



**BUDGET**

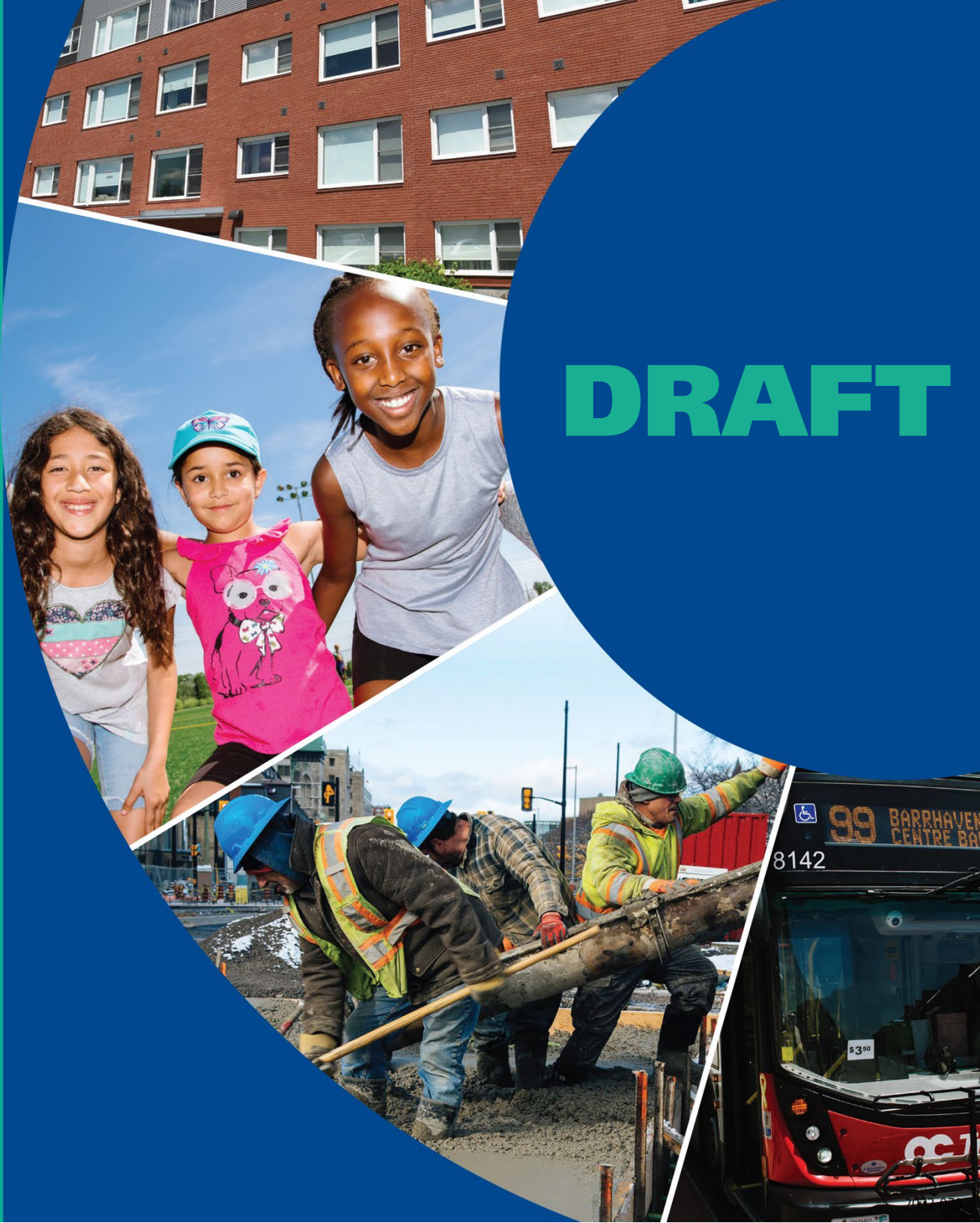
# 2023

**Working together  
for a better Ottawa**

**Environment and  
Climate Change  
Committee – Tax  
Supported**

**Tabled February 1, 2023**

**DRAFT**





# Table of Contents

## Environment and Climate Change Committee - Tax Supported

Infrastructure & Asset Management Services . . . . .	1
Operating Resource Requirement . . . . .	1
User Fees . . . . .	2
Resiliency and Natural Systems Policy . . . . .	3
Natural Systems Service Area Summary . . . . .	3
Resiliency and Climate Change Service Area Summary . . . . .	4
Operating Resource Requirement . . . . .	5
Solid Waste Services . . . . .	6
Service Area Summary . . . . .	6
Operating Resource Requirement . . . . .	8
User Fees . . . . .	9
Forestry Services . . . . .	11
Service Area Summary . . . . .	11
Operating Resource Requirement . . . . .	12
User Fees . . . . .	13
Capital Funding Summary . . . . .	14
Operating and Capital Supplementry Summaries . . . . .	15
Infrastructure & Asset Management Services . . . . .	15
Opearting Analysis . . . . .	15
Explanatory Note . . . . .	16
Resiliency and Natural Systems Policy . . . . .	18
Operating Analysis . . . . .	18
Explanatory Note . . . . .	19
Solid Waste Services . . . . .	20
Opearting Analysis . . . . .	20

Explanatory Note . . . . .	22
Forestry Services . . . . .	25
Opearting Analysis . . . . .	25
Explanatory Note . . . . .	26
Capital Budget. . . . .	28
Project Details . . . . .	29
Environment Services . . . . .	29
Solid Waste Services . . . . .	34
4 Year Forecast . . . . .	44
Works-In-Progress Listing. . . . .	46

City of Ottawa  
Infrastructure & Water Services Department  
Infrastructure & Asset Management Services - Operating Resource Requirement  
In Thousands (\$000)

	2021	2022		2023	\$ Change over 2022 Budget
	Actual	Forecast	Budget	Estimate	
<b>Expenditures by Program</b>					
General Manager's Office	308	364	364	399	35
Business Technical Support Services	1,743	1,985	1,985	2,180	195
Infrastructure Services	25,350	20,902	20,902	21,637	735
Asset Management Services	11,819	13,108	13,608	13,898	290
<b>Gross Expenditure</b>	<b>39,220</b>	<b>36,359</b>	<b>36,859</b>	<b>38,114</b>	<b>1,255</b>
Recoveries & Allocations	(33,728)	(29,767)	(29,517)	(30,547)	(1,030)
Revenue	(33)	(16)	(16)	(16)	0
<b>Net Requirement</b>	<b>5,459</b>	<b>6,576</b>	<b>7,326</b>	<b>7,551</b>	<b>225</b>
<b>Expenditures by Type</b>					
Salaries, Wages & Benefits	31,948	32,901	33,141	34,440	1,299
Overtime	102	158	258	264	6
Material & Services	1,739	2,957	3,157	3,107	(50)
Transfers/Grants/Financial Charges	0	0	10	10	0
Fleet Costs	122	148	98	98	0
Program Facility Costs	0	0	0	0	0
Other Internal Costs	5,309	195	195	195	0
<b>Gross Expenditures</b>	<b>39,220</b>	<b>36,359</b>	<b>36,859</b>	<b>38,114</b>	<b>1,255</b>
Recoveries & Allocations	(33,728)	(29,767)	(29,517)	(30,547)	(1,030)
<b>Net Expenditure</b>	<b>5,492</b>	<b>6,592</b>	<b>7,342</b>	<b>7,567</b>	<b>225</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	(33)	(16)	(16)	(16)	0
Fines	0	0	0	0	0
Other	0	0	0	0	0
<b>Total Revenue</b>	<b>(33)</b>	<b>(16)</b>	<b>(16)</b>	<b>(16)</b>	<b>0</b>
<b>Net Requirement</b>	<b>5,459</b>	<b>6,576</b>	<b>7,326</b>	<b>7,551</b>	<b>225</b>
<b>Full Time Equivalents</b>			<b>261.00</b>	<b>263.00</b>	<b>2.00</b>

City of Ottawa  
Infrastructure & Water Services Department  
Infrastructure & Asset Management Services - User Fees

	2021 Rate \$	2022 Rate \$	2023 Rate \$	% Change Over 2022	% Change Over 2021	Effective Date	2023 Revenue (\$000)
<b>Accident Inspections</b>							
3 hour minimum (hourly rate)	172.00	175.00	179.00	2.3%	4.1%	01-Apr-23	
Any third party charges (cost recovery)	100%	100%	100%	0.0%	0.0%	01-Apr-23	
<b>Transfer of Review</b>							
Transfer of Review Fees are per the Ministry of Environment and Climate Change							
<b>Administration and Overhead Charge</b>							
Applied to the overall cost recovery for any works undertaken for third parties not covered under other agreements, such as developers, school boards, universities or general parties	15%	15%	15%	0.0%	0.0%	01-Apr-23	

## **Planning, Real Estate and Economic Development Department**

### **2023 Service Area Summary - Natural Systems**

Economic Development and Long-Range Planning – Natural Systems 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.

Natural Systems develops policies and delivers programs to support Ottawa's natural environment, urban forest and rural area. Centre of expertise for natural systems, providing guidance to promote sustainable development, fostering a healthy system of natural areas, greenspaces, and arable lands. Leverages partnerships, public outreach and stewardship to implement the city's environmental goals.

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

- Oversee Urban Forest Management Plan
- Develop and implements policies to support and enhance the City's natural areas
- Administer Environmental and Rural Clean Water Grant Programs
- Host events, including Wildlife Speaker Series
- Manage City-owned natural areas with community partners.
- Perform development and infrastructure review to ensure environmental considerations are reflected in growth
- Identify rural natural lands for acquisitions by City

## **Planning, Real Estate and Economic Development Department**

### **2023 Service Area Summary – Resiliency and Climate Change**

Economic Development and Long-Range Planning – Resiliency and Climate Change 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.

This unit is responsible for developing and coordinating strategic policies, programs and plans to reduce greenhouse gas emissions and build resiliency to climate change in Ottawa. As the City's centre of expertise for resiliency and climate change, the team also provides technical expertise on corporate projects and supports community initiatives.

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

Resiliency and Climate Change is responsible for the following city-wide initiatives:

- Climate Change Master Plan
- Energy Evolution: Ottawa's Community Energy Transition Strategy
- Climate Projections, Climate Vulnerability and Risk Assessment, and Climate Resiliency Strategy
- Annual Greenhouse Gas Emissions Inventories



City of Ottawa  
Planning, Real Estate & Economic Development Department  
Resiliency and Natural Systems Policy - Operating Resource Requirement  
In Thousands (\$000)

	2021	2022		2023	\$ Change over 2022 Budget
	Actual	Forecast	Budget	Estimate	
<b>Expenditures by Program</b>					
Natural Systems	1,032	1,284	1,284	1,444	160
Resiliency & Climate Change	1,270	1,283	883	1,038	155
<b>Gross Expenditure</b>	<b>2,302</b>	<b>2,567</b>	<b>2,167</b>	<b>2,482</b>	<b>315</b>
Recoveries & Allocations	(479)	(639)	(239)	(274)	(35)
Revenue	0	0	0	0	0
<b>Net Requirement</b>	<b>1,823</b>	<b>1,928</b>	<b>1,928</b>	<b>2,208</b>	<b>280</b>
<b>Expenditures by Type</b>					
Salaries, Wages & Benefits	2,123	2,245	1,845	2,035	190
Overtime	4	12	12	12	0
Material & Services	110	257	257	332	75
Transfers/Grants/Financial Charges	56	52	52	102	50
Fleet Costs	0	0	0	0	0
Program Facility Costs	0	0	0	0	0
Other Internal Costs	9	1	1	1	0
<b>Gross Expenditures</b>	<b>2,302</b>	<b>2,567</b>	<b>2,167</b>	<b>2,482</b>	<b>315</b>
Recoveries & Allocations	(479)	(639)	(239)	(274)	(35)
<b>Net Expenditure</b>	<b>1,823</b>	<b>1,928</b>	<b>1,928</b>	<b>2,208</b>	<b>280</b>
<b>Revenues By Type</b>					
Federal	0	0	0	0	0
Provincial	0	0	0	0	0
Own Funds	0	0	0	0	0
Fees and Services	0	0	0	0	0
Fines	0	0	0	0	0
Other	0	0	0	0	0
<b>Total Revenue</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Requirement</b>	<b>1,823</b>	<b>1,928</b>	<b>1,928</b>	<b>2,208</b>	<b>280</b>
<b>Full Time Equivalents</b>			<b>14.00</b>	<b>14.00</b>	<b>0.00</b>

## **Public Works Department**

### **2023 Service Area Summary - Solid Waste Services**

Solid Waste Services is responsible for the development, management, and environmentally sound operation of the residential solid waste management system for the City.

This includes:

- Collecting, diverting, and disposing of residential waste, recycling and organics, parks waste, and household hazardous waste
- Overseeing the comprehensive management, operation, and maintenance of the City-owned Trail Waste Facility Landfill
- Managing contracts for waste collection across the City
- Providing graffiti removal services
- Planning for future waste programs and operations to ensure alignment with industry and economic growth and legislative requirements such as: the Solid Waste Master plan, service level reviews and technology and environmental assessments

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

- Curbside residential waste collection and disposal
- Multi-residential waste collection and disposal
- Parks waste collection and disposal
- Waste collection at City facilities
- Residential waste diversion programs (Green Bin Program, Blue/Black Box Program, Yellow Bag Program, Household Hazardous Waste depots etc.)
- Collections contract management

- Graffiti removal from City properties
- Landfill operations management
- Biosolid Land Application program

City of Ottawa  
Public Works Department  
Solid Waste Services - Operating Resource Requirement  
In Thousands (\$000)

	2021	2022		2023	\$ Change over 2022 Budget
	Actual	Forecast	Budget	Estimate	
<b>Expenditures by Program</b>					
Director's Office	1,601	1,669	750	717	(33)
Diversion/Recycling	53,666	55,762	55,534	57,568	2,034
City Space Waste Operations	1,322	2,773	2,170	2,265	95
Soil Management	1,269	915	758	820	62
Landfill Operations/Disposal	8,677	9,414	9,545	10,168	623
Garbage Collection	22,781	27,346	25,758	29,161	3,403
Long Term Planning/Other	1,073	1,166	1,064	1,098	34
Solid Waste Non Departmental	7,497	9,442	9,442	11,822	2,380
<b>Gross Expenditure</b>	<b>97,886</b>	<b>108,487</b>	<b>105,021</b>	<b>113,619</b>	<b>8,598</b>
Recoveries & Allocations	(4,809)	(7,916)	(4,115)	(5,065)	(950)
Revenue	(75,077)	(72,187)	(69,874)	(72,374)	(2,500)
<b>Net Requirement</b>	<b>18,000</b>	<b>28,384</b>	<b>31,032</b>	<b>36,180</b>	<b>5,148</b>
<b>Expenditures by Type</b>					
Salaries, Wages & Benefits	16,226	16,724	17,148	17,576	428
Overtime	1,544	1,619	711	711	0
Material & Services	60,845	67,043	66,724	70,719	3,995
Transfers/Grants/Financial Charges	6,784	9,309	9,022	9,022	0
Fleet Costs	10,786	13,050	14,484	16,279	1,795
Program Facility Costs	0	0	0	0	0
Other Internal Costs	1,701	742	(3,068)	(688)	2,380
<b>Gross Expenditures</b>	<b>97,886</b>	<b>108,487</b>	<b>105,021</b>	<b>113,619</b>	<b>8,598</b>
Recoveries & Allocations	(4,809)	(7,916)	(4,115)	(5,065)	(950)
<b>Net Expenditure</b>	<b>93,077</b>	<b>100,571</b>	<b>100,906</b>	<b>108,554</b>	<b>7,648</b>
<b>Revenues By Type</b>					
Federal	0	0	0	0	0
Provincial	(8,454)	(8,147)	(7,153)	(10,858)	(3,705)
Own Funds	0	0	0	0	0
Fees and Services	(66,623)	(64,040)	(62,721)	(61,516)	1,205
Fines	0	0	0	0	0
Other	0	0	0	0	0
<b>Total Revenue</b>	<b>(75,077)</b>	<b>(72,187)</b>	<b>(69,874)</b>	<b>(72,374)</b>	<b>(2,500)</b>
<b>Net Requirement</b>	<b>18,000</b>	<b>28,384</b>	<b>31,032</b>	<b>36,180</b>	<b>5,148</b>
<b>Full Time Equivalents</b>			<b>87.88</b>	<b>88.54</b>	<b>0.66</b>

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

	2021 Rate \$	2022 Rate \$	2023 Rate \$	% Change Over 2022	% Change Over 2021	Effective Date	2023 Revenue (\$000)
<b>Solid Waste - User Fees</b>							(4,335)
Single Family Household	106.00	118.00	130.00	10.2%	22.6%	01-Jan-23	
Multi Residential Household	71.50	77.50	83.50	7.7%	16.8%	01-Jan-23	
Yellow Bag per bag fee	4.10	4.20	4.30	2.4%	4.9%	01-Apr-23	
Scale use (per tonne, minimum \$15)	N/A	N/A	15.00	N/A	N/A	01-Apr-23	
Ticket reprint (per reprint)	N/A	N/A	10.00	N/A	N/A	01-Apr-23	
<b>Landfill Operations - Tipping Fees</b>							(25)
<b>Waste Materials</b>							
Garbage <=250 kg (minimum) Includes soil mixed with concrete	N/A	N/A	32.50	N/A	N/A	01-Apr-23	
Garbage >250 kg (per tonne) Includes soil mixed with concrete	N/A	N/A	130.00	N/A	N/A	01-Apr-23	
Mixed garbage & recyclable material <=250 kg (minimum)	58.25	59.50	60.75	2.1%	4.3%	01-Apr-23	
Mixed garbage & recyclable material >250 kg (per tonne)	233.00	238.00	260.00	9.2%	11.6%	01-Apr-23	
Asbestos (1 tonne minimum, per tonne)	N/A	N/A	564.00	N/A	N/A	01-Apr-23	
<b>Diversion Program - Clean Loads</b>							
Metal /Tires	Free	Free	Free	N/A	N/A	N/A	
E-waste	Free	Free	Free	N/A	N/A	N/A	
Blue Box Material - until June 30, 2023	Free	Free	Free	N/A	N/A	N/A	
Leaf and Yard Waste (grass cuttings, leaves and brush under 7 cm)	N/A	N/A	4.20	N/A	N/A	01-Apr-23	
Brush over 7 cm in diameter <=100 kg (minimum)	N/A	N/A	13.00	N/A	N/A	01-Apr-23	
Brush over 7 cm in diameter >100 kg (per tonne)	N/A	N/A	130.00	N/A	N/A	01-Apr-23	
Cardboard <=100 kg (minimum) - until June 30, 2023	5.60	5.70	5.90	3.5%	5.4%	01-Apr-23	
Cardboard >100 kg (per tonne) - until June 30, 2023	56.00	57.00	59.00	3.5%	5.4%	01-Apr-23	
Soil/Fill <=200 kg (minimum) (Top soil, sand, sod)	5.70	11.40	13.30	16.7%	133.3%	01-Apr-23	
Soil/Fill >200 kg (per tonne) (Top soil, sand, sod)	28.50	57.00	66.50	16.7%	133.3%	01-Apr-23	
Fill <=200 kg (per tonne) (Asphalt, masonry, concrete without rebar)	11.20	11.40	32.50	185.1%	190.2%	01-Apr-23	

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

	2021 Rate \$	2022 Rate \$	2023 Rate \$	% Change Over 2022	% Change Over 2021	Effective Date	2023 Revenue (\$000)
Fill >200 kg (per tonne) (Asphalt, masonry, concrete without rebar)	56.00	57.00	130.00	128.1%	132.1%	01-Apr-23	
Woodchips <=200 kg (minimum)	7.90	8.10	32.50	301.2%	311.4%	01-Apr-23	
Woodchips >200 kg (per tonne)	39.50	40.50	130.00	221.0%	229.1%	01-Apr-23	
<b>Retail Materials Program</b>							
Municipal Potting Soil <=200 kg (minimum)	8.60	8.80	9.00	2.3%	4.7%	01-Apr-23	
Municipal Potting Soil >200 kg (per tonne)	43.00	44.00	45.00	2.3%	4.7%	01-Apr-23	
<b>Total Departmental</b>							<b>(4,360)</b>

## **Public Works Department**

### **2023 Service Area Summary - Forestry Services**

Forestry Services manages all aspects of the City's 10,000 hectares of urban and rural forests including 346,000 street and park trees in order to preserve, protect, maintain and enhance forest cover in the Nation's Capital.

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

- Tree and forest maintenance, which includes pruning, removal, and stumping activities
- Tree protection and tree by-law enforcement including Tree Removal Permits
- Tree nursery operations, which includes tree planting, watering and establishment pruning activities
- Trees in Trust program
- Streetscape, park, and facility tree planting
- Community planting projects
- Commemorative Tree program
- Green Acres - Ottawa's rural reforestation program
- Schoolyard Tree Planting Grant program
- Invasive pest management (ex. Spongy Moth, Emerald Ash Borer and Dutch Elm Disease)

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

	2021	2022		2023	\$ Change over 2022 Budget
	Actual	Forecast	Budget	Estimate	
<b>Expenditures by Program</b>					
Forestry Services	19,446	30,015	26,125	27,040	915
<b>Gross Expenditure</b>	<b>19,446</b>	<b>30,015</b>	<b>26,125</b>	<b>27,040</b>	<b>915</b>
Recoveries & Allocations	(96)	(5,831)	(5,831)	(6,091)	(260)
Revenue	(750)	(1,087)	(631)	(631)	0
<b>Net Requirement</b>	<b>18,600</b>	<b>23,097</b>	<b>19,663</b>	<b>20,318</b>	<b>655</b>
<b>Expenditures by Type</b>					
Salaries, Wages & Benefits	8,653	9,328	9,328	9,523	195
Overtime	163	183	183	183	0
Material & Services	8,991	12,875	9,323	9,668	345
Transfers/Grants/Financial Charges	0	0	0	0	0
Fleet Costs	1,535	1,758	1,420	1,535	115
Program Facility Costs	0	0	0	0	0
Other Internal Costs	104	5,871	5,871	6,131	260
<b>Gross Expenditures</b>	<b>19,446</b>	<b>30,015</b>	<b>26,125</b>	<b>27,040</b>	<b>915</b>
Recoveries & Allocations	(96)	(5,831)	(5,831)	(6,091)	(260)
<b>Net Expenditure</b>	<b>19,350</b>	<b>24,184</b>	<b>20,294</b>	<b>20,949</b>	<b>655</b>
<b>Revenues By Type</b>					
Federal	0	0	0	0	0
Provincial	(33)	0	0	0	0
Own Funds	0	0	0	0	0
Fees and Services	(717)	(1,087)	(631)	(631)	0
Fines	0	0	0	0	0
Other	0	0	0	0	0
<b>Total Revenue</b>	<b>(750)</b>	<b>(1,087)</b>	<b>(631)</b>	<b>(631)</b>	<b>0</b>
<b>Net Requirement</b>	<b>18,600</b>	<b>23,097</b>	<b>19,663</b>	<b>20,318</b>	<b>655</b>
<b>Full Time Equivalents</b>			<b>88.32</b>	<b>88.32</b>	<b>0.00</b>



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

	2021 Rate \$	2022 Rate \$	2023 Rate \$	% Change Over 2022	% Change Over 2021	Effective Date	2023 Revenue (\$000)
Application fee for Distinctive Tree Permit as per Tree Protection By-law (bylaw # TBD). Fee applies to applications where no development is taking place. For properties one hectare or less in size, and multi- residential properties of all sizes, if a landowner wants to remove a private tree that is equal to or greater than 50cm DBH within the urban boundary or equal to or greater than 30cm DBH within the inner urban area or any city-owned tree, they must obtain a Distinctive Tree Permit from the City.	150.00	150.00	162.00	8.0%	8.0%	01-May-23	
Application fee for Distinctive Tree Permit as per Tree Protection By-law (bylaw # TBD). Fee applies to applications where infill development is taking place. For properties one hectare or less in size, and multi- residential properties of all sizes, if a landowner wants to remove a tree that is equal to or greater than 50cm DBH within the urban boundary or equal to or greater than 30cm DBH within the inner urban area or any city-owned tree, they must obtain a Distinctive Tree Permit from the City.	500.00	500.00	685.00	37.0%	37.0%	01-May-23	
Administration and Overhead charge will be applied to the overall cost recovery for any works or accident recoveries undertaken by Forestry Services on behalf of Federal/Provincial governments, Hydro Ottawa, school boards, universities/colleges, municipalities, general persons/parties and developers.	15%	15%	15%	0.0%	0.0%	01-Apr-23	

City Of Ottawa  
2023 Draft Capital Budget  
Environment and Climate Change Committee - Tax  
Capital Funding Summary  
In Thousands (\$000)

Project Description	Revenues	Gas Tax	Tax Supported/ Dedicated	Rate Supported	Develop. Charges	Tax Supported/ Dedicated Debt	Grand Total
<b>Environment</b>							
Renewal of City Assets							
910731 Excess Soils Program	0	0	40	120	0	0	160
911009 Bear Brook Watershed Study	0	0	138	0	587	0	725
<b>Renewal of City Assets Total</b>	<b>0</b>	<b>0</b>	<b>178</b>	<b>120</b>	<b>587</b>	<b>0</b>	<b>885</b>
<b>Service Enhancements</b>							
908894 Natural Area Acquisitions (Rural)	0	0	25	0	0	700	725
911022 2023 Climate Change Master Plan	0	0	5,000	0	0	0	5,000
911061 Energy Management & Invest. Strategy 202	0	0	3,000	0	0	0	3,000
<b>Service Enhancements Total</b>	<b>0</b>	<b>0</b>	<b>8,025</b>	<b>0</b>	<b>0</b>	<b>700</b>	<b>8,725</b>
<b>Environment Total</b>	<b>0</b>	<b>0</b>	<b>8,203</b>	<b>120</b>	<b>587</b>	<b>700</b>	<b>9,610</b>
<b>Solid Waste</b>							
Renewal of City Assets							
910586 Renewal of SW Facilities	0	0	1,000	0	0	0	1,000
<b>Renewal of City Assets Total</b>	<b>0</b>	<b>0</b>	<b>1,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,000</b>
<b>Growth</b>							
910960 Solid Waste Fleet Growth 2023	0	0	685	0	0	0	685
<b>Growth Total</b>	<b>0</b>	<b>0</b>	<b>685</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>685</b>
<b>Regulatory</b>							
907799 Landfill Disposal Stage 5 Development	0	0	20,500	0	0	7,000	27,500
910961 Buffer land Development	0	0	1,000	0	0	2,000	3,000
910962 Trail Road Landfill Expansion	0	0	950	0	0	0	950
910963 Trail Road Gas Collection Expansion	0	0	500	0	0	0	500
<b>Regulatory Total</b>	<b>0</b>	<b>0</b>	<b>22,950</b>	<b>0</b>	<b>0</b>	<b>9,000</b>	<b>31,950</b>
<b>Service Enhancements</b>							
907354 Solid Waste Business Technology	0	0	500	0	0	0	500
909431 Long Term Planning	0	0	1,808	0	0	0	1,808
<b>Service Enhancements Total</b>	<b>0</b>	<b>0</b>	<b>2,308</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,308</b>
<b>Solid Waste Total</b>	<b>0</b>	<b>0</b>	<b>26,943</b>	<b>0</b>	<b>0</b>	<b>9,000</b>	<b>35,943</b>
<b>Grand Total</b>	<b>0</b>	<b>0</b>	<b>35,146</b>	<b>120</b>	<b>587</b>	<b>9,700</b>	<b>45,553</b>

City of Ottawa  
Infrastructure & Water Services Department  
Infrastructure & Asset Management 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	364	364	0	35	0	0	0	0	0	399	35
Business Technical Support Services	1,985	1,985	0	195	0	0	0	0	0	2,180	195
Infrastructure Services	20,902	20,902	0	415	115	250	0	(45)	0	21,637	735
Asset Management Services	13,108	13,608	0	295	0	0	0	(5)	0	13,898	290
<b>Gross Expenditure</b>	<b>36,359</b>	<b>36,859</b>	<b>0</b>	<b>940</b>	<b>115</b>	<b>250</b>	<b>0</b>	<b>(50)</b>	<b>0</b>	<b>38,114</b>	<b>1,255</b>
Recoveries & Allocations	(29,767)	(29,517)	0	(665)	(115)	(250)	0	0	0	(30,547)	(1,030)
Revenue	(16)	(16)	0	0	0	0	0	0	0	(16)	0
<b>Net Requirement</b>	<b>6,576</b>	<b>7,326</b>	<b>0</b>	<b>275</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(50)</b>	<b>0</b>	<b>7,551</b>	<b>225</b>
<b>Expenditures by Type</b>											
Salaries, Wages & Benefits	32,901	33,141	0	934	115	250	0	0	0	34,440	1,299
Overtime	158	258	0	6	0	0	0	0	0	264	6
Material & Services	2,957	3,157	0	0	0	0	0	(50)	0	3,107	(50)
Transfers/Grants/Financial Charge	0	10	0	0	0	0	0	0	0	10	0
Fleet Costs	148	98	0	0	0	0	0	0	0	98	0
Program Facility Costs	0	0	0	0	0	0	0	0	0	0	0
Other Internal Costs	195	195	0	0	0	0	0	0	0	195	0
<b>Gross Expenditures</b>	<b>36,359</b>	<b>36,859</b>	<b>0</b>	<b>940</b>	<b>115</b>	<b>250</b>	<b>0</b>	<b>(50)</b>	<b>0</b>	<b>38,114</b>	<b>1,255</b>
Recoveries & Allocations	(29,767)	(29,517)	0	(665)	(115)	(250)	0	0	0	(30,547)	(1,030)
<b>Net Expenditure</b>	<b>6,592</b>	<b>7,342</b>	<b>0</b>	<b>275</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(50)</b>	<b>0</b>	<b>7,567</b>	<b>225</b>
<b>Percent of 2023 Net Expenditure Budget</b>			<b>0.0%</b>	<b>3.7%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>-0.7%</b>	<b>0.0%</b>	<b>3.1%</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	(16)	(16)	0	0	0	0	0	0	0	(16)	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>(16)</b>	<b>(16)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(16)</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>6,576</b>	<b>7,326</b>	<b>0</b>	<b>275</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(50)</b>	<b>0</b>	<b>7,551</b>	<b>225</b>
<b>Percent of 2023 Net Requirement Budget</b>			<b>0.0%</b>	<b>3.8%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>-0.7%</b>	<b>0.0%</b>	<b>3.1%</b>	
<b>Full Time Equivalents (FTEs)</b>		261.00	0.00	0.00	0.00	2.00	0.00	0.00	0.00	<b>263.00</b>	<b>2.00</b>
<b>Percent of 2023 FTEs</b>			<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.8%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.8%</b>	

City of Ottawa  
Infrastructure & Water Services Department  
Infrastructure & Asset Management Services - Operating Resource Requirement Explanatory Notes  
In Thousands (\$000)

	Surplus / (Deficit)			
2022 Forecast vs. Budget Variance Explanation	Expense	Revenue	Net	
Surplus due to vacancies and recoveries to capital.	750	0	750	
Total Surplus / (Deficit)	750	0	750	
	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.	940	0	940	0.00
All programs include an adjustment for potential 2023 cost of living, increments and benefit adjustments - offset with recoveries and allocations.	(665)	0	(665)	0.00
Total Maintain Services	275	0	275	0.00
	Increase / (Decrease)			
2023 Pressure Category / Explanation	Expense	Revenue	Net 2023 Changes	FTE Impact
Provincial Legislated				
Additional resource required to support planning, development and implementation of sustainable long term strategies driven by new provincial legislation changing the immediate and long-term approach to managing excess construction soils across the province.	115	0	115	0.00
Additional resource required to support planning, development and implementation of sustainable long term strategies driven by new provincial legislation changing the immediate and long-term approach to managing excess construction soils across the province - offset with recoveries and allocations.	(115)	0	(115)	0.00
Total Provincial Legislated	0	0	0	0.00

City of Ottawa  
Infrastructure & Water Services Department  
Infrastructure & Asset Management 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>				
Additional resources required to provide project delivery capacity related to the growth of the overall road and sidewalk rehabilitation program.	250	0	250	2.00
Additional resources required to provide project delivery capacity related to the growth of the overall road and sidewalk rehabilitation program - offset with recoveries and allocations.	(250)	0	(250)	0.00
	Increase / (Decrease)			
2023 Pressure Category / Explanation	Expense	Revenue	Net 2023 Changes	FTE Impact
<b>Service Initiatives / Savings</b>				
Discretionary spending savings.	(50)	0	(50)	0.00
<b>Total Service Initiatives / Savings</b>	<b>(50)</b>	<b>0</b>	<b>(50)</b>	<b>0.00</b>
	Increase / (Decrease)			
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	0	0	0.00
<b>Total User Fees &amp; Revenues</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.00</b>
<b>Total Budget Changes</b>	<b>225</b>	<b>0</b>	<b>225</b>	<b>2.00</b>

City of Ottawa  
 Planning, Real Estate & Economic Development Department  
 Resiliency and Natural Systems Policy - 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>											
Natural Systems	1,284	1,284	0	35	0	0	0	125	0	1,444	160
Resiliency & Climate Change	1,283	883	0	30	0	0	0	125	0	1,038	155
<b>Gross Expenditure</b>	<b>2,567</b>	<b>2,167</b>	<b>0</b>	<b>65</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>250</b>	<b>0</b>	<b>2,482</b>	<b>315</b>
Recoveries & Allocations	(639)	(239)	0	(35)	0	0	0	0	0	(274)	(35)
Revenue	0	0	0	0	0	0	0	0	0	0	0
<b>Net Requirement</b>	<b>1,928</b>	<b>1,928</b>	<b>0</b>	<b>30</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>250</b>	<b>0</b>	<b>2,208</b>	<b>280</b>
<b>Expenditures by Type</b>											
Salaries, Wages & Benefits	2,245	1,845	0	65	0	0	0	125	0	2,035	190
Overtime	12	12	0	0	0	0	0	0	0	12	0
Material & Services	257	257	0	0	0	0	0	75	0	332	75
Transfers/Grants/Financial Charges	52	52	0	0	0	0	0	50	0	102	50
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	1	1	0	0	0	0	0	0	0	1	0
<b>Gross Expenditures</b>	<b>2,567</b>	<b>2,167</b>	<b>0</b>	<b>65</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>250</b>	<b>0</b>	<b>2,482</b>	<b>315</b>
Recoveries & Allocations	(639)	(239)	0	(35)	0	0	0	0	0	(274)	(35)
<b>Net Expenditure</b>	<b>1,928</b>	<b>1,928</b>	<b>0</b>	<b>30</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>250</b>	<b>0</b>	<b>2,208</b>	<b>280</b>
<b>Percent of 2023 Net Expenditure Budget</b>			<b>0.0%</b>	<b>1.6%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>13.0%</b>	<b>0.0%</b>	<b>14.5%</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	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>1,928</b>	<b>1,928</b>	<b>0</b>	<b>30</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>250</b>	<b>0</b>	<b>2,208</b>	<b>280</b>
<b>Percent of 2023 Net Requirement Budget</b>			<b>0.0%</b>	<b>1.6%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>13.0%</b>	<b>0.0%</b>	<b>14.5%</b>	
<b>Full Time Equivalents (FTEs)</b>		14.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	<b>14.00</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

Resiliency and Natural Systems Policy - 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.	65	0	65	0.00
All programs include an adjustment for potential 2023 cost of living, increments and benefit adjustments. Offset with Planning Services User Fee revenues.	(35)	0	(35)	0.00
Total Maintain Services	30	0	30	0.00
2023 Pressure Category / Explanation	Expense	Revenue	Net 2023 Changes	FTE Impact
Service Initiatives / Savings				
One-time funding for a temporary position to develop and implement a distributed energy resource framework per Council Report ACS2022-OCC-ENV-0005.	125	0	125	0.00
Increase to the Community Environmental Projects Grant Program to support the increased application volume. The program provides neighborhood-level funding for sustainable and community-level initiatives.	50	0	50	0.00
One-time funding for Wildlife Fire Risk Mapping Phase 1. The Provincial Policy Statement and the new Official Plan require planning authorities to limit development in areas of high or extreme Wildland Fire Risk, which are increasing with climate change impacts. The City requires accurate Wildlife Fire Risk Mapping in order to implement these policies.	75	0	75	0.00
Total Service Initiatives / Savings	250	0	250	0.00
Total Budget Changes	280	0	280	0.00

City of Ottawa  
 Public Works Department  
 Solid Waste 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's Office	1,669	750	0	(23)	0	0	0	(10)	0	717	(33)
Diversions/Recycling	55,762	55,534	(700)	2,184	0	550	0	0	0	57,568	2,034
City Space Waste Operations	2,773	2,170	0	100	0	0	0	(5)	0	2,265	95
Soil Management	915	758	0	62	0	0	0	0	0	820	62
Landfill Operations/Disposal	9,414	9,545	0	623	0	0	0	0	0	10,168	623
Garbage Collection	27,346	25,758	600	2,803	0	0	0	0	0	29,161	3,403
Long Term Planning/Other	1,166	1,064	0	34	0	0	0	0	0	1,098	34
Solid Waste Non Departmental	9,442	9,442	0	2,380	0	0	0	0	0	11,822	2,380
<b>Gross Expenditure</b>	<b>108,487</b>	<b>105,021</b>	<b>(100)</b>	<b>8,163</b>	<b>0</b>	<b>550</b>	<b>0</b>	<b>(15)</b>	<b>0</b>	<b>113,619</b>	<b>8,598</b>
Recoveries & Allocations	(7,916)	(4,115)	0	(950)	0	0	0	0	0	(5,065)	(950)
Revenue	(72,187)	(69,874)	0	1,500	1,085	(725)	0	0	(4,360)	(72,374)	(2,500)
<b>Net Requirement</b>	<b>28,384</b>	<b>31,032</b>	<b>(100)</b>	<b>8,713</b>	<b>1,085</b>	<b>(175)</b>	<b>0</b>	<b>(15)</b>	<b>(4,360)</b>	<b>36,180</b>	<b>5,148</b>
<b>Expenditures by Type</b>											
Salaries, Wages & Benefits	16,724	17,148	0	428	0	0	0	0	0	17,576	428
Overtime	1,619	711	0	0	0	0	0	0	0	711	0
Material & Services	67,043	66,724	(100)	3,560	0	550	0	(15)	0	70,719	3,995
Transfers/Grants/Financial Charges	9,309	9,022	0	0	0	0	0	0	0	9,022	0
Fleet Costs	13,050	14,484	0	1,795	0	0	0	0	0	16,279	1,795
Program Facility Costs	0	0	0	0	0	0	0	0	0	0	0
Other Internal Costs	742	(3,068)	0	2,380	0	0	0	0	0	(688)	2,380
<b>Gross Expenditures</b>	<b>108,487</b>	<b>105,021</b>	<b>(100)</b>	<b>8,163</b>	<b>0</b>	<b>550</b>	<b>0</b>	<b>(15)</b>	<b>0</b>	<b>113,619</b>	<b>8,598</b>
Recoveries & Allocations	(7,916)	(4,115)	0	(950)	0	0	0	0	0	(5,065)	(950)
<b>Net Expenditure</b>	<b>100,571</b>	<b>100,906</b>	<b>(100)</b>	<b>7,213</b>	<b>0</b>	<b>550</b>	<b>0</b>	<b>(15)</b>	<b>0</b>	<b>108,554</b>	<b>7,648</b>
<b>Percent of 2023 Net Expenditure Budget</b>			<b>-0.1%</b>	<b>7.1%</b>	<b>0.0%</b>	<b>0.5%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>7.6%</b>	



City of Ottawa  
 Public Works Department  
 Solid Waste 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	
Revenues By Type											
Federal	0	0	0	0	0	0	0	0	0	0	0
Provincial	(8,147)	(7,153)	0	0	(3,705)	0	0	0	0	(10,858)	(3,705)
Own Funds	0	0	0	0	0	0	0	0	0	0	0
Fees and Services	(64,040)	(62,721)	0	1,500	4,790	(725)	0	0	(4,360)	(61,516)	1,205
Fines	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total Revenue	(72,187)	(69,874)	0	1,500	1,085	(725)	0	0	(4,360)	(72,374)	(2,500)
Percent of 2023 Revenue Budget			0.0%	-2.1%	-1.6%	1.0%	0.0%	0.0%	6.2%	3.6%	
Net Requirement	28,384	31,032	(100)	8,713	1,085	(175)	0	(15)	(4,360)	36,180	5,148
Percent of 2023 Net Requirement Budget			-0.3%	28.1%	3.5%	-0.6%	0.0%	0.0%	-14.1%	16.6%	
Full Time Equivalents (FTEs)		87.88	0.00	0.66	0.00	0.00	0.00	0.00	0.00	88.54	0.66
Percent of 2023 FTEs			0.0%	0.8%	0.0%	0.0%	0.0%	0.0%	0.0%	0.8%	

City of Ottawa  
Public Works Department  
Solid Waste Services - Operating Resource Requirement Explanatory Notes  
In Thousands (\$000)

	Surplus / (Deficit)			
2022 Forecast vs. Budget Variance Explanation	Expense	Revenue	Net	
Surplus due to increase revenues from recycling markets and funding for the Blue/Black Box Program.	335	2,313	2,648	
Total Surplus / (Deficit)	335	2,313	2,648	
	Increase / (Decrease)			
2022 Baseline Adjustment / Explanation	Expense	Revenue	Net 2023 Changes	FTE Impact
Removal of the 2022 one-time expenditure for organics processing due to increased tonnages due to COVID, funded from the Tax Stabilization Reserve.	(700)	0	(700)	0.00
On street waste collection cost increase and to reflect actual spending.	600	0	600	0.00
Total Adjustments to Base Budget	(100)	0	(100)	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.	368	0	368	0.00
Compensation funding for two 0.33 FTE positions to operate a water truck for dust control at Trail Road facility.	60	0	60	0.66
Increase in Fleet costs related to inflation on compensation contracts, parts, fuel, contribution to capital reserve and maintenance.	1,795	0	1,795	0.00
Inflationary increase to curbside and multi residential garbage, recycling and green bin collection contracts.	4,710	0	4,710	0.00
Inflationary increase to recycling and organics processing contracts.	4,975	0	4,975	0.00
Removal of the cost of recycling processing contract due to Individual Producer Responsibility legislation commencement on July 1, 2023.	(7,175)	0	(7,175)	0.00
Inflationary increase to leachate treatment and hauling costs.	100	0	100	0.00
Increase to the Pay As You Go contribution to the Solid Waste Capital Reserve Fund.	2,380	0	2,380	0.00
Decrease in Soil Management revenues due to lack of capacity.	0	1,500	1,500	0.00
Total Maintain Services	7,213	1,500	8,713	0.66

City of Ottawa  
Public Works Department  
Solid Waste Services - Operating Resource Requirement Explanatory Notes  
In Thousands (\$000)

2023 Pressure Category / Explanation	Increase / (Decrease)			
	Expense	Revenue	Net 2023 Changes	FTE Impact
<b>Provincial Legislated</b>				
Elimination of recycling market revenues as a result of the implementation of Individual Producer Responsibility regulation.	0	4,790	4,790	0.00
Elimination of funding from the Resource Productivity and Recovery Authority as part of the implementation of Individual Producer Responsibility regulation.	0	4,495	4,495	0.00
Elimination of funding for the Household Hazardous Waste Depot program as part of the implementation of Individual Producer Responsibility regulation.	0	200	200	0.00
New source of funding for the collection of blue and black boxes from Circular Materials Ontario as part of the implementation of Individual Producer Responsibility regulation.	0	(8,400)	(8,400)	0.00
<b>Total Provincial Legislated</b>	<b>0</b>	<b>1,085</b>	<b>1,085</b>	<b>0.00</b>
2023 Pressure Category / Explanation	Increase / (Decrease)			
	Expense	Revenue	Net 2023 Changes	FTE Impact
<b>Growth</b>				
Increase in organics collection costs for multiresidential contracts due to increase in number of units being collected from per report ACS2022-PWD-SWS-0001.	550	0	550	0.00
Increase in per household revenues due to growth in the number of households.	0	(725)	(725)	0.00
<b>Total Growth</b>	<b>550</b>	<b>(725)</b>	<b>(175)</b>	<b>0.00</b>
2023 Pressure Category / Explanation	Increase / (Decrease)			
	Expense	Revenue	Net 2023 Changes	FTE Impact
<b>Service Initiatives / Savings</b>				
Decrease in discretionary spending.	(15)	0	(15)	0.00
<b>Total Service Initiatives / Savings</b>	<b>(15)</b>	<b>0</b>	<b>(15)</b>	<b>0.00</b>

City of Ottawa  
Public Works Department  
Solid Waste Services - Operating Resource Requirement Explanatory Notes  
In Thousands (\$000)

2023 Pressure Category / Explanation	Increase / (Decrease)			
	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	(4,360)	(4,360)	0.00
<b>Total User Fees &amp; Revenues</b>	<b>0</b>	<b>(4,360)</b>	<b>(4,360)</b>	<b>0.00</b>
<b>Total Budget Changes</b>	<b>7,648</b>	<b>(2,500)</b>	<b>5,148</b>	<b>0.66</b>

City of Ottawa  
Public Works Department  
Forestry 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>											
Forestry Services	30,015	26,125	0	750		180	0	(15)	0	27,040	915
<b>Gross Expenditure</b>	<b>30,015</b>	<b>26,125</b>	<b>0</b>	<b>750</b>	<b>0</b>	<b>180</b>	<b>0</b>	<b>(15)</b>	<b>0</b>	<b>27,040</b>	<b>915</b>
Recoveries & Allocations	(5,831)	(5,831)	0	(260)	0	0	0	0	0	(6,091)	(260)
Revenue	(1,087)	(631)	0	0	0	0	0	0	0	(631)	0
<b>Net Requirement</b>	<b>23,097</b>	<b>19,663</b>	<b>0</b>	<b>490</b>	<b>0</b>	<b>180</b>	<b>0</b>	<b>(15)</b>	<b>0</b>	<b>20,318</b>	<b>655</b>
<b>Expenditures by Type</b>											
Salaries, Wages & Benefits	9,328	9,328	0	195	0		0	0	0	9,523	195
Overtime	183	183	0	0	0	0	0	0	0	183	0
Material & Services	12,875	9,323	0	180	0	180	0	(15)	0	9,668	345
Transfers/Grants/Financial Charges	0	0	0	0	0	0	0	0	0	0	0
Fleet Costs	1,758	1,420	0	115	0	0	0	0	0	1,535	115
Program Facility Costs	0	0	0	0	0	0	0	0	0	0	0
Other Internal Costs	5,871	5,871	0	260	0	0	0	0	0	6,131	260
<b>Gross Expenditures</b>	<b>30,015</b>	<b>26,125</b>	<b>0</b>	<b>750</b>	<b>0</b>	<b>180</b>	<b>0</b>	<b>(15)</b>	<b>0</b>	<b>27,040</b>	<b>915</b>
Recoveries & Allocations	(5,831)	(5,831)	0	(260)	0	0	0	0	0	(6,091)	(260)
<b>Net Expenditure</b>	<b>24,184</b>	<b>20,294</b>	<b>0</b>	<b>490</b>	<b>0</b>	<b>180</b>	<b>0</b>	<b>(15)</b>	<b>0</b>	<b>20,949</b>	<b>655</b>
<b>Percent of 2023 Net Expenditure Budget</b>			<b>0.0%</b>	<b>2.4%</b>	<b>0.0%</b>	<b>0.9%</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	(1,087)	(631)	0	0	0	0	0	0	0	(631)	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>(1,087)</b>	<b>(631)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(631)</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>23,097</b>	<b>19,663</b>	<b>0</b>	<b>490</b>	<b>0</b>	<b>180</b>	<b>0</b>	<b>(15)</b>	<b>0</b>	<b>20,318</b>	<b>655</b>
<b>Percent of 2023 Net Requirement Budget</b>			<b>0.0%</b>	<b>2.5%</b>	<b>0.0%</b>	<b>0.9%</b>	<b>0.0%</b>	<b>-0.1%</b>	<b>0.0%</b>	<b>3.3%</b>	
<b>Full Time Equivalents (FTEs)</b>		88.32	0.00	0.00	0.00	0.00	0.00	0.00	0.00	<b>88.32</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  
Public Works Department  
Forestry Services - Operating Resource Requirement Explanatory Notes  
In Thousands (\$000)

	Surplus / (Deficit)			
2022 Forecast vs. Budget Variance Explanation	Expense	Revenue	Net	
Deficit due mostly to Derecho costs of \$4.6 million and higher Fleet expenses of \$0.3M which are partially offset by lower maintenance costs of \$0.6 million due to labour shortages in Q1, cancelled activities of \$0.4M to redeploy resources to the Derecho, and increased tree permit revenues	(3,890)	456	(3,434)	
Total Surplus / (Deficit)	(3,890)	456	(3,434)	
	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.	195	0	195	0.00
Inflation of 2% on maintenance contracts, grants, purchased services, and materials.	180	0	180	0.00
Increase in Fleet costs related to inflation on compensation contracts, parts, fuel, contribution to capital reserve and maintenance.	115	0	115	0.00
Total Maintain Services	490	0	490	0.00
	Increase / (Decrease)			
2023 Pressure Category / Explanation	Expense	Revenue	Net 2023 Changes	FTE Impact
Growth				
Requirement for matching funds for cost-shared external tree planting programs.	180	0	180	0.00
Total Growth	180	0	180	0.00

City of Ottawa  
Public Works Department  
Forestry Services - Operating Resource Requirement Explanatory Notes  
In Thousands (\$000)

2023 Pressure Category / Explanation	Increase / (Decrease)			
	Expense	Revenue	Net 2023 Changes	FTE Impact
<b>Service Initiatives / Savings</b>				
Lower discretionary spending	(15)	0	(15)	0.00
<b>Total Service Initiatives / Savings</b>	<b>(15)</b>	<b>0</b>	<b>(15)</b>	<b>0.00</b>
	Increase / (Decrease)			
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	0	0	0.00
<b>Total User Fees &amp; Revenues</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.00</b>
<b>Total Budget Changes</b>	<b>655</b>	<b>0</b>	<b>655</b>	<b>0.00</b>

# Capital Budget



City of Ottawa  
2023 Draft Capital Budget  
Environment and Climate Change - Tax  
In Thousands (\$000)

Service Area: Environment											
Category	2023 Draft Capital Budget	Revenues	Tax Supported/ Dedicated Reserves	Rate Supported Reserves	Develop. Charges	Gas Tax	Debt				
							Tax/ Dedicated	Rate	Develop. Charges	Gas Tax	Total Debt
Renewal of City Assets	885	0	178	120	587	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	8,725	0	8,025	0	0	0	700	0	0	0	700
<b>Total</b>	<b>9,610</b>	<b>0</b>	<b>8,203</b>	<b>120</b>	<b>587</b>	<b>0</b>	<b>700</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>700</b>

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

Project Information			Financial Details						
910731 Excess Soils Program			Class of Estimate:		Not Applicable				
Dept:	Infrastructure & Water Services Department	Category: Renewal of City Assets	Ward: CW		Year of Completion: 2025				
Reduces greenhouse gases?			No	2023 Request		160	Projected Yearend Unspent Bal.		160
Builds climate resiliency?			No	Revenues		0	Debt		
The Excess Soils Program provides the funding necessary to support the development of the City of Ottawa strategy and plans for excess soil setting out the long term approach to managing excess soils, derived from, and consistent with the Ontario Regulation 406/19: On-Site and Excess Soil Management, as amended. It is a comprehensive mechanism for ensuring that activities carried out more fully leverage City assets for increased financial and operational sustainability.				Tax Supported/ Dedicated		40	Tax Supported/ Dedicated Debt		0
				Rate Supported		120	Rate Supported Debt		0
				Develop. Charges		0	Develop. Charges Debt		0
				Gas Tax		0	Gas Tax Debt		0
				Forecast		2023	2024	2025	2026
				Authority		160	0	0	0
				Spending Plan		320	0	0	0
				FTEs		0	0	0	0
				Operating Impact		0	0	0	0

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

Project Information			Financial Details					
911009	Bear Brook Watershed Study		Class of Estimate:		Not Applicable			
Dept:	Planning, Real Estate, & Economic Development	Category: Renewal of City Assets	Ward: CW		Year of Completion: 2023			
Reduces greenhouse gases?		No	2023 Request		725	Projected Yearend Unspent Bal.		0
Builds climate resiliency?		Yes - Moderate Contribution	Revenues		0	Debt		
The Bear Brook Watershed Study is required to the effects of urban growth in Ottawa's east end on flooding, erosion, public health and safety, and environmental protection in the Bear Brook Watershed. It will encompass continuing growth in the East Urban Community, the Orleans South urban growth area, and the proposed Tewin community. The main focus of the Watershed Study will be an environmental assessment to identify a preferred solution for dealing the cumulative hydrology impacts of the increasing urban development. The Watershed Study will recommend measures to reduce risks from flooding and build resiliency to other future climate conditions.			Tax Supported/ Dedicated		138	Tax Supported/ Dedicated Debt		0
			Rate Supported		0	Rate Supported Debt		0
			Develop. Charges		587	Develop. Charges Debt		0
			Gas Tax		0	Gas Tax Debt		0
			Forecast		2023	2024	2025	2026
			Authority		725	0	0	0
			Spending Plan		725	0	0	0
			FTEs		0	0	0	0
			Operating Impact		0	0	0	0

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

Project Information			Financial Details						
908894 Rural Area Acquisitions (Rural)			Class of Estimate:		Not Applicable				
Dept:	Planning, Real Estate, & Economic Development	Category: Service Enhancements	Ward: CW		Year of Completion: 2026				
Reduces greenhouse gases?		No	2023 Request		725	Projected Yearend Unspent Bal.			4,526
Builds climate resiliency?		Yes - Major Contribution	Revenues		0	Debt			
Official Plan policies 11.6(5) and 11.6(6) authorize the City to secure and conserve important green spaces through a variety of means, including but not limited to management agreements, partnerships, and acquisitions. In some cases, the City may be obliged to purchase land at the request of the owner. The City normally receives several such requests each year. Funding for environmental land conservation and acquisition fulfills both a corporate long-term strategic goal and Official Plan policy. Acquisitions of green space land is critical to building resiliency to changing temperatures and precipitation.			Tax Supported/ Dedicated		25	Tax Supported/ Dedicated Debt		700	
			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		725	2,000	2,000	2,000	
			Spending Plan		725	2,000	2,000	2,000	
			FTEs		0	0	0	0	
			Operating Impact		0	0	0	0	
911022 2023 Climate Change Master Plan			Class of Estimate:		Not Applicable				
Dept:	Planning, Real Estate, & Economic Development	Category: Service Enhancements	Ward: CW		Year of Completion: 2023				
Reduces greenhouse gases?		Yes - Major Contribution	2023 Request		5,000	Projected Yearend Unspent Bal.			0
Builds climate resiliency?		Yes - Major Contribution	Revenues		0	Debt			
The Climate Change Master Plan is the overarching framework for how the City of Ottawa will reduce emissions (climate mitigation) and build climate resiliency to current and future climate conditions (climate adaptation) in Ottawa. It includes eight priorities including Energy Evolution: Ottawa’s Community Energy Transition Strategy and the Climate Resiliency Strategy. Energy Evolution is the framework for how Ottawa can achieve its greenhouse gas emission reduction targets and it identified 20 priority projects to accelerate action and investment. The Climate Resiliency Strategy will build on the Climate Projections for the National Capital Region report and the Climate Vulnerability and Risk Assessment and will identify actions to mitigate the greatest risks. Funding for this initiative will be used to implement the Climate Change Master Plan.			Tax Supported/ Dedicated		5,000	Tax Supported/ Dedicated Debt		0	
			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		5,000	5,000	5,000	5,000	
			Spending Plan		5,000	5,000	5,000	5,000	
			FTEs		0	0	0	0	
			Operating Impact		0	0	0	0	

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

Project Information			Financial Details						
911061	Energy Management & Invest. Strategy 2023		Class of Estimate:		C) Planning				
Dept:	Infrastructure & Water Services Department	Category: Service Enhancements	Ward: CW		Year of Completion: 2026				
Reduces greenhouse gases?		Yes - Moderate Contribution		2023 Request		3,000	Projected Yearend Unspent Bal.		0
Builds climate resiliency?		No		Revenues		0	Debt		
<p>The Energy Management Investment Strategy is intended to manage the City's increasing growth in demand for energy through the implementation of various energy conservation measures in City facilities. The Energy Management Investment Strategy will reduce the City's environmental footprint, ensure the City's compliance under the mandate of the 2009 Green Energy Act and continue the City's leadership role in respect to energy conservation and demand management. \$3M will be invested into various facility enhancements designed to reduce overall building energy intensity, energy costs and Greenhouse Gas (GHG) emissions. The measures are expected to have an average payback of 8 years.</p> <p>Projects are selected under this budget to directly reduce electricity or natural gas consumption. The main GHG mitigation projects include optimizing building automation equipment and integrating to the activenet booking tool to reduce run-times, installation of air source heat pumps as heating alternatives, and hybrid boiler systems designed to reduce Natural Gas (NG) consumption by running on electricity.</p>				Tax Supported/ Dedicated		3,000	Tax Supported/ Dedicated Debt		0
				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		3,000	2,851	2,850	2,850
				Spending Plan		1,500	2,326	2,880	2,850
				FTEs		0	0	0	0
				Operating Impact		0	0	0	0

City of Ottawa  
2023 Draft Capital Budget  
Environment and Climate Change - Tax  
In Thousands (\$000)

Service Area: Solid Waste											
Category	2023 Draft Capital Budget	Revenues	Tax Supported/ Dedicated Reserves	Rate Supported Reserves	Develop. Charges	Gas Tax	Debt				
							Tax/ Dedicated	Rate	Develop. Charges	Gas Tax	Total Debt
Renewal of City Assets	1,000	0	1,000	0	0	0	0	0	0	0	0
Growth	685	0	685	0	0	0	0	0	0	0	0
Regulatory	31,950	0	22,950	0	0	0	9,000	0	0	0	9,000
Service Enhancements	2,308	0	2,308	0	0	0	0	0	0	0	0
<b>Total</b>	<b>35,943</b>	<b>0</b>	<b>26,943</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>9,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>9,000</b>

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

Program Information			Financial Details					
Solid Waste Facilities Renewal			Class of Estimate:		Not Applicable			
Dept: Public Works Department		Category: Renewal of City Assets	Ward: Multiple		Year of Completion: Various			
Reduces greenhouse gases?		No	2023 Request		1,000	Projected Yearend Unspent Bal. 7,558		
Builds climate resiliency?		No	Revenues		0	Debt		
Solid Waste Landfill buildings and disposal processing facilities require annual maintenance, repair and upgrade to meet regulatory requirements as specified in the Provincial Certificate of Approval.			Tax Supported/ Dedicated		1,000	Tax Supported/ Dedicated Debt 0		
			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		1,000	16,500	2,000	22,500
			Spending Plan		1,000	16,500	2,000	22,500
			FTEs		0	2	0	0
			Operating Impact		0	0	0	0

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

Project(s) within a Program Information			\$000's
910586    Renewal of SW Facilities		Class of Estimate: Not Applicable	1,000
Category: Renewal of City Assets	Ward: CW	Year of Completion: 2030	
<p>Funding to support proactive assessments and renewal requirements of the Solid Waste Facility buildings, including the Administration building, Scale house, Household Waste (HHW) and former Plasco building and landfill components. Solid Waste Landfill buildings, disposal processing facilities, and landfill components require annual maintenance, repair and upgrade to meet regulatory requirements as specified in the Provincial Certificate of Approval.</p> <p>Year of completion: 2031.</p>			



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

Program Information			Financial Details					
Solid Waste Fleet Growth			Class of Estimate:		Not Applicable			
Dept: Public Works Department		Category: Growth	Ward: Multiple		Year of Completion: Various			
Reduces greenhouse gases?		No	2023 Request		685	Projected Yearend Unspent Bal.		0
Builds climate resiliency?		No	Revenues		0	Debt		
Solid Waste Fleet requires growth to meet the expanding needs of the City's service areas, expanding diversion and landfill processing needs. As the City grows, Solid Waste realizes expanding house counts, increased tonnages, increase kilometres as well as a requirement to increase diversion capacities and innovative strategies to save landfill air space.			Tax Supported/ Dedicated		685	Tax Supported/ Dedicated Debt		0
			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		685	1,050	0	0
			Spending Plan		685	1,050	0	0
			FTEs		0	0	0	0
			Operating Impact		0	0	0	0

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

Project(s) within a Program Information			\$000's
910960	Solid Waste Fleet Growth 2023	Class of Estimate: Not Applicable	685
Category: Growth	Ward: 21	Year of Completion: 2025	
To support the increase in cost of the purchase of 22 waste collection vehicles and to purchase a compactor to support landfill operations.			

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

Program Information			Financial Details					
Solid Waste Landfill Management			Class of Estimate:		Not Applicable			
Dept:	Public Works Department	Category: Regulatory	Ward: Multiple		Year of Completion: Various			
Reduces greenhouse gases?		No	2023 Request		31,950	Projected Yearend Unspent Bal.		16,361
Builds climate resiliency?		No	Revenues		0	Debt		
The Trail Road Solid Waste Landfill requires annual maintenance, repair and upgrade to meet regulatory requirements as specified in the Provincial Certificate of Approval. This program consists of landfill capping of various stages, gas collection systems, groundwater containment solutions, cell expansion and other landfill management projects to keep the landfill operating efficiently, effectively and in compliance.			Tax Supported/ Dedicated		22,950	Tax Supported/ Dedicated Debt		9,000
			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		31,950	12,114	2,950	39,950
			Spending Plan		31,950	12,114	2,950	39,950
			FTEs		0	0	0	0
			Operating Impact		0	0	0	0

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

Project(s) within a Program Information			\$000's
<b>907799</b>	<b>Landfill Disposal Stage 5 Development</b>	<b>Class of Estimate: Not Applicable</b>	<b>27,500</b>
Category: Regulatory	Ward: 21	Year of Completion: 2024	
<p>Stage 5 of the Trail Waste Facility is a new cell approved by the Ministry of the Environment, Conservation and Parks (MECP) in the 2005 Trail Waste Facility Optimization Environmental Assessment (EA). A leachate liner must be installed over one half of Stage 5 (5a) by 2025 to support ongoing waste management requirements at Trail. To develop this stage a leachate liner must be designed, the site excavated and liner installed. The engineering aspects of this work commenced in 2020 to approve any variance from the proposed EA design.</p> <p>Year of completion: 2028.</p>			
<b>910961</b>	<b>Buffer land Development</b>	<b>Class of Estimate: Not Applicable</b>	<b>3,000</b>
Category: Regulatory	Ward: 21	Year of Completion: 2025	
<p>As a result of residential growth and increased diversion efforts of leaf and yard waste, there is an ongoing requirement to expand the existing processing facility, implement seasonal temporary collection transfer stations across the city and for processing an increasing quantity of the incoming materials. Each spring and fall, a peak period is determined in which leaf and yard waste is collected as a single stream material as part of the city's existing waste collection contract. Transfer station(s) are established strategically in the city before these materials are then hauled to the Barnsdale Road processing facility. Costs for labour, equipment, contracted services and facility rental/maintenance is required to establish transfer station(s) and move material to Barnsdale Road. With increasing leaf and yard waste quantities incoming, expansion of the processing pad is required. This expansion includes the excavation of native materials, purchase of new base and surface materials as well as the equipment and labour to construct. Materials on site must be managed regularly and costs related to additional equipment, labour and technological devices, and professional services as required. Expansion of the leaf and yard waste facility to accommodate the recent increases in volumes may also somewhat buffer the City when receiving larger volumes of these materials following extreme weather events. In addition to the Barnsdale, expansion and development of bufferlands properties is also required to support continuous operational requirements, given the development of the final waste footprint and the limited operational surface space required to support ongoing activities, such as soil management, etc.</p>			

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

Project(s) within a Program Information			\$000's
<b>910962 Trail Road Landfill Expansion &amp; Development</b>			<b>Class of Estimate: Not Applicable</b>
Category: Regulatory	Ward: 21	Year of Completion: 2025	<b>950</b>
<p>The Trail Road Landfill operates on a continuous basis for disposal of solid waste material. As such annual reinvestment is required to identify and address operational and safety improvements of the site. For example, modifications to signage, fencing replacement, material stock pile volume measurements and associated design and operations reports.</p>			
<b>910963 Trail Road Gas Collection System Expansion</b>			<b>Class of Estimate: Not Applicable</b>
Category: Regulatory	Ward: 21	Year of Completion: 2025	<b>500</b>
<p>The Trail Road Solid Waste Landfill requires annual maintenance, repair and upgrade to meet regulatory requirements as specified in the Provincial Certificate of Approval. This program consists of landfill capping of various stages, gas collection systems, groundwater containment solutions, cell expansion and other landfill management projects to keep the landfill operating efficiently, effectively and in compliance. In accordance with the requirements of the Environmental Protection Act, the City of Ottawa is required to prevent the migration of landfill gas into the environment. The landfill gas collection system was expanded to Stage 3 and 4 as well as around the perimeter of the site over the past several years to compliment landfilling activities and mitigate off-site migration. The City continues to operate under an abatement plan with the Ministry of Environment, Conservation, and Parks (MECP) as a result of exceedence of landfill gas trigger concentrations along the perimeter of the site. Functions associated with the activity include replacement of the temporary perimeter flare, repairs and expansion of the existing gas collection system and installation of a permanent gas collection system on completed portions of Stage 2 and 3 of the Trail Road Solid Waste Landfill. Furthermore, a supplementary enhanced gas collection system will need to be designed and installed in conjunction with the leachate recirculation system.</p>			

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

Program Information			Financial Details										
Solid Waste Studies Program			Class of Estimate:		Not Applicable								
Dept: Public Works Department		Category: Service Enhancements	Ward: Multiple		Year of Completion: Various								
Reduces greenhouse gases?		Yes - Minor Contribution		2023 Request		2,308		Projected Yearend Unspent Bal.		2,995			
Builds climate resiliency?		No		Revenues		0		Debt					
Planning and managing the development, implementation, evaluation and enhancement of the City's long-term Solid Waste plans and related policies, programs, services and projects that will guide the management of recyclables and garbage over the next thirty years. Funding is required for the projects supporting the Solid Waste Master Plan's engagement series 3, city-wide waste audits, multi-residential diversion strategy implementation, review of the waste collection contracts, parks recycling pilot project, residual waste management strategy development, implementation of Individual Producer Responsibility (IPR) and other waste management and diversion priorities. The Solid Waste Master Plan and long-term planning initiatives and associated funding are critical to achieving the goals of Energy Evolution over the coming years. Funding requests in 2023 will support important projects; however the 2023 projects are not expected to make major contributions to advance waste diversion.				Tax Supported/ Dedicated		2,308		Tax Supported/ Dedicated Debt		0			
				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		2,308		4,600		7		275	
				Spending Plan		2,308		4,600		7		275	
				FTEs		0		0		0		0	
				Operating Impact		0		0		0		0	

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

Project(s) within a Program Information			\$000's
907354 Solid Waste Business Technology		Class of Estimate: Not Applicable	500
Category: Service Enhancements	Ward: CW	Year of Completion: 2023	
Solid Waste Services is utilizing the in house built Solid Waste Application (SWA) as the primary Asset Management tool for the over \$2.5 million of waste collection containers as well as the customer database which serves as the basis of collection information for 2,000 Multi-Residential properties comprising over 100,000 households. The SWA handles scale ticket data from the recycling facility Cascades and the Organics facility Convertus and is the backbone system for contractor management. The SWA has reached its end of life system sustainment and needs to be replaced with a new business solution. Work is currently underway to migrate operations from the SWA to Microsoft Dynamics.			
Year of completion: 2024.			
909431 Long Term Planning		Class of Estimate: Not Applicable	1,808
Category: Service Enhancements	Ward: CW	Year of Completion: 2025	
Planning and managing the development, implementation, evaluation and enhancement of the City's long-term Solid Waste plans and related policies, programs, services and projects that will guide the management of recyclables and garbage over the next thirty years. Planning and reviews began in 2019 and additional funding is required for the projects supporting the Solid Waste Master Plan, review of the waste collection contracts, various recycling pilot projects and other waste management and diversion priorities.			
Year of completion: 2030.			

City Of Ottawa  
2023 Draft Capital Budget  
Environment and Climate Change Committee - Tax  
Four Year Forecast Summary  
In Thousands (\$000)

Project Description	2023	2024	2025	2026	Total
<b>Environment</b>					
Renewal of City Assets					
910731 Excess Soils Program	160	0	0	0	160
911009 Bear Brook Watershed Study	725	0	0	0	725
<b>Renewal of City Assets Total</b>	<b>885</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>885</b>
Service Enhancements					
908894 Natural Area Acquisitions (Rural)	725	2,000	2,000	2,000	6,725
911022 2023 Climate Change Master Plan	5,000	5,000	5,000	5,000	20,000
911061 Energy Management & Invest. Strategy 202	3,000	2,851	2,850	2,850	11,551
<b>Service Enhancements Total</b>	<b>8,725</b>	<b>9,851</b>	<b>9,850</b>	<b>9,850</b>	<b>38,276</b>
<b>Environment Total</b>	<b>9,610</b>	<b>9,851</b>	<b>9,850</b>	<b>9,850</b>	<b>39,161</b>
<b>Solid Waste</b>					
Renewal of City Assets					
906167 Leachate Treatment Facility	0	0	0	21,000	21,000
909399 Trail Road Landfill Cap Repair	0	0	1,000	0	1,000
909894 Trail Road Groundwater Management	0	15,000	0	0	15,000
910586 Renewal of SW Facilities	1,000	1,500	1,000	1,500	5,000
<b>Renewal of City Assets Total</b>	<b>1,000</b>	<b>16,500</b>	<b>2,000</b>	<b>22,500</b>	<b>42,000</b>
Growth					
910587 Solid Waste Fleet Growth - Special	0	0	0	250	250
910960 Solid Waste Fleet Growth 2023	685	1,050	0	0	1,735
<b>Growth Total</b>	<b>685</b>	<b>1,050</b>	<b>0</b>	<b>250</b>	<b>1,985</b>
Regulatory					
907352 Landfill Stage 3 Capping	0	8,664	0	0	8,664
907797 Landfill Stage 4 Capping	0	0	1,000	7,000	8,000
907799 Landfill Disposal Stage 5 Development	27,500	0	0	37,000	64,500
910961 Buffer land Development	3,000	1,500	1,000	1,000	6,500
910962 Trail Road Landfill Expansion	950	950	950	950	3,800
910963 Trail Road Gas Collection Expansion	500	1,000	1,000	1,000	3,500
<b>Regulatory Total</b>	<b>31,950</b>	<b>12,114</b>	<b>3,950</b>	<b>46,950</b>	<b>94,964</b>
Service Enhancements					



City Of Ottawa  
2023 Draft Capital Budget  
Environment and Climate Change Committee - Tax  
Four Year Forecast Summary  
In Thousands (\$000)

Project Description	2023	2024	2025	2026	Total
907354 Solid Waste Business Technology	500	1,000	0	0	1,500
909431 Long Term Planning	1,808	3,600	7	275	5,690
<b>Service Enhancements Total</b>	<b>2,308</b>	<b>4,600</b>	<b>7</b>	<b>275</b>	<b>7,190</b>
<b>Solid Waste Total</b>	<b>35,943</b>	<b>34,264</b>	<b>5,957</b>	<b>69,975</b>	<b>146,139</b>
<b>Grand Total</b>	<b>45,553</b>	<b>44,115</b>	<b>15,807</b>	<b>79,825</b>	<b>185,300</b>

City Of Ottawa  
Capital Works-In-Progress as at September 30, 2022  
Environment and Climate Change - Tax  
In Thousands \$(000's)

Project Description	Authority	Expenditures	Unspent Cash Balance	Total Contractual Obligations	Unspent Balance including Contractual Obligations
<b>Environment</b>					
906381 Climate Change Master Plan	1,374	266	1,108	24	1,084
907985 Energy Management & Invest. Strategy SI	4,000	4,694	(694)	0	(694)
908869 Green Fleet	500	494	6	6	0
908880 Energy Evolution	8,004	1,422	6,581	628	5,953
908894 Natural Area Acquisitions (Rural)	4,863	192	4,671	145	4,526
909139 AQCCMP National Disaster Mitigation Prog	61	36	25	0	25
909255 Renewable Energy Transition Projects	633	506	127	102	25
909452 Energy Mgmt & Investment Strategy 2019	2,000	2,088	(88)	0	(88)
909607 Climate Emergency	440	440	0	0	0
909836 Energy Mngmnt & Invest. Strategy 2020	3,000	3,458	(458)	378	(836)
909865 2020 Natural Area Acquisitions (Urban)	2,045	1,431	614	0	614
910169 Energy Management & Invest Strategy 2021	3,000	2,526	474	454	20
910568 Energy Management & Invest Strategy 2022	3,000	259	2,741	556	2,185
910657 BHL P - Residential Retrofit Projects	27,000	2,214	24,786	0	24,786
910680 BHL P - Program Delivery	4,082	320	3,762	1,363	2,399
910731 Excess Soils Program	160	0	160	0	160
<b>Environment Total</b>	<b>64,161</b>	<b>20,345</b>	<b>43,817</b>	<b>3,658</b>	<b>40,159</b>
<b>Parks, Buildings, &amp; Grounds</b>					
910479 Forestry - Concrete Tree Well Covers	400	1	399	0	399
<b>Parks, Buildings, &amp; Grounds Total</b>	<b>400</b>	<b>1</b>	<b>399</b>	<b>0</b>	<b>399</b>
<b>Solid Waste</b>					
906167 Leachate Treatment Facility	8,350	6,624	1,726	724	1,003
907043 Springhill Landfill	700	12	688	0	688
907238 Landfill Disposal Stage 2 Capping	21,623	21,363	260	212	48
907352 Landfill Stage 3 Capping	8,091	5,897	2,194	769	1,425
907354 Solid Waste Business Technology	600	124	476	0	476
907611 Trail Road Stormwater Ponds and Ditches	183	123	59	0	59
907614 Barnsdale Base Preparation	1,300	240	1,060	2	1,059
907659 Leachate Recirculation	150	0	150	0	150
907799 Landfill Disposal Stage 5 Development	19,811	1,352	18,459	6,744	11,714

City Of Ottawa  
Capital Works-In-Progress as at September 30, 2022  
Environment and Climate Change - Tax  
In Thousands \$(000's)

Project Description	Authority	Expenditures	Unspent Cash Balance	Total Contractual Obligations	Unspent Balance including Contractual Obligations
907815 Trail Road Landfill - Exp & Development	1,150	1,206	(56)	37	(93)
907816 Groundwater Management	1,450	1,169	281	1	281
908686 Solid Waste Fleet Growth - Landfill 2019	420	418	2	0	2
909430 Nepean Landfill Cap Repair	1,600	150	1,450	1,176	274
909431 Long Term Planning	7,036	4,266	2,770	251	2,519
909627 Solid Waste Fleet Growth	2,338	1,506	831	836	(4)
909742 Solid Waste Fleet Growth	215	214	1	0	1
909894 Trail Road Groundwater Management	6,150	638	5,512	298	5,214
910198 Small Load Relocation	250	0	250	0	250
910199 Trail Road Landfill - Expansion & Develo	2,227	1,143	1,085	80	1,005
910210 Trail Road Gas Collection System Expansi	2,416	1,671	745	222	522
910585 Soil Management Facility	1,000	20	980	413	568
910586 Renewal of SW Facilities	500	0	500	0	500
910667 Land purchase	2,773	2,774	(1)	11	(12)
<b>Solid Waste Total</b>	<b>90,332</b>	<b>50,909</b>	<b>39,422</b>	<b>11,773</b>	<b>27,649</b>
<b>Stormwater Services</b>					
910800 DCA-Riverside South Pond1 Storm Sewers	1,921	0	1,921	0	1,921
<b>Stormwater Services Total</b>	<b>1,921</b>	<b>0</b>	<b>1,921</b>	<b>0</b>	<b>1,921</b>
<b>Grand Total</b>	<b>156,814</b>	<b>71,255</b>	<b>85,559</b>	<b>15,431</b>	<b>70,127</b>