|
|   | Forecast      | Budget        | Adj. to Base Budget | Maintain Services | Provincial Legislated | Growth      | COVID-19    | Service Initiatives / Savings | User Fees & Revenues | Estimate      |                            |
| <b>Expenditures by Program</b>                |               |               |                     |                   |                       |             |             |                               |                      |               |                            |
| Director's Office                             | 404           | 504           | 0                   | 16                | 0                     | 0           | 0           | (2)                           | 0                    | 518           | 14                         |
| Realty Services                               | 2,172         | 2,272         | 0                   | (17)              | 0                     | 0           | 0           | (3)                           | 0                    | 2,252         | (20)                       |
| Realty Initiatives & Development              | 12,330        | 12,630        | 0                   | 246               | 0                     | 0           | 0           | 0                             | 0                    | 12,876        | 246                        |
| <b>Gross Expenditure</b>                      | <b>14,906</b> | <b>15,406</b> | <b>0</b>            | <b>245</b>        | <b>0</b>              | <b>0</b>    | <b>0</b>    | <b>(5)</b>                    | <b>0</b>             | <b>15,646</b> | <b>240</b>                 |
| Recoveries & Allocations                      | (5,744)       | (5,744)       | 0                   | 0                 | 0                     | 0           | 0           | 0                             | 0                    | (5,744)       | 0                          |
| Revenue                                       | (339)         | (339)         | 0                   | (155)             | 0                     | 0           | 0           | 0                             | (125)                | (619)         | (280)                      |
| <b>Net Requirement</b>                        | <b>8,823</b>  | <b>9,323</b>  | <b>0</b>            | <b>90</b>         | <b>0</b>              | <b>0</b>    | <b>0</b>    | <b>(5)</b>                    | <b>(125)</b>         | <b>9,283</b>  | <b>(40)</b>                |
| <b>Expenditures by Type</b>                   |               |               |                     |                   |                       |             |             |                               |                      |               |                            |
| Salaries, Wages & Benefits                    | 5,234         | 5,334         | 0                   | 90                | 0                     | 0           | 0           | 0                             | 0                    | 5,424         | 90                         |
| Overtime                                      | 26            | 26            | 0                   | 0                 | 0                     | 0           | 0           | 0                             | 0                    | 26            | 0                          |
| Material & Services                           | 3,941         | 4,641         | 0                   | 0                 | 0                     | 0           | 0           | (5)                           | 0                    | 4,636         | (5)                        |
| Transfers/Grants/Financial Charges            | 5,461         | 5,161         | 0                   | 155               | 0                     | 0           | 0           | 0                             | 0                    | 5,316         | 155                        |
| Fleet Costs                                   | 0             | 0             | 0                   | 0                 | 0                     | 0           | 0           | 0                             | 0                    | 0             | 0                          |
| Program Facility Costs                        | 0             | 0             | 0                   | 0                 | 0                     | 0           | 0           | 0                             | 0                    | 0             | 0                          |
| Other Internal Costs                          | 244           | 244           | 0                   | 0                 | 0                     | 0           | 0           | 0                             | 0                    | 244           | 0                          |
| <b>Gross Expenditures</b>                     | <b>14,906</b> | <b>15,406</b> | <b>0</b>            | <b>245</b>        | <b>0</b>              | <b>0</b>    | <b>0</b>    | <b>(5)</b>                    | <b>0</b>             | <b>15,646</b> | <b>240</b>                 |
| Recoveries & Allocations                      | (5,744)       | (5,744)       | 0                   | 0                 | 0                     | 0           | 0           | 0                             | 0                    | (5,744)       | 0                          |
| <b>Net Expenditure</b>                        | <b>9,162</b>  | <b>9,662</b>  | <b>0</b>            | <b>245</b>        | <b>0</b>              | <b>0</b>    | <b>0</b>    | <b>(5)</b>                    | <b>0</b>             | <b>9,902</b>  | <b>240</b>                 |
| <b>Percent of 2023 Net Expenditure Budget</b> |               |               | <b>0.0%</b>         | <b>2.5%</b>       | <b>0.0%</b>           | <b>0.0%</b> | <b>0.0%</b> | <b>-0.1%</b>                  | <b>0.0%</b>          | <b>2.5%</b>   |                            |
| <b>Revenues By Type</b>                       |               |               |                     |                   |                       |             |             |                               |                      |               |                            |
| Federal                                       | 0             | 0             | 0                   | 0                 | 0                     | 0           | 0           | 0                             | 0                    | 0             | 0                          |
| Provincial                                    | 0             | 0             | 0                   | 0                 | 0                     | 0           | 0           | 0                             | 0                    | 0             | 0                          |
| Own Funds                                     | 0             | 0             | 0                   | 0                 | 0                     | 0           | 0           | 0                             | 0                    | 0             | 0                          |
| Fees and Services                             | (339)         | (339)         | 0                   | (155)             | 0                     | 0           | 0           | 0                             | (125)                | (619)         | (280)                      |
| Fines   | 0             | 0             | 0                   | 0                 | 0                     | 0           | 0           | 0                             | 0                    | 0             | 0                          |
| Other   | 0             | 0             | 0                   | 0                 | 0                     | 0           | 0           | 0                             | 0                    | 0             | 0                          |
| <b>Total Revenue</b>                          | <b>(339)</b>  | <b>(339)</b>  | <b>0</b>            | <b>(155)</b>      | <b>0</b>              | <b>0</b>    | <b>0</b>    | <b>0</b>                      | <b>(125)</b>         | <b>(619)</b>  | <b>(280)</b>               |
| <b>Percent of 2023 Revenue Budget</b>         |               |               | <b>0.0%</b>         | <b>45.7%</b>      | <b>0.0%</b>           | <b>0.0%</b> | <b>0.0%</b> | <b>0.0%</b>                   | <b>36.9%</b>         | <b>82.6%</b>  |                            |
| <b>Net Requirement</b>                        | <b>8,823</b>  | <b>9,323</b>  | <b>0</b>            | <b>90</b>         | <b>0</b>              | <b>0</b>    | <b>0</b>    | <b>(5)</b>                    | <b>(125)</b>         | <b>9,283</b>  | <b>(40)</b>                |
| <b>Percent of 2023 Net Requirement Budget</b> |               |               | <b>0.0%</b>         | <b>1.0%</b>       | <b>0.0%</b>           | <b>0.0%</b> | <b>0.0%</b> | <b>-0.1%</b>                  | <b>-1.3%</b>         | <b>-0.4%</b>  |                            |
| <b>Full Time Equivalents (FTEs)</b>           |               | 40.50         | 0.00                | 0.00              | 0.00                  | 0.00        | 0.00        | 0.00                          | 0.00                 | <b>40.50</b>  | <b>0.00</b>                |
| <b>Percent of 2023 FTEs</b>                   |               |               | <b>0.0%</b>         | <b>0.0%</b>       | <b>0.0%</b>           | <b>0.0%</b> | <b>0.0%</b> | <b>0.0%</b>                   | <b>0.0%</b>          | <b>0.0%</b>   |                            |

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

|   | Surplus / (Deficit)   |         |                  |            |
|---|-----------------------|---------|------------------|------------|
| 2022 Forecast vs. Budget Variance Explanation   | Expense               | Revenue | Net              |            |
| Expenditure savings due to professional services savings.   | 500                   | 0       | 500              |            |
| Total Surplus / (Deficit)   | 500                   | 0       | 500              |            |
|   | Increase / (Decrease) |         |                  |            |
| 2023 Pressure Category / Explanation  | Expense               | Revenue | Net 2023 Changes | FTE Impact |
| Maintain Services   |                       |         |                  |            |
| All programs include an adjustment for potential 2023 cost of living, increments and benefit adjustments. | 90                    | 0       | 90               | 0.00       |
| Increase to Lansdowne property taxes, offset by increased Lansdowne tenant rent/tax revenues.             | 155                   | (155)   | 0                | 0.00       |
| Total Maintain Services   | 245                   | (155)   | 90               | 0.00       |
|   | Increase / (Decrease) |         |                  |            |
| 2023 Pressure Category / Explanation  | Expense               | Revenue | Net 2023 Changes | FTE Impact |
| Service Initiatives / Savings   |                       |         |                  |            |
| Discretionary spending savings on office supplies.  | (5)                   | 0       | (5)              | 0.00       |
| Total Service Initiatives / Savings   | (5)                   | 0       | (5)              | 0.00       |
|   | Increase / (Decrease) |         |                  |            |
| 2023 Pressure Category / Explanation  | Expense               | Revenue | Net 2023 Changes | FTE Impact |
| User Fees & Revenues  |                       |         |                  |            |
| See following user fee schedule for details on the specific rates.  | 0                     | (125)   | (125)            | 0.00       |
| Total User Fees & Revenues  | 0                     | (125)   | (125)            | 0.00       |
| Total Budget Changes  | 240                   | (280)   | (40)             | 0.00       |

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

|   | 2022 Baseline |              |                     | 2023 Adjustments  |                       |             |             |                               |                      | 2023         | \$ Change over 2022 Budget |
|---|---------------|--------------|---------------------|-------------------|-----------------------|-------------|-------------|-------------------------------|----------------------|--------------|----------------------------|
|   | Forecast      | Budget       | Adj. to Base Budget | Maintain Services | Provincial Legislated | Growth      | COVID-19    | Service Initiatives / Savings | User Fees & Revenues | Estimate     |                            |
| <b>Expenditures by Program</b>                |               |              |                     |                   |                       |             |             |                               |                      |              |                            |
| General Manager's Office                      | 792           | 658          | 0                   | 2                 | 0                     | 250         | 0           | 0                             | 0                    | 910          | 252                        |
| Business Support Services                     | 2,636         | 2,961        | 0                   | 63                | 0                     | 0           | 0           | (5)                           | 0                    | 3,019        | 58                         |
| <b>Gross Expenditure</b>                      | <b>3,428</b>  | <b>3,619</b> | <b>0</b>            | <b>65</b>         | <b>0</b>              | <b>250</b>  | <b>0</b>    | <b>(5)</b>                    | <b>0</b>             | <b>3,929</b> | <b>310</b>                 |
| Recoveries & Allocations                      | 0             | 0            | 0                   | 0                 | 0                     | 0           | 0           | 0                             | 0                    | 0            | 0                          |
| Revenue                                       | 0             | 0            | 0                   | 0                 | 0                     | 0           | 0           | 0                             | 0                    | 0            | 0                          |
| <b>Net Requirement</b>                        | <b>3,428</b>  | <b>3,619</b> | <b>0</b>            | <b>65</b>         | <b>0</b>              | <b>250</b>  | <b>0</b>    | <b>(5)</b>                    | <b>0</b>             | <b>3,929</b> | <b>310</b>                 |
| <b>Expenditures by Type</b>                   |               |              |                     |                   |                       |             |             |                               |                      |              |                            |
| Salaries, Wages & Benefits                    | 3,188         | 3,441        | 0                   | 65                | 0                     | 250         | 0           | 0                             | 0                    | 3,756        | 315                        |
| Overtime                                      | 1             | 1            | 0                   | 0                 | 0                     | 0           | 0           | 0                             | 0                    | 1            | 0                          |
| Material & Services                           | 194           | 132          | 0                   | 0                 | 0                     | 0           | 0           | (5)                           | 0                    | 127          | (5)                        |
| Transfers/Grants/Financial Charges            | 0             | 0            | 0                   | 0                 | 0                     | 0           | 0           | 0                             | 0                    | 0            | 0                          |
| Fleet Costs                                   | 0             | 0            | 0                   | 0                 | 0                     | 0           | 0           | 0                             | 0                    | 0            | 0                          |
| Program Facility Costs                        | 0             | 0            | 0                   | 0                 | 0                     | 0           | 0           | 0                             | 0                    | 0            | 0                          |
| Other Internal Costs                          | 45            | 45           | 0                   | 0                 | 0                     | 0           | 0           | 0                             | 0                    | 45           | 0                          |
| <b>Gross Expenditures</b>                     | <b>3,428</b>  | <b>3,619</b> | <b>0</b>            | <b>65</b>         | <b>0</b>              | <b>250</b>  | <b>0</b>    | <b>(5)</b>                    | <b>0</b>             | <b>3,929</b> | <b>310</b>                 |
| Recoveries & Allocations                      | 0             | 0            | 0                   | 0                 | 0                     | 0           | 0           | 0                             | 0                    | 0            | 0                          |
| <b>Net Expenditure</b>                        | <b>3,428</b>  | <b>3,619</b> | <b>0</b>            | <b>65</b>         | <b>0</b>              | <b>250</b>  | <b>0</b>    | <b>(5)</b>                    | <b>0</b>             | <b>3,929</b> | <b>310</b>                 |
| <b>Percent of 2023 Net Expenditure Budget</b> |               |              | <b>0.0%</b>         | <b>1.8%</b>       | <b>0.0%</b>           | <b>6.9%</b> | <b>0.0%</b> | <b>-0.1%</b>                  | <b>0.0%</b>          | <b>8.6%</b>  |                            |
| <b>Revenues By Type</b>                       |               |              |                     |                   |                       |             |             |                               |                      |              |                            |
| Federal                                       | 0             | 0            | 0                   | 0                 | 0                     | 0           | 0           | 0                             | 0                    | 0            | 0                          |
| Provincial                                    | 0             | 0            | 0                   | 0                 | 0                     | 0           | 0           | 0                             | 0                    | 0            | 0                          |
| Own Funds                                     | 0             | 0            | 0                   | 0                 | 0                     | 0           | 0           | 0                             | 0                    | 0            | 0                          |
| Fees and Services                             | 0             | 0            | 0                   | 0                 | 0                     | 0           | 0           | 0                             | 0                    | 0            | 0                          |
| Fines   | 0             | 0            | 0                   | 0                 | 0                     | 0           | 0           | 0                             | 0                    | 0            | 0                          |
| Other   | 0             | 0            | 0                   | 0                 | 0                     | 0           | 0           | 0                             | 0                    | 0            | 0                          |
| <b>Total Revenue</b>                          | <b>0</b>      | <b>0</b>     | <b>0</b>            | <b>0</b>          | <b>0</b>              | <b>0</b>    | <b>0</b>    | <b>0</b>                      | <b>0</b>             | <b>0</b>     | <b>0</b>                   |
| <b>Percent of 2023 Revenue Budget</b>         |               |              | <b>0.0%</b>         | <b>0.0%</b>       | <b>0.0%</b>           | <b>0.0%</b> | <b>0.0%</b> | <b>0.0%</b>                   | <b>0.0%</b>          | <b>0.0%</b>  |                            |
| <b>Net Requirement</b>                        | <b>3,428</b>  | <b>3,619</b> | <b>0</b>            | <b>65</b>         | <b>0</b>              | <b>250</b>  | <b>0</b>    | <b>(5)</b>                    | <b>0</b>             | <b>3,929</b> | <b>310</b>                 |
| <b>Percent of 2023 Net Requirement Budget</b> |               |              | <b>0.0%</b>         | <b>1.8%</b>       | <b>0.0%</b>           | <b>6.9%</b> | <b>0.0%</b> | <b>-0.1%</b>                  | <b>0.0%</b>          | <b>8.6%</b>  |                            |
| <b>Full Time Equivalents (FTEs)</b>           |               | 26.00        | 0.00                | 0.00              | 0.00                  | 2.00        | 0.00        | 0.00                          | 0.00                 | <b>28.00</b> | <b>2.00</b>                |
| <b>Percent of 2023 FTEs</b>                   |               |              | <b>0.0%</b>         | <b>0.0%</b>       | <b>0.0%</b>           | <b>7.7%</b> | <b>0.0%</b> | <b>0.0%</b>                   | <b>0.0%</b>          | <b>7.7%</b>  |                            |

City of Ottawa

Innovative Client Services Department

GM's Office & Business Support Services - Operating Resource Requirement Explanatory Notes

In Thousands (\$000)

|   | Surplus / (Deficit)   |         |                  |            |
|---|-----------------------|---------|------------------|------------|
| 2022 Forecast vs. Budget Variance Explanation   | Expense               | Revenue | Net              |            |
| Savings from one-time financial mitigation strategies implemented in 2022 for discretionary spending and contract deferrals.  | 191                   | 0       | 191              |            |
| Total Surplus / (Deficit)   | 191                   | 0       | 191              |            |
|   | Increase / (Decrease) |         |                  |            |
| 2023 Pressure Category / Explanation  | Expense               | Revenue | Net 2023 Changes | FTE Impact |
| Maintain Services   |                       |         |                  |            |
| All programs include an adjustment for potential 2023 cost of living, increments and benefit adjustments.   | 65                    | 0       | 65               | 0.00       |
| Total Maintain Services   | 65                    | 0       | 65               | 0.00       |
|   | Increase / (Decrease) |         |                  |            |
| 2023 Pressure Category / Explanation  | Expense               | Revenue | Net 2023 Changes | FTE Impact |
| Growth  |                       |         |                  |            |
| Two permanent resources to support the Secure City Roadmap, mitigate the Cyber Security Corporate Risk and meet the requirements under Bill C-26 (Act Respecting Cyber Security). | 250                   | 0       | 250              | 2.00       |
| Total Growth  | 250                   | 0       | 250              | 2.00       |
|   | Increase / (Decrease) |         |                  |            |
| 2023 Pressure Category / Explanation  | Expense               | Revenue | Net 2023 Changes | FTE Impact |
| Service Initiatives / Savings   |                       |         |                  |            |
| Discretionary spending savings.   | (5)                   | 0       | (5)              | 0.00       |
| Total Budget Changes  | 310                   | 0       | 310              | 2.00       |

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

|   | 2022 Baseline |              |                           | 2023 Adjustments     |                          |             |             |                                     |                         | 2023         | \$ Change<br>over 2022<br>Budget |
|---|---------------|--------------|---------------------------|----------------------|--------------------------|-------------|-------------|-------------------------------------|-------------------------|--------------|----------------------------------|
|   | Forecast      | Budget       | Adj. to<br>Base<br>Budget | Maintain<br>Services | Provincial<br>Legislated | Growth      | COVID-19    | Service<br>Initiatives /<br>Savings | User Fees &<br>Revenues | Estimate     |                                  |
| <b>Expenditures by Program</b>                |               |              |                           |                      |                          |             |             |                                     |                         |              |                                  |
| Service Transformation                        | 3,377         | 3,302        | 0                         | 80                   | 0                        | 0           | 0           | (10)                                | 0                       | 3,372        | 70                               |
| <b>Gross Expenditure</b>                      | <b>3,377</b>  | <b>3,302</b> | <b>0</b>                  | <b>80</b>            | <b>0</b>                 | <b>0</b>    | <b>0</b>    | <b>(10)</b>                         | <b>0</b>                | <b>3,372</b> | <b>70</b>                        |
| Recoveries & Allocations                      | 0             | 0            | 0                         | 0                    | 0                        | 0           | 0           | 0                                   | 0                       | 0            | 0                                |
| Revenue                                       | 0             | 0            | 0                         | 0                    | 0                        | 0           | 0           | 0                                   | 0                       | 0            | 0                                |
| <b>Net Requirement</b>                        | <b>3,377</b>  | <b>3,302</b> | <b>0</b>                  | <b>80</b>            | <b>0</b>                 | <b>0</b>    | <b>0</b>    | <b>(10)</b>                         | <b>0</b>                | <b>3,372</b> | <b>70</b>                        |
| <b>Expenditures by Type</b>                   |               |              |                           |                      |                          |             |             |                                     |                         |              |                                  |
| Salaries, Wages & Benefits                    | 3,160         | 3,035        | 0                         | 80                   | 0                        | 0           | 0           | 0                                   | 0                       | 3,115        | 80                               |
| Overtime                                      | 0             | 0            | 0                         | 0                    | 0                        | 0           | 0           | 0                                   | 0                       | 0            | 0                                |
| Material & Services                           | 208           | 258          | 0                         | 0                    | 0                        | 0           | 0           | (10)                                | 0                       | 248          | (10)                             |
| Transfers/Grants/Financial Charges            | 0             | 0            | 0                         | 0                    | 0                        | 0           | 0           | 0                                   | 0                       | 0            | 0                                |
| Fleet Costs                                   | 0             | 0            | 0                         | 0                    | 0                        | 0           | 0           | 0                                   | 0                       | 0            | 0                                |
| Program Facility Costs                        | 0             | 0            | 0                         | 0                    | 0                        | 0           | 0           | 0                                   | 0                       | 0            | 0                                |
| Other Internal Costs                          | 9             | 9            | 0                         | 0                    | 0                        | 0           | 0           | 0                                   | 0                       | 9            | 0                                |
| <b>Gross Expenditures</b>                     | <b>3,377</b>  | <b>3,302</b> | <b>0</b>                  | <b>80</b>            | <b>0</b>                 | <b>0</b>    | <b>0</b>    | <b>(10)</b>                         | <b>0</b>                | <b>3,372</b> | <b>70</b>                        |
| Recoveries & Allocations                      | 0             | 0            | 0                         | 0                    | 0                        | 0           | 0           | 0                                   | 0                       | 0            | 0                                |
| <b>Net Expenditure</b>                        | <b>3,377</b>  | <b>3,302</b> | <b>0</b>                  | <b>80</b>            | <b>0</b>                 | <b>0</b>    | <b>0</b>    | <b>(10)</b>                         | <b>0</b>                | <b>3,372</b> | <b>70</b>                        |
| <b>Percent of 2023 Net Expenditure Budget</b> |               |              | <b>0.0%</b>               | <b>2.4%</b>          | <b>0.0%</b>              | <b>0.0%</b> | <b>0.0%</b> | <b>-0.3%</b>                        | <b>0.0%</b>             | <b>2.1%</b>  |                                  |
| <b>Revenues By Type</b>                       |               |              |                           |                      |                          |             |             |                                     |                         |              |                                  |
| Federal                                       | 0             | 0            | 0                         | 0                    | 0                        | 0           | 0           | 0                                   | 0                       | 0            | 0                                |
| Provincial                                    | 0             | 0            | 0                         | 0                    | 0                        | 0           | 0           | 0                                   | 0                       | 0            | 0                                |
| Own Funds                                     | 0             | 0            | 0                         | 0                    | 0                        | 0           | 0           | 0                                   | 0                       | 0            | 0                                |
| Fees and Services                             | 0             | 0            | 0                         | 0                    | 0                        | 0           | 0           | 0                                   | 0                       | 0            | 0                                |
| Fines   | 0             | 0            | 0                         | 0                    | 0                        | 0           | 0           | 0                                   | 0                       | 0            | 0                                |
| Other   | 0             | 0            | 0                         | 0                    | 0                        | 0           | 0           | 0                                   | 0                       | 0            | 0                                |
| <b>Total Revenue</b>                          | <b>0</b>      | <b>0</b>     | <b>0</b>                  | <b>0</b>             | <b>0</b>                 | <b>0</b>    | <b>0</b>    | <b>0</b>                            | <b>0</b>                | <b>0</b>     | <b>0</b>                         |
| <b>Percent of 2023 Revenue Budget</b>         |               |              | <b>0.0%</b>               | <b>0.0%</b>          | <b>0.0%</b>              | <b>0.0%</b> | <b>0.0%</b> | <b>0.0%</b>                         | <b>0.0%</b>             | <b>0.0%</b>  |                                  |
| <b>Net Requirement</b>                        | <b>3,377</b>  | <b>3,302</b> | <b>0</b>                  | <b>80</b>            | <b>0</b>                 | <b>0</b>    | <b>0</b>    | <b>(10)</b>                         | <b>0</b>                | <b>3,372</b> | <b>70</b>                        |
| <b>Percent of 2023 Net Requirement Budget</b> |               |              | <b>0.0%</b>               | <b>2.4%</b>          | <b>0.0%</b>              | <b>0.0%</b> | <b>0.0%</b> | <b>-0.3%</b>                        | <b>0.0%</b>             | <b>2.1%</b>  |                                  |
| <b>Full Time Equivalents (FTEs)</b>           |               | 24.00        | 0.00                      | 0.00                 | 0.00                     | 0.00        | 0.00        | 0.00                                | 0.00                    | <b>24.00</b> | <b>0.00</b>                      |
| <b>Percent of 2023 FTEs</b>                   |               | <b>24.0%</b> | <b>0.0%</b>               | <b>0.0%</b>          | <b>0.0%</b>              | <b>0.0%</b> | <b>0.0%</b> | <b>0.0%</b>                         | <b>0.0%</b>             | <b>0.0%</b>  |                                  |

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

|   | Surplus / (Deficit)   |         |                  |            |
|---|-----------------------|---------|------------------|------------|
| 2022 Forecast vs. Budget Variance Explanation   | Expense               | Revenue | Net              |            |
| No significant variances to report.   | (75)                  | 0       | (75)             |            |
| Total Surplus / (Deficit)   | (75)                  | 0       | (75)             |            |
|   | Increase / (Decrease) |         |                  |            |
| 2023 Pressure Category / Explanation  | Expense               | Revenue | Net 2023 Changes | FTE Impact |
| Maintain Services   |                       |         |                  |            |
| All programs include an adjustment for potential 2023 cost of living, increments and benefit adjustments. | 80                    | 0       | 80               | 0.00       |
| Total Maintain Services   | 80                    | 0       | 80               | 0.00       |
|   | Increase / (Decrease) |         |                  |            |
| 2023 Pressure Category / Explanation  | Expense               | Revenue | Net 2023 Changes | FTE Impact |
| Service Initiatives / Savings   |                       |         |                  |            |
| Discretionary spending efficiencies.  | (10)                  | 0       | (10)             | 0.00       |
| Total Budget Changes  | 70                    | 0       | 70               | 0.00       |

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

|   | 2022 Baseline |              |                     | 2023 Adjustments  |                       |             |             |                               |                      | 2023         | \$ Change over 2022 Budget |
|---|---------------|--------------|---------------------|-------------------|-----------------------|-------------|-------------|-------------------------------|----------------------|--------------|----------------------------|
|   | Forecast      | Budget       | Adj. to Base Budget | Maintain Services | Provincial Legislated | Growth      | COVID-19    | Service Initiatives / Savings | User Fees & Revenues | Estimate     |                            |
| <b>Expenditures by Program</b>                |               |              |                     |                   |                       |             |             |                               |                      |              |                            |
| Director's Office                             | 876           | 848          | (105)               | (242)             | 0                     | 0           | 0           | 0                             | 0                    | 501          | (347)                      |
| Media Relations & Outreach                    | 1,245         | 1,245        | 0                   | 102               | 0                     | 0           | 0           | 0                             | 0                    | 1,347        | 102                        |
| Public Information                            | 2,657         | 2,705        | (150)               | 290               | 0                     | 0           | 0           | (5)                           | 0                    | 2,840        | 135                        |
| <b>Gross Expenditure</b>                      | <b>4,778</b>  | <b>4,798</b> | <b>(255)</b>        | <b>150</b>        | <b>0</b>              | <b>0</b>    | <b>0</b>    | <b>(5)</b>                    | <b>0</b>             | <b>4,688</b> | <b>(110)</b>               |
| Recoveries & Allocations                      | (145)         | (125)        | 0                   | (100)             | 0                     | 0           | 0           | 0                             | 0                    | (225)        | (100)                      |
| Revenue                                       | (77)          | 0            | 0                   | 0                 | 0                     | 0           | 0           | 0                             | 0                    | 0            | 0                          |
| <b>Net Requirement</b>                        | <b>4,556</b>  | <b>4,673</b> | <b>(255)</b>        | <b>50</b>         | <b>0</b>              | <b>0</b>    | <b>0</b>    | <b>(5)</b>                    | <b>0</b>             | <b>4,463</b> | <b>(210)</b>               |
| <b>Expenditures by Type</b>                   |               |              |                     |                   |                       |             |             |                               |                      |              |                            |
| Salaries, Wages & Benefits                    | 4,370         | 4,340        | (105)               | 150               | 0                     | 0           | 0           | 0                             | 0                    | 4,385        | 45                         |
| Overtime                                      | 29            | 29           | 0                   | 0                 | 0                     | 0           | 0           | 0                             | 0                    | 29           | 0                          |
| Material & Services                           | 362           | 412          | (150)               | 0                 | 0                     | 0           | 0           | (5)                           | 0                    | 257          | (155)                      |
| Transfers/Grants/Financial Charges            | 0             | 0            | 0                   | 0                 | 0                     | 0           | 0           | 0                             | 0                    | 0            | 0                          |
| Fleet Costs                                   | 0             | 0            | 0                   | 0                 | 0                     | 0           | 0           | 0                             | 0                    | 0            | 0                          |
| Program Facility Costs                        | 0             | 0            | 0                   | 0                 | 0                     | 0           | 0           | 0                             | 0                    | 0            | 0                          |
| Other Internal Costs                          | 17            | 17           | 0                   | 0                 | 0                     | 0           | 0           | 0                             | 0                    | 17           | 0                          |
| <b>Gross Expenditures</b>                     | <b>4,778</b>  | <b>4,798</b> | <b>(255)</b>        | <b>150</b>        | <b>0</b>              | <b>0</b>    | <b>0</b>    | <b>(5)</b>                    | <b>0</b>             | <b>4,688</b> | <b>(110)</b>               |
| Recoveries & Allocations                      | (145)         | (125)        | 0                   | (100)             | 0                     | 0           | 0           | 0                             | 0                    | (225)        | (100)                      |
| <b>Net Expenditure</b>                        | <b>4,633</b>  | <b>4,673</b> | <b>(255)</b>        | <b>50</b>         | <b>0</b>              | <b>0</b>    | <b>0</b>    | <b>(5)</b>                    | <b>0</b>             | <b>4,463</b> | <b>(210)</b>               |
| <b>Percent of 2023 Net Expenditure Budget</b> |               |              | <b>-5.5%</b>        | <b>1.1%</b>       | <b>0.0%</b>           | <b>0.0%</b> | <b>0.0%</b> | <b>-0.1%</b>                  | <b>0.0%</b>          | <b>-4.5%</b> |                            |
| <b>Revenues By Type</b>                       |               |              |                     |                   |                       |             |             |                               |                      |              |                            |
| Federal                                       | 0             | 0            | 0                   | 0                 | 0                     | 0           | 0           | 0                             | 0                    | 0            | 0                          |
| Provincial                                    | (77)          | 0            | 0                   | 0                 | 0                     | 0           | 0           | 0                             | 0                    | 0            | 0                          |
| Own Funds                                     | 0             | 0            | 0                   | 0                 | 0                     | 0           | 0           | 0                             | 0                    | 0            | 0                          |
| Fees and Services                             | 0             | 0            | 0                   | 0                 | 0                     | 0           | 0           | 0                             | 0                    | 0            | 0                          |
| Fines   | 0             | 0            | 0                   | 0                 | 0                     | 0           | 0           | 0                             | 0                    | 0            | 0                          |
| Other   | 0             | 0            | 0                   | 0                 | 0                     | 0           | 0           | 0                             | 0                    | 0            | 0                          |
| <b>Total Revenue</b>                          | <b>(77)</b>   | <b>0</b>     | <b>0</b>            | <b>0</b>          | <b>0</b>              | <b>0</b>    | <b>0</b>    | <b>0</b>                      | <b>0</b>             | <b>0</b>     | <b>0</b>                   |
| <b>Percent of 2023 Revenue Budget</b>         |               |              | <b>0.0%</b>         | <b>0.0%</b>       | <b>0.0%</b>           | <b>0.0%</b> | <b>0.0%</b> | <b>0.0%</b>                   | <b>0.0%</b>          | <b>0.0%</b>  |                            |
| <b>Net Requirement</b>                        | <b>4,556</b>  | <b>4,673</b> | <b>(255)</b>        | <b>50</b>         | <b>0</b>              | <b>0</b>    | <b>0</b>    | <b>(5)</b>                    | <b>0</b>             | <b>4,463</b> | <b>(210)</b>               |
| <b>Percent of 2023 Net Requirement Budget</b> |               |              | <b>-5.5%</b>        | <b>1.1%</b>       | <b>0.0%</b>           | <b>0.0%</b> | <b>0.0%</b> | <b>-0.1%</b>                  | <b>0.0%</b>          | <b>-4.5%</b> |                            |
| <b>Full Time Equivalents (FTEs)</b>           |               | 33.00        | 0.00                | 0.00              | 0.00                  | 0.00        | 0.00        | 0.00                          | 0.00                 | <b>33.00</b> | <b>0.00</b>                |
| <b>Percent of 2023 FTEs</b>                   |               |              | <b>0.0%</b>         | <b>0.0%</b>       | <b>0.0%</b>           | <b>0.0%</b> | <b>0.0%</b> | <b>0.0%</b>                   | <b>0.0%</b>          | <b>0.0%</b>  |                            |

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

|  | Surplus / (Deficit)   |         |                  |            |
|--|-----------------------|---------|------------------|------------|
| 2022 Forecast vs. Budget Variance Explanation  | Expense               | Revenue | Net              |            |
| No significant variances to report.  | 40                    | 77      | 117              |            |
| Total Surplus / (Deficit)  | 40                    | 77      | 117              |            |
|  | Increase / (Decrease) |         |                  |            |
| 2022 Baseline Adjustment / Explanation   | Expense               | Revenue | Net 2023 Changes | FTE Impact |
| Reversal of 2022 One-time fundng for Professional Services to implement Service Excellence through Innovation/Client Experience Pillar. Essential to the transformation agenda, specifically the Content and Channel Strategies. | (150)                 | 0       | (150)            | 0.00       |
| Reversal of 2022 One-time funding for a resource to develop Emergency Communications Planning.   | (105)                 | 0       | (105)            | 0.00       |
| Total Adjustments to Base Budget   | (255)                 | 0       | (255)            | 0.00       |
| 2023 Pressure Category / Explanation   | Expense               | Revenue | Net 2023 Changes | FTE Impact |
| Maintain Services  |                       |         |                  |            |
| All programs include an adjustment for potential 2023 cost of living, increments and benefit adjustments.  | 50                    | 0       | 50               | 0.00       |
| 2-year temporary funding for a Senior Communications Officer for road safety communications funded by the Automated Speed Enforcement (ASE) preogram revenues.   | 100                   | 0       | 100              | 0.00       |
| 2-year temporary funding for a Senior Communications Officer for road safety communications funded by the ASE preogram revenues.   | (100)                 | 0       | (100)            | 0.00       |
| Total Maintain Services  | 50                    | 0       | 50               | 0.00       |
|  | Increase / (Decrease) |         |                  |            |
| 2023 Pressure Category / Explanation   | Expense               | Revenue | Net 2023 Changes | FTE Impact |
| Service Initiatives / Savings  |                       |         |                  |            |
| Discretionary spending savings.  | (5)                   | 0       | (5)              | 0.00       |
| Total Budget Changes   | (210)                 | 0       | (210)            | 0.00       |



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

|   | 2022 Baseline |               |                           | 2023 Adjustments     |                          |             |             |                                     |                         | 2023          | \$ Change<br>over 2022<br>Budget |
|---|---------------|---------------|---------------------------|----------------------|--------------------------|-------------|-------------|-------------------------------------|-------------------------|---------------|----------------------------------|
|   | Forecast      | Budget        | Adj. to<br>Base<br>Budget | Maintain<br>Services | Provincial<br>Legislated | Growth      | COVID-19    | Service<br>Initiatives /<br>Savings | User Fees &<br>Revenues | Estimate      |                                  |
| <b>Expenditures by Program</b>                |               |               |                           |                      |                          |             |             |                                     |                         |               |                                  |
| Director's Office                             | 1,800         | 1,555         | (585)                     | 113                  | 0                        | 0           | 0           | (11)                                | 0                       | 1,072         | (483)                            |
| Innovative Solutions                          | 2,124         | 2,054         | 0                         | 194                  | 0                        | 0           | 0           | 0                                   | 0                       | 2,248         | 194                              |
| Total Rewards                                 | 3,482         | 3,412         | 0                         | 30                   | 0                        | 155         | 0           | 0                                   | 0                       | 3,597         | 185                              |
| HR Programs & Planning                        | 4,415         | 4,533         | (235)                     | 397                  | 0                        | 0           | 0           | 0                                   | 0                       | 4,695         | 162                              |
| HR Business Services                          | 7,584         | 7,401         | 0                         | 626                  | 0                        | 0           | 0           | (4)                                 | 0                       | 8,023         | 622                              |
| <b>Gross Expenditure</b>                      | <b>19,405</b> | <b>18,955</b> | <b>(820)</b>              | <b>1,360</b>         | <b>0</b>                 | <b>155</b>  | <b>0</b>    | <b>(15)</b>                         | <b>0</b>                | <b>19,635</b> | <b>680</b>                       |
| Recoveries & Allocations                      | (730)         | (730)         | 0                         | 0                    | 0                        | 0           | 0           | 0                                   | 0                       | (730)         | 0                                |
| Revenue                                       | (765)         | (765)         | 0                         | 0                    | 0                        | 0           | 0           | 0                                   | 0                       | (765)         | 0                                |
| <b>Net Requirement</b>                        | <b>17,910</b> | <b>17,460</b> | <b>(820)</b>              | <b>1,360</b>         | <b>0</b>                 | <b>155</b>  | <b>0</b>    | <b>(15)</b>                         | <b>0</b>                | <b>18,140</b> | <b>680</b>                       |
| <b>Expenditures by Type</b>                   |               |               |                           |                      |                          |             |             |                                     |                         |               |                                  |
| Salaries, Wages & Benefits                    | 15,293        | 14,493        | (820)                     | 1,060                | 0                        | 155         | 0           | 0                                   | 0                       | 14,888        | 395                              |
| Overtime                                      | 3             | 3             | 0                         | 0                    | 0                        | 0           | 0           | 0                                   | 0                       | 3             | 0                                |
| Material & Services                           | 3,963         | 4,313         | 0                         | 300                  | 0                        | 0           | 0           | (15)                                | 0                       | 4,598         | 285                              |
| Transfers/Grants/Financial Charges            | 0             | 0             | 0                         | 0                    | 0                        | 0           | 0           | 0                                   | 0                       | 0             | 0                                |
| Fleet Costs                                   | 0             | 0             | 0                         | 0                    | 0                        | 0           | 0           | 0                                   | 0                       | 0             | 0                                |
| Program Facility Costs                        | 0             | 0             | 0                         | 0                    | 0                        | 0           | 0           | 0                                   | 0                       | 0             | 0                                |
| Other Internal Costs                          | 146           | 146           | 0                         | 0                    | 0                        | 0           | 0           | 0                                   | 0                       | 146           | 0                                |
| <b>Gross Expenditures</b>                     | <b>19,405</b> | <b>18,955</b> | <b>(820)</b>              | <b>1,360</b>         | <b>0</b>                 | <b>155</b>  | <b>0</b>    | <b>(15)</b>                         | <b>0</b>                | <b>19,635</b> | <b>680</b>                       |
| Recoveries & Allocations                      | (730)         | (730)         | 0                         | 0                    | 0                        | 0           | 0           | 0                                   | 0                       | (730)         | 0                                |
| <b>Net Expenditure</b>                        | <b>18,675</b> | <b>18,225</b> | <b>(820)</b>              | <b>1,360</b>         | <b>0</b>                 | <b>155</b>  | <b>0</b>    | <b>(15)</b>                         | <b>0</b>                | <b>18,905</b> | <b>680</b>                       |
| <b>Percent of 2023 Net Expenditure Budget</b> |               |               | <b>-4.5%</b>              | <b>7.5%</b>          | <b>0.0%</b>              | <b>0.9%</b> | <b>0.0%</b> | <b>-0.1%</b>                        | <b>0.0%</b>             | <b>3.7%</b>   |                                  |

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|  | 2022 Baseline |        |                           | 2023 Adjustments     |                          |        |          |                                     |                         | 2023     | \$ Change<br>over 2022<br>Budget |
|--|---------------|--------|---------------------------|----------------------|--------------------------|--------|----------|-------------------------------------|-------------------------|----------|----------------------------------|
|  | Forecast      | Budget | Adj. to<br>Base<br>Budget | Maintain<br>Services | Provincial<br>Legislated | Growth | COVID-19 | Service<br>Initiatives /<br>Savings | User Fees &<br>Revenues | Estimate |                                  |
| Revenues By Type                       |               |        |                           |                      |                          |        |          |                                     |                         |          |                                  |
| Federal                                | 0             | 0      | 0                         | 0                    | 0                        | 0      | 0        | 0                                   | 0                       | 0        | 0                                |
| Provincial                             | 0             | 0      | 0                         | 0                    | 0                        | 0      | 0        | 0                                   | 0                       | 0        | 0                                |
| Own Funds                              | (765)         | (765)  | 0                         | 0                    | 0                        | 0      | 0        | 0                                   | 0                       | (765)    | 0                                |
| Fees and Services                      | 0             | 0      | 0                         | 0                    | 0                        | 0      | 0        | 0                                   | 0                       | 0        | 0                                |
| Fines                                  | 0             | 0      | 0                         | 0                    | 0                        | 0      | 0        | 0                                   | 0                       | 0        | 0                                |
| Other                                  | 0             | 0      | 0                         | 0                    | 0                        | 0      | 0        | 0                                   | 0                       | 0        | 0                                |
| Total Revenue                          | (765)         | (765)  | 0                         | 0                    | 0                        | 0      | 0        | 0                                   | 0                       | (765)    | 0                                |
| Percent of 2023 Revenue Budget         |               |        | 0.0%                      | 0.0%                 | 0.0%                     | 0.0%   | 0.0%     | 0.0%                                | 0.0%                    | 0.0%     |                                  |
| Net Requirement                        | 17,910        | 17,460 | (820)                     | 1,360                | 0                        | 155    | 0        | (15)                                | 0                       | 18,140   | 680                              |
| Percent of 2023 Net Requirement Budget |               |        | -4.7%                     | 7.8%                 | 0.0%                     | 0.9%   | 0.0%     | -0.1%                               | 0.0%                    | 3.9%     |                                  |
| Full Time Equivalents (FTEs)           |               | 115.80 | 0.00                      | 0.00                 | 0.00                     | 0.00   | 0.00     | 0.00                                | 0.00                    | 115.80   | 0.00                             |
| Percent of 2023 FTEs                   |               |        | 0.0%                      | 0.0%                 | 0.0%                     | 0.0%   | 0.0%     | 0.0%                                | 0.0%                    | 0.0%     |                                  |

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|   | Surplus / (Deficit)   |         |                  |            |
|---|-----------------------|---------|------------------|------------|
| 2022 Forecast vs. Budget Variance Explanation   | Expense               | Revenue | Net              |            |
| Increase in compensation costs to support the increased workload related to post-pandemic services restoration across the organization, onboarding, realignments.                         | (450)                 | 0       | (450)            |            |
| Total Surplus / (Deficit)   | (450)                 | 0       | (450)            |            |
|   | Increase / (Decrease) |         |                  |            |
| 2022 Baseline Adjustment / Explanation  | Expense               | Revenue | Net 2023 Changes | FTE Impact |
| Removal of 2022 Council approved one-time pressures to support the pandemic and other initiatives.  | (820)                 | 0       | (820)            | 0.00       |
| Total Adjustments to Base Budget  | (820)                 | 0       | (820)            | 0.00       |
|   | Increase / (Decrease) |         |                  |            |
| 2023 Pressure Category / Explanation  | Expense               | Revenue | Net 2023 Changes | FTE Impact |
| Maintain Services   |                       |         |                  |            |
| All programs include an adjustment for potential 2023 cost of living, increments and benefit adjustments.   | 350                   | 0       | 350              | 0.00       |
| Temporary resources to support increased workload requirement related to realignments, establishment of new programs, post-election service demands and regulatory audit recommendations. | 220                   | 0       | 220              | 0.00       |
| Temporary resources to address increased post-pandemic service demands related to staffing, onboarding, disability and WSIB management, wellness and learning and development.            | 490                   | 0       | 490              | 0.00       |
| One-time funding for an external consultant to review the current processes as recommended by the Office of the Auditor General.  | 100                   | 0       | 100              | 0.00       |
| Inflationary increase on French language training contract.   | 200                   | 0       | 200              | 0.00       |
| Total Maintain Services   | 1,360                 | 0       | 1,360            | 0.00       |

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| 2023 Pressure Category / Explanation  | Increase / (Decrease) |          |                  |             |
|---|-----------------------|----------|------------------|-------------|
|   | Expense               | Revenue  | Net 2023 Changes | FTE Impact  |
| <b>Growth</b>   |                       |          |                  |             |
| Temporary resource to support implementation of Job Evaluation Process Review, modernization of job evaluation, market benchmarking, key process documentation incl. improvement and efficiencies and people leadership/mentorship across the entire portfolio. | 155                   | 0        | 155              | 0.00        |
| <b>Total Growth</b>   | <b>155</b>            | <b>0</b> | <b>155</b>       | <b>0.00</b> |
| 2023 Pressure Category / Explanation  | Increase / (Decrease) |          |                  |             |
|   | Expense               | Revenue  | Net 2023 Changes | FTE Impact  |
| <b>Service Initiatives / Savings</b>  |                       |          |                  |             |
| Discretionary spending savings  | (15)                  | 0        | (15)             | 0.00        |
| <b>Total Service Initiatives / Savings</b>  | <b>(15)</b>           | <b>0</b> | <b>(15)</b>      | <b>0.00</b> |
| <b>Total Budget Changes</b>   | <b>680</b>            | <b>0</b> | <b>680</b>       | <b>0.00</b> |

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|   | 2022 Baseline |               |                           | 2023 Adjustments     |                          |             |             |                                     |                         | 2023          | \$ Change<br>over 2022<br>Budget |
|---|---------------|---------------|---------------------------|----------------------|--------------------------|-------------|-------------|-------------------------------------|-------------------------|---------------|----------------------------------|
|   | Forecast      | Budget        | Adj. to<br>Base<br>Budget | Maintain<br>Services | Provincial<br>Legislated | Growth      | COVID-19    | Service<br>Initiatives /<br>Savings | User Fees &<br>Revenues | Estimate      |                                  |
| <b>Expenditures by Program</b>                |               |               |                           |                      |                          |             |             |                                     |                         |               |                                  |
| Director's Office                             | 567           | 546           | 0                         | 262                  | 0                        | 0           | 0           | (1)                                 | 0                       | 807           | 261                              |
| Web Services                                  | 1,502         | 1,452         | 0                         | (25)                 | 0                        | 0           | 0           | (4)                                 | 0                       | 1,423         | (29)                             |
| Call Center Services                          | 3,775         | 3,800         | 0                         | 28                   | 0                        | 0           | 0           | 0                                   | 0                       | 3,828         | 28                               |
| Counter Services                              | 9,210         | 12,075        | 0                         | 180                  | 0                        | 0           | 0           | 0                                   | 0                       | 12,255        | 180                              |
| <b>Gross Expenditure</b>                      | <b>15,054</b> | <b>17,873</b> | <b>0</b>                  | <b>445</b>           | <b>0</b>                 | <b>0</b>    | <b>0</b>    | <b>(5)</b>                          | <b>0</b>                | <b>18,313</b> | <b>440</b>                       |
| Recoveries & Allocations                      | (3,097)       | (3,097)       | 0                         | (350)                | 0                        | 0           | 0           | 0                                   | 0                       | (3,447)       | (350)                            |
| Revenue                                       | (1,325)       | (1,304)       | 0                         | 0                    | 0                        | 0           | 0           | 0                                   | 0                       | (1,304)       | 0                                |
| <b>Net Requirement</b>                        | <b>10,632</b> | <b>13,472</b> | <b>0</b>                  | <b>95</b>            | <b>0</b>                 | <b>0</b>    | <b>0</b>    | <b>(5)</b>                          | <b>0</b>                | <b>13,562</b> | <b>90</b>                        |
| <b>Expenditures by Type</b>                   |               |               |                           |                      |                          |             |             |                                     |                         |               |                                  |
| Salaries, Wages & Benefits                    | 12,413        | 12,763        | 0                         | 445                  | 0                        | 0           | 0           | 0                                   | 0                       | 13,208        | 445                              |
| Overtime                                      | 157           | 157           | 0                         | 0                    | 0                        | 0           | 0           | 0                                   | 0                       | 157           | 0                                |
| Material & Services                           | 1,859         | 4,328         | 0                         | 0                    | 0                        | 0           | 0           | (5)                                 | 0                       | 4,323         | (5)                              |
| Transfers/Grants/Financial Charges            | 0             | 0             | 0                         | 0                    | 0                        | 0           | 0           | 0                                   | 0                       | 0             | 0                                |
| Fleet Costs                                   | 0             | 0             | 0                         | 0                    | 0                        | 0           | 0           | 0                                   | 0                       | 0             | 0                                |
| Program Facility Costs                        | 0             | 0             | 0                         | 0                    | 0                        | 0           | 0           | 0                                   | 0                       | 0             | 0                                |
| Other Internal Costs                          | 625           | 625           | 0                         | 0                    | 0                        | 0           | 0           | 0                                   | 0                       | 625           | 0                                |
| <b>Gross Expenditures</b>                     | <b>15,054</b> | <b>17,873</b> | <b>0</b>                  | <b>445</b>           | <b>0</b>                 | <b>0</b>    | <b>0</b>    | <b>(5)</b>                          | <b>0</b>                | <b>18,313</b> | <b>440</b>                       |
| Recoveries & Allocations                      | (3,097)       | (3,097)       | 0                         | (350)                | 0                        | 0           | 0           | 0                                   | 0                       | (3,447)       | (350)                            |
| <b>Net Expenditure</b>                        | <b>11,957</b> | <b>14,776</b> | <b>0</b>                  | <b>95</b>            | <b>0</b>                 | <b>0</b>    | <b>0</b>    | <b>(5)</b>                          | <b>0</b>                | <b>14,866</b> | <b>90</b>                        |
| <b>Percent of 2023 Net Expenditure Budget</b> |               |               | <b>0.0%</b>               | <b>0.6%</b>          | <b>0.0%</b>              | <b>0.0%</b> | <b>0.0%</b> | <b>0.0%</b>                         | <b>0.0%</b>             | <b>0.6%</b>   |                                  |

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|  | 2022 Baseline |         |                           | 2023 Adjustments     |                          |        |          |                                     |                         | 2023     | \$ Change<br>over 2022<br>Budget |
|--|---------------|---------|---------------------------|----------------------|--------------------------|--------|----------|-------------------------------------|-------------------------|----------|----------------------------------|
|  | Forecast      | Budget  | Adj. to<br>Base<br>Budget | Maintain<br>Services | Provincial<br>Legislated | Growth | COVID-19 | Service<br>Initiatives /<br>Savings | User Fees &<br>Revenues | Estimate |                                  |
| Revenues By Type                       |               |         |                           |                      |                          |        |          |                                     |                         |          |                                  |
| Federal                                | 0             | 0       | 0                         | 0                    | 0                        | 0      | 0        | 0                                   | 0                       | 0        | 0                                |
| Provincial                             | 0             | 0       | 0                         | 0                    | 0                        | 0      | 0        | 0                                   | 0                       | 0        | 0                                |
| Own Funds                              | 0             | 0       | 0                         | 0                    | 0                        | 0      | 0        | 0                                   | 0                       | 0        | 0                                |
| Fees and Services                      | (1,325)       | (1,304) | 0                         | 0                    | 0                        | 0      | 0        | 0                                   | 0                       | (1,304)  | 0                                |
| Fines                                  | 0             | 0       | 0                         | 0                    | 0                        | 0      | 0        | 0                                   | 0                       | 0        | 0                                |
| Other                                  | 0             | 0       | 0                         | 0                    | 0                        | 0      | 0        | 0                                   | 0                       | 0        | 0                                |
| Total Revenue                          | (1,325)       | (1,304) | 0                         | 0                    | 0                        | 0      | 0        | 0                                   | 0                       | (1,304)  | 0                                |
| Percent of 2023 Revenue Budget         |               |         | 0.0%                      | 0.0%                 | 0.0%                     | 0.0%   | 0.0%     | 0.0%                                | 0.0%                    | 0.0%     |                                  |
| Net Requirement                        | 10,632        | 13,472  | 0                         | 95                   | 0                        | 0      | 0        | (5)                                 | 0                       | 13,562   | 90                               |
| Percent of 2023 Net Requirement Budget |               |         | 0.0%                      | 0.7%                 | 0.0%                     | 0.0%   | 0.0%     | 0.0%                                | 0.0%                    | 0.7%     |                                  |
| Full Time Equivalents (FTEs)           |               | 126.07  | 0.00                      | 0.00                 | 0.00                     | 0.00   | 0.00     | 0.00                                | 0.00                    | 126.07   | 0.00                             |
| Percent of 2023 FTEs                   |               |         | 0.0%                      | 0.0%                 | 0.0%                     | 0.0%   | 0.0%     | 0.0%                                | 0.0%                    | 0.0%     |                                  |

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|  |  | Surplus / (Deficit)   |         |                  |            |
|--|--|-----------------------|---------|------------------|------------|
| 2022 Forecast vs. Budget Variance Explanation  |  | Expense               | Revenue | Net              |            |
| Surplus due to lengthy hiring process and lower than expected expenditures due to reduced level of service in the provincial courts as a result of the pandemic impacting the processing of parking and other fines. |  | 2,819                 | 21      | 2,840            |            |
| Total Surplus / (Deficit)  |  | 2,819                 | 21      | 2,840            |            |
|  |  | Increase / (Decrease) |         |                  |            |
| 2023 Pressure Category / Explanation   |  | Expense               | Revenue | Net 2023 Changes | FTE Impact |
| Maintain Services  |  |                       |         |                  |            |
| All programs include an adjustment for potential 2023 cost of living, increments and benefit adjustments.  |  | 95                    | 0       | 95               | 0.00       |
| Annualization of resources supporting the Automated Speed Enforcement (ASE) program funded by program revenues.  |  | 350                   | 0       | 350              | 0.00       |
| Annualization of resources supporting the ASE program funded by program revenues.  |  | (350)                 | 0       | (350)            | 0.00       |
| Total Maintain Services  |  | 95                    | 0       | 95               | 0.00       |
|  |  | Increase / (Decrease) |         |                  |            |
| 2023 Pressure Category / Explanation   |  | Expense               | Revenue | Net 2023 Changes | FTE Impact |
| Service Initiatives / Savings  |  |                       |         |                  |            |
| Discretionary spending savings.  |  | (5)                   | 0       | (5)              | 0.00       |
| Total Service Initiatives / Savings  |  | (5)                   | 0       | (5)              | 0.00       |
|  |  | Increase / (Decrease) |         |                  |            |
| 2023 Pressure Category / Explanation   |  | Expense               | Revenue | Net 2023 Changes | FTE Impact |
| User Fees & Revenues   |  |                       |         |                  |            |
| See following user fee schedule for details on the specific rates.   |  | 0                     | 0       | 0                | 0.00       |
| Total User Fees & Revenues   |  | 0                     | 0       | 0                | 0.00       |
| Total Budget Changes   |  | 90                    | 0       | 90               | 0.00       |

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|   | 2022 Baseline |               |                     | 2023 Adjustments  |                       |             |             |                               |                      | 2023          | \$ Change over 2022 Budget |
|---|---------------|---------------|---------------------|-------------------|-----------------------|-------------|-------------|-------------------------------|----------------------|---------------|----------------------------|
|   | Forecast      | Budget        | Adj. to Base Budget | Maintain Services | Provincial Legislated | Growth      | COVID-19    | Service Initiatives / Savings | User Fees & Revenues | Estimate      |                            |
| <b>Expenditures by Program</b>                |               |               |                     |                   |                       |             |             |                               |                      |               |                            |
| Office of the CIO                             | 1,615         | 845           | (315)               | 8                 | 0                     | 0           | 550         | (13)                          | 0                    | 1,075         | 230                        |
| Network Operations                            | 13,936        | 12,403        | 0                   | 587               | 0                     | 0           | 0           | 0                             | 0                    | 12,990        | 587                        |
| Frontline Services                            | 20,361        | 21,995        | 0                   | 833               | 0                     | 310         | 50          | (19)                          | 0                    | 23,169        | 1,174                      |
| Applications Management                       | 25,215        | 18,065        | 0                   | 194               | 0                     | 0           | 0           | 0                             | 0                    | 18,259        | 194                        |
| SAP Solutions                                 | 9,936         | 10,783        | 0                   | 100               | 0                     | 0           | 0           | (6)                           | 0                    | 10,877        | 94                         |
| Technology Security                           | 3,843         | 4,920         | 0                   | 25                | 0                     | 0           | 0           | 0                             | 0                    | 4,945         | 25                         |
| Technology Modernization                      | 4,309         | 4,726         | 0                   | 32                |                       | 0           | 0           | (72)                          | 0                    | 4,686         | (40)                       |
| Technology Solutions                          | 4,415         | 3,129         | 0                   | 46                | 0                     | 0           | 0           | (5)                           | 0                    | 3,170         | 41                         |
| <b>Gross Expenditure</b>                      | <b>83,630</b> | <b>76,866</b> | <b>(315)</b>        | <b>1,825</b>      | <b>0</b>              | <b>310</b>  | <b>600</b>  | <b>(115)</b>                  | <b>0</b>             | <b>79,171</b> | <b>2,305</b>               |
| Recoveries & Allocations                      | (9,340)       | (4,151)       | 0                   | (185)             | 0                     | 0           | 0           | 0                             | 0                    | (4,336)       | (185)                      |
| Revenue                                       | (1,575)       | 0             | 0                   | 0                 | 0                     | 0           | (600)       | 0                             | 0                    | (600)         | (600)                      |
| <b>Net Requirement</b>                        | <b>72,715</b> | <b>72,715</b> | <b>(315)</b>        | <b>1,640</b>      | <b>0</b>              | <b>310</b>  | <b>0</b>    | <b>(115)</b>                  | <b>0</b>             | <b>74,235</b> | <b>1,520</b>               |
| <b>Expenditures by Type</b>                   |               |               |                     |                   |                       |             |             |                               |                      |               |                            |
| Salaries, Wages & Benefits                    | 42,066        | 37,713        | (45)                | 570               | 0                     | 0           | 530         | 0                             | 0                    | 38,768        | 1,055                      |
| Overtime                                      | 377           | 249           | 0                   | 0                 | 0                     | 0           | 0           | 0                             | 0                    | 249           | 0                          |
| Material & Services                           | 41,187        | 38,844        | (270)               | 1,255             | 0                     | 310         | 70          | (115)                         | 0                    | 40,094        | 1,250                      |
| Transfers/Grants/Financial Charges            | 0             | 0             | 0                   | 0                 | 0                     | 0           | 0           | 0                             | 0                    | 0             | 0                          |
| Fleet Costs                                   | 0             | 0             | 0                   | 0                 | 0                     | 0           | 0           | 0                             | 0                    | 0             | 0                          |
| Program Facility Costs                        | 0             | 0             | 0                   | 0                 | 0                     | 0           | 0           | 0                             | 0                    | 0             | 0                          |
| Other Internal Costs                          | 0             | 60            | 0                   | 0                 | 0                     | 0           | 0           | 0                             | 0                    | 60            | 0                          |
| <b>Gross Expenditures</b>                     | <b>83,630</b> | <b>76,866</b> | <b>(315)</b>        | <b>1,825</b>      | <b>0</b>              | <b>310</b>  | <b>600</b>  | <b>(115)</b>                  | <b>0</b>             | <b>79,171</b> | <b>2,305</b>               |
| Recoveries & Allocations                      | (9,340)       | (4,151)       | 0                   | (185)             | 0                     | 0           | 0           | 0                             | 0                    | (4,336)       | (185)                      |
| <b>Net Expenditure</b>                        | <b>74,290</b> | <b>72,715</b> | <b>(315)</b>        | <b>1,640</b>      | <b>0</b>              | <b>310</b>  | <b>600</b>  | <b>(115)</b>                  | <b>0</b>             | <b>74,835</b> | <b>2,120</b>               |
| <b>Percent of 2023 Net Expenditure Budget</b> |               |               | <b>-0.4%</b>        | <b>2.3%</b>       | <b>0.0%</b>           | <b>0.4%</b> | <b>0.8%</b> | <b>-0.2%</b>                  | <b>0.0%</b>          | <b>2.9%</b>   |                            |



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|  | 2022 Baseline |        |                           | 2023 Adjustments     |                          |        |              |                                     |                         | 2023     | \$ Change<br>over 2022<br>Budget |
|--|---------------|--------|---------------------------|----------------------|--------------------------|--------|--------------|-------------------------------------|-------------------------|----------|----------------------------------|
|  | Forecast      | Budget | Adj. to<br>Base<br>Budget | Maintain<br>Services | Provincial<br>Legislated | Growth | COVID-<br>19 | Service<br>Initiatives /<br>Savings | User Fees &<br>Revenues | Estimate |                                  |
| Revenues By Type                       |               |        |                           |                      |                          |        |              |                                     |                         |          |                                  |
| Federal                                | 0             | 0      | 0                         | 0                    | 0                        | 0      | 0            | 0                                   | 0                       | 0        | 0                                |
| Provincial                             | (1,575)       | 0      | 0                         | 0                    | 0                        | 0      | (600)        | 0                                   | 0                       | (600)    | (600)                            |
| Own Funds                              | 0             | 0      | 0                         | 0                    | 0                        | 0      | 0            | 0                                   | 0                       | 0        | 0                                |
| Fees and Services                      | 0             | 0      | 0                         | 0                    | 0                        | 0      | 0            | 0                                   | 0                       | 0        | 0                                |
| Fines                                  | 0             | 0      | 0                         | 0                    | 0                        | 0      | 0            | 0                                   | 0                       | 0        | 0                                |
| Other                                  | 0             | 0      | 0                         | 0                    | 0                        | 0      | 0            | 0                                   | 0                       | 0        | 0                                |
| Total Revenue                          | (1,575)       | 0      | 0                         | 0                    | 0                        | 0      | (600)        | 0                                   | 0                       | (600)    | (600)                            |
| Percent of 2023 Revenue Budget         |               |        | 0.0%                      | 0.0%                 | 0.0%                     | 0.0%   | 0.0%         | 0.0%                                | 0.0%                    | 0.0%     |                                  |
| Net Requirement                        | 72,715        | 72,715 | (315)                     | 1,640                | 0                        | 310    | 0            | (115)                               | 0                       | 74,235   | 1,520                            |
| Percent of 2023 Net Requirement Budget |               |        | -0.4%                     | 2.3%                 | 0.0%                     | 0.4%   | 0.0%         | -0.2%                               | 0.0%                    | 2.1%     |                                  |
| Full Time Equivalents (FTEs)           |               | 306.00 | 0.00                      | 0.00                 | 0.00                     | 0.00   | 0.00         | 0.00                                | 0.00                    | 306.00   | 0.00                             |
| Percent of 2023 FTEs                   |               |        | 0.0%                      | 0.0%                 | 0.0%                     | 0.0%   | 0.0%         | 0.0%                                | 0.0%                    | 0.0%     |                                  |

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

in thousands (\$000)

|   | Surplus / (Deficit)   |         |                  |            |
|---|-----------------------|---------|------------------|------------|
| 2022 Forecast vs. Budget Variance Explanation   | Expense               | Revenue | Net              |            |
| Additional purchased services, network services, and overtime to support the pandemic response and vaccine campaign offset by provincial revenue. | (1,174)               | 1,174   | 0                |            |
| Film Permitting Process and Digital Modernization Review funded by Provincial Grant.  | (101)                 | 101     | 0                |            |
| Federal Shared Services Agreements.   | (300)                 | 300     | 0                |            |
| Total Surplus / (Deficit)   | (1,575)               | 1,575   | 0                |            |
|   | Increase / (Decrease) |         |                  |            |
| 2022 Baseline Adjustment / Explanation  | Expense               | Revenue | Net 2023 Changes | FTE Impact |
| Removal of 2022 Council approved one-time pressures to support the pandemic response.   | (315)                 | 0       | (315)            | 0.00       |
| Total Adjustments to Base Budget  | (315)                 | 0       | (315)            | 0.00       |
|   | Increase / (Decrease) |         |                  |            |
| 2023 Pressure Category / Explanation  | Expense               | Revenue | Net 2023 Changes | FTE Impact |
| Maintain Services   |                       |         |                  |            |
| All programs include an adjustment for potential 2023 cost of living, increments and benefit adjustments.   | 570                   | 0       | 570              | 0.00       |
| Inflationary impact on maintenance contracts, purchased services, materials and supplies.   | 510                   | 0       | 510              | 0.00       |
| Support the connectivity initiative to provide data services for Public WiFi for phases 2 and 3 as requested by Council.                          | 45                    | 0       | 45               | 0.00       |
| Catch-up on computer lifecycle placed on hold during the pandemic.  | 250                   | 0       | 250              | 0.00       |
| Recovery from Ottawa Police Services for service support for Success Factors, Employee Central, Ariba.  | (185)                 | 0       | (185)            | 0.00       |
| Implementation of strategies to avoid service disruptions as a result of failure of Internet providers.   | 450                   | 0       | 450              | 0.00       |
| Total Maintain Services   | 1,640                 | 0       | 1,640            | 0.00       |

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

| 2023 Pressure Category / Explanation  | Increase / (Decrease) |              |                  |             |
|---|-----------------------|--------------|------------------|-------------|
|   | Expense               | Revenue      | Net 2023 Changes | FTE Impact  |
| <b>Growth</b>   |                       |              |                  |             |
| Maintenance for booking systems developed during the pandemic available across the City services. | 310                   | 0            | 310              | 0.00        |
| <b>Total Growth</b>   | <b>310</b>            | <b>0</b>     | <b>310</b>       | <b>0.00</b> |
|   | Increase / (Decrease) |              |                  |             |
| 2023 Pressure Category / Explanation  | Expense               | Revenue      | Net 2023 Changes | FTE Impact  |
| <b>COVID-19</b>   |                       |              |                  |             |
| Vaccine distribution support offset by provincial funding.  | 600                   | (600)        | 0                | 0.00        |
| <b>Total COVID-19</b>   | <b>600</b>            | <b>(600)</b> | <b>0</b>         | <b>0.00</b> |
|   | Increase / (Decrease) |              |                  |             |
| 2023 Pressure Category / Explanation  | Expense               | Revenue      | Net 2023 Changes | FTE Impact  |
| <b>Service Initiatives / Savings</b>  |                       |              |                  |             |
| Discretionary Spending Efficiencies   | (115)                 | 0            | (115)            | 0.00        |
| <b>Total Budget Changes</b>   | <b>2,120</b>          | <b>(600)</b> | <b>1,520</b>     | <b>0.00</b> |

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

|   | 2022 Baseline  |              |                     | 2023 Adjustments  |                       |             |             |                               |                      | 2023           | \$ Change over 2022 Budget |
|---|----------------|--------------|---------------------|-------------------|-----------------------|-------------|-------------|-------------------------------|----------------------|----------------|----------------------------|
|   | Forecast       | Budget       | Adj. to Base Budget | Maintain Services | Provincial Legislated | Growth      | COVID-19    | Service Initiatives / Savings | User Fees & Revenues | Estimate       |                            |
| <b>Expenditures by Program</b>                |                |              |                     |                   |                       |             |             |                               |                      |                |                            |
| Supply Services                               | 9,702          | 7,302        | 0                   | 170               | 0                     | 0           | 0           | (5)                           | 0                    | 7,467          | 165                        |
| <b>Gross Expenditure</b>                      | <b>9,702</b>   | <b>7,302</b> | <b>0</b>            | <b>170</b>        | <b>0</b>              | <b>0</b>    | <b>0</b>    | <b>(5)</b>                    | <b>0</b>             | <b>7,467</b>   | <b>165</b>                 |
| Recoveries & Allocations                      | (2,125)        | (2,125)      | 0                   | 0                 | 0                     | 0           | 0           | 0                             | 0                    | (2,125)        | 0                          |
| Revenue                                       | (3,185)        | (785)        | 0                   | (2,205)           | 0                     | 0           | 0           | 0                             | 0                    | (2,990)        | (2,205)                    |
| <b>Net Requirement</b>                        | <b>4,392</b>   | <b>4,392</b> | <b>0</b>            | <b>(2,035)</b>    | <b>0</b>              | <b>0</b>    | <b>0</b>    | <b>(5)</b>                    | <b>0</b>             | <b>2,352</b>   | <b>(2,040)</b>             |
| <b>Expenditures by Type</b>                   |                |              |                     |                   |                       |             |             |                               |                      |                |                            |
| Salaries, Wages & Benefits                    | 7,926          | 7,076        | 0                   | 170               | 0                     | 0           | 0           | 0                             | 0                    | 7,246          | 170                        |
| Overtime                                      | 7              | 7            | 0                   | 0                 | 0                     | 0           | 0           | 0                             | 0                    | 7              | 0                          |
| Material & Services                           | 908            | 158          | 0                   | 0                 | 0                     | 0           | 0           | (5)                           | 0                    | 153            | (5)                        |
| Transfers/Grants/Financial Charges            | 0              | 0            | 0                   | 0                 | 0                     | 0           | 0           | 0                             | 0                    | 0              | 0                          |
| Fleet Costs                                   | 0              | 0            | 0                   | 0                 | 0                     | 0           | 0           | 0                             | 0                    | 0              | 0                          |
| Program Facility Costs                        | 800            | 0            | 0                   | 0                 | 0                     | 0           | 0           | 0                             | 0                    | 0              | 0                          |
| Other Internal Costs                          | 61             | 61           | 0                   | 0                 | 0                     | 0           | 0           | 0                             | 0                    | 61             | 0                          |
| <b>Gross Expenditures</b>                     | <b>9,702</b>   | <b>7,302</b> | <b>0</b>            | <b>170</b>        | <b>0</b>              | <b>0</b>    | <b>0</b>    | <b>(5)</b>                    | <b>0</b>             | <b>7,467</b>   | <b>165</b>                 |
| Recoveries & Allocations                      | (2,125)        | (2,125)      | 0                   | 0                 | 0                     | 0           | 0           | 0                             | 0                    | (2,125)        | 0                          |
| <b>Net Expenditure</b>                        | <b>7,577</b>   | <b>5,177</b> | <b>0</b>            | <b>170</b>        | <b>0</b>              | <b>0</b>    | <b>0</b>    | <b>(5)</b>                    | <b>0</b>             | <b>5,342</b>   | <b>165</b>                 |
| <b>Percent of 2023 Net Expenditure Budget</b> |                |              | <b>0.0%</b>         | <b>3.3%</b>       | <b>0.0%</b>           | <b>0.0%</b> | <b>0.0%</b> | <b>-0.1%</b>                  | <b>0.0%</b>          | <b>3.2%</b>    |                            |
| <b>Revenues By Type</b>                       |                |              |                     |                   |                       |             |             |                               |                      |                |                            |
| Federal                                       | 0              | 0            | 0                   | 0                 | 0                     | 0           | 0           | 0                             | 0                    | 0              | 0                          |
| Provincial                                    | 0              | 0            | 0                   | 0                 | 0                     | 0           | 0           | 0                             | 0                    | 0              | 0                          |
| Own Funds                                     | 0              | 0            | 0                   | 0                 | 0                     | 0           | 0           | 0                             | 0                    | 0              | 0                          |
| Fees and Services                             | (3,185)        | (785)        | 0                   | (2,205)           | 0                     | 0           | 0           | 0                             | 0                    | (2,990)        | (2,205)                    |
| Fines   | 0              | 0            | 0                   | 0                 | 0                     | 0           | 0           | 0                             | 0                    | 0              | 0                          |
| Other   | 0              | 0            | 0                   | 0                 | 0                     | 0           | 0           | 0                             | 0                    | 0              | 0                          |
| <b>Total Revenue</b>                          | <b>(3,185)</b> | <b>(785)</b> | <b>0</b>            | <b>(2,205)</b>    | <b>0</b>              | <b>0</b>    | <b>0</b>    | <b>0</b>                      | <b>0</b>             | <b>(2,990)</b> | <b>(2,205)</b>             |
| <b>Percent of 2023 Revenue Budget</b>         |                |              | <b>0.0%</b>         | <b>280.9%</b>     | <b>0.0%</b>           | <b>0.0%</b> | <b>0.0%</b> | <b>0.0%</b>                   | <b>0.0%</b>          | <b>280.9%</b>  |                            |
| <b>Net Requirement</b>                        | <b>4,392</b>   | <b>4,392</b> | <b>0</b>            | <b>(2,035)</b>    | <b>0</b>              | <b>0</b>    | <b>0</b>    | <b>(5)</b>                    | <b>0</b>             | <b>2,352</b>   | <b>(2,040)</b>             |
| <b>Percent of 2023 Net Requirement Budget</b> |                |              | <b>0.0%</b>         | <b>-46.3%</b>     | <b>0.0%</b>           | <b>0.0%</b> | <b>0.0%</b> | <b>-0.1%</b>                  | <b>0.0%</b>          | <b>-46.4%</b>  |                            |
| <b>Full Time Equivalents (FTEs)</b>           |                | 65.99        | 0.00                | 0.00              | 0.00                  | 0.00        | 0.00        | 0.00                          | 0.00                 | <b>65.99</b>   | <b>0.00</b>                |
| <b>Percent of 2023 FTEs</b>                   |                |              | <b>0.0%</b>         | <b>0.0%</b>       | <b>0.0%</b>           | <b>0.0%</b> | <b>0.0%</b> | <b>0.0%</b>                   | <b>0.0%</b>          | <b>0.0%</b>    |                            |

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

|   | Surplus / (Deficit)   |         |                  |            |
|---|-----------------------|---------|------------------|------------|
| 2022 Forecast vs. Budget Variance Explanation   | Expense               | Revenue | Net              |            |
| Higher than anticipated revenue from corporate credit card rebates offset with increased client support costs and additional maintenance and professional services as a result of the transition to a new procurement and payment solution. | (2,400)               | 2,400   | 0                |            |
| Total Surplus / (Deficit)   | (2,400)               | 2,400   | 0                |            |
|   | Increase / (Decrease) |         |                  |            |
| 2023 Pressure Category / Explanation  | Expense               | Revenue | Net 2023 Changes | FTE Impact |
| Maintain Services   |                       |         |                  |            |
| All programs include an adjustment for potential 2023 cost of living, increments and benefit adjustments.   | 170                   | 0       | 170              | 0.00       |
| Purchasing card revenue increase.   | 0                     | (2,205) | (2,205)          | 0.00       |
| Total Maintain Services   | 170                   | (2,205) | (2,035)          | 0.00       |
|   | Increase / (Decrease) |         |                  |            |
| 2023 Pressure Category / Explanation  | Expense               | Revenue | Net 2023 Changes | FTE Impact |
| Service Initiatives / Savings   |                       |         |                  |            |
| Discretionary spending savings.   | (5)                   | 0       | (5)              | 0.00       |
| Total Budget Changes  | 165                   | (2,205) | (2,040)          | 0.00       |

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

|   | 2022 Baseline |              |                           | 2023 Adjustments     |                          |             |             |                                     |                         | 2023         | \$ Change<br>over 2022<br>Budget |
|---|---------------|--------------|---------------------------|----------------------|--------------------------|-------------|-------------|-------------------------------------|-------------------------|--------------|----------------------------------|
|   | Forecast      | Budget       | Adj. to<br>Base<br>Budget | Maintain<br>Services | Provincial<br>Legislated | Growth      | COVID-19    | Service<br>Initiatives /<br>Savings | User Fees &<br>Revenues | Estimate     |                                  |
| <b>Expenditures by Program</b>                |               |              |                           |                      |                          |             |             |                                     |                         |              |                                  |
| Chief Financial Officer/Treasurer             | 415           | 415          | 0                         | 20                   | 0                        | 0           | 0           | 0                                   | 0                       | 435          | 20                               |
| Business Support Services                     | 1,944         | 2,194        | 0                         | (5)                  | 0                        | 0           | 0           | 0                                   | 0                       | 2,189        | (5)                              |
| <b>Gross Expenditure</b>                      | <b>2,359</b>  | <b>2,609</b> | <b>0</b>                  | <b>15</b>            | <b>0</b>                 | <b>0</b>    | <b>0</b>    | <b>0</b>                            | <b>0</b>                | <b>2,624</b> | <b>15</b>                        |
| Recoveries & Allocations                      | 0             | 0            | 0                         | 0                    | 0                        | 0           | 0           | 0                                   | 0                       | 0            | 0                                |
| Revenue                                       | 0             | 0            | 0                         | 0                    | 0                        | 0           | 0           | 0                                   | 0                       | 0            | 0                                |
| <b>Net Requirement</b>                        | <b>2,359</b>  | <b>2,609</b> | <b>0</b>                  | <b>15</b>            | <b>0</b>                 | <b>0</b>    | <b>0</b>    | <b>0</b>                            | <b>0</b>                | <b>2,624</b> | <b>15</b>                        |
| <b>Expenditures by Type</b>                   |               |              |                           |                      |                          |             |             |                                     |                         |              |                                  |
| Salaries, Wages & Benefits                    | 2,085         | 2,225        | 0                         | 15                   | 0                        | 0           | 0           | 0                                   | 0                       | 2,240        | 15                               |
| Overtime                                      | 10            | 10           | 0                         | 0                    | 0                        | 0           | 0           | 0                                   | 0                       | 10           | 0                                |
| Material & Services                           | 217           | 327          | 0                         | 0                    | 0                        | 0           | 0           | 0                                   | 0                       | 327          | 0                                |
| Transfers/Grants/Financial Charges            | 0             | 0            | 0                         | 0                    | 0                        | 0           | 0           | 0                                   | 0                       | 0            | 0                                |
| Fleet Costs                                   | 0             | 0            | 0                         | 0                    | 0                        | 0           | 0           | 0                                   | 0                       | 0            | 0                                |
| Program Facility Costs                        | 0             | 0            | 0                         | 0                    | 0                        | 0           | 0           | 0                                   | 0                       | 0            | 0                                |
| Other Internal Costs                          | 47            | 47           | 0                         | 0                    | 0                        | 0           | 0           | 0                                   | 0                       | 47           | 0                                |
| <b>Gross Expenditures</b>                     | <b>2,359</b>  | <b>2,609</b> | <b>0</b>                  | <b>15</b>            | <b>0</b>                 | <b>0</b>    | <b>0</b>    | <b>0</b>                            | <b>0</b>                | <b>2,624</b> | <b>15</b>                        |
| Recoveries & Allocations                      | 0             | 0            | 0                         | 0                    | 0                        | 0           | 0           | 0                                   | 0                       | 0            | 0                                |
| <b>Net Expenditure</b>                        | <b>2,359</b>  | <b>2,609</b> | <b>0</b>                  | <b>15</b>            | <b>0</b>                 | <b>0</b>    | <b>0</b>    | <b>0</b>                            | <b>0</b>                | <b>2,624</b> | <b>15</b>                        |
| <b>Percent of 2023 Net Expenditure Budget</b> |               |              | <b>0.0%</b>               | <b>0.6%</b>          | <b>0.0%</b>              | <b>0.0%</b> | <b>0.0%</b> | <b>0.0%</b>                         | <b>0.0%</b>             | <b>0.6%</b>  |                                  |
| <b>Revenues By Type</b>                       |               |              |                           |                      |                          |             |             |                                     |                         |              |                                  |
| Federal                                       | 0             | 0            | 0                         | 0                    | 0                        | 0           | 0           | 0                                   | 0                       | 0            | 0                                |
| Provincial                                    | 0             | 0            | 0                         | 0                    | 0                        | 0           | 0           | 0                                   | 0                       | 0            | 0                                |
| Own Funds                                     | 0             | 0            | 0                         | 0                    | 0                        | 0           | 0           | 0                                   | 0                       | 0            | 0                                |
| Fees and Services                             | 0             | 0            | 0                         | 0                    | 0                        | 0           | 0           | 0                                   | 0                       | 0            | 0                                |
| Fines   | 0             | 0            | 0                         | 0                    | 0                        | 0           | 0           | 0                                   | 0                       | 0            | 0                                |
| Other   | 0             | 0            | 0                         | 0                    | 0                        | 0           | 0           | 0                                   | 0                       | 0            | 0                                |
| <b>Total Revenue</b>                          | <b>0</b>      | <b>0</b>     | <b>0</b>                  | <b>0</b>             | <b>0</b>                 | <b>0</b>    | <b>0</b>    | <b>0</b>                            | <b>0</b>                | <b>0</b>     | <b>0</b>                         |
| <b>Percent of 2023 Revenue Budget</b>         |               |              | <b>0.0%</b>               | <b>0.0%</b>          | <b>0.0%</b>              | <b>0.0%</b> | <b>0.0%</b> | <b>0.0%</b>                         | <b>0.0%</b>             | <b>0.0%</b>  |                                  |
| <b>Net Requirement</b>                        | <b>2,359</b>  | <b>2,609</b> | <b>0</b>                  | <b>15</b>            | <b>0</b>                 | <b>0</b>    | <b>0</b>    | <b>0</b>                            | <b>0</b>                | <b>2,624</b> | <b>15</b>                        |
| <b>Percent of 2023 Net Requirement Budget</b> |               |              | <b>0.0%</b>               | <b>0.6%</b>          | <b>0.0%</b>              | <b>0.0%</b> | <b>0.0%</b> | <b>0.0%</b>                         | <b>0.0%</b>             | <b>0.6%</b>  |                                  |
| <b>Full Time Equivalents (FTEs)</b>           |               | 17.00        | 0.00                      | 0.00                 | 0.00                     | 0.00        | 0.00        | 0.00                                | 0.00                    | <b>17.00</b> | <b>0.00</b>                      |
| <b>Percent of 2023 FTEs</b>                   |               |              | <b>0.0%</b>               | <b>0.0%</b>          | <b>0.0%</b>              | <b>0.0%</b> | <b>0.0%</b> | <b>0.0%</b>                         | <b>0.0%</b>             | <b>0.0%</b>  |                                  |

| 2022 Forecast vs. Budget Variance Explanation   | Surplus / (Deficit)   |          |                  |             |
|---|-----------------------|----------|------------------|-------------|
|   | Expense               | Revenue  | Net              |             |
| No significant variances to report.   | 250                   | 0        | 250              |             |
| <b>Total Surplus / (Deficit)</b>  | <b>250</b>            | <b>0</b> | <b>250</b>       |             |
| 2023 Pressure Category / Explanation  | Increase / (Decrease) |          |                  |             |
|   | Expense               | Revenue  | Net 2023 Changes | FTE Impact  |
| <b>Maintain Services</b>  |                       |          |                  |             |
| All programs include an adjustment for potential 2023 cost of living, increments and benefit adjustments. | 15                    | 0        | 15               | 0.00        |
| <b>Total Maintain Services</b>  | <b>15</b>             | <b>0</b> | <b>15</b>        | <b>0.00</b> |
| <b>Total Budget Changes</b>   | <b>15</b>             | <b>0</b> | <b>15</b>        | <b>0.00</b> |

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

|   | 2022 Baseline |               |                     | 2023 Adjustments  |                       |             |             |                               |                      | 2023          | \$ Change over 2022 Budget |
|---|---------------|---------------|---------------------|-------------------|-----------------------|-------------|-------------|-------------------------------|----------------------|---------------|----------------------------|
|   | Forecast      | Budget        | Adj. to Base Budget | Maintain Services | Provincial Legislated | Growth      | COVID-19    | Service Initiatives / Savings | User Fees & Revenues | Estimate      |                            |
| <b>Expenditures by Program</b>                |               |               |                     |                   |                       |             |             |                               |                      |               |                            |
| Director of FSPCS                             | 448           | 448           | 0                   | 41                | 0                     | 0           | 0           | 0                             | 0                    | 489           | 41                         |
| Planning and Budgeting                        | 482           | 482           | 0                   | 18                | 0                     | 0           | 0           | 0                             | 0                    | 500           | 18                         |
| Finance Shared Services                       | 2,579         | 2,579         | 0                   | (84)              | 0                     | 0           | 0           | 0                             | 0                    | 2,495         | (84)                       |
| Financial Service Unit                        | 9,723         | 9,723         | 0                   | 425               | 0                     | 0           | 0           | 0                             | 0                    | 10,148        | 425                        |
| <b>Gross Expenditure</b>                      | <b>13,232</b> | <b>13,232</b> | <b>0</b>            | <b>400</b>        | <b>0</b>              | <b>0</b>    | <b>0</b>    | <b>0</b>                      | <b>0</b>             | <b>13,632</b> | <b>400</b>                 |
| Recoveries & Allocations                      | (807)         | (807)         | 0                   | 0                 | 0                     | 0           | 0           | 0                             | 0                    | (807)         | 0                          |
| Revenue                                       | 0             | 0             | 0                   | 0                 | 0                     | 0           | 0           | 0                             | 0                    | 0             | 0                          |
| <b>Net Requirement</b>                        | <b>12,425</b> | <b>12,425</b> | <b>0</b>            | <b>400</b>        | <b>0</b>              | <b>0</b>    | <b>0</b>    | <b>0</b>                      | <b>0</b>             | <b>12,825</b> | <b>400</b>                 |
| <b>Expenditures by Type</b>                   |               |               |                     |                   |                       |             |             |                               |                      |               |                            |
| Salaries, Wages & Benefits                    | 13,085        | 13,085        | 0                   | 400               | 0                     | 0           | 0           | 0                             | 0                    | 13,485        | 400                        |
| Overtime                                      | 48            | 48            | 0                   | 0                 | 0                     | 0           | 0           | 0                             | 0                    | 48            | 0                          |
| Material & Services                           | 65            | 65            | 0                   | 0                 | 0                     | 0           | 0           | 0                             | 0                    | 65            | 0                          |
| Transfers/Grants/Financial Charges            | 0             | 0             | 0                   | 0                 | 0                     | 0           | 0           | 0                             | 0                    | 0             | 0                          |
| Fleet Costs                                   | 0             | 0             | 0                   | 0                 | 0                     | 0           | 0           | 0                             | 0                    | 0             | 0                          |
| Program Facility Costs                        | 0             | 0             | 0                   | 0                 | 0                     | 0           | 0           | 0                             | 0                    | 0             | 0                          |
| Other Internal Costs                          | 34            | 34            | 0                   | 0                 | 0                     | 0           | 0           | 0                             | 0                    | 34            | 0                          |
| <b>Gross Expenditures</b>                     | <b>13,232</b> | <b>13,232</b> | <b>0</b>            | <b>400</b>        | <b>0</b>              | <b>0</b>    | <b>0</b>    | <b>0</b>                      | <b>0</b>             | <b>13,632</b> | <b>400</b>                 |
| Recoveries & Allocations                      | (807)         | (807)         | 0                   | 0                 | 0                     | 0           | 0           | 0                             | 0                    | (807)         | 0                          |
| <b>Net Expenditure</b>                        | <b>12,425</b> | <b>12,425</b> | <b>0</b>            | <b>400</b>        | <b>0</b>              | <b>0</b>    | <b>0</b>    | <b>0</b>                      | <b>0</b>             | <b>12,825</b> | <b>400</b>                 |
| <b>Percent of 2023 Net Expenditure Budget</b> |               |               | <b>0.0%</b>         | <b>3.2%</b>       | <b>0.0%</b>           | <b>0.0%</b> | <b>0.0%</b> | <b>0.0%</b>                   | <b>0.0%</b>          | <b>3.2%</b>   |                            |
| <b>Revenues By Type</b>                       |               |               |                     |                   |                       |             |             |                               |                      |               |                            |
| Federal                                       | 0             | 0             | 0                   | 0                 | 0                     | 0           | 0           | 0                             | 0                    | 0             | 0                          |
| Provincial                                    | 0             | 0             | 0                   | 0                 | 0                     | 0           | 0           | 0                             | 0                    | 0             | 0                          |
| Own Funds                                     | 0             | 0             | 0                   | 0                 | 0                     | 0           | 0           | 0                             | 0                    | 0             | 0                          |
| Fees and Services                             | 0             | 0             | 0                   | 0                 | 0                     | 0           | 0           | 0                             | 0                    | 0             | 0                          |
| Fines   | 0             | 0             | 0                   | 0                 | 0                     | 0           | 0           | 0                             | 0                    | 0             | 0                          |
| Other   | 0             | 0             | 0                   | 0                 | 0                     | 0           | 0           | 0                             | 0                    | 0             | 0                          |
| <b>Total Revenue</b>                          | <b>0</b>      | <b>0</b>      | <b>0</b>            | <b>0</b>          | <b>0</b>              | <b>0</b>    | <b>0</b>    | <b>0</b>                      | <b>0</b>             | <b>0</b>      | <b>0</b>                   |
| <b>Percent of 2023 Revenue Budget</b>         |               |               | <b>0.0%</b>         | <b>0.0%</b>       | <b>0.0%</b>           | <b>0.0%</b> | <b>0.0%</b> | <b>0.0%</b>                   | <b>0.0%</b>          | <b>0.0%</b>   |                            |
| <b>Net Requirement</b>                        | <b>12,425</b> | <b>12,425</b> | <b>0</b>            | <b>400</b>        | <b>0</b>              | <b>0</b>    | <b>0</b>    | <b>0</b>                      | <b>0</b>             | <b>12,825</b> | <b>400</b>                 |
| <b>Percent of 2023 Net Requirement Budget</b> |               |               | <b>0.0%</b>         | <b>3.2%</b>       | <b>0.0%</b>           | <b>0.0%</b> | <b>0.0%</b> | <b>0.0%</b>                   | <b>0.0%</b>          | <b>3.2%</b>   |                            |
| <b>Full Time Equivalents (FTEs)</b>           |               | 126.33        | 0.00                | 0.00              | 0.00                  | 0.00        | 0.00        | 0.00                          | 0.00                 | <b>126.33</b> | <b>0.00</b>                |
| <b>Percent of 2023 FTEs</b>                   |               |               | <b>0.0%</b>         | <b>0.0%</b>       | <b>0.0%</b>           | <b>0.0%</b> | <b>0.0%</b> | <b>0.0%</b>                   | <b>0.0%</b>          | <b>0.0%</b>   |                            |



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

|   | Surplus / (Deficit)   |         |                  |            |
|---|-----------------------|---------|------------------|------------|
| 2022 Forecast vs. Budget Variance Explanation   | Expense               | Revenue | Net              |            |
| No significant variances to report.   | 0                     | 0       | 0                |            |
| Total Surplus / (Deficit)   | 0                     | 0       | 0                |            |
|   | Increase / (Decrease) |         |                  |            |
| 2023 Pressure Category / Explanation  | Expense               | Revenue | Net 2023 Changes | FTE Impact |
| Maintain Services   |                       |         |                  |            |
| All programs include an adjustment for potential 2023 cost of living, increments and benefit adjustments. | 400                   | 0       | 400              | 0.00       |
| Total Maintain Services   | 400                   | 0       | 400              | 0.00       |
| Total Budget Changes  | 400                   | 0       | 400              | 0.00       |

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

|   | 2022 Baseline  |                |                     | 2023 Adjustments  |                       |             |             |                               |                      | 2023           | \$ Change over 2022 Budget |
|---|----------------|----------------|---------------------|-------------------|-----------------------|-------------|-------------|-------------------------------|----------------------|----------------|----------------------------|
|   | Forecast       | Budget         | Adj. to Base Budget | Maintain Services | Provincial Legislated | Growth      | COVID-19    | Service Initiatives / Savings | User Fees & Revenues | Estimate       |                            |
| <b>Expenditures by Program</b>                |                |                |                     |                   |                       |             |             |                               |                      |                |                            |
| Revenue Services                              | 23,544         | 23,844         | 900                 | 1,000             | 0                     | 800         | 0           | 0                             | 0                    | 26,544         | 2,700                      |
| <b>Gross Expenditure</b>                      | <b>23,544</b>  | <b>23,844</b>  | <b>900</b>          | <b>1,000</b>      | <b>0</b>              | <b>800</b>  | <b>0</b>    | <b>0</b>                      | <b>0</b>             | <b>26,544</b>  | <b>2,700</b>               |
| Recoveries & Allocations                      | (11,313)       | (11,313)       | (900)               | (625)             | 0                     | (800)       | 0           | 0                             | 0                    | (13,638)       | (2,325)                    |
| Revenue                                       | (8,557)        | (7,107)        | 0                   | 0                 | 0                     | 0           | 0           | 0                             | (300)                | (7,407)        | (300)                      |
| <b>Net Requirement</b>                        | <b>3,674</b>   | <b>5,424</b>   | <b>0</b>            | <b>375</b>        | <b>0</b>              | <b>0</b>    | <b>0</b>    | <b>0</b>                      | <b>(300)</b>         | <b>5,499</b>   | <b>75</b>                  |
| <b>Expenditures by Type</b>                   |                |                |                     |                   |                       |             |             |                               |                      |                |                            |
| Salaries, Wages & Benefits                    | 19,110         | 19,110         | 600                 | 745               | 0                     | 800         | 0           | 0                             | 0                    | 21,255         | 2,145                      |
| Overtime                                      | 22             | 22             | 0                   | 0                 | 0                     | 0           | 0           | 0                             | 0                    | 22             | 0                          |
| Material & Services                           | 3,883          | 4,183          | 300                 | 225               | 0                     | 0           | 0           | 0                             | 0                    | 4,708          | 525                        |
| Transfers/Grants/Financial Charges            | 130            | 130            | 0                   | 0                 | 0                     | 0           | 0           | 0                             | 0                    | 130            | 0                          |
| Fleet Costs                                   | 243            | 243            | 0                   | 30                | 0                     | 0           | 0           | 0                             | 0                    | 273            | 30                         |
| Program Facility Costs                        | 0              | 0              | 0                   | 0                 | 0                     | 0           | 0           | 0                             | 0                    | 0              | 0                          |
| Other Internal Costs                          | 156            | 156            | 0                   | 0                 | 0                     | 0           | 0           | 0                             | 0                    | 156            | 0                          |
| <b>Gross Expenditures</b>                     | <b>23,544</b>  | <b>23,844</b>  | <b>900</b>          | <b>1,000</b>      | <b>0</b>              | <b>800</b>  | <b>0</b>    | <b>0</b>                      | <b>0</b>             | <b>26,544</b>  | <b>2,700</b>               |
| Recoveries & Allocations                      | (11,313)       | (11,313)       | (900)               | (625)             | 0                     | (800)       | 0           | 0                             | 0                    | (13,638)       | (2,325)                    |
| <b>Net Expenditure</b>                        | <b>12,231</b>  | <b>12,531</b>  | <b>0</b>            | <b>375</b>        | <b>0</b>              | <b>0</b>    | <b>0</b>    | <b>0</b>                      | <b>0</b>             | <b>12,906</b>  | <b>375</b>                 |
| <b>Percent of 2023 Net Expenditure Budget</b> |                |                | <b>0.0%</b>         | <b>3.0%</b>       | <b>0.0%</b>           | <b>0.0%</b> | <b>0.0%</b> | <b>0.0%</b>                   | <b>0.0%</b>          | <b>3.0%</b>    |                            |
| <b>Revenues By Type</b>                       |                |                |                     |                   |                       |             |             |                               |                      |                |                            |
| Federal                                       | 0              | 0              | 0                   | 0                 | 0                     | 0           | 0           | 0                             | 0                    | 0              | 0                          |
| Provincial                                    | 0              | 0              | 0                   | 0                 | 0                     | 0           | 0           | 0                             | 0                    | 0              | 0                          |
| Own Funds                                     | 0              | 0              | 0                   | 0                 | 0                     | 0           | 0           | 0                             | 0                    | 0              | 0                          |
| Fees and Services                             | (8,557)        | (7,107)        | 0                   | 0                 | 0                     | 0           | 0           | 0                             | (300)                | (7,407)        | (300)                      |
| Fines   | 0              | 0              | 0                   | 0                 | 0                     | 0           | 0           | 0                             | 0                    | 0              | 0                          |
| Other   | 0              | 0              | 0                   | 0                 | 0                     | 0           | 0           | 0                             | 0                    | 0              | 0                          |
| <b>Total Revenue</b>                          | <b>(8,557)</b> | <b>(7,107)</b> | <b>0</b>            | <b>0</b>          | <b>0</b>              | <b>0</b>    | <b>0</b>    | <b>0</b>                      | <b>(300)</b>         | <b>(7,407)</b> | <b>(300)</b>               |
| <b>Percent of 2023 Revenue Budget</b>         |                |                | <b>0.0%</b>         | <b>0.0%</b>       | <b>0.0%</b>           | <b>0.0%</b> | <b>0.0%</b> | <b>0.0%</b>                   | <b>4.2%</b>          | <b>4.2%</b>    |                            |
| <b>Net Requirement</b>                        | <b>3,674</b>   | <b>5,424</b>   | <b>0</b>            | <b>375</b>        | <b>0</b>              | <b>0</b>    | <b>0</b>    | <b>0</b>                      | <b>(300)</b>         | <b>5,499</b>   | <b>75</b>                  |
| <b>Percent of 2023 Net Requirement Budget</b> |                |                | <b>0.0%</b>         | <b>6.9%</b>       | <b>0.0%</b>           | <b>0.0%</b> | <b>0.0%</b> | <b>0.0%</b>                   | <b>-5.5%</b>         | <b>1.4%</b>    |                            |
| <b>Full Time Equivalents (FTEs)</b>           |                | 207.45         | 8.00                | 4.00              | 0.00                  | 1.00        | 0.00        | 0.00                          | 0.00                 | <b>220.45</b>  | <b>13.00</b>               |
| <b>Percent of 2023 FTEs</b>                   |                |                | <b>3.9%</b>         | <b>1.9%</b>       | <b>0.0%</b>           | <b>0.5%</b> | <b>0.0%</b> | <b>0.0%</b>                   | <b>0.0%</b>          | <b>6.3%</b>    |                            |

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

|   |  | Surplus / (Deficit)   |              |                  |
|---|--|-----------------------|--------------|------------------|
| 2022 Forecast vs. Budget Variance Explanation   |  | Expense               | Revenue      | Net              |
| Savings in service delivery costs and additional revenues from water and tax billing services.  |  | 300                   | 1,450        | 1,750            |
| <b>Total Surplus / (Deficit)</b>  |  | <b>300</b>            | <b>1,450</b> | <b>1,750</b>     |
|   |  | Increase / (Decrease) |              |                  |
| 2022 Baseline Adjustment / Explanation  |  | Expense               | Revenue      | Net 2023 Changes |
| <b>2021 Baseline Adjustment / Explanation:</b>  |  |                       |              |                  |
| Partial compensation for 8 permanent, 1 temporary resources and administrative expenses to support the Vacant Unit Tax (VUT) program funded by program revenues (ACS2022-FSD-REV-0001). |  | 900                   | 0            | 900              |
| Partial compensation for 8 permanent, 1 temporary resources and administrative expenses to support the VUT program funded by program revenues (ACS2022-FSD-REV-0001).                   |  | (900)                 | 0            | (900)            |
| <b>Total Adjustments to Base Budget</b>   |  | <b>0</b>              | <b>0</b>     | <b>0</b>         |
|   |  |                       |              | <b>8.00</b>      |

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

| 2023 Pressure Category / Explanation  | Increase / (Decrease) |          |                  |             |
|---|-----------------------|----------|------------------|-------------|
|   | Expense               | Revenue  | Net 2023 Changes | FTE Impact  |
| <b>Maintain Services</b>  |                       |          |                  |             |
| All programs include an adjustment for potential 2023 cost of living, increments and benefit adjustments.                           | 385                   | 0        | 385              | 0.00        |
| Annualization of compensation costs to support the Automated Speed Enforcement (ASE) program.                                       | 155                   | 0        | 155              | 0.00        |
| Additional resources to support 15 new ASE cameras planned to be installed in 2023.   | 205                   | 0        | 205              | 4.00        |
| Compensation costs to support the ASE Program funded by program revenues (ACS2021-TSD-TRF-0005).                                    | (360)                 | 0        | (360)            | 0.00        |
| Annual support increase for ongoing sustainment of the Water Billing System. Recovered from Water, Sewer and Stormwater funds.      | (40)                  | 0        | (40)             | 0.00        |
| Call center and Point of Sale annual software licensing occasioned by growth and change in technology                               | 225                   | 0        | 225              | 0.00        |
| Support increase for sustainment of call center and point of sale software. Recovered from service area overpayment recovery funds. | (225)                 | 0        | (225)            | 0.00        |
| Increase in Facility costs related to inflation on compensation contracts, hydro increases, security and maintenance contracts.     | 30                    | 0        | 30               | 0.00        |
| <b>Total Maintain Services</b>  | <b>375</b>            | <b>0</b> | <b>375</b>       | <b>4.00</b> |

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

|  |                              | Increase / (Decrease) |                  |              |
|--|------------------------------|-----------------------|------------------|--------------|
| 2023 Pressure Category / Explanation   | Expense                      | Revenue               | Net 2023 Changes | FTE Impact   |
| <b>Growth</b>  |                              |                       |                  |              |
| Additional 4 temporary resources and annualization of existing resources to support the VUT program funded by program revenues (ACS2022-FSD-REV-0001). | 700                          | 0                     | 700              | 0.00         |
| Additional 4 temporary resources and annualization of existing resources to support the VUT program funded by program revenues (ACS2022-FSD-REV-0001). | (700)                        | 0                     | (700)            | 0.00         |
| Permanent resource to support the water billing system funded by water rates.  | 100                          | 0                     | 100              | 1.00         |
| Permanent resource to support the water billing system funded by water rates.  | (100)                        | 0                     | (100)            | 0.00         |
| <b>Total Growth</b>  | <b>0</b>                     | <b>0</b>              | <b>0</b>         | <b>1.00</b>  |
|  | <b>Increase / (Decrease)</b> |                       |                  |              |
| 2023 Pressure Category / Explanation   | Expense                      | Revenue               | Net 2023 Changes | FTE Impact   |
| <b>User Fees &amp; Revenues</b>  |                              |                       |                  |              |
| See following user fee schedule for details on the specific rates.   | 0                            | (300)                 | (300)            | 0.00         |
| <b>Total User Fees &amp; Revenues</b>  | <b>0</b>                     | <b>(300)</b>          | <b>(300)</b>     | <b>0.00</b>  |
| <b>Total Budget Changes</b>  | <b>375</b>                   | <b>(300)</b>          | <b>75</b>        | <b>13.00</b> |

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

|   | 2022 Baseline |              |                     | 2023 Adjustments  |                       |             |             |                               |                      | 2023         | \$ Change over 2022 Budget |
|---|---------------|--------------|---------------------|-------------------|-----------------------|-------------|-------------|-------------------------------|----------------------|--------------|----------------------------|
|   | Forecast      | Budget       | Adj. to Base Budget | Maintain Services | Provincial Legislated | Growth      | COVID-19    | Service Initiatives / Savings | User Fees & Revenues | Estimate     |                            |
| <b>Expenditures by Program</b>                |               |              |                     |                   |                       |             |             |                               |                      |              |                            |
| Corporate Finance                             | 3,997         | 4,247        | 0                   | 95                | 0                     | 0           | 0           | 0                             | 0                    | 4,342        | 95                         |
| <b>Gross Expenditure</b>                      | <b>3,997</b>  | <b>4,247</b> | <b>0</b>            | <b>95</b>         | <b>0</b>              | <b>0</b>    | <b>0</b>    | <b>0</b>                      | <b>0</b>             | <b>4,342</b> | <b>95</b>                  |
| Recoveries & Allocations                      | (614)         | (614)        | 0                   | 0                 | 0                     | 0           | 0           | 0                             | 0                    | (614)        | 0                          |
| Revenue                                       | 0             | 0            | 0                   | 0                 | 0                     | 0           | 0           | 0                             | 0                    | 0            | 0                          |
| <b>Net Requirement</b>                        | <b>3,383</b>  | <b>3,633</b> | <b>0</b>            | <b>95</b>         | <b>0</b>              | <b>0</b>    | <b>0</b>    | <b>0</b>                      | <b>0</b>             | <b>3,728</b> | <b>95</b>                  |
| <b>Expenditures by Type</b>                   |               |              |                     |                   |                       |             |             |                               |                      |              |                            |
| Salaries, Wages & Benefits                    | 3,598         | 3,668        | 0                   | 95                | 0                     | 0           | 0           | 0                             | 0                    | 3,763        | 95                         |
| Overtime                                      | 3             | 3            | 0                   | 0                 | 0                     | 0           | 0           | 0                             | 0                    | 3            | 0                          |
| Material & Services                           | 377           | 557          | 0                   | 0                 | 0                     | 0           | 0           | 0                             | 0                    | 557          | 0                          |
| Transfers/Grants/Financial Charges            | 0             | 0            | 0                   | 0                 | 0                     | 0           | 0           | 0                             | 0                    | 0            | 0                          |
| Fleet Costs                                   | 0             | 0            | 0                   | 0                 | 0                     | 0           | 0           | 0                             | 0                    | 0            | 0                          |
| Program Facility Costs                        | 0             | 0            | 0                   | 0                 | 0                     | 0           | 0           | 0                             | 0                    | 0            | 0                          |
| Other Internal Costs                          | 19            | 19           | 0                   | 0                 | 0                     | 0           | 0           | 0                             | 0                    | 19           | 0                          |
| <b>Gross Expenditures</b>                     | <b>3,997</b>  | <b>4,247</b> | <b>0</b>            | <b>95</b>         | <b>0</b>              | <b>0</b>    | <b>0</b>    | <b>0</b>                      | <b>0</b>             | <b>4,342</b> | <b>95</b>                  |
| Recoveries & Allocations                      | (614)         | (614)        | 0                   | 0                 | 0                     | 0           | 0           | 0                             | 0                    | (614)        | 0                          |
| <b>Net Expenditure</b>                        | <b>3,383</b>  | <b>3,633</b> | <b>0</b>            | <b>95</b>         | <b>0</b>              | <b>0</b>    | <b>0</b>    | <b>0</b>                      | <b>0</b>             | <b>3,728</b> | <b>95</b>                  |
| <b>Percent of 2023 Net Expenditure Budget</b> |               |              | <b>0.0%</b>         | <b>2.6%</b>       | <b>0.0%</b>           | <b>0.0%</b> | <b>0.0%</b> | <b>0.0%</b>                   | <b>0.0%</b>          | <b>2.6%</b>  |                            |
| <b>Revenues By Type</b>                       |               |              |                     |                   |                       |             |             |                               |                      |              |                            |
| Federal                                       | 0             | 0            | 0                   | 0                 | 0                     | 0           | 0           | 0                             | 0                    | 0            | 0                          |
| Provincial                                    | 0             | 0            | 0                   | 0                 | 0                     | 0           | 0           | 0                             | 0                    | 0            | 0                          |
| Own Funds                                     | 0             | 0            | 0                   | 0                 | 0                     | 0           | 0           | 0                             | 0                    | 0            | 0                          |
| Fees and Services                             | 0             | 0            | 0                   | 0                 | 0                     | 0           | 0           | 0                             | 0                    | 0            | 0                          |
| Fines   | 0             | 0            | 0                   | 0                 | 0                     | 0           | 0           | 0                             | 0                    | 0            | 0                          |
| Other   | 0             | 0            | 0                   | 0                 | 0                     | 0           | 0           | 0                             | 0                    | 0            | 0                          |
| <b>Total Revenue</b>                          | <b>0</b>      | <b>0</b>     | <b>0</b>            | <b>0</b>          | <b>0</b>              | <b>0</b>    | <b>0</b>    | <b>0</b>                      | <b>0</b>             | <b>0</b>     | <b>0</b>                   |
| <b>Percent of 2023 Revenue Budget</b>         |               |              | <b>0.0%</b>         | <b>0.0%</b>       | <b>0.0%</b>           | <b>0.0%</b> | <b>0.0%</b> | <b>0.0%</b>                   | <b>0.0%</b>          | <b>0.0%</b>  |                            |
| <b>Net Requirement</b>                        | <b>3,383</b>  | <b>3,633</b> | <b>0</b>            | <b>95</b>         | <b>0</b>              | <b>0</b>    | <b>0</b>    | <b>0</b>                      | <b>0</b>             | <b>3,728</b> | <b>95</b>                  |
| <b>Percent of 2023 Net Requirement Budget</b> |               |              | <b>0.0%</b>         | <b>2.6%</b>       | <b>0.0%</b>           | <b>0.0%</b> | <b>0.0%</b> | <b>0.0%</b>                   | <b>0.0%</b>          | <b>2.6%</b>  |                            |
| <b>Full Time Equivalents (FTEs)</b>           |               | 31.56        | 0.00                | 0.00              | 0.00                  | 0.00        | 0.00        | 0.00                          | 0.00                 | <b>31.56</b> | <b>0.00</b>                |
| <b>Percent of 2023 FTEs</b>                   |               |              | <b>0.0%</b>         | <b>0.0%</b>       | <b>0.0%</b>           | <b>0.0%</b> | <b>0.0%</b> | <b>0.0%</b>                   | <b>0.0%</b>          | <b>0.0%</b>  |                            |

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

|   | Surplus / (Deficit)   |         |                  |            |
|---|-----------------------|---------|------------------|------------|
| 2022 Forecast vs. Budget Variance Explanation   | Expense               | Revenue | Net              |            |
| Savings primarily due to reduced professional services use.   | 250                   | 0       | 250              |            |
| Total Surplus / (Deficit)   | 250                   | 0       | 250              |            |
|   | Increase / (Decrease) |         |                  |            |
| 2023 Pressure Category / Explanation  | Expense               | Revenue | Net 2023 Changes | FTE Impact |
| Maintain Services   |                       |         |                  |            |
| All programs include an adjustment for potential 2023 cost of living, increments and benefit adjustments. | 95                    | 0       | 95               | 0.00       |
| Total Maintain Services   | 95                    | 0       | 95               | 0.00       |
| Total Budget Changes  | 95                    | 0       | 95               | 0.00       |

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

|   | 2022 Baseline |              |                     | 2023 Adjustments  |                       |             |              |                               |                      | 2023         | \$ Change over 2022 Budget |
|---|---------------|--------------|---------------------|-------------------|-----------------------|-------------|--------------|-------------------------------|----------------------|--------------|----------------------------|
|   | Forecast      | Budget       | Adj. to Base Budget | Maintain Services | Provincial Legislated | Growth      | COVID-19     | Service Initiatives / Savings | User Fees & Revenues | Estimate     |                            |
| <b>Expenditures by Program</b>                |               |              |                     |                   |                       |             |              |                               |                      |              |                            |
| Payroll                                       | 7,331         | 7,581        | 0                   | 200               | 0                     | 0           | 400          | 0                             | 0                    | 8,181        | 600                        |
| <b>Gross Expenditure</b>                      | <b>7,331</b>  | <b>7,581</b> | <b>0</b>            | <b>200</b>        | <b>0</b>              | <b>0</b>    | <b>400</b>   | <b>0</b>                      | <b>0</b>             | <b>8,181</b> | <b>600</b>                 |
| Recoveries & Allocations                      | (396)         | (396)        | 0                   | 0                 | 0                     | 0           | 0            | 0                             | 0                    | (396)        | 0                          |
| Revenue                                       | 0             | 0            | 0                   | 0                 | 0                     | 0           | (400)        | 0                             | 0                    | (400)        | (400)                      |
| <b>Net Requirement</b>                        | <b>6,935</b>  | <b>7,185</b> | <b>0</b>            | <b>200</b>        | <b>0</b>              | <b>0</b>    | <b>0</b>     | <b>0</b>                      | <b>0</b>             | <b>7,385</b> | <b>200</b>                 |
| <b>Expenditures by Type</b>                   |               |              |                     |                   |                       |             |              |                               |                      |              |                            |
| Salaries, Wages & Benefits                    | 6,988         | 7,238        | 0                   | 200               | 0                     | 0           | 400          | 0                             | 0                    | 7,838        | 600                        |
| Overtime                                      | 20            | 20           | 0                   | 0                 | 0                     | 0           | 0            | 0                             | 0                    | 20           | 0                          |
| Material & Services                           | 210           | 210          | 0                   | 0                 | 0                     | 0           | 0            | 0                             | 0                    | 210          | 0                          |
| Transfers/Grants/Financial Charges            | 0             | 0            | 0                   | 0                 | 0                     | 0           | 0            | 0                             | 0                    | 0            | 0                          |
| Fleet Costs                                   | 0             | 0            | 0                   | 0                 | 0                     | 0           | 0            | 0                             | 0                    | 0            | 0                          |
| Program Facility Costs                        | 0             | 0            | 0                   | 0                 | 0                     | 0           | 0            | 0                             | 0                    | 0            | 0                          |
| Other Internal Costs                          | 113           | 113          | 0                   | 0                 | 0                     | 0           | 0            | 0                             | 0                    | 113          | 0                          |
| <b>Gross Expenditures</b>                     | <b>7,331</b>  | <b>7,581</b> | <b>0</b>            | <b>200</b>        | <b>0</b>              | <b>0</b>    | <b>400</b>   | <b>0</b>                      | <b>0</b>             | <b>8,181</b> | <b>600</b>                 |
| Recoveries & Allocations                      | (396)         | (396)        | 0                   | 0                 | 0                     | 0           | 0            | 0                             | 0                    | (396)        | 0                          |
| <b>Net Expenditure</b>                        | <b>6,935</b>  | <b>7,185</b> | <b>0</b>            | <b>200</b>        | <b>0</b>              | <b>0</b>    | <b>400</b>   | <b>0</b>                      | <b>0</b>             | <b>7,785</b> | <b>600</b>                 |
| <b>Percent of 2023 Net Expenditure Budget</b> |               |              | <b>0.0%</b>         | <b>2.8%</b>       | <b>0.0%</b>           | <b>0.0%</b> | <b>5.6%</b>  | <b>0.0%</b>                   | <b>0.0%</b>          | <b>8.4%</b>  |                            |
| <b>Revenues By Type</b>                       |               |              |                     |                   |                       |             |              |                               |                      |              |                            |
| Federal                                       | 0             | 0            | 0                   | 0                 | 0                     | 0           | 0            | 0                             | 0                    | 0            | 0                          |
| Provincial                                    | 0             | 0            | 0                   | 0                 | 0                     | 0           | (400)        | 0                             | 0                    | (400)        | (400)                      |
| Own Funds                                     | 0             | 0            | 0                   | 0                 | 0                     | 0           | 0            | 0                             | 0                    | 0            | 0                          |
| Fees and Services                             | 0             | 0            | 0                   | 0                 | 0                     | 0           | 0            | 0                             | 0                    | 0            | 0                          |
| Fines   | 0             | 0            | 0                   | 0                 | 0                     | 0           | 0            | 0                             | 0                    | 0            | 0                          |
| Other   | 0             | 0            | 0                   | 0                 | 0                     | 0           | 0            | 0                             | 0                    | 0            | 0                          |
| <b>Total Revenue</b>                          | <b>0</b>      | <b>0</b>     | <b>0</b>            | <b>0</b>          | <b>0</b>              | <b>0</b>    | <b>(400)</b> | <b>0</b>                      | <b>0</b>             | <b>(400)</b> | <b>(400)</b>               |
| <b>Percent of 2023 Revenue Budget</b>         |               |              | <b>0.0%</b>         | <b>0.0%</b>       | <b>0.0%</b>           | <b>0.0%</b> | <b>0.0%</b>  | <b>0.0%</b>                   | <b>0.0%</b>          | <b>0.0%</b>  |                            |
| <b>Net Requirement</b>                        | <b>6,935</b>  | <b>7,185</b> | <b>0</b>            | <b>200</b>        | <b>0</b>              | <b>0</b>    | <b>0</b>     | <b>0</b>                      | <b>0</b>             | <b>7,385</b> | <b>200</b>                 |
| <b>Percent of 2023 Net Requirement Budget</b> |               |              | <b>0.0%</b>         | <b>2.8%</b>       | <b>0.0%</b>           | <b>0.0%</b> | <b>0.0%</b>  | <b>0.0%</b>                   | <b>0.0%</b>          | <b>2.8%</b>  |                            |
| <b>Full Time Equivalents (FTEs)</b>           |               | 69.33        | 0.00                | 0.00              | 0.00                  | 0.00        | 0.00         | 0.00                          | 0.00                 | <b>69.33</b> | <b>0.00</b>                |
| <b>Percent of 2023 FTEs</b>                   |               |              | <b>0.0%</b>         | <b>0.0%</b>       | <b>0.0%</b>           | <b>0.0%</b> | <b>0.0%</b>  | <b>0.0%</b>                   | <b>0.0%</b>          | <b>0.0%</b>  |                            |



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

|   | Surplus / (Deficit)   |         |                  |            |
|---|-----------------------|---------|------------------|------------|
| 2022 Forecast vs. Budget Variance Explanation   | Expense               | Revenue | Net              |            |
| Compensation savings due to staffing delays.  | 250                   | 0       | 250              |            |
| Total Surplus / (Deficit)   | 250                   | 0       | 250              |            |
|   | Increase / (Decrease) |         |                  |            |
| 2023 Pressure Category / Explanation  | Expense               | Revenue | Net 2023 Changes | FTE Impact |
| Maintain Services   |                       |         |                  |            |
| All programs include an adjustment for potential 2023 cost of living, increments and benefit adjustments. | 200                   | 0       | 200              | 0.00       |
| Total Maintain Services   | 200                   | 0       | 200              | 0.00       |
|   | Increase / (Decrease) |         |                  |            |
| 2023 Pressure Category / Explanation  | Expense               | Revenue | Net 2023 Changes | FTE Impact |
| COVID-19  |                       |         |                  |            |
| Vaccine distribution support offset by provincial funding.  | 400                   | (400)   | 0                | 0.00       |
| Total COVID-19  | 400                   | (400)   | 0                | 0.00       |
| Total Budget Changes  | 600                   | (400)   | 200              | 0.00       |

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

|  | 2022 Baseline    |                  |                     | 2023 Adjustments  |                       |                |          |                               |                      | 2023             | \$ Change over 2022 Budget |
|--|------------------|------------------|---------------------|-------------------|-----------------------|----------------|----------|-------------------------------|----------------------|------------------|----------------------------|
|  | Forecast         | Budget           | Adj. to Base Budget | Maintain Services | Provincial Legislated | Growth         | COVID-19 | Service Initiatives / Savings | User Fees & Revenues | Estimate         |                            |
| <b>Corporate Human Resource Provision</b>        |                  |                  |                     |                   |                       |                |          |                               |                      |                  |                            |
| <b>Expenditure</b>                               |                  |                  |                     |                   |                       |                |          |                               |                      |                  |                            |
| Sick Leave Banks                                 | 3,020            | 3,020            | 0                   | 0                 | 0                     | 0              | 0        | 0                             | 0                    | 3,020            | 0                          |
| Retiree Costs                                    | 2,500            | 2,500            | 0                   | 0                 | 0                     | 0              | 0        | 0                             | 0                    | 2,500            | 0                          |
| Employee Benefits                                | 1,153            | 1,153            | 0                   | (25)              | 0                     | 0              | 0        | 0                             | 0                    | 1,128            | (25)                       |
| Benefit Adjustments                              | 75               | 75               | 0                   | 0                 | 0                     | 0              | 0        | 0                             | 0                    | 75               | 0                          |
| <b>Net Expenditure</b>                           | <b>6,748</b>     | <b>6,748</b>     | <b>0</b>            | <b>(25)</b>       | <b>0</b>              | <b>0</b>       | <b>0</b> | <b>0</b>                      | <b>0</b>             | <b>6,723</b>     | <b>(25)</b>                |
| <b>Net Corp HR Provision Requirement</b>         | <b>6,748</b>     | <b>6,748</b>     | <b>0</b>            | <b>(25)</b>       | <b>0</b>              | <b>0</b>       | <b>0</b> | <b>0</b>                      | <b>0</b>             | <b>6,723</b>     | <b>(25)</b>                |
| <b>Capital Formation Costs</b>                   |                  |                  |                     |                   |                       |                |          |                               |                      |                  |                            |
| <b>Expenditure</b>                               |                  |                  |                     |                   |                       |                |          |                               |                      |                  |                            |
| Contribution to City Wide Capital Reserve        | 155,497          | 155,497          | (1,000)             | 16,135            | 0                     | 1,000          | 0        | 0                             | 0                    | 171,632          | 16,135                     |
| Contribution to Tax Stabilization Reserve        | 14,161           | 14,161           | (2,300)             | 0                 | 0                     | 0              | 0        | 0                             | 0                    | 11,861           | (2,300)                    |
| Contribution to Gas Tax Reserve Fund             | 97,749           | 97,749           | 0                   | 0                 | 0                     | 0              | 0        | 0                             | 0                    | 97,749           | 0                          |
| Transfer to CW Capital from Endowment Earnings   | 13,000           | 13,000           | 0                   | 0                 | 0                     | 0              | 0        | 0                             | 0                    | 13,000           | 0                          |
| Transfer to Housing Reserve from Vacant Unit Tax | 0                | 0                | 900                 | 0                 | 0                     | 5,100          | 0        | 0                             | 0                    | 6,000            | 6,000                      |
| Transfer to CW Capital from OCLDC                | 11,000           | 5,000            | 0                   | 0                 | 0                     | 0              | 0        | 0                             | 0                    | 5,000            | 0                          |
| Transfer to CW Capital from Sale of Surplus Land | 9,000            | 1,500            | 0                   | 0                 | 0                     | 0              | 0        | 0                             | 0                    | 1,500            | 0                          |
| City Wide Debt Charges                           | 89,334           | 87,835           | 0                   | 0                 | 0                     | 2,200          | 0        | 0                             | 0                    | 90,035           | 2,200                      |
| 100 Constellation Lease                          | 6,413            | 6,413            | 0                   | 0                 | 0                     | 0              | 0        | 0                             | 0                    | 6,413            | 0                          |
| <b>Gross Expenditure</b>                         | <b>396,154</b>   | <b>381,155</b>   | <b>(2,400)</b>      | <b>16,135</b>     | <b>0</b>              | <b>8,300</b>   | <b>0</b> | <b>0</b>                      | <b>0</b>             | <b>403,190</b>   | <b>22,035</b>              |
| Recoveries & Allocations                         | 0                | 0                | 0                   | 0                 | 0                     | 0              | 0        | 0                             | 0                    | 0                | 0                          |
| <b>Net Expenditure</b>                           | <b>396,154</b>   | <b>381,155</b>   | <b>(2,400)</b>      | <b>16,135</b>     | <b>0</b>              | <b>8,300</b>   | <b>0</b> | <b>0</b>                      | <b>0</b>             | <b>403,190</b>   | <b>22,035</b>              |
| <b>Revenue</b>                                   |                  |                  |                     |                   |                       |                |          |                               |                      |                  |                            |
| Contribution from Tax Stabilization Reserve      | (25,225)         | (25,225)         | 19,485              | 0                 | 0                     | 0              | 0        | 0                             | 0                    | (5,740)          | 19,485                     |
| Vacant Unit Tax                                  | 0                | 0                | (900)               | 0                 | 0                     | (5,100)        | 0        | 0                             | 0                    | (6,000)          | (6,000)                    |
| Gas Tax Receipts                                 | (97,749)         | (97,749)         | 0                   | 0                 | 0                     | 0              | 0        | 0                             | 0                    | (97,749)         | 0                          |
| Endowment Fund Earnings                          | (13,000)         | (13,000)         | 0                   | 0                 | 0                     | 0              | 0        | 0                             | 0                    | (13,000)         | 0                          |
| Ottawa Lands Development Corp (OCLDC)            | (11,000)         | (5,000)          | 0                   | 0                 | 0                     | 0              | 0        | 0                             | 0                    | (5,000)          | 0                          |
| Sale of Surplus Land                             | (9,000)          | (1,500)          | 0                   | 0                 | 0                     | 0              | 0        | 0                             | 0                    | (1,500)          | 0                          |
| City Wide Debt Charge Funding                    | (7,855)          | (8,255)          | 0                   | 0                 | 0                     | 0              | 0        | 0                             | 0                    | (8,255)          | 0                          |
| <b>Total Revenue</b>                             | <b>(163,829)</b> | <b>(150,729)</b> | <b>18,585</b>       | <b>0</b>          | <b>0</b>              | <b>(5,100)</b> | <b>0</b> | <b>0</b>                      | <b>0</b>             | <b>(137,244)</b> | <b>13,485</b>              |
| <b>Net Capital Formation Costs Requirement</b>   | <b>232,325</b>   | <b>230,426</b>   | <b>16,185</b>       | <b>16,135</b>     | <b>0</b>              | <b>3,200</b>   | <b>0</b> | <b>0</b>                      | <b>0</b>             | <b>265,946</b>   | <b>35,520</b>              |

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

|  | 2022 Baseline    |                  |                     | 2023 Adjustments  |                       |          |          |                               |                      | 2023             | \$ Change over 2022 Budget |
|--|------------------|------------------|---------------------|-------------------|-----------------------|----------|----------|-------------------------------|----------------------|------------------|----------------------------|
|  | Forecast         | Budget           | Adj. to Base Budget | Maintain Services | Provincial Legislated | Growth   | COVID-19 | Service Initiatives / Savings | User Fees & Revenues | Estimate         |                            |
| <b>Corporate Common Expenditures</b>                 |                  |                  |                     |                   |                       |          |          |                               |                      |                  |                            |
| <b>Expenditure</b>                                   |                  |                  |                     |                   |                       |          |          |                               |                      |                  |                            |
| Financial Charges & Other                            | 16,724           | 12,724           | 0                   | 461               | 0                     | 0        | 0        | (2,200)                       | 0                    | 10,985           | (1,739)                    |
| <b>Gross Expenditure</b>                             | <b>16,724</b>    | <b>12,724</b>    | <b>0</b>            | <b>461</b>        | <b>0</b>              | <b>0</b> | <b>0</b> | <b>(2,200)</b>                | <b>0</b>             | <b>10,985</b>    | <b>(1,739)</b>             |
| Recoveries & Allocations                             | (48,588)         | (48,588)         | 0                   | (715)             | 0                     | 0        | 0        | 0                             | 0                    | (49,303)         | (715)                      |
| <b>Net Expenditure</b>                               | <b>(31,864)</b>  | <b>(35,864)</b>  | <b>0</b>            | <b>(254)</b>      | <b>0</b>              | <b>0</b> | <b>0</b> | <b>(2,200)</b>                | <b>0</b>             | <b>(38,318)</b>  | <b>(2,454)</b>             |
| <b>Net Corporate Common Expenditures Requirement</b> | <b>(31,864)</b>  | <b>(35,864)</b>  | <b>0</b>            | <b>(254)</b>      | <b>0</b>              | <b>0</b> | <b>0</b> | <b>(2,200)</b>                | <b>0</b>             | <b>(38,318)</b>  | <b>(2,454)</b>             |
| <b>Corporate Common Revenues</b>                     |                  |                  |                     |                   |                       |          |          |                               |                      |                  |                            |
| <b>Expenditure</b>                                   |                  |                  |                     |                   |                       |          |          |                               |                      |                  |                            |
| Investment Income                                    | 326              | 326              | 0                   | 0                 | 0                     | 0        | 0        | 0                             | 0                    | 326              | 0                          |
| Provincial Offences Act                              | 137              | 137              | 0                   | 0                 | 0                     | 0        | 0        | 0                             | 0                    | 137              | 0                          |
| Hydro Ottawa Dividends                               | 3,700            | 0                | 0                   | 0                 | 0                     | 0        | 0        | 0                             | 0                    | 0                | 0                          |
| Municipal Accommodation Tax                          | 11,500           | 18,000           | 0                   | 0                 | 0                     | 0        | 0        | 0                             | 0                    | 18,000           | 0                          |
| <b>Gross Expenditure</b>                             | <b>15,663</b>    | <b>18,463</b>    | <b>0</b>            | <b>0</b>          | <b>0</b>              | <b>0</b> | <b>0</b> | <b>0</b>                      | <b>0</b>             | <b>18,463</b>    | <b>0</b>                   |
| Recoveries & Allocations                             | 0                | 0                | 0                   | 0                 | 0                     | 0        | 0        | 0                             | 0                    | 0                | 0                          |
| <b>Net Expenditure</b>                               | <b>15,663</b>    | <b>18,463</b>    | <b>0</b>            | <b>0</b>          | <b>0</b>              | <b>0</b> | <b>0</b> | <b>0</b>                      | <b>0</b>             | <b>18,463</b>    | <b>0</b>                   |
| <b>Revenue</b>                                       |                  |                  |                     |                   |                       |          |          |                               |                      |                  |                            |
| Penalty & Interest                                   | (18,804)         | (17,404)         | 0                   | (705)             | 0                     | 0        | 0        | 0                             | 0                    | (18,109)         | (705)                      |
| Investment Income                                    | (26,007)         | (26,007)         | 0                   | 0                 | 0                     | 0        | 0        | 0                             | 0                    | (26,007)         | 0                          |
| Hydro Ottawa Dividends                               | (23,700)         | (20,000)         | 0                   | 0                 | 0                     | 0        | 0        | 0                             | 0                    | (20,000)         | 0                          |
| Provincial Offences Act                              | (5,257)          | (5,257)          | 0                   | (1,513)           | 0                     | 0        | 0        | 0                             | 0                    | (6,770)          | (1,513)                    |
| Red Light Camera                                     | (7,725)          | (11,725)         | 0                   | 0                 | 0                     | 0        | 0        | 0                             | 0                    | (11,725)         | 0                          |
| Rideau Carleton Raceway                              | (4,200)          | (4,200)          | (1,400)             | (400)             | 0                     | 0        | 0        | 0                             | 0                    | (6,000)          | (1,800)                    |
| Lottery Fees   | (404)            | (1,004)          | 0                   | 0                 | 0                     | 0        | 0        | 0                             | 0                    | (1,004)          | 0                          |
| Municipal Accommodation Tax                          | (12,250)         | (18,750)         | 0                   | (250)             | 0                     | 0        | 0        | 0                             | 0                    | (19,000)         | (250)                      |
| Other Miscellaneous Revenue                          | (4,345)          | (4,345)          | 0                   | 0                 | 0                     | 0        | 0        | 0                             | 0                    | (4,345)          | 0                          |
| <b>Total Revenue</b>                                 | <b>(102,692)</b> | <b>(108,692)</b> | <b>(1,400)</b>      | <b>(2,868)</b>    | <b>0</b>              | <b>0</b> | <b>0</b> | <b>0</b>                      | <b>0</b>             | <b>(112,960)</b> | <b>(4,268)</b>             |
| <b>Net Corporate Common Revenues Requirement</b>     | <b>(87,029)</b>  | <b>(90,229)</b>  | <b>(1,400)</b>      | <b>(2,868)</b>    | <b>0</b>              | <b>0</b> | <b>0</b> | <b>0</b>                      | <b>0</b>             | <b>(94,497)</b>  | <b>(4,268)</b>             |

City of Ottawa  
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In Thousands (\$000)

|  | 2022 Baseline      |                    |                     | 2023 Adjustments  |                       |                 |          |                               |                      | 2023               | \$ Change over 2022 Budget |
|--|--------------------|--------------------|---------------------|-------------------|-----------------------|-----------------|----------|-------------------------------|----------------------|--------------------|----------------------------|
|  | Forecast           | Budget             | Adj. to Base Budget | Maintain Services | Provincial Legislated | Growth          | COVID-19 | Service Initiatives / Savings | User Fees & Revenues | Estimate           |                            |
| <b>Tax Related Expenditures and Revenues</b>     |                    |                    |                     |                   |                       |                 |          |                               |                      |                    |                            |
| <b>Expenditure</b>                               |                    |                    |                     |                   |                       |                 |          |                               |                      |                    |                            |
| Tax Rebates & Remissions                         | 26,774             | 23,774             | 0                   | 0                 | 0                     | 0               | 0        | 0                             | 0                    | 23,774             | 0                          |
| Municipal Property Assessment Corp               | 13,697             | 13,697             | 0                   | 0                 | 0                     | 0               | 0        | 0                             | 0                    | 13,697             | 0                          |
| <b>Gross Expenditure</b>                         | <b>40,471</b>      | <b>37,471</b>      | <b>0</b>            | <b>0</b>          | <b>0</b>              | <b>0</b>        | <b>0</b> | <b>0</b>                      | <b>0</b>             | <b>37,471</b>      | <b>0</b>                   |
| Recoveries & Allocations                         | 0                  | 0                  | 0                   | 0                 | 0                     | 0               | 0        | 0                             | 0                    | 0                  | 0                          |
| <b>Net Expenditure</b>                           | <b>40,471</b>      | <b>37,471</b>      | <b>0</b>            | <b>0</b>          | <b>0</b>              | <b>0</b>        | <b>0</b> | <b>0</b>                      | <b>0</b>             | <b>37,471</b>      | <b>0</b>                   |
| <b>Revenue</b>                                   |                    |                    |                     |                   |                       |                 |          |                               |                      |                    |                            |
| Supplemental Assessment                          | (32,434)           | (29,434)           | 0                   | 0                 | 0                     | 0               | 0        | 0                             | 0                    | (29,434)           | 0                          |
| Payments-in-Lieu Taxation                        | (160,909)          | (164,909)          | 0                   | 0                 | 0                     | 0               | 0        | 0                             | 0                    | (164,909)          | 0                          |
| Public Institutions                              | (6,800)            | (6,800)            | 0                   | 0                 | 0                     | 0               | 0        | 0                             | 0                    | (6,800)            | 0                          |
| Property Tax Revenue                             | (1,917,289)        | (1,917,289)        | 0                   | (49,765)          | 0                     | (42,180)        | 0        | 0                             | 0                    | (2,009,234)        | (91,945)                   |
| <b>Total Revenue</b>                             | <b>(2,117,432)</b> | <b>(2,118,432)</b> | <b>0</b>            | <b>(49,765)</b>   | <b>0</b>              | <b>(42,180)</b> | <b>0</b> | <b>0</b>                      | <b>0</b>             | <b>(2,210,377)</b> | <b>(91,945)</b>            |
| <b>Net Tax Related Expenditures and Revenues</b> | <b>(2,076,961)</b> | <b>(2,080,961)</b> | <b>0</b>            | <b>(49,765)</b>   | <b>0</b>              | <b>(42,180)</b> | <b>0</b> | <b>0</b>                      | <b>0</b>             | <b>(2,172,906)</b> | <b>(91,945)</b>            |
| <b>Total Net Requirement</b>                     | <b>(1,956,781)</b> | <b>(1,969,880)</b> | <b>14,785</b>       | <b>(36,777)</b>   | <b>0</b>              | <b>(38,980)</b> | <b>0</b> | <b>(2,200)</b>                | <b>0</b>             | <b>(2,033,052)</b> | <b>(63,172)</b>            |

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

Thousands (\$000)

| 2022 Forecast vs. Budget Variance Explanation  | Surplus / (Deficit)   |         |                  |            |
|--|-----------------------|---------|------------------|------------|
|  | Expense               | Revenue | Net              |            |
| Sale of Surplus Land - higher than projected sales resulting in higher than contribution to the reserves to fund capital expenditures.   | (7,500)               | 7,500   | 0                |            |
| Ottawa Community Land Development Corporation - higher than expected land sales resulting in a higher contribution to reserves to fund capital expenditures.   | (6,000)               | 6,000   | 0                |            |
| Municipal Accommodation Tax - decrease in revenue as a result of the pandemic resulting in lower transfer to Ottawa Tourism to promote and develop Ottawa as a tourist destination.  | 6,500                 | (6,500) | 0                |            |
| Hydro Ottawa Dividends - Based on the city's dividend policy, Hydro Ottawa is required to remit to the City the greater of \$20 million or 60% of net income. The surplus is reflective of the higher Ottawa Hydro earnings net of approved capital expenditures and it is offset by a contribution to climate capital initiative. | (3,700)               | 3,700   | 0                |            |
| Higher than anticipated debt charges as a result of short term borrowing rate increase.  | (5,500)               | (400)   | (5,900)          |            |
| Penalties and Interest and other revenues - growth in fees collected.  | 0                     | 1,400   | 1,400            |            |
| Red Light Camera revenue shortfall as a result of a decrease in tickets issued.  | 0                     | (4,000) | (4,000)          |            |
| Lower than expected lottery revenues.  | 0                     | (600)   | (600)            |            |
| Payments in Lieu of Taxation, Tax Rebates and Remissions are projected to be in a combined deficit of \$4M.  | (3,000)               | (1,000) | (4,000)          |            |
| Total Surplus / (Deficit)  | (19,200)              | 6,100   | (13,100)         |            |
|  | Increase / (Decrease) |         |                  |            |
| 2023 Pressure Category / Explanation   | Expense               | Revenue | Net 2023 Changes | FTE Impact |
| 2022 Adjustment to Base  |                       |         |                  |            |
| Removal of 2022 Council approved items funded from the Tax Stabilization Reserve and other miscellaneous funding adjustments.  | (3,300)               | 18,085  | 14,785           | 0.00       |
| Revenue increase as a result Vacant Unit Tax (VUT) Program implementation offset by program costs (ACS2022-FSD-REV-0001).  | 900                   | (900)   | 0                | 0.00       |
| Total Adjustments to Base Budget   | (2,400)               | 17,185  | 14,785           | 0.00       |

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

| 2023 Pressure Category / Explanation  | Increase / (Decrease) |                 |                  |             |
|---|-----------------------|-----------------|------------------|-------------|
|   | Expense               | Revenue         | Net 2023 Changes | FTE Impact  |
| <b>Maintain Services</b>  |                       |                 |                  |             |
| Contribution to Capital - Long Range Financial Plan (LRFP), inflationary adjustment, overhead, efficiencies.  | 16,135                | 0               | 16,135           | 0.00        |
| Insurance premiums increase.  | 1,300                 | 0               | 1,300            | 0.00        |
| Financial Charges and administration allocation efficiency savings.   | (1,579)               | 0               | (1,579)          | 0.00        |
| Rideau Carleton Raceway revenue increase  | 0                     | (400)           | (400)            | 0.00        |
| Increase in Municipal Accommodation Tax from AirBnB.  | 0                     | (250)           | (250)            | 0.00        |
| Penalties and Interest - growth in fees collected.  | 0                     | (2,218)         | (2,218)          | 0.00        |
| Tax increase for City/Police/Transit Services as approved by Council in report (ACS2022-FSD-FSP-0015).  | 0                     | (49,765)        | (49,765)         | 0.00        |
| <b>Total Maintain Services</b>  | <b>15,856</b>         | <b>(52,633)</b> | <b>(36,777)</b>  | <b>0.00</b> |
|   | Increase / (Decrease) |                 |                  |             |
| 2023 Pressure Category / Explanation  | Expense               | Revenue         | Net 2023 Changes | FTE Impact  |
| <b>Growth</b>   |                       |                 |                  |             |
| Contribution to Capital as per the LRFP funding strategy to recognize growth in the asset base and provide for early cost effective renewal interventions (ACS2017-CSD-FIN-0017). | 1,000                 | 0               | 1,000            | 0.00        |
| Revenue increase as a result VUT Program implementation offset by program costs and a contribution to Affordable Housing reserve (ACS2022-FSD-REV-0001).                          | 5,100                 | (5,100)         | 0                | 0.00        |
| Debt Servicing to fund one-time \$30M debt issue for Roads Infrastructure.  | 2,200                 |                 | 2,200            | 0.00        |
| Additional tax revenue for City services from assessment growth (including Police and Transit).   | 0                     | (42,180)        | (42,180)         | 0.00        |
| <b>Total Growth</b>   | <b>8,300</b>          | <b>(47,280)</b> | <b>(38,980)</b>  | <b>0.00</b> |
|   | Increase / (Decrease) |                 |                  |             |
| 2023 Pressure Category / Explanation  | Expense               | Revenue         | Net 2023 Changes | FTE Impact  |
| <b>Service Initiatives/Savings</b>  |                       |                 |                  |             |
| Savings due to organizational alignment and Continuous Improvement.   | (2,200)               | 0               | (2,200)          | 0.00        |
| <b>Total Service Initiatives/Savings</b>  | <b>(2,200)</b>        | <b>0</b>        | <b>(2,200)</b>   | <b>0.00</b> |
| <b>Total Budget Changes</b>   | <b>19,556</b>         | <b>(82,728)</b> | <b>(63,172)</b>  | <b>0.00</b> |

# Capital Budget

City of Ottawa  
 2023 Draft Capital Budget  
 Finance & Corporate Services Committee  
 In Thousands (\$000)

| Service Area: General Government |                           |          |                                      |                         |                  |         |                   |      |                  |         |            |
|----------------------------------|---------------------------|----------|--------------------------------------|-------------------------|------------------|---------|-------------------|------|------------------|---------|------------|
| Category                         | 2023 Draft Capital Budget | Revenues | Tax Supported/<br>Dedicated Reserves | Rate Supported Reserves | Develop. Charges | Gas Tax | Debt              |      |                  |         |            |
|                                  |                           |          |                                      |                         |                  |         | Tax/<br>Dedicated | Rate | Develop. Charges | Gas Tax | Total Debt |
| Renewal of City Assets           | 3,130                     | 0        | 2,130                                | 0                       | 0                | 0       | 1,000             | 0    | 0                | 0       | 1,000      |
| Growth                           | 0                         | 0        | 0                                    | 0                       | 0                | 0       | 0                 | 0    | 0                | 0       | 0          |
| Regulatory                       | 0                         | 0        | 0                                    | 0                       | 0                | 0       | 0                 | 0    | 0                | 0       | 0          |
| Service Enhancements             | 375                       | 0        | 305                                  | 0                       | 0                | 0       | 70                | 0    | 0                | 0       | 70         |
| Total                            | 3,505                     | 0        | 2,435                                | 0                       | 0                | 0       | 1,070             | 0    | 0                | 0       | 1,070      |



**City of Ottawa**  
**2023 Draft Capital Budget**  
**Service Area: General Government**  
In Thousands (\$000)

| Program Information  |  |                                  |                          | Financial Details     |                     |                             |       |                 |                                |  |                     |     |  |                   |       |  |               |       |  |                    |       |  |                |       |  |                |       |  |                               |        |       |                |       |  |                 |     |  |                |     |  |                  |       |  |                                |               |              |                          |  |       |  |                               |  |       |  |
|--|--|----------------------------------|--------------------------|-----------------------|---------------------|-----------------------------|-------|-----------------|--------------------------------|--|---------------------|-----|--|-------------------|-------|--|---------------|-------|--|--------------------|-------|--|----------------|-------|--|----------------|-------|--|-------------------------------|--------|-------|----------------|-------|--|-----------------|-----|--|----------------|-----|--|------------------|-------|--|--------------------------------|---------------|--------------|--------------------------|--|-------|--|-------------------------------|--|-------|--|
| Buildings-General Government   |  |                                  | Class of Estimate:       |                       | C) Planning         |                             |       |                 |                                |  |                     |     |  |                   |       |  |               |       |  |                    |       |  |                |       |  |                |       |  |                               |        |       |                |       |  |                 |     |  |                |     |  |                  |       |  |                                |               |              |                          |  |       |  |                               |  |       |  |
| Dept:  | Infrastructure & Water Services Department | Category: Renewal of City Assets |                          | Ward: Multiple        |                     | Year of Completion: Various |       |                 |                                |  |                     |     |  |                   |       |  |               |       |  |                    |       |  |                |       |  |                |       |  |                               |        |       |                |       |  |                 |     |  |                |     |  |                  |       |  |                                |               |              |                          |  |       |  |                               |  |       |  |
| Reduces greenhouse gases?  |  |                                  | No                       |                       | 2023 Request        |                             | 3,130 |                 | Projected Yearend Unspent Bal. |  | 0                   |     |  |                   |       |  |               |       |  |                    |       |  |                |       |  |                |       |  |                               |        |       |                |       |  |                 |     |  |                |     |  |                  |       |  |                                |               |              |                          |  |       |  |                               |  |       |  |
| Builds climate resiliency?   |  |                                  | Yes - Minor Contribution |                       | Revenues            |                             | 0     |                 | Debt                           |  |                     |     |  |                   |       |  |               |       |  |                    |       |  |                |       |  |                |       |  |                               |        |       |                |       |  |                 |     |  |                |     |  |                  |       |  |                                |               |              |                          |  |       |  |                               |  |       |  |
| <p>The Building and Park programs provide for lifecycle renewal and replacement works to existing building and park assets. Detailed scope of work for specific projects extends to a wide assortment of work, such as roof replacement, building preservation, building mechanical and electrical systems, parks playgrounds and property elements, hard landscaping, arena and pool equipment and unplanned emergency work.</p> <p>Forecasts are based on bulk allocations that will be detailed in future budget submissions. Project cost group summaries are provided following this program summary. When selecting materials and solutions for lifecycle projects, measures are taken to account for increased seasonal variability and extreme weather events where project budget permits. This includes, for example, reflective or metal roofing to build resilience to heat, high winds or heavy snow.</p> <p>Annual programming provides allocations as required for each of the service areas as follows:</p> <table><tr><th>Service Area</th><th>Buildings</th><th>Parks</th></tr><tr><td>By-Law Services</td><td>200</td><td></td></tr><tr><td>Child Care Services</td><td>275</td><td></td></tr><tr><td>Cultural Services</td><td>2,300</td><td></td></tr><tr><td>Fire Services</td><td>2,400</td><td></td></tr><tr><td>General Government</td><td>3,130</td><td></td></tr><tr><td>Public Library</td><td>2,250</td><td></td></tr><tr><td>Long Term Care</td><td>1,675</td><td></td></tr><tr><td>Parks &amp; Recreation Facilities</td><td>28,425</td><td>6,200</td></tr><tr><td>Roads Services</td><td>4,295</td><td></td></tr><tr><td>Social Services</td><td>300</td><td></td></tr><tr><td>Water Services</td><td>100</td><td></td></tr><tr><td>Transit Services</td><td>3,600</td><td></td></tr><tr><td><b>TOTAL Authority Request</b></td><td><b>48,950</b></td><td><b>6,200</b></td></tr></table> |  |                                  |                          |                       | Service Area        | Buildings                   | Parks | By-Law Services | 200                            |  | Child Care Services | 275 |  | Cultural Services | 2,300 |  | Fire Services | 2,400 |  | General Government | 3,130 |  | Public Library | 2,250 |  | Long Term Care | 1,675 |  | Parks & Recreation Facilities | 28,425 | 6,200 | Roads Services | 4,295 |  | Social Services | 300 |  | Water Services | 100 |  | Transit Services | 3,600 |  | <b>TOTAL Authority Request</b> | <b>48,950</b> | <b>6,200</b> | Tax Supported/ Dedicated |  | 2,130 |  | Tax Supported/ Dedicated Debt |  | 1,000 |  |
|  |  |                                  |                          |                       | Service Area        | Buildings                   | Parks |                 |                                |  |                     |     |  |                   |       |  |               |       |  |                    |       |  |                |       |  |                |       |  |                               |        |       |                |       |  |                 |     |  |                |     |  |                  |       |  |                                |               |              |                          |  |       |  |                               |  |       |  |
|  |  |                                  |                          |                       | By-Law Services     | 200                         |       |                 |                                |  |                     |     |  |                   |       |  |               |       |  |                    |       |  |                |       |  |                |       |  |                               |        |       |                |       |  |                 |     |  |                |     |  |                  |       |  |                                |               |              |                          |  |       |  |                               |  |       |  |
|  |  |                                  |                          |                       | Child Care Services | 275                         |       |                 |                                |  |                     |     |  |                   |       |  |               |       |  |                    |       |  |                |       |  |                |       |  |                               |        |       |                |       |  |                 |     |  |                |     |  |                  |       |  |                                |               |              |                          |  |       |  |                               |  |       |  |
|  |  |                                  |                          |                       | Cultural Services   | 2,300                       |       |                 |                                |  |                     |     |  |                   |       |  |               |       |  |                    |       |  |                |       |  |                |       |  |                               |        |       |                |       |  |                 |     |  |                |     |  |                  |       |  |                                |               |              |                          |  |       |  |                               |  |       |  |
|  |  |                                  |                          |                       | Fire Services       | 2,400                       |       |                 |                                |  |                     |     |  |                   |       |  |               |       |  |                    |       |  |                |       |  |                |       |  |                               |        |       |                |       |  |                 |     |  |                |     |  |                  |       |  |                                |               |              |                          |  |       |  |                               |  |       |  |
| General Government   | 3,130                                      |                                  |                          |                       |                     |                             |       |                 |                                |  |                     |     |  |                   |       |  |               |       |  |                    |       |  |                |       |  |                |       |  |                               |        |       |                |       |  |                 |     |  |                |     |  |                  |       |  |                                |               |              |                          |  |       |  |                               |  |       |  |
| Public Library   | 2,250                                      |                                  |                          |                       |                     |                             |       |                 |                                |  |                     |     |  |                   |       |  |               |       |  |                    |       |  |                |       |  |                |       |  |                               |        |       |                |       |  |                 |     |  |                |     |  |                  |       |  |                                |               |              |                          |  |       |  |                               |  |       |  |
| Long Term Care   | 1,675                                      |                                  |                          |                       |                     |                             |       |                 |                                |  |                     |     |  |                   |       |  |               |       |  |                    |       |  |                |       |  |                |       |  |                               |        |       |                |       |  |                 |     |  |                |     |  |                  |       |  |                                |               |              |                          |  |       |  |                               |  |       |  |
| Parks & Recreation Facilities  | 28,425                                     | 6,200                            |                          |                       |                     |                             |       |                 |                                |  |                     |     |  |                   |       |  |               |       |  |                    |       |  |                |       |  |                |       |  |                               |        |       |                |       |  |                 |     |  |                |     |  |                  |       |  |                                |               |              |                          |  |       |  |                               |  |       |  |
| Roads Services   | 4,295                                      |                                  |                          |                       |                     |                             |       |                 |                                |  |                     |     |  |                   |       |  |               |       |  |                    |       |  |                |       |  |                |       |  |                               |        |       |                |       |  |                 |     |  |                |     |  |                  |       |  |                                |               |              |                          |  |       |  |                               |  |       |  |
| Social Services  | 300  |                                  |                          |                       |                     |                             |       |                 |                                |  |                     |     |  |                   |       |  |               |       |  |                    |       |  |                |       |  |                |       |  |                               |        |       |                |       |  |                 |     |  |                |     |  |                  |       |  |                                |               |              |                          |  |       |  |                               |  |       |  |
| Water Services   | 100  |                                  |                          |                       |                     |                             |       |                 |                                |  |                     |     |  |                   |       |  |               |       |  |                    |       |  |                |       |  |                |       |  |                               |        |       |                |       |  |                 |     |  |                |     |  |                  |       |  |                                |               |              |                          |  |       |  |                               |  |       |  |
| Transit Services   | 3,600                                      |                                  |                          |                       |                     |                             |       |                 |                                |  |                     |     |  |                   |       |  |               |       |  |                    |       |  |                |       |  |                |       |  |                               |        |       |                |       |  |                 |     |  |                |     |  |                  |       |  |                                |               |              |                          |  |       |  |                               |  |       |  |
| <b>TOTAL Authority Request</b>   | <b>48,950</b>                              | <b>6,200</b>                     |                          |                       |                     |                             |       |                 |                                |  |                     |     |  |                   |       |  |               |       |  |                    |       |  |                |       |  |                |       |  |                               |        |       |                |       |  |                 |     |  |                |     |  |                  |       |  |                                |               |              |                          |  |       |  |                               |  |       |  |
| Rate Supported   |  | 0                                |                          | Rate Supported Debt   |                     | 0                           |       |                 |                                |  |                     |     |  |                   |       |  |               |       |  |                    |       |  |                |       |  |                |       |  |                               |        |       |                |       |  |                 |     |  |                |     |  |                  |       |  |                                |               |              |                          |  |       |  |                               |  |       |  |
| Develop. Charges   |  | 0                                |                          | Develop. Charges Debt |                     | 0                           |       |                 |                                |  |                     |     |  |                   |       |  |               |       |  |                    |       |  |                |       |  |                |       |  |                               |        |       |                |       |  |                 |     |  |                |     |  |                  |       |  |                                |               |              |                          |  |       |  |                               |  |       |  |
| Gas Tax  |  | 0                                |                          | Gas Tax Debt          |                     | 0                           |       |                 |                                |  |                     |     |  |                   |       |  |               |       |  |                    |       |  |                |       |  |                |       |  |                               |        |       |                |       |  |                 |     |  |                |     |  |                  |       |  |                                |               |              |                          |  |       |  |                               |  |       |  |
| Forecast   |  | 2023                             |                          | 2024                  |                     | 2025                        |       | 2026            |                                |  |                     |     |  |                   |       |  |               |       |  |                    |       |  |                |       |  |                |       |  |                               |        |       |                |       |  |                 |     |  |                |     |  |                  |       |  |                                |               |              |                          |  |       |  |                               |  |       |  |
| Authority  |  | 3,130                            |                          | 2,165                 |                     | 1,130                       |       | 1,150           |                                |  |                     |     |  |                   |       |  |               |       |  |                    |       |  |                |       |  |                |       |  |                               |        |       |                |       |  |                 |     |  |                |     |  |                  |       |  |                                |               |              |                          |  |       |  |                               |  |       |  |
| Spending Plan  |  | 1,565                            |                          | 2,022                 |                     | 1,841                       |       | 1,347           |                                |  |                     |     |  |                   |       |  |               |       |  |                    |       |  |                |       |  |                |       |  |                               |        |       |                |       |  |                 |     |  |                |     |  |                  |       |  |                                |               |              |                          |  |       |  |                               |  |       |  |
| FTEs   |  | 0                                |                          | 0                     |                     | 0                           |       | 0               |                                |  |                     |     |  |                   |       |  |               |       |  |                    |       |  |                |       |  |                |       |  |                               |        |       |                |       |  |                 |     |  |                |     |  |                  |       |  |                                |               |              |                          |  |       |  |                               |  |       |  |
| Operating Impact   |  | 0                                |                          | 0                     |                     | 0                           |       | 0               |                                |  |                     |     |  |                   |       |  |               |       |  |                    |       |  |                |       |  |                |       |  |                               |        |       |                |       |  |                 |     |  |                |     |  |                  |       |  |                                |               |              |                          |  |       |  |                               |  |       |  |

**City of Ottawa**  
**2023 Draft Capital Budget**  
**Service Area: General Government**  
**In Thousands (\$000)**

[illegible]

**City of Ottawa**  
**2023 Draft Capital Budget**  
**Service Area: General Government**  
In Thousands (\$000)

| Program Information  |  |                                | Financial Details     |      |                             |                                |                   |    |                    |     |         |     |                |     |                    |       |                 |    |                                |              |                          |  |     |                               |  |    |
|--|--|--------------------------------|-----------------------|------|-----------------------------|--------------------------------|-------------------|----|--------------------|-----|---------|-----|----------------|-----|--------------------|-------|-----------------|----|--------------------------------|--------------|--------------------------|--|-----|-------------------------------|--|----|
| Accessibility - General Government   |  |                                | Class of Estimate:    |      | C) Planning                 |                                |                   |    |                    |     |         |     |                |     |                    |       |                 |    |                                |              |                          |  |     |                               |  |    |
| Dept:  | Infrastructure & Water Services Department | Category: Service Enhancements | Ward: Multiple        |      | Year of Completion: Various |                                |                   |    |                    |     |         |     |                |     |                    |       |                 |    |                                |              |                          |  |     |                               |  |    |
| Reduces greenhouse gases? No   |  |                                | 2023 Request          |      | 375                         | Projected Yearend Unspent Bal. |                   | 0  |                    |     |         |     |                |     |                    |       |                 |    |                                |              |                          |  |     |                               |  |    |
| Builds climate resiliency? No  |  |                                | Revenues              |      | 0                           | Debt                           |                   |    |                    |     |         |     |                |     |                    |       |                 |    |                                |              |                          |  |     |                               |  |    |
| The Accessibility program provides for barrier removals to existing building and park assets based on ongoing condition assessments. Detailed scope of work for specific projects extends to a wide assortment of planned and/or emergency works, such as: installation of ramps, elevators, power door operators, signage, handrails in arena stands, removal of barriers in exterior and interior paths of travels, washroom / changeroom / kitchen remedial work, and parks playgrounds.<br><br>Annual programming provides allocations as required for each of the service areas as follows:<br><br><table><tr><th colspan="2">Service Area</th></tr><tr><td>Child Care</td><td>60</td></tr><tr><td>Cultural Services</td><td>60</td></tr><tr><td>General Government</td><td>375</td></tr><tr><td>Library</td><td>310</td></tr><tr><td>Long Term Care</td><td>110</td></tr><tr><td>Parks &amp; Recreation</td><td>1,615</td></tr><tr><td>Social Services</td><td>60</td></tr><tr><td><b>TOTAL Authority Request</b></td><td><b>2,590</b></td></tr></table> |  |                                | Service Area          |      | Child Care                  | 60                             | Cultural Services | 60 | General Government | 375 | Library | 310 | Long Term Care | 110 | Parks & Recreation | 1,615 | Social Services | 60 | <b>TOTAL Authority Request</b> | <b>2,590</b> | Tax Supported/ Dedicated |  | 305 | Tax Supported/ Dedicated Debt |  | 70 |
|  |  |                                | Service Area          |      |                             |                                |                   |    |                    |     |         |     |                |     |                    |       |                 |    |                                |              |                          |  |     |                               |  |    |
|  |  |                                | Child Care            | 60   |                             |                                |                   |    |                    |     |         |     |                |     |                    |       |                 |    |                                |              |                          |  |     |                               |  |    |
|  |  |                                | Cultural Services     | 60   |                             |                                |                   |    |                    |     |         |     |                |     |                    |       |                 |    |                                |              |                          |  |     |                               |  |    |
|  |  |                                | General Government    | 375  |                             |                                |                   |    |                    |     |         |     |                |     |                    |       |                 |    |                                |              |                          |  |     |                               |  |    |
| Library  | 310  |                                |                       |      |                             |                                |                   |    |                    |     |         |     |                |     |                    |       |                 |    |                                |              |                          |  |     |                               |  |    |
| Long Term Care   | 110  |                                |                       |      |                             |                                |                   |    |                    |     |         |     |                |     |                    |       |                 |    |                                |              |                          |  |     |                               |  |    |
| Parks & Recreation   | 1,615                                      |                                |                       |      |                             |                                |                   |    |                    |     |         |     |                |     |                    |       |                 |    |                                |              |                          |  |     |                               |  |    |
| Social Services  | 60   |                                |                       |      |                             |                                |                   |    |                    |     |         |     |                |     |                    |       |                 |    |                                |              |                          |  |     |                               |  |    |
| <b>TOTAL Authority Request</b>   | <b>2,590</b>                               |                                |                       |      |                             |                                |                   |    |                    |     |         |     |                |     |                    |       |                 |    |                                |              |                          |  |     |                               |  |    |
| Rate Supported   |  | 0                              | Rate Supported Debt   |      | 0                           |                                |                   |    |                    |     |         |     |                |     |                    |       |                 |    |                                |              |                          |  |     |                               |  |    |
| Develop. Charges   |  | 0                              | Develop. Charges Debt |      | 0                           |                                |                   |    |                    |     |         |     |                |     |                    |       |                 |    |                                |              |                          |  |     |                               |  |    |
| Gas Tax  |  | 0                              | Gas Tax Debt          |      | 0                           |                                |                   |    |                    |     |         |     |                |     |                    |       |                 |    |                                |              |                          |  |     |                               |  |    |
| Forecast   |  | 2023                           | 2024                  | 2025 | 2026                        |                                |                   |    |                    |     |         |     |                |     |                    |       |                 |    |                                |              |                          |  |     |                               |  |    |
| Authority  |  | 375                            | 730                   | 740  | 750                         |                                |                   |    |                    |     |         |     |                |     |                    |       |                 |    |                                |              |                          |  |     |                               |  |    |
| Spending Plan  |  | 188                            | 478                   | 664  | 743                         |                                |                   |    |                    |     |         |     |                |     |                    |       |                 |    |                                |              |                          |  |     |                               |  |    |
| FTEs   |  | 0                              | 0                     | 0    | 0                           |                                |                   |    |                    |     |         |     |                |     |                    |       |                 |    |                                |              |                          |  |     |                               |  |    |
| Operating Impact   |  | 0                              | 0                     | 0    | 0                           |                                |                   |    |                    |     |         |     |                |     |                    |       |                 |    |                                |              |                          |  |     |                               |  |    |

**City of Ottawa**  
**2023 Draft Capital Budget**  
**Service Area: General Government**  
**In Thousands (\$000)**

[illegible]

City of Ottawa  
2023 Draft Capital Budget  
Finance & Corporate Services Committee  
In Thousands (\$000)

| Service Area: Information Technology |                           |          |                                      |                         |                  |          |                   |          |                  |          |            |
|--------------------------------------|---------------------------|----------|--------------------------------------|-------------------------|------------------|----------|-------------------|----------|------------------|----------|------------|
| Category                             | 2023 Draft Capital Budget | Revenues | Tax Supported/<br>Dedicated Reserves | Rate Supported Reserves | Develop. Charges | Gas Tax  | Debt              |          |                  |          |            |
|                                      |                           |          |                                      |                         |                  |          | Tax/<br>Dedicated | Rate     | Develop. Charges | Gas Tax  | Total Debt |
| Renewal of City Assets               | 10,450                    | 0        | 9,450                                | 1,000                   | 0                | 0        | 0                 | 0        | 0                | 0        | 0          |
| Growth                               | 0                         | 0        | 0                                    | 0                       | 0                | 0        | 0                 | 0        | 0                | 0        | 0          |
| Regulatory                           | 0                         | 0        | 0                                    | 0                       | 0                | 0        | 0                 | 0        | 0                | 0        | 0          |
| Service Enhancements                 | 0                         | 0        | 0                                    | 0                       | 0                | 0        | 0                 | 0        | 0                | 0        | 0          |
| <b>Total</b>                         | <b>10,450</b>             | <b>0</b> | <b>9,450</b>                         | <b>1,000</b>            | <b>0</b>         | <b>0</b> | <b>0</b>          | <b>0</b> | <b>0</b>         | <b>0</b> | <b>0</b>   |

**City of Ottawa**  
**2023 Draft Capital Budget**  
**Service Area: Information Technology**  
In Thousands (\$000)

| Project Information   |                                       |                                  | Financial Details        |                          |        |                                |       |       |
|---|---------------------------------------|----------------------------------|--------------------------|--------------------------|--------|--------------------------------|-------|-------|
| 910788 Technology Infrastructure - 2023   |                                       |                                  | Class of Estimate:       |                          |        |                                |       |       |
| Dept:   | Innovative Client Services Department | Category: Renewal of City Assets | Ward: CW                 | Year of Completion: 2026 |        |                                |       |       |
| Reduces greenhouse gases?   |                                       | No                               | 2023 Request             |                          | 5,900  | Projected Yearend Unspent Bal. |       |       |
| Builds climate resiliency?  |                                       | No                               | Revenues                 |                          | 0      | Debt                           |       |       |
| This program funds the lifecycle replacement and growth of the City's infrastructure. ITS has been working with the organization to implement enterprise platforms to help manage cost, complexity and security concerns and create a more integrated, enterprise view of our client and employee experiences. This work is well underway and will continue over the next 3 -5 years as we replace older, highly customized systems with modern systems based on best industry best practices. Specifically in 2023, these funds will be used to lifecycle: computer/ laptops, servers, network switches, storage devices, modernization of data centre infrastructure. The funds will be used for our critical building block for digital first to use and understand our newest asset – data – to improve service, while keeping our client , employee and business information private and secure. This is the backbone of any digital experience and critical to maintaining public trust. Each year investments must also be made to replace aging infrastructure to ensure continuous vendor support and availability of security patches, and upgrade network capacity to accommodate increasing use of technology in City operations. |                                       |                                  | Tax Supported/ Dedicated |                          | 5,900  | Tax Supported/ Dedicated Debt  |       |       |
|   |                                       |                                  | Rate Supported           |                          | 0      | Rate Supported Debt            |       |       |
|   |                                       |                                  | Develop. Charges         |                          | 0      | Develop. Charges Debt          |       |       |
|   |                                       |                                  | Gas Tax                  |                          | 0      | Gas Tax Debt                   |       |       |
|   |                                       |                                  | Forecast                 |                          | 2023   | 2024                           | 2025  | 2026  |
|   |                                       |                                  | Authority                |                          | 5,900  | 6,536                          | 7,400 | 8,156 |
|   |                                       |                                  | Spending Plan            |                          | 10,787 | 6,536                          | 7,400 | 8,156 |
|   |                                       |                                  | FTEs                     |                          | 0      | 0                              | 0     | 0     |
|   |                                       |                                  | Operating Impact         |                          | 0      | 0                              | 0     | 0     |
| 910789 ITS Managed - 2023   |                                       |                                  | Class of Estimate:       |                          |        |                                |       |       |
| Dept:   | Innovative Client Services Department | Category: Renewal of City Assets | Ward: CW                 | Year of Completion: 2026 |        |                                |       |       |
| Reduces greenhouse gases?   |                                       | No                               | 2023 Request             |                          | 4,550  | Projected Yearend Unspent Bal. |       |       |
| Builds climate resiliency?  |                                       | No                               | Revenues                 |                          | 0      | Debt                           |       |       |
| Many aspects of City operations are increasingly relying upon technology to run their operations and deliver their services. Initiatives that have a high degree of technology component will be managed by ITS to execute technology transformations in HR, Supply and various other service lines.  |                                       |                                  | Tax Supported/ Dedicated |                          | 3,550  | Tax Supported/ Dedicated Debt  |       |       |
|   |                                       |                                  | Rate Supported           |                          | 1,000  | Rate Supported Debt            |       |       |
|   |                                       |                                  | Develop. Charges         |                          | 0      | Develop. Charges Debt          |       |       |
|   |                                       |                                  | Gas Tax                  |                          | 0      | Gas Tax Debt                   |       |       |
|   |                                       |                                  | Forecast                 |                          | 2023   | 2024                           | 2025  | 2026  |
|   |                                       |                                  | Authority                |                          | 4,550  | 4,932                          | 5,452 | 5,908 |
|   |                                       |                                  | Spending Plan            |                          | 4,550  | 4,932                          | 5,452 | 5,908 |
|   |                                       |                                  | FTEs                     |                          | 0      | 0                              | 0     | 0     |
|   |                                       |                                  | Operating Impact         |                          | 0      | 0                              | 0     | 0     |

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

| Project Description                            | 2023          | 2024          | 2025          | 2026          | Total         |
|--|---------------|---------------|---------------|---------------|---------------|
| General Government                             |               |               |               |               |               |
| Renewal of City Assets                         |               |               |               |               |               |
| 910809 2023 Buildings-General Government       | 3,130         | 2,165         | 1,130         | 1,150         | 7,575         |
| <b>Renewal of City Assets Total</b>            | <b>3,130</b>  | <b>2,165</b>  | <b>1,130</b>  | <b>1,150</b>  | <b>7,575</b>  |
|  |               |               |               |               |               |
| Service Enhancements                           |               |               |               |               |               |
| 910821 2023 Accessibility - General Government | 375           | 730           | 740           | 750           | 2,595         |
| <b>Service Enhancements Total</b>              | <b>375</b>    | <b>730</b>    | <b>740</b>    | <b>750</b>    | <b>2,595</b>  |
|  |               |               |               |               |               |
| <b>General Government Total</b>                | <b>3,505</b>  | <b>2,895</b>  | <b>1,870</b>  | <b>1,900</b>  | <b>10,170</b> |
|  |               |               |               |               |               |
| Information Technology                         |               |               |               |               |               |
| Renewal of City Assets                         |               |               |               |               |               |
| 910788 Technology Infrastructure - 2023        | 5,900         | 6,536         | 7,400         | 8,156         | 27,992        |
| 910789 ITS Managed - 2023                      | 4,550         | 4,932         | 5,452         | 5,908         | 20,842        |
| <b>Renewal of City Assets Total</b>            | <b>10,450</b> | <b>11,468</b> | <b>12,852</b> | <b>14,064</b> | <b>48,834</b> |
|  |               |               |               |               |               |
| <b>Information Technology Total</b>            | <b>10,450</b> | <b>11,468</b> | <b>12,852</b> | <b>14,064</b> | <b>48,834</b> |
|  |               |               |               |               |               |
| <b>Grand Total</b>                             | <b>13,955</b> | <b>14,363</b> | <b>14,722</b> | <b>15,964</b> | <b>59,004</b> |

City Of Ottawa  
Capital Works-In-Progress as at September 30, 2022  
Finance and Corporate Services Committee  
In Thousands \$(000's)

| Project Description                              | Authority      | Expenditures  | Unspent Cash Balance | Total Contractual Obligations | Unspent Balance including Contractual Obligations |
|--|----------------|---------------|----------------------|-------------------------------|---|
| City Manager's Office                            |                |               |                      |                               |   |
| 910371 Lansdowne Park Revitalization 2.0         | 875            | 364           | 511                  | 4                             | 507   |
| 910926 Lansdowne Park Revitalization             | 332,600        | 0             | 332,600              | 0                             | 332,600   |
| <b>City Manager's Office Total</b>               | <b>333,475</b> | <b>364</b>    | <b>333,111</b>       | <b>4</b>                      | <b>333,107</b>                                    |
|  |                |               |                      |                               |   |
| Corporate Real Estate Office                     |                |               |                      |                               |   |
| 904066 Kanata Town Centre Roads                  | 724            | 291           | 433                  | 0                             | 433   |
| 908826 Leitrim Pond 2 - Sanitary Sewer Ext.      | 770            | 770           | 0                    | 0                             | 0   |
| 910331 1010 Somerset Master Concept Plan         | 400            | 71            | 329                  | 84                            | 245   |
| 910707 Stonebridge Golf Course                   | 7,000          | 141           | 6,859                | 0                             | 6,859   |
| <b>Corporate Real Estate Office Total</b>        | <b>8,894</b>   | <b>1,273</b>  | <b>7,621</b>         | <b>84</b>                     | <b>7,536</b>                                      |
|  |                |               |                      |                               |   |
| Finance  |                |               |                      |                               |   |
| 907220 Hosted Enterprise Payments                | 643            | 387           | 256                  | 0                             | 256   |
| 908025 AMI IT Application Upgrade & SvcContract  | 1,211          | 1,094         | 117                  | 0                             | 117   |
| 909738 Point of Sale Software                    | 1,000          | 0             | 1,000                | 0                             | 1,000   |
| <b>Finance Total</b>                             | <b>2,855</b>   | <b>1,481</b>  | <b>1,373</b>         | <b>0</b>                      | <b>1,373</b>                                      |
|  |                |               |                      |                               |   |
| General Government                               |                |               |                      |                               |   |
| 908924 2018 Buildings-General Government         | 2,045          | 1,521         | 524                  | 18                            | 506   |
| 909241 2019 Accessibility - General Government   | 725            | 408           | 317                  | 23                            | 295   |
| 909364 2019 Buildings-General Government         | 6,125          | 4,774         | 1,351                | 704                           | 647   |
| 909675 2020 Buildings- General Government        | 1,925          | 943           | 982                  | 539                           | 443   |
| 909686 2020 Accessibility - General Government   | 350            | 0             | 350                  | 0                             | 350   |
| 910059 2021 Buildings-General Government         | 3,775          | 683           | 3,092                | 2,723                         | 370   |
| 910070 2021 Accessibility - General Government   | 175            | 0             | 175                  | 0                             | 175   |
| 910286 ICIP-MB - Building Envelope & Window Upg  | 1,245          | 308           | 937                  | 135                           | 802   |
| 910294 ICIP-PW - Public Washrooms                | 1,096          | 185           | 911                  | 0                             | 911   |
| 910300 ICIP-EXT - New Boys & Girls Club Facility | 5,000          | 4,345         | 655                  | 0                             | 655   |
| 910403 2022 Buildings-General Government         | 4,085          | 32            | 4,053                | 895                           | 3,158   |
| 910415 2022 Accessibility - General Government   | 375            | 0             | 375                  | 0                             | 375   |
| <b>General Government Total</b>                  | <b>26,921</b>  | <b>13,197</b> | <b>13,723</b>        | <b>5,038</b>                  | <b>8,686</b>                                      |
|  |                |               |                      |                               |   |
| Information Technology                           |                |               |                      |                               |   |



City Of Ottawa  
Capital Works-In-Progress as at September 30, 2022  
Finance and Corporate Services Committee  
In Thousands \$(000's)

| Project Description                             | Authority        | Expenditures     | Unspent Cash Balance | Total Contractual Obligations | Unspent Balance including Contractual Obligations |
|---|------------------|------------------|----------------------|-------------------------------|---|
| 909474 IT Systems Renewal                       | 3,855            | 3,652            | 203                  | 193                           | 10  |
| 909621 Technology Infrastructure - 2020         | 4,900            | 4,861            | 39                   | 35                            | 5   |
| 909622 ITS Managed - 2020                       | 9,450            | 8,801            | 649                  | 585                           | 64  |
| 910007 Technology Infrastructure - 2021         | 4,735            | 4,430            | 305                  | 305                           | 0   |
| 910008 ITS Managed - 2021                       | 6,200            | 4,934            | 1,266                | 1,127                         | 139   |
| 910299 ICIP-HB - Digital Connectivity           | 104              | 78               | 26                   | 0                             | 26  |
| 910494 Technology Infrastructure - 2022         | 5,493            | 1,299            | 4,194                | 192                           | 4,001   |
| 910495 ITS Managed - 2022                       | 5,652            | 2,610            | 3,042                | 2,400                         | 642   |
| <b>Information Technology Total</b>             | <b>40,389</b>    | <b>30,664</b>    | <b>9,725</b>         | <b>4,838</b>                  | <b>4,887</b>                                      |
| <b>Library</b>                                  |                  |                  |                      |                               |   |
| 909293 OPL - LAC Joint Facility                 | 305,457          | 48,421           | 257,036              | 6,558                         | 250,479   |
| 909294 OPL Central Library Parking Facility     | 27,793           | 4,592            | 23,200               | 545                           | 22,656  |
| 910639 Ādisōke - 100% LAC Construction CO's     | 1,400            | 0                | 1,400                | 0                             | 1,400   |
| <b>Library Total</b>                            | <b>334,649</b>   | <b>53,013</b>    | <b>281,637</b>       | <b>7,102</b>                  | <b>274,534</b>                                    |
| <b>Parks, Recreation &amp; Culture</b>          |                  |                  |                      |                               |   |
| 907567 Arts Court                               | 48,987           | 49,495           | (509)                | 0                             | (509)   |
| <b>Parks, Recreation &amp; Culture Total</b>    | <b>48,987</b>    | <b>49,495</b>    | <b>(509)</b>         | <b>0</b>                      | <b>(509)</b>                                      |
| <b>Transit Services</b>                         |                  |                  |                      |                               |   |
| 905176 Confederation Line                       | 2,095,600        | 2,096,463        | (863)                | 0                             | (863)   |
| 906569 SouthWest Twy (Baseline to Norice)       | 1,497            | 1,421            | 76                   | 0                             | 76  |
| 907143 Confederation Line Contingency           | 115,000          | 105,065          | 9,935                | 307                           | 9,629   |
| 908752 PTIF 001 Mann Ave Transit Structure Repl | 4,392            | 4,392            | 0                    | 0                             | 0   |
| 909155 PTIF 010Booth Bike JohnAMacDonald-Albert | 1,956            | 1,956            | 0                    | 0                             | 0   |
| <b>Transit Services Total</b>                   | <b>2,218,445</b> | <b>2,209,297</b> | <b>9,148</b>         | <b>307</b>                    | <b>8,841</b>                                      |
| <b>Transit Services Stage 2 LRT2</b>            |                  |                  |                      |                               |   |
| 907926 Stage 2 LRT                              | 3,800,444        | 2,089,970        | 1,710,473            | 1,545,190                     | 165,283   |
| 908650 Stage 2 LRT - RTG MOU                    | 476,184          | 357,286          | 118,899              | 114,007                       | 4,891   |
| 908709 PTIF 026 Acquisition of 2 train sets     | 40,000           | 36,790           | 3,210                | 345                           | 2,865   |
| 908771 PTIF 028 LRT Stage2 - Bridge VIA/O-Train | 2,500            | 172              | 2,328                | 0                             | 2,328   |
| 908772 PTIF 030 Aboriginal Consultation         | 200              | 200              | 0                    | 0                             | 0   |

City Of Ottawa  
 Capital Works-In-Progress as at September 30, 2022  
 Finance and Corporate Services Committee  
 In Thousands \$(000's)

| Project Description                             | Authority        | Expenditures     | Unspent Cash Balance | Total Contractual Obligations | Unspent Balance including Contractual Obligations |
|---|------------------|------------------|----------------------|-------------------------------|---|
| 909586 Trillium Line Ext. Vehicles & Deferred C | 246,994          | 103,048          | 143,946              | 143,852                       | 94  |
| 909587 Trillium Line Rehabilitation             | 91,123           | 0                | 91,123               | 91,123                        | 0   |
| 910750 Utilities-Stage 2 LRT                    | 35,000           | 1,063            | 33,937               | 13,693                        | 20,244  |
| 910751 Contingency-Stage 2 LRT                  | 25,000           | 0                | 25,000               | 0                             | 25,000  |
| <b>Transit Services Stage 2 LRT2 Total</b>      | <b>4,717,445</b> | <b>2,588,530</b> | <b>2,128,915</b>     | <b>1,908,211</b>              | <b>220,705</b>                                    |
|   |                  |                  |                      |                               |   |
| <b>Grand Total</b>                              | <b>7,732,059</b> | <b>4,947,315</b> | <b>2,784,744</b>     | <b>1,925,584</b>              | <b>859,161</b>                                    |