



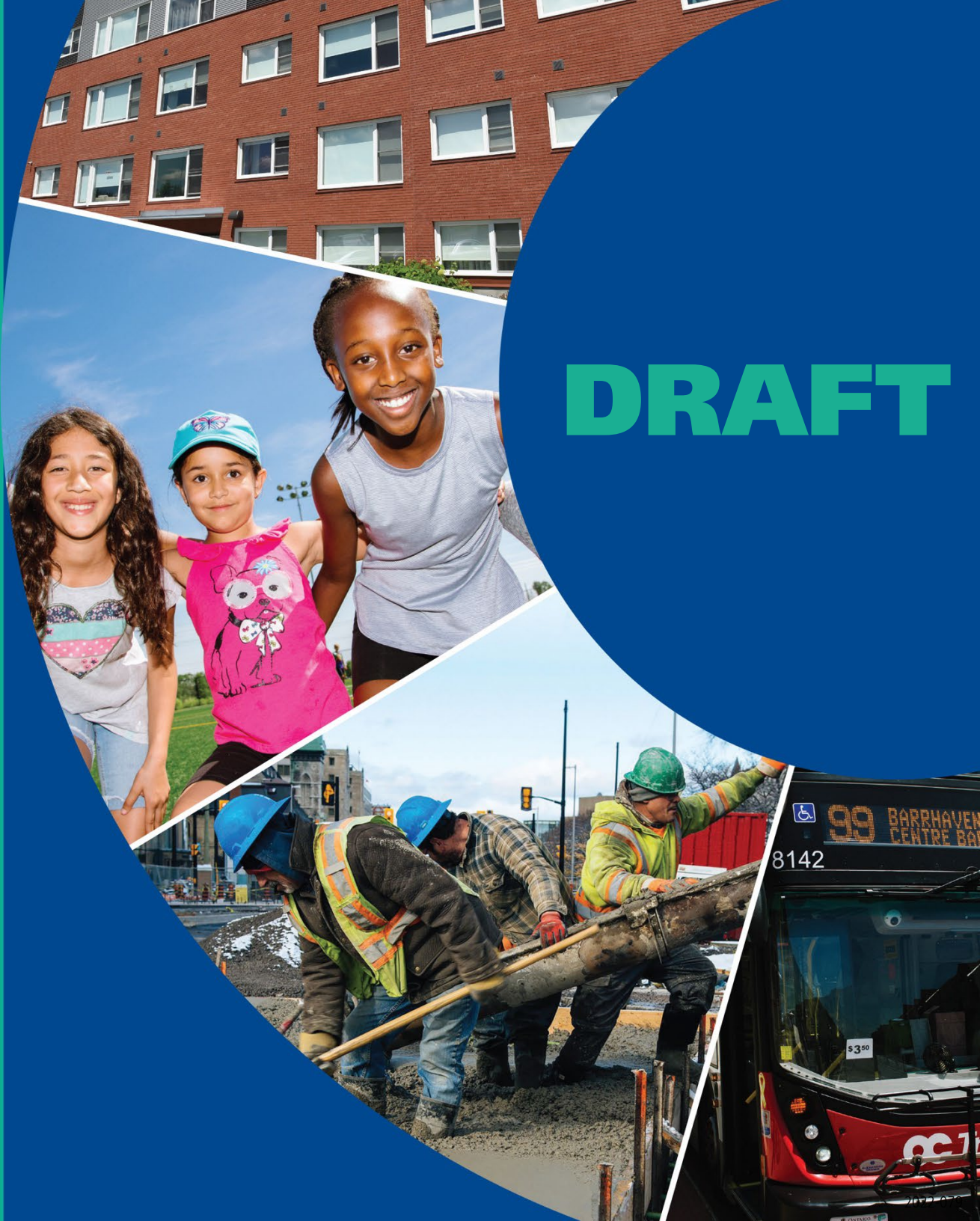
BUDGET

2023

**Working together
for a better Ottawa**

**Finance and Corporate
Services Committee**

Tabled February 1, 2023



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

Office of the City Clerk

2023 Service Area Summary

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

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

Programs/Services Offered

- Support to City Council meetings and provision of staff resources to Standing and Advisory Committees as well as several boards, pursuant to the *Municipal Act, 2001*, the *City of Ottawa Act, 1999* and related provincial statutes.
- Administration of the Accountability Framework (e.g. the Lobbyist Registry, Public Disclosure of Elected Officials' Office Expenses, support to Integrity Commissioner, etc.), governance policies and procedures.
- Point of contact on all matters of protocol between the City and federal, provincial and municipal governments, offices of government officials, diplomatic missions, military, civic, cultural and religious organizations as well as responsibility for a wide range of Protocol activities that include events, issuance of proclamations, courtesy calls with the Mayor, visiting delegations, flag protocol, gift bank and Council presentations.
- Point of contact for intergovernmental matters, applying a strategic lens to issues in order to communicate effectively to senior decision makers.
- Fulfilling legislated and advisory responsibilities relating to elections and by-elections pursuant to the *Municipal Elections Act, 1996* as well as access to information and protection of privacy in accordance with the *Municipal Freedom of Information and Protection of Privacy Act*, the *Personal Health Information Protection Act* and related provincial statutes and regulations.

- Providing advice and monitoring matters of accessibility, disability and the *Accessibility for Ontarians with Disabilities Act, 2005*.
- Identifying, preserving, and providing public access to archival records through the City of Ottawa Archives.
- Providing administrative support to elected officials, particularly in areas of finance, human resources, information technology and access to information requests.
- Providing advice to City staff on the implementation of the Bilingualism Policy; assisting departments in developing, implementing and evaluating programs and services offered in French; working with internal stakeholders to ensure a Francophone lens is applied when planning for municipal projects; providing advice on best practices related to French-language services delivery in support of the Service Excellence Through Innovation Council priority.
- Handling City-wide complaints pertaining to French-language services and providing translation and interpretation services to the corporation.
- Developing, monitoring and maintaining Corporate and departmental information management policies; design and maintenance of the corporate records classifications and the City's Retention and Disposition By-law pursuant to the *Municipal Act, 2001*.
- Processing printing requests, and delivering internal mail, coordinating courier services and processing external mail for the City and the Ottawa Police Service.
- Business support services related to a wide range of corporate initiatives and shared services.

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

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

City of Ottawa
City Clerk - User Fees

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

City of Ottawa
City Clerk - User Fees

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

Innovative Client Services Department

2023 Service Area Summary - Legal Services

Legal Services is a centre of expertise providing high quality, proactive, efficient and cost-effective legal services to a broad range of clients, including all City departments, City Council, and various local boards, including the Ottawa Police Services Board and Ottawa Public Library Board. Legal Services utilizes both in-house and external legal resources to provide a full range of core legal services, in addition to labour relations (collective bargaining, grievance management, etc.) as well as claims and insurance management.

Programs/Services Offered

- Legal and procedural advice, including: legislative drafting, interpretation and application of statutes and by-laws; access to information and privacy law; financial and governance matters; municipal assessment and taxation legal issues
- Corporate and commercial law support, including: review and drafting of contracts, funding agreements; tendering and procurement law advice
- Labour relations support, including: support to management regarding employee issues; leading collective bargaining on behalf of the City; administration of the grievance process; and representation of the City in arbitrations and at tribunals.
- Advocacy on behalf of the City in all forms of litigation, including: civil litigation; prosecutions of charges laid pursuant to the City's by-laws and in respect of other provincial offences; receipt, investigation and adjudication of non-litigated claims against the City; administrative proceedings before provincial and federal tribunals
- Planning and development law advice, including: preparation and review of development-related agreements; processing of real estate transactions involving the City; and, representation of the City in matters before the Local Planning Appeals Tribunal
- Advice and oversight of the City's Insurance programs
- Ethics advice and guidance

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

	2021	2022		2023	\$ Change over 2022 Budget
	Actual	Forecast	Budget	Estimate	
Expenditures by Program					
Legal Services	13,920	12,876	12,876	13,026	150
Gross Expenditure	13,920	12,876	12,876	13,026	150
Recoveries & Allocations	(3,533)	(2,893)	(2,893)	(2,913)	(20)
Revenue	(20)	0	0	0	0
Net Requirement	10,367	9,983	9,983	10,113	130
Expenditures by Type					
Salaries, Wages & Benefits	10,098	11,145	11,145	11,305	160
Overtime	0	31	31	31	0
Material & Services	3,794	1,643	1,643	1,633	(10)
Transfers/Grants/Financial Charges	0	0	0	0	0
Fleet Costs	0	0	0	0	0
Program Facility Costs	0	0	0	0	0
Other Internal Costs	28	57	57	57	0
Gross Expenditures	13,920	12,876	12,876	13,026	150
Recoveries & Allocations	(3,533)	(2,893)	(2,893)	(2,913)	(20)
Net Expenditure	10,387	9,983	9,983	10,113	130
Revenues By Type					
Federal	0	0	0	0	0
Provincial	0	0	0	0	0
Own Funds	0	0	0	0	0
Fees and Services	0	0	0	0	0
Fines	0	0	0	0	0
Other	(20)	0	0	0	0
Total Revenue	(20)	0	0	0	0
Net Requirement	10,367	9,983	9,983	10,113	130
Full Time Equivalents			91.00	91.00	0.00

City Manager's Office

2023 Budget Service Area Summary

The City Manager connects the values and priorities of Council with the administrative resources, operations, and alignment needed to meet those priorities. The City Manager acts as the primary agent of Council by establishing vision and corporate strategies for producing results; aligning people to the vision; motivating and inspiring people to overcome challenges and producing the change needed to achieve results.

Programs/Services Offered

The City Manager's Office supports the City Manager in:

- Leading the implementation of City Council decisions
- Facilitating responsiveness and access in all areas of programs, services and policy development
- Providing leadership by working to maintain the integrity of the organization
- Promoting and advancing Council direction to other levels of government and external organizations
- Providing advice and information to Council, staff and senior management
- Establishing the corporation's administrative governance structure and processes
- Providing policy and strategic advice to Council in key areas and activities, including upper-tier legislation and its implications on City operations
- Fostering intergovernmental relations, including participation in provincial, national and international municipal associations, such as the Association of Ontario Municipalities (AMO), the Federation of Canadian Municipalities (FCM), the Mayors and Regional Chairs of Ontario (MARCO), the Regional Chief Administrative Officers (CAOs), and provincial and federal ministries, etc.
- Overseeing the Corporate Legislative Agenda (review and quality control)
- Fostering and maintaining the City's relationship with the Office of the Auditor General (OAG), and serving as the Administration's main point of contact with the OAG for audit activities and Fraud & Waste investigations
- Preparing for Council, Finance and Economic Development Committee and Audit Committee
- Proactively supporting and advancing relations with Council, key stakeholders, and the community at large
- Proactively supporting the City Manager's internal communications and outreach
- Providing leadership in the strategic management of key corporate projects

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

	2021	2022		2023	\$ Change over 2022 Budget
	Actual	Forecast	Budget	Estimate	
Expenditures by Program					
City Manager's Office	2,078	2,222	2,222	2,262	40
Gross Expenditure	2,078	2,222	2,222	2,262	40
Recoveries & Allocations	0	0	0	0	0
Revenue	0	0	0	0	0
Net Requirement	2,078	2,222	2,222	2,262	40
Expenditures by Type					
Salaries, Wages & Benefits	1,971	2,105	2,105	2,145	40
Overtime	0	0	0	0	0
Material & Services	93	104	104	104	0
Transfers/Grants/Financial Charges	0	0	0	0	0
Fleet Costs	0	0	0	0	0
Program Facility Costs	0	0	0	0	0
Other Internal Costs	14	13	13	13	0
Gross Expenditures	2,078	2,222	2,222	2,262	40
Recoveries & Allocations	0	0	0	0	0
Net Expenditure	2,078	2,222	2,222	2,262	40
Revenues By Type					
Federal	0	0	0	0	0
Provincial	0	0	0	0	0
Own Funds	0	0	0	0	0
Fees and Services	0	0	0	0	0
Fines	0	0	0	0	0
Other	0	0	0	0	0
Total Revenue	0	0	0	0	0
Net Requirement	2,078	2,222	2,222	2,262	40
Full Time Equivalents			13.00	13.00	0.00

Transit Services Department

2023 Service Area Summary - Rail Construction Program

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

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

Programs/Services Offered

- Ensure technical compliance with the Project Agreements requirements for each project
- Lead the design and construction of the O-Train Confederation and Trillium Line extensions, civil works, environmental controls, traffic and facilities, including stations, tracks and tunnels, rail systems, vehicles, testing and commissioning and integration with the existing system
- Manage the projects scope, cost and schedule
- Manage risk, scope, change and dispute resolution
- Identify land and property requirements
- Coordinate planning works to support Official Plan (OP) land use goals, Transportation Master Plan (TMP) goals, and arts and culture
- Coordinate urban design and support business development opportunities
- Lead all rail related City bundled projects
- Manage communications for all projects associated with light rail construction, including stakeholder relations and community engagement
- Administer the Public Art Program for light rail capital projects
- Administer senior government contribution agreements
- Oversee completion and administration of related property acquisitions, easements (both temporary and permanent), as well as third party agreements

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

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

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

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

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

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

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

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

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

	2021	2022		2023	\$ Change over 2022 Budget
	Actual	Forecast	Budget	Estimate	
Expenditures by Program					
General Manager's Office	412	668	488	488	0
Business and Technical Support Services	3,541	4,071	4,621	4,696	75
Gross Expenditure	3,953	4,739	5,109	5,184	75
Recoveries & Allocations	(1,851)	(2,153)	(2,063)	(2,078)	(15)
Revenue	(1)	(10)	0	0	0
Net Requirement	2,101	2,576	3,046	3,106	60
Expenditures by Type					
Salaries, Wages & Benefits	3,758	4,346	4,656	4,731	75
Overtime	1	11	16	16	0
Material & Services	150	354	374	374	0
Transfers/Grants/Financial Charges	25	0	50	50	0
Fleet Costs	0	0	0	0	0
Program Facility Costs	0	0	0	0	0
Other Internal Costs	19	28	13	13	0
Gross Expenditures	3,953	4,739	5,109	5,184	75
Recoveries & Allocations	(1,851)	(2,153)	(2,063)	(2,078)	(15)
Net Expenditure	2,102	2,586	3,046	3,106	60
Revenues By Type					
Federal	0	0	0	0	0
Provincial	(1)	(10)	0	0	0
Own Funds	0	0	0	0	0
Fees and Services	0	0	0	0	0
Fines	0	0	0	0	0
Other	0	0	0	0	0
Total Revenue	(1)	(10)	0	0	0
Net Requirement	2,101	2,576	3,046	3,106	60
Full Time Equivalent			38.00	38.00	0.00

Planning, Real Estate and Economic Development Department 2023 Service Area Summary - Community, Policy and Partnerships

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

Community, Policy and Partnerships: In collaboration with key economic development partners, develops and implements economic development policies, strategies, projects and programs under the umbrella of the City's Economic Development Strategy to capitalize on assets and opportunities in growing and diversifying the City's economy as a key element of broader city building.

Programs/Services Offered

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

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

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

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

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

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

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

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

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

Programs/Services Offered

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

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

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

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

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

	2021 Rate \$	2022 Rate \$	2023 Rate \$	% Change Over 2022	% Change Over 2021	Effective Date	2023 Revenue (\$000)
Real Estate Agreements							
Lease agreements	1,126.00	1,149.00	1,168.00	1.7%	3.7%	01-Apr-23	
Lease Assignment Amendment	563.00	574.00	584.00	1.7%	3.7%	01-Apr-23	
Lease Renewal Agreements	563.00	574.00	584.00	1.7%	3.7%	01-Apr-23	
License of Occupation Agreements	1,126.00	1,149.00	1,168.00	1.7%	3.7%	01-Apr-23	
License Assignment	563.00	574.00	584.00	1.7%	3.7%	01-Apr-23	
License Renewal	563.00	574.00	584.00	1.7%	3.7%	01-Apr-23	
Consent to Enter Agreements	280.00	286.00	291.00	1.7%	3.9%	01-Apr-23	
Reconveyance of Dedicated Road Widening requirements	563.00	574.00	584.00	1.7%	3.7%	01-Apr-23	
Appraisal fee for cash-in-lieu of parkland	500.00	500.00	800.00	60.0%	60.0%	01-Apr-23	
Cost of Negotiation of off-site management agreement	1,688.00	1,722.00	1,751.00	1.7%	3.7%	01-Apr-23	
Cost of Negotiation fee	1,688.00	1,722.00	1,751.00	1.7%	3.7%	01-Apr-23	
Cost of appraisal	actual cost	actual cost	actual cost	n/a	n/a	01-Apr-23	
Cost of appraisal admin fee	1,688.00	1,722.00	1,751.00	1.7%	3.7%	01-Apr-23	
Cost of survey	actual cost	actual cost	actual cost	n/a	n/a	01-Apr-23	
Cost of survey admin fee	1,688.00	1,722.00	1,751.00	1.7%	3.7%	01-Apr-23	
Recovery of actual costs relating to real estate operations	actual cost	actual cost	actual cost	n/a	n/a	01-Apr-23	
Administration and overhead charge for third party requests wherein the benefit is for the party's sole interest.	15%	15%	15%	n/a	n/a	01-Apr-23	
Total Departmental							(125)

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

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

Innovative Client Services Department

2023 Service Area Summary - Service Transformation

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

Programs/Services Offered

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

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

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

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

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

	2021	2022		2023	\$ Change over 2022 Budget
	Actual	Forecast	Budget	Estimate	
Expenditures by Program					
Service Transformation	3,469	3,377	3,302	3,372	70
Gross Expenditure	3,469	3,377	3,302	3,372	70
Recoveries & Allocations	0	0	0	0	0
Revenue	0	0	0	0	0
Net Requirement	3,469	3,377	3,302	3,372	70
Expenditures by Type					
Salaries, Wages & Benefits	2,685	3,160	3,035	3,115	80
Overtime	0	0	0	0	0
Material & Services	169	208	258	248	(10)
Transfers/Grants/Financial Charges	0	0	0	0	0
Fleet Costs	0	0	0	0	0
Program Facility Costs	0	0	0	0	0
Other Internal Costs	615	9	9	9	0
Gross Expenditures	3,469	3,377	3,302	3,372	70
Recoveries & Allocations	0	0	0	0	0
Net Expenditure	3,469	3,377	3,302	3,372	70
Revenues By Type					
Federal	0	0	0	0	0
Provincial	0	0	0	0	0
Own Funds	0	0	0	0	0
Fees and Services	0	0	0	0	0
Fines	0	0	0	0	0
Other	0	0	0	0	0
Total Revenue	0	0	0	0	0
Net Requirement	3,469	3,377	3,302	3,372	70
Full Time Equivalents			24.00	24.00	0.00

Innovative Client Services Department

2023 Service Area Summary - Public Information and Media Relations

Public Information and Media Relations (PIMR) informs and engages Ottawa residents on programs, services and issues that are paramount to their participation as citizens and that help improve their quality of life. It guides strategic communications that align with the City's priorities, focusing on inclusivity and providing critical information. Collaborating with all City departments to deliver clear and timely external communications supports the organizational values of transparency, impartiality, respect and accountability. Public Information and Media Relations leads the City's emergency communications response. Recent examples include the City's COVID-19 response, the vaccination roll-out, the truck convoy, and the derecho storm. Anticipating clients' needs and offering a consistent experience that is positive, inclusive and successful across all channels positions the City as a trusted partner

Programs/Services offered

Public Information and Media Relations consists of three branches:

Public Information – Outreach: leads the Public Engagement Strategy, engages with citizens via the City's social media channels, and manages the City's advertising and measures the effectiveness of communications plans and projects. They also create content such as videos, photos and graphics.

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

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

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

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

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

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

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

Programs/Services Offered

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

Employee Experience Strategy & Solutions - Oversees HR systems strategy, systems maintenance and information management to enable process improvement and strategic decision-making.

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

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

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

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

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

Innovative Client Services Department

2023 Service Area Summary - ServiceOttawa

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

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

Programs/Services Offered

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

Supporting Elected Officials

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

Supporting Residents, Visitors and Businesses

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

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

What did ServiceOttawa deliver in 2022?

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

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

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

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

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

City of Ottawa
 Innovative Client Services Department
 ServiceOttawa - User Fees

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

Innovative Client Services Department

2023 Service Area Summary - Information Technology (IT) Services

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

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

IT Services Core Operations

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

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

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

Innovative Client Services Department

2023 Service Area Summary - Supply Services

Supply Services is responsible for managing and directing the strategic procurement of all goods, services and construction services, and all payments, for the City of Ottawa, Ottawa Police, and Ottawa Public Library, in accordance with the City of Ottawa Procurement By-law, federal and provincial legislation, and established policies and procedures.

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

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

Programs/Services Offered

Procurement: Responsible for managing and directing procurement activities for all goods, services and construction for the City of Ottawa, Ottawa Police Service and Library Board, focusing on best value, industry-accepted best practices and managed risk.

Strategic Sourcing: Responsible for managing the City's supply chain, including the payment of all goods, services, and construction for the City of Ottawa, Ottawa Police Services, Ottawa Public Library, and the Business Improvement Areas.

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

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

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

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

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

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

Finance Services Department

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

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

Programs/Services Offered

Core services include:

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

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

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

Finance Services Department

2023 Service Area Summary - Revenue Service Area

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

Programs/Services Offered

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

Core services include:

- Developing the City’s tax policies, issuing and collecting all City tax bills, administering the assessment roll, managing assessment appeals, administering tax mitigation programs, and maintaining all customer tax accounts
- Developing the City’s revenue billing policies, issuing and collecting all City water bills, maintaining all customer water accounts, maintenance of all water meters, setting water meter standards and oversight of the automated meter reading infrastructure across the City
- Provides billing and collection services for all accounts receivable (corporate accounts receivable, provincial offences fines, payment in lieu of taxation, etc.)
- Oversight of the Municipal Accommodation Tax, Vacant Unit Tax and the City’s corporate cash handling policies and procedures

- Oversees the City's customer payment strategy and Resident payment experience by managing and offering multiple payment channel options.

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

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

City of Ottawa
Finance Services Department
Revenue Services - User Fees

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

City of Ottawa
Finance Services Department
Revenue Services - User Fees

	2021 Rate \$	2022 Rate \$	2023 Rate \$	% Change Over 2022	% Change Over 2021	Effective Date	2023 Revenue (\$000)
Tax Sales Fees							
Municipal Tax Sale: Step 1	1,465.00	1,494.00	1,524.00	2%	4%	01-Apr-23	
Municipal Tax Sale: Step 2	443.00	452.00	461.00	2%	4%	01-Apr-23	
Extension Agreement	886.00	904.00	922.00	2%	4%	01-Apr-23	
Survey	Actual cost	Actual cost	Actual cost	0%	0%	01-Apr-23	
Sale of Land by Tender Process						01-Apr-23	
Expenses for Tax Sale Proceedings	930.00	949.00	1,159.00	22%	25%	01-Apr-23	
After Tender Opening: Mailing Costs	300.00	306.00	312.00	2%	4%	01-Apr-23	
After Tender Opening: Registration	443.00	452.00	461.00	2%	4%	01-Apr-23	
After Tender Opening: Distribution of Sale	443.00	452.00	461.00	2%	4%	01-Apr-23	
Tender Package Purchase	45.50	46.50	47.50	2%	4%	01-Apr-23	
Advertising Costs	Actual cost	Actual cost	Actual cost	0%	0%	01-Apr-23	
Legal Cost	Actual cost	Actual cost	Actual cost	0%	0%	01-Apr-23	
Collection Fees						01-Apr-23	
Collection Handling Fee	45.00	46.00	47.00	2%	4%	01-Apr-23	
Private Collection Agency Fee Recovery	Actual %	Actual %	Actual %	0%	0%	01-Apr-23	
Account Statement Fee: Accounts Receivable	38.75	39.00	40.00	0%	0%	01-Apr-23	
Additions to Tax Roll	48.00	49.00	50.00	2%	4%	01-Apr-23	
Registered Letter for Arrears on Tax Account	45.00	46.00	47.00	2%	4%	01-Apr-23	
Corporate Accounts Receivable Interest	1.25% Compounded per month	1.25 % Compounded per month	1.25 % Compounded per month	0%	0%	01-Apr-23	
Water Bill Interest Applied after the due date, every 15 days thereafter and before each bill.	0.0417% Daily Rate	0.0417% Daily Rate	0.0417% Daily Rate	0%	0%	01-Apr-23	
Credit Card/Mastercard Visa Debit Service fee	1.99%	1.99%	1.99%	0%	0%	01-Apr-23	
Total Departmental							(300)

Finance Services Department

2023 Service Area Summary - Corporate Finance Service Area

The Corporate Finance service area provides financial oversight, financial systems support and reporting to the Corporation; partnering with clients to develop innovative solutions to business needs; and ensuring compliance with all legislation, by-laws and other governance requirements.

Programs/Services Offered

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

Core services include:

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

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

	2021	2022		2023	\$ Change over 2022 Budget
	Actual	Forecast	Budget	Estimate	
Expenditures by Program					
Corporate Finance	4,066	3,997	4,247	4,342	95
Gross Expenditure	4,066	3,997	4,247	4,342	95
Recoveries & Allocations	(631)	(614)	(614)	(614)	0
Revenue	0	0	0	0	0
Net Requirement	3,435	3,383	3,633	3,728	95
Expenditures by Type					
Salaries, Wages & Benefits	3,628	3,598	3,668	3,763	95
Overtime	12	3	3	3	0
Material & Services	425	377	557	557	0
Transfers/Grants/Financial Charges	0	0	0	0	0
Fleet Costs	0	0	0	0	0
Program Facility Costs	0	0	0	0	0
Other Internal Costs	1	19	19	19	0
Gross Expenditures	4,066	3,997	4,247	4,342	95
Recoveries & Allocations	(631)	(614)	(614)	(614)	0
Net Expenditure	3,435	3,383	3,633	3,728	95
Revenues By Type					
Federal	0	0	0	0	0
Provincial	0	0	0	0	0
Own Funds	0	0	0	0	0
Fees and Services	0	0	0	0	0
Fines	0	0	0	0	0
Other	0	0	0	0	0
Total Revenue	0	0	0	0	0
Net Requirement	3,435	3,383	3,633	3,728	95
Full Time Equivalents			31.56	31.56	0.00

Finance Services Department

2023 Service Area Summary – Payroll, Pensions and Benefits Service Area

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

Programs/Services Offered

Comprised of Payroll Operations, Employee Client Services, SAP Systems Interfaces and Time Management, Pension and Benefit Administration, Financial Management, and Compliance Oversight. Provides services and expertise on all employee movement processing, time management, payroll, benefits and pension matters within the organization; and establishes programs and policies that support all employees on a daily basis and the City in its goal to be financially sustainable.

Core services include:

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

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

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

Non-Departmental 2023 Service Area Summary

Programs/Services Offered

Corporate Human Resource Provision

- Sick Leave Banks: Applies only to staff hired before the introduction of income protection plans in the late 1970's
- Retiree Costs: Includes Benefits for Retirees and Pension Supplementation
- Employee Benefits: Includes Past Service Pension and Disability Accommodation Provision

Capital Formation Costs

- Contribution to Reserves: The yearly contributions from the operating budget to various reserves
- Vacant Unit Tax – Net revenue from vacant residential properties directed towards affordable housing initiatives
- Endowment Fund: The fund payout policy provides for an annual payout which is the lesser of the earnings in the year or 6.5 per cent, which are used to support the capital program
- Debt Charges: The annual principal and interest payments made to holders of municipal debentures (bonds).
- Sale of Surplus Lands: Income generated by the sale of lands identified by the City as surplus
- Ottawa Lands Development: Council-approved land sales generated by the Ottawa Community Lands Development Corporation
- 100 Constellation lease payment

Corporate Common Expenditures

- Financial Charges & Other: expenditures relating to daily cash management, placing and servicing long term financing, and other sundry financial charges

- Community Improvement Grants: Brownfield assistance programs to provide financial incentives for redevelopment of contaminated sites

Corporate Common Revenues

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

Tax Related Revenues & Expenditures

- Tax Rebates and Remissions: Includes reimbursement of property taxes for charities
- Municipal Property Assessment Corporation (MPAC): The City's proportionate share of the annual MPAC operating costs
- Supplementary Assessment: Tax revenue from new properties assessed after the return of the annual assessment roll
- Payments in lieu of Taxation: Payments made by Federal and Provincial government institutions on their properties including the taxes for education raised from these properties but retained by the City
- Public Institutions: Payments made by the Provincial government for payment in lieu of taxes for hospitals, universities and penitentiaries
- Local Improvement Revenue: Taxes raised to reimburse the costs incurred by the City for works constructed on behalf of benefiting taxpayers
- Property Taxes: The main source of revenue for funding municipal services

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

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

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

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

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

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

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

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

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

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

City of Ottawa
Elected Officials - 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	
Expenditures by Program											
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
Gross Expenditure	12,767	12,967	0	270	0	515	0	0	0	13,752	785
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
Net Requirement	12,767	12,967	0	270	0	515	0	0	0	13,752	785
Expenditures by Type											
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
Gross Expenditures	12,767	12,967	0	270	0	515	0	0	0	13,752	785
Recoveries & Allocations	0	0	0	0	0	0	0	0	0	0	0
Net Expenditure	12,767	12,967	0	270	0	515	0	0	0	13,752	785
Percent of 2023 Net Expenditure Budget			0.0%	2.1%	0.0%	4.0%	0.0%	0.0%	0.0%	6.1%	
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	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	0	0	0	0	0	0	0	0	0	0	0
Percent of 2023 Revenue Budget			0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Net Requirement	12,767	12,967	0	270	0	515	0	0	0	13,752	785
Percent of 2023 Net Requirement Budget			0.0%	2.1%	0.0%	4.0%	0.0%	0.0%	0.0%	6.1%	
Full Time Equivalents (FTEs)		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	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
Elected Officials - Operating Resource Requirement Explanatory Notes
In Thousands (\$000)

2022 Forecast vs. Budget Variance Explanation	Surplus / (Deficit)			
	Expense	Revenue	Net	
No significant variances to report.	200	0	200	
Total Surplus / (Deficit)	200	0	200	
2023 Pressure Category / Explanation	Increase / (Decrease)			
	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
2023 Pressure Category / Explanation	Increase / (Decrease)			
	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	
Expenditures by Program											
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)
Gross Expenditure	32,323	31,571	0	(6,750)	0	0	0	(120)	0	24,701	(6,870)
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
Net Requirement	19,500	19,500	0	440	0	0	0	(120)	0	19,820	320
Expenditures by Type											
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
Gross Expenditures	32,323	31,571	0	(6,750)	0	0	0	(120)	0	24,701	(6,870)
Recoveries & Allocations	(2,997)	(2,997)	0	(2)	0	0	0	0	0	(2,999)	(2)
Net Expenditure	29,326	28,574	0	(6,752)	0	0	0	(120)	0	21,702	(6,872)
Percent of 2023 Net Expenditure Budget			0.0%	-23.6%	0.0%	0.0%	0.0%	-0.4%	0.0%	-24.0%	

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	
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)

2022 Forecast vs. Budget Variance Explanation	Surplus / (Deficit)			
	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	
Expenditures by Program											
Legal Services	12,876	12,876	0	160	0	0	0	(10)	0	13,026	150
Gross Expenditure	12,876	12,876	0	160	0	0	0	(10)	0	13,026	150
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
Net Requirement	9,983	9,983	0	140	0	0	0	(10)	0	10,113	130
Expenditures by Type											
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
Gross Expenditures	12,876	12,876	0	160	0	0	0	(10)	0	13,026	150
Recoveries & Allocations	(2,893)	(2,893)	0	(20)	0	0	0	0	0	(2,913)	(20)
Net Expenditure	9,983	9,983	0	140	0	0	0	(10)	0	10,113	130
Percent of 2023 Net Expenditure Budget			0.0%	1.4%	0.0%	0.0%	0.0%	-0.1%	0.0%	1.3%	
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	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	0	0	0	0	0	0	0	0	0	0	0
Percent of 2023 Revenue Budget			0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Net Requirement	9,983	9,983	0	140	0	0	0	-10	0	10,113	130
Percent of 2023 Net Requirement Budget			0.0%	1.4%	0.0%	0.0%	0.0%	-0.1%	0.0%	1.3%	
Full Time Equivalents (FTEs)		91.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	91.00	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
 Legal Services - Operating Resource Requirement Explanatory Notes
 In Thousands (\$000)

2022 Forecast vs. Budget Variance Explanation	Surplus / (Deficit)			
	Expense	Revenue	Net	
No significant variances to report.	0	0	0	
Total Surplus / (Deficit)	0	0	0	
2023 Pressure Category / Explanation	Increase / (Decrease)			
	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
2023 Pressure Category / Explanation	Increase / (Decrease)			
	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 over 2022 Budget
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	COVID-19	Service Initiatives / Savings	User Fees & Revenues	Estimate	
Expenditures by Program											
City Manager's Office	2,222	2,222	0	40	0	0	0	0	0	2,262	40
Gross Expenditure	2,222	2,222	0	40	0	0	0	0	0	2,262	40
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
Net Requirement	2,222	2,222	0	40	0	0	0	0	0	2,262	40
Expenditures by Type											
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
Gross Expenditures	2,222	2,222	0	40	0	0	0	0	0	2,262	40
Recoveries & Allocations	0	0	0	0	0	0	0	0	0	0	0
Net Expenditure	2,222	2,222	0	40	0	0	0	0	0	2,262	40
Percent of 2023 Net Expenditure Budget			0.0%	1.8%	0.0%	0.0%	0.0%	0.0%	0.0%	1.8%	
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	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	0	0	0	0	0	0	0	0	0	0	0
Percent of 2023 Revenue Budget			0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Net Requirement	2,222	2,222	0	40	0	0	0	0	0	2,262	40
Percent of 2023 Net Requirement Budget			0.0%	1.8%	0.0%	0.0%	0.0%	0.0%	0.0%	1.8%	
Full Time Equivalents (FTEs)		13.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	13.00	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
City Manager's Office - Operating Resource Requirement Explanatory Notes
In Thousands (\$000)

2022 Forecast vs. Budget Variance Explanation	Surplus / (Deficit)			
	Expense	Revenue	Net	
No significant variance to report.	0	0	0	
Total Surplus / (Deficit)	0	0	0	
2023 Pressure Category / Explanation	Increase / (Decrease)			
	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	
Expenditures by Program											
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
Gross Expenditure	10,307	11,122	4,130	255	0	0	0	0	0	15,507	4,385
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
Net Requirement	0	0	0	0	0	0	0	0	0	0	0
Expenditures by Type											
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
Gross Expenditures	10,307	11,122	4,130	255	0	0	0	0	0	15,507	4,385
Recoveries & Allocations	(10,302)	(11,117)	(4,130)	(255)	0	0	0	0	0	(15,502)	(4,385)
Net Expenditure	5	5	0	0	0	0	0	0	0	5	0
Percent of 2023 Net Expenditure Budget			0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
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	(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
Total Revenue	(5)	(5)	0	0	0	0	0	0	0	(5)	0
Percent of 2023 Revenue Budget			0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Net Requirement	0	0	0	0	0	0	0	0	0	0	0
Percent of 2023 Net Requirement Budget			0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Full Time Equivalents (FTEs)		12.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	12.00	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
 Transit Services Department
 Rail Construction Program Service - Operating Resource Requirement Explanatory Notes
 In Thousands (\$000)

2022 Forecast vs. Budget Variance Explanation	Surplus / (Deficit)			
	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	
Expenditures by Program											
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
Gross Expenditure	4,739	5,109	0	75	0	0	0	0	0	5,184	75
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
Net Requirement	2,576	3,046	0	60	0	0	0	0	0	3,106	60
Expenditures by Type											
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
Gross Expenditures	4,739	5,109	0	75	0	0	0	0	0	5,184	75
Recoveries & Allocations	(2,153)	(2,063)	0	(15)	0	0	0	0	0	(2,078)	(15)
Net Expenditure	2,586	3,046	0	60	0	0	0	0	0	3,106	60
Percent of 2023 Net Expenditure Budget			0.0%	2.0%	0.0%	0.0%	0.0%	0.0%	0.0%	2.0%	
Revenues By Type											
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
Total Revenue	(10)	0	0	0	0	0	0	0	0	0	0
Percent of 2023 Revenue Budget			0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Net Requirement	2,576	3,046	0	60	0	0	0	0	0	3,106	60
Percent of 2023 Net Requirement Budget			0.0%	2.0%	0.0%	0.0%	0.0%	0.0%	0.0%	2.0%	
Full Time Equivalents (FTEs)		38.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	38.00	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

Planning, Real Estate & Economic Development Department

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

In Thousands (\$000)

2022 Forecast vs. Budget Variance Explanation	Surplus / (Deficit)				
	Expense	Revenue	Net		
Expenditure savings largely due to gapping from vacancies.	460	10	470		
Total Surplus / (Deficit)	460	10	470		
2023 Pressure Category / Explanation	Increase / (Decrease)				
	Expense	Revenue	Net 2023 Changes	FTE Impact	
Maintain Services					
All programs include an adjustment for potential 2023 cost of living, increments and benefit adjustments.	60	0	60	0.00	
Total Maintain Services	60	0	60	0.00	
Total Budget Changes	60	0	60	0.00	

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	
Expenditures by Program											
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)
Gross Expenditure	9,556	9,556	(500)	50	0	0	0	0	0	9,106	(450)
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
Net Requirement	9,556	9,556	(500)	50	0	0	0	0	0	9,106	(450)
Expenditures by Type											
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
Gross Expenditures	9,556	9,556	(500)	50	0	0	0	0	0	9,106	(450)
Recoveries & Allocations	0	0	0	0	0	0	0	0	0	0	0
Net Expenditure	9,556	9,556	(500)	50	0	0	0	0	0	9,106	(450)
Percent of 2023 Net Expenditure Budget			-5.2%	0.5%	0.0%	0.0%	0.0%	0.0%	0.0%	-4.7%	
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	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	0	0	0	0	0	0	0	0	0	0	0
Percent of 2023 Revenue Budget			0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Net Requirement	9,556	9,556	(500)	50	0	0	0	0	0	9,106	(450)
Percent of 2023 Net Requirement Budget			-5.2%	0.5%	0.0%	0.0%	0.0%	0.0%	0.0%	-4.7%	
Full Time Equivalents (FTEs)		12.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	12.00	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
 Planning, Real Estate & Economic Development Department
 Economic Development and Long Range Planning - Operating Resource Requirement Explanatory Notes
 In Thousands (\$000)

2022 Forecast vs. Budget Variance Explanation	Surplus / (Deficit)			
	Expense	Revenue	Net	
No significant variances to report.	0	0	0	
Total Surplus / (Deficit)	0	0	0	
2022 Baseline Adjustment / Explanation	Increase / (Decrease)			
	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
2023 Pressure Category / Explanation	Increase / (Decrease)			
	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	
Expenditures by Program											
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
Gross Expenditure	14,906	15,406	0	245	0	0	0	(5)	0	15,646	240
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)
Net Requirement	8,823	9,323	0	90	0	0	0	(5)	(125)	9,283	(40)
Expenditures by Type											
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
Gross Expenditures	14,906	15,406	0	245	0	0	0	(5)	0	15,646	240
Recoveries & Allocations	(5,744)	(5,744)	0	0	0	0	0	0	0	(5,744)	0
Net Expenditure	9,162	9,662	0	245	0	0	0	(5)	0	9,902	240
Percent of 2023 Net Expenditure Budget			0.0%	2.5%	0.0%	0.0%	0.0%	-0.1%	0.0%	2.5%	
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	(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
Total Revenue	(339)	(339)	0	(155)	0	0	0	0	(125)	(619)	(280)
Percent of 2023 Revenue Budget			0.0%	45.7%	0.0%	0.0%	0.0%	0.0%	36.9%	82.6%	
Net Requirement	8,823	9,323	0	90	0	0	0	(5)	(125)	9,283	(40)
Percent of 2023 Net Requirement Budget			0.0%	1.0%	0.0%	0.0%	0.0%	-0.1%	-1.3%	-0.4%	
Full Time Equivalents (FTEs)		40.50	0.00	0.00	0.00	0.00	0.00	0.00	0.00	40.50	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
 Planning, Real Estate & Economic Development Department
 Corporate Real Estate Office - Operating Resource Requirement Explanatory Notes
 In Thousands (\$000)

2022 Forecast vs. Budget Variance Explanation	Surplus / (Deficit)			
	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	
Expenditures by Program											
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
Gross Expenditure	3,428	3,619	0	65	0	250	0	(5)	0	3,929	310
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
Net Requirement	3,428	3,619	0	65	0	250	0	(5)	0	3,929	310
Expenditures by Type											
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
Gross Expenditures	3,428	3,619	0	65	0	250	0	(5)	0	3,929	310
Recoveries & Allocations	0	0	0	0	0	0	0	0	0	0	0
Net Expenditure	3,428	3,619	0	65	0	250	0	(5)	0	3,929	310
Percent of 2023 Net Expenditure Budget			0.0%	1.8%	0.0%	6.9%	0.0%	-0.1%	0.0%	8.6%	
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	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	0	0	0	0	0	0	0	0	0	0	0
Percent of 2023 Revenue Budget			0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Net Requirement	3,428	3,619	0	65	0	250	0	(5)	0	3,929	310
Percent of 2023 Net Requirement Budget			0.0%	1.8%	0.0%	6.9%	0.0%	-0.1%	0.0%	8.6%	
Full Time Equivalents (FTEs)		26.00	0.00	0.00	0.00	2.00	0.00	0.00	0.00	28.00	2.00
Percent of 2023 FTEs			0.0%	0.0%	0.0%	7.7%	0.0%	0.0%	0.0%	7.7%	

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 over 2022 Budget
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	COVID-19	Service Initiatives / Savings	User Fees & Revenues	Estimate	
Expenditures by Program											
Service Transformation	3,377	3,302	0	80	0	0	0	(10)	0	3,372	70
Gross Expenditure	3,377	3,302	0	80	0	0	0	(10)	0	3,372	70
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
Net Requirement	3,377	3,302	0	80	0	0	0	(10)	0	3,372	70
Expenditures by Type											
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
Gross Expenditures	3,377	3,302	0	80	0	0	0	(10)	0	3,372	70
Recoveries & Allocations	0	0	0	0	0	0	0	0	0	0	0
Net Expenditure	3,377	3,302	0	80	0	0	0	(10)	0	3,372	70
Percent of 2023 Net Expenditure Budget			0.0%	2.4%	0.0%	0.0%	0.0%	-0.3%	0.0%	2.1%	
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	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	0	0	0	0	0	0	0	0	0	0	0
Percent of 2023 Revenue Budget			0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Net Requirement	3,377	3,302	0	80	0	0	0	(10)	0	3,372	70
Percent of 2023 Net Requirement Budget			0.0%	2.4%	0.0%	0.0%	0.0%	-0.3%	0.0%	2.1%	
Full Time Equivalents (FTEs)		24.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	24.00	0.00
Percent of 2023 FTEs		24.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	

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

2022 Forecast vs. Budget Variance Explanation	Surplus / (Deficit)			
	Expense	Revenue	Net	
No significant variances to report.	(75)	0	(75)	
Total Surplus / (Deficit)	(75)	0	(75)	
2023 Pressure Category / Explanation	Increase / (Decrease)			
	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
2023 Pressure Category / Explanation	Increase / (Decrease)			
	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	
Expenditures by Program											
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
Gross Expenditure	4,778	4,798	(255)	150	0	0	0	(5)	0	4,688	(110)
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
Net Requirement	4,556	4,673	(255)	50	0	0	0	(5)	0	4,463	(210)
Expenditures by Type											
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
Gross Expenditures	4,778	4,798	(255)	150	0	0	0	(5)	0	4,688	(110)
Recoveries & Allocations	(145)	(125)	0	(100)	0	0	0	0	0	(225)	(100)
Net Expenditure	4,633	4,673	(255)	50	0	0	0	(5)	0	4,463	(210)
Percent of 2023 Net Expenditure Budget			-5.5%	1.1%	0.0%	0.0%	0.0%	-0.1%	0.0%	-4.5%	
Revenues By Type											
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
Total Revenue	(77)	0	0	0	0	0	0	0	0	0	0
Percent of 2023 Revenue Budget			0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Net Requirement	4,556	4,673	(255)	50	0	0	0	(5)	0	4,463	(210)
Percent of 2023 Net Requirement Budget			-5.5%	1.1%	0.0%	0.0%	0.0%	-0.1%	0.0%	-4.5%	
Full Time Equivalents (FTEs)		33.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	33.00	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
 Public Information & Media Relations - Operating Resource Requirement Explanatory Notes
 In Thousands (\$000)

2022 Forecast vs. Budget Variance Explanation	Surplus / (Deficit)			
	Expense	Revenue	Net	
No significant variances to report.	40	77	117	
Total Surplus / (Deficit)	40	77	117	
2022 Baseline Adjustment / Explanation	Increase / (Decrease)			
	Expense	Revenue	Net 2023 Changes	FTE Impact
Reversal of 2022 One-time funding 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
2023 Pressure Category / Explanation	Increase / (Decrease)			
	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 over 2022 Budget
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	COVID-19	Service Initiatives / Savings	User Fees & Revenues	Estimate	
Expenditures by Program											
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
Gross Expenditure	19,405	18,955	(820)	1,360	0	155	0	(15)	0	19,635	680
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
Net Requirement	17,910	17,460	(820)	1,360	0	155	0	(15)	0	18,140	680
Expenditures by Type											
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
Gross Expenditures	19,405	18,955	(820)	1,360	0	155	0	(15)	0	19,635	680
Recoveries & Allocations	(730)	(730)	0	0	0	0	0	0	0	(730)	0
Net Expenditure	18,675	18,225	(820)	1,360	0	155	0	(15)	0	18,905	680
Percent of 2023 Net Expenditure Budget			-4.5%	7.5%	0.0%	0.9%	0.0%	-0.1%	0.0%	3.7%	

City of Ottawa
Innovative Client Services Department
Human Resources - 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	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%	

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

2022 Forecast vs. Budget Variance Explanation	Surplus / (Deficit)			
	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

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

2023 Pressure Category / Explanation	Increase / (Decrease)			
	Expense	Revenue	Net 2023 Changes	FTE Impact
Growth				
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
Total Growth	155	0	155	0.00
2023 Pressure Category / Explanation	Increase / (Decrease)			
	Expense	Revenue	Net 2023 Changes	FTE Impact
Service Initiatives / Savings				
Discretionary spending savings	(15)	0	(15)	0.00
Total Service Initiatives / Savings	(15)	0	(15)	0.00
Total Budget Changes	680	0	680	0.00

City of Ottawa
 Innovative Client Services Department
 ServiceOttawa - 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	
Expenditures by Program											
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
Gross Expenditure	15,054	17,873	0	445	0	0	0	(5)	0	18,313	440
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
Net Requirement	10,632	13,472	0	95	0	0	0	(5)	0	13,562	90
Expenditures by Type											
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
Gross Expenditures	15,054	17,873	0	445	0	0	0	(5)	0	18,313	440
Recoveries & Allocations	(3,097)	(3,097)	0	(350)	0	0	0	0	0	(3,447)	(350)
Net Expenditure	11,957	14,776	0	95	0	0	0	(5)	0	14,866	90
Percent of 2023 Net Expenditure Budget			0.0%	0.6%	0.0%	0.0%	0.0%	0.0%	0.0%	0.6%	

City of Ottawa
 Innovative Client Services Department
 ServiceOttawa - 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	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%	

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

2022 Forecast vs. Budget Variance Explanation	Surplus / (Deficit)			
	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	
2023 Pressure Category / Explanation	Increase / (Decrease)			
	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
2023 Pressure Category / Explanation	Increase / (Decrease)			
	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
2023 Pressure Category / Explanation	Increase / (Decrease)			
	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

City of Ottawa
 Innovative Client Services Department
 Information Technology 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	
Expenditures by Program											
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
Gross Expenditure	83,630	76,866	(315)	1,825	0	310	600	(115)	0	79,171	2,305
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)
Net Requirement	72,715	72,715	(315)	1,640	0	310	0	(115)	0	74,235	1,520
Expenditures by Type											
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
Gross Expenditures	83,630	76,866	(315)	1,825	0	310	600	(115)	0	79,171	2,305
Recoveries & Allocations	(9,340)	(4,151)	0	(185)	0	0	0	0	0	(4,336)	(185)
Net Expenditure	74,290	72,715	(315)	1,640	0	310	600	(115)	0	74,835	2,120
Percent of 2023 Net Expenditure Budget			-0.4%	2.3%	0.0%	0.4%	0.8%	-0.2%	0.0%	2.9%	

City of Ottawa
 Innovative Client Services Department
 Information Technology 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	(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)

2022 Forecast vs. Budget Variance Explanation	Surplus / (Deficit)			
	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
Growth				
Maintenance for booking systems developed during the pandemic available across the City services.	310	0	310	0.00
Total Growth	310	0	310	0.00
2023 Pressure Category / Explanation	Increase / (Decrease)			
	Expense	Revenue	Net 2023 Changes	FTE Impact
COVID-19				
Vaccine distribution support offset by provincial funding.	600	(600)	0	0.00
Total COVID-19	600	(600)	0	0.00
2023 Pressure Category / Explanation	Increase / (Decrease)			
	Expense	Revenue	Net 2023 Changes	FTE Impact
Service Initiatives / Savings				
Discretionary Spending Efficiencies	(115)	0	(115)	0.00
Total Budget Changes	2,120	(600)	1,520	0.00

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	
Expenditures by Program											
Supply Services	9,702	7,302	0	170	0	0	0	(5)	0	7,467	165
Gross Expenditure	9,702	7,302	0	170	0	0	0	(5)	0	7,467	165
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)
Net Requirement	4,392	4,392	0	(2,035)	0	0	0	(5)	0	2,352	(2,040)
Expenditures by Type											
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
Gross Expenditures	9,702	7,302	0	170	0	0	0	(5)	0	7,467	165
Recoveries & Allocations	(2,125)	(2,125)	0	0	0	0	0	0	0	(2,125)	0
Net Expenditure	7,577	5,177	0	170	0	0	0	(5)	0	5,342	165
Percent of 2023 Net Expenditure Budget			0.0%	3.3%	0.0%	0.0%	0.0%	-0.1%	0.0%	3.2%	
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	(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
Total Revenue	(3,185)	(785)	0	(2,205)	0	0	0	0	0	(2,990)	(2,205)
Percent of 2023 Revenue Budget			0.0%	280.9%	0.0%	0.0%	0.0%	0.0%	0.0%	280.9%	
Net Requirement	4,392	4,392	0	(2,035)	0	0	0	(5)	0	2,352	(2,040)
Percent of 2023 Net Requirement Budget			0.0%	-46.3%	0.0%	0.0%	0.0%	-0.1%	0.0%	-46.4%	
Full Time Equivalents (FTEs)		65.99	0.00	0.00	0.00	0.00	0.00	0.00	0.00	65.99	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
 Supply Services - Operating Resource Requirement Explanatory Notes
 In Thousands (\$000)

2022 Forecast vs. Budget Variance Explanation	Surplus / (Deficit)			
	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	
2023 Pressure Category / Explanation	Increase / (Decrease)			
	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
2023 Pressure Category / Explanation	Increase / (Decrease)			
	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 over 2022 Budget
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	COVID-19	Service Initiatives / Savings	User Fees & Revenues	Estimate	
Expenditures by Program											
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)
Gross Expenditure	2,359	2,609	0	15	0	0	0	0	0	2,624	15
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
Net Requirement	2,359	2,609	0	15	0	0	0	0	0	2,624	15
Expenditures by Type											
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
Gross Expenditures	2,359	2,609	0	15	0	0	0	0	0	2,624	15
Recoveries & Allocations	0	0	0	0	0	0	0	0	0	0	0
Net Expenditure	2,359	2,609	0	15	0	0	0	0	0	2,624	15
Percent of 2023 Net Expenditure Budget			0.0%	0.6%	0.0%	0.0%	0.0%	0.0%	0.0%	0.6%	
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	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	0	0	0	0	0	0	0	0	0	0	0
Percent of 2023 Revenue Budget			0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Net Requirement	2,359	2,609	0	15	0	0	0	0	0	2,624	15
Percent of 2023 Net Requirement Budget			0.0%	0.6%	0.0%	0.0%	0.0%	0.0%	0.0%	0.6%	
Full Time Equivalents (FTEs)		17.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	17.00	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

Finance Services Department

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

In Thousands (\$000)

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

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	
Expenditures by Program											
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
Gross Expenditure	13,232	13,232	0	400	0	0	0	0	0	13,632	400
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
Net Requirement	12,425	12,425	0	400	0	0	0	0	0	12,825	400
Expenditures by Type											
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
Gross Expenditures	13,232	13,232	0	400	0	0	0	0	0	13,632	400
Recoveries & Allocations	(807)	(807)	0	0	0	0	0	0	0	(807)	0
Net Expenditure	12,425	12,425	0	400	0	0	0	0	0	12,825	400
Percent of 2023 Net Expenditure Budget			0.0%	3.2%	0.0%	0.0%	0.0%	0.0%	0.0%	3.2%	
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	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	0	0	0	0	0	0	0	0	0	0	0
Percent of 2023 Revenue Budget			0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Net Requirement	12,425	12,425	0	400	0	0	0	0	0	12,825	400
Percent of 2023 Net Requirement Budget			0.0%	3.2%	0.0%	0.0%	0.0%	0.0%	0.0%	3.2%	
Full Time Equivalents (FTEs)		126.33	0.00	0.00	0.00	0.00	0.00	0.00	0.00	126.33	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
 Finance Services Department
 Financial Strategies, Planning and Client Services - Operating Resource Requirement Explanatory Notes
 In Thousands (\$000)

2022 Forecast vs. Budget Variance Explanation	Surplus / (Deficit)			
	Expense	Revenue	Net	
No significant variances to report.	0	0	0	
Total Surplus / (Deficit)	0	0	0	
2023 Pressure Category / Explanation	Increase / (Decrease)			
	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	
Expenditures by Program											
Revenue Services	23,544	23,844	900	1,000	0	800	0	0	0	26,544	2,700
Gross Expenditure	23,544	23,844	900	1,000	0	800	0	0	0	26,544	2,700
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)
Net Requirement	3,674	5,424	0	375	0	0	0	0	(300)	5,499	75
Expenditures by Type											
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
Gross Expenditures	23,544	23,844	900	1,000	0	800	0	0	0	26,544	2,700
Recoveries & Allocations	(11,313)	(11,313)	(900)	(625)	0	(800)	0	0	0	(13,638)	(2,325)
Net Expenditure	12,231	12,531	0	375	0	0	0	0	0	12,906	375
Percent of 2023 Net Expenditure Budget			0.0%	3.0%	0.0%	0.0%	0.0%	0.0%	0.0%	3.0%	
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	(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
Total Revenue	(8,557)	(7,107)	0	0	0	0	0	0	(300)	(7,407)	(300)
Percent of 2023 Revenue Budget			0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	4.2%	4.2%	
Net Requirement	3,674	5,424	0	375	0	0	0	0	(300)	5,499	75
Percent of 2023 Net Requirement Budget			0.0%	6.9%	0.0%	0.0%	0.0%	0.0%	-5.5%	1.4%	
Full Time Equivalents (FTEs)		207.45	8.00	4.00	0.00	1.00	0.00	0.00	0.00	220.45	13.00
Percent of 2023 FTEs			3.9%	1.9%	0.0%	0.5%	0.0%	0.0%	0.0%	6.3%	

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

2022 Forecast vs. Budget Variance Explanation	Surplus / (Deficit)			
	Expense	Revenue	Net	
Savings in service delivery costs and additional revenues from water and tax billing services.	300	1,450	1,750	
Total Surplus / (Deficit)	300	1,450	1,750	
2022 Baseline Adjustment / Explanation	Increase / (Decrease)			
	Expense	Revenue	Net 2023 Changes	FTE Impact
2021 Baseline Adjustment / Explanation:				
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	8.00
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)	0.00
Total Adjustments to Base Budget	0	0	0	8.00

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

2023 Pressure Category / Explanation	Increase / (Decrease)			
	Expense	Revenue	Net 2023 Changes	FTE Impact
Maintain Services				
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
Total Maintain Services	375	0	375	4.00

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

2023 Pressure Category / Explanation	Increase / (Decrease)			
	Expense	Revenue	Net 2023 Changes	FTE Impact
Growth				
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
Total Growth	0	0	0	1.00
2023 Pressure Category / Explanation	Increase / (Decrease)			
	Expense	Revenue	Net 2023 Changes	FTE Impact
User Fees & Revenues				
See following user fee schedule for details on the specific rates.	0	(300)	(300)	0.00
Total User Fees & Revenues	0	(300)	(300)	0.00
Total Budget Changes	375	(300)	75	13.00

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	
Expenditures by Program											
Corporate Finance	3,997	4,247	0	95	0	0	0	0	0	4,342	95
Gross Expenditure	3,997	4,247	0	95	0	0	0	0	0	4,342	95
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
Net Requirement	3,383	3,633	0	95	0	0	0	0	0	3,728	95
Expenditures by Type											
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
Gross Expenditures	3,997	4,247	0	95	0	0	0	0	0	4,342	95
Recoveries & Allocations	(614)	(614)	0	0	0	0	0	0	0	(614)	0
Net Expenditure	3,383	3,633	0	95	0	0	0	0	0	3,728	95
Percent of 2023 Net Expenditure Budget			0.0%	2.6%	0.0%	0.0%	0.0%	0.0%	0.0%	2.6%	
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	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	0	0	0	0	0	0	0	0	0	0	0
Percent of 2023 Revenue Budget			0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Net Requirement	3,383	3,633	0	95	0	0	0	0	0	3,728	95
Percent of 2023 Net Requirement Budget			0.0%	2.6%	0.0%	0.0%	0.0%	0.0%	0.0%	2.6%	
Full Time Equivalents (FTEs)		31.56	0.00	0.00	0.00	0.00	0.00	0.00	0.00	31.56	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
 Finance Services Department
 Corporate Finance - Operating Resource Requirement Explanatory Notes
 In Thousands (\$000)

2022 Forecast vs. Budget Variance Explanation	Surplus / (Deficit)			
	Expense	Revenue	Net	
Savings primarily due to reduced professional services use.	250	0	250	
Total Surplus / (Deficit)	250	0	250	
2023 Pressure Category / Explanation	Increase / (Decrease)			
	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	
Expenditures by Program											
Payroll	7,331	7,581	0	200	0	0	400	0	0	8,181	600
Gross Expenditure	7,331	7,581	0	200	0	0	400	0	0	8,181	600
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)
Net Requirement	6,935	7,185	0	200	0	0	0	0	0	7,385	200
Expenditures by Type											
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
Gross Expenditures	7,331	7,581	0	200	0	0	400	0	0	8,181	600
Recoveries & Allocations	(396)	(396)	0	0	0	0	0	0	0	(396)	0
Net Expenditure	6,935	7,185	0	200	0	0	400	0	0	7,785	600
Percent of 2023 Net Expenditure Budget			0.0%	2.8%	0.0%	0.0%	5.6%	0.0%	0.0%	8.4%	
Revenues By Type											
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
Total Revenue	0	0	0	0	0	0	(400)	0	0	(400)	(400)
Percent of 2023 Revenue Budget			0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Net Requirement	6,935	7,185	0	200	0	0	0	0	0	7,385	200
Percent of 2023 Net Requirement Budget			0.0%	2.8%	0.0%	0.0%	0.0%	0.0%	0.0%	2.8%	
Full Time Equivalents (FTEs)		69.33	0.00	0.00	0.00	0.00	0.00	0.00	0.00	69.33	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
 Finance Services Department
 Payroll, Pensions & Benefits Service - Operating Resource Requirement Explanatory Notes
 In Thousands (\$000)

2022 Forecast vs. Budget Variance Explanation	Surplus / (Deficit)			
	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	
Corporate Human Resource Provision											
Expenditure											
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
Net Expenditure	6,748	6,748	0	(25)	0	0	0	0	0	6,723	(25)
Net Corp HR Provision Requirement	6,748	6,748	0	(25)	0	0	0	0	0	6,723	(25)
Capital Formation Costs											
Expenditure											
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
Gross Expenditure	396,154	381,155	(2,400)	16,135	0	8,300	0	0	0	403,190	22,035
Recoveries & Allocations	0	0	0	0	0	0	0	0	0	0	0
Net Expenditure	396,154	381,155	(2,400)	16,135	0	8,300	0	0	0	403,190	22,035
Revenue											
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
Total Revenue	(163,829)	(150,729)	18,585	0	0	(5,100)	0	0	0	(137,244)	13,485
Net Capital Formation Costs Requirement	232,325	230,426	16,185	16,135	0	3,200	0	0	0	265,946	35,520

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	
Corporate Common Expenditures											
Expenditure											
Financial Charges & Other	16,724	12,724	0	461	0	0	0	(2,200)	0	10,985	(1,739)
Gross Expenditure	16,724	12,724	0	461	0	0	0	(2,200)	0	10,985	(1,739)
Recoveries & Allocations	(48,588)	(48,588)	0	(715)	0	0	0	0	0	(49,303)	(715)
Net Expenditure	(31,864)	(35,864)	0	(254)	0	0	0	(2,200)	0	(38,318)	(2,454)
Net Corporate Common Expenditures Requirement	(31,864)	(35,864)	0	(254)	0	0	0	(2,200)	0	(38,318)	(2,454)
Corporate Common Revenues											
Expenditure											
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
Gross Expenditure	15,663	18,463	0	0	0	0	0	0	0	18,463	0
Recoveries & Allocations	0	0	0	0	0	0	0	0	0	0	0
Net Expenditure	15,663	18,463	0	0	0	0	0	0	0	18,463	0
Revenue											
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
Total Revenue	(102,692)	(108,692)	(1,400)	(2,868)	0	0	0	0	0	(112,960)	(4,268)
Net Corporate Common Revenues Requirement	(87,029)	(90,229)	(1,400)	(2,868)	0	0	0	0	0	(94,497)	(4,268)

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	
Tax Related Expenditures and Revenues											
Expenditure											
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
Gross Expenditure	40,471	37,471	0	0	0	0	0	0	0	37,471	0
Recoveries & Allocations	0	0	0	0	0	0	0	0	0	0	0
Net Expenditure	40,471	37,471	0	0	0	0	0	0	0	37,471	0
Revenue											
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)
Total Revenue	(2,117,432)	(2,118,432)	0	(49,765)	0	(42,180)	0	0	0	(2,210,377)	(91,945)
Net Tax Related Expenditures and Revenues	(2,076,961)	(2,080,961)	0	(49,765)	0	(42,180)	0	0	0	(2,172,906)	(91,945)
Total Net Requirement	(1,956,781)	(1,969,880)	14,785	(36,777)	0	(38,980)	0	(2,200)	0	(2,033,052)	(63,172)

City of Ottawa
Non Departmental - Operating Resource Requirement Explanatory Notes
In 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
Maintain Services				
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
Total Maintain Services	15,856	(52,633)	(36,777)	0.00
2023 Pressure Category / Explanation	Increase / (Decrease)			
Expense	Revenue	Net 2023 Changes	FTE Impact	
Growth				
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
Total Growth	8,300	(47,280)	(38,980)	0.00
2023 Pressure Category / Explanation	Increase / (Decrease)			
Expense	Revenue	Net 2023 Changes	FTE Impact	
Service Initiatives/Savings				
Savings due to organizational alignment and Continuous Improvement.	(2,200)	0	(2,200)	0.00
Total Service Initiatives/Savings	(2,200)	0	(2,200)	0.00
Total Budget Changes	19,556	(82,728)	(63,172)	0.00

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/ Dedicated Reserves	Rate Supported Reserves	Develop. Charges	Gas Tax	Debt				
							Tax/ 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 border="1" style="margin-left: 20px;"> <thead> <tr> <th>Service Area</th> <th>Buildings</th> <th>Parks</th> </tr> </thead> <tbody> <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 & 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>TOTAL Authority Request</td><td>48,950</td><td>6,200</td></tr> </tbody> </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		TOTAL Authority Request	48,950	6,200	Tax Supported/ Dedicated 2,130		Tax Supported/ Dedicated Debt 1,000	
		Service Area	Buildings	Parks																																											
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		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)

Project Information		Location/Description	\$000's
910809	2023 Buildings-General Government	Class of Estimate: C) Planning	3,130
Category: Renewal of City Assets	Ward: CW	Year of Completion: 2026	

This program provides for lifecycle renewal and replacement works to existing building assets and is a component of the corporate Buildings and Parks Program.

Ward	Project	Description
05	West Carleton Community Complex	Replace Exterior Windows
08	Ben Franklin Place	Replace Exterior Glazing Panels, Replace Building Automation System
08	Ben Franklin Place	Elevator Modernization (2), Replace Primary Boilers (#1 And #2)
14	Ottawa City Hall	Washroom Remediation
14	Ottawa City Hall	Replace Pneumatic Based Building Automation Devices
15	Bayview Complex: Licensing Office	Survey of Wall & Asphalt Assembly
21	North Gower District Service Centre	Type II Building Condition Audit
CW	City Wide: General Government Facilities	Unscheduled Works : Gen Gov't Facilities General Buildings
CW	City Wide: General Government Facilities	Condition Audits/Designated Substance Review
CW	City Wide: General Government Facilities	Project Validation/Advance Design
CW	City Wide: General Government Facilities	Unscheduled Works : Gen Gov't Facilities Heritage Buildings

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.																			
Builds climate resiliency?	No	Revenues	0	Debt																			
<p>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.</p> <p>Annual programming provides allocations as required for each of the service areas as follows:</p> <table border="1" style="margin-left: 20px;"> <thead> <tr> <th>Service Area</th> <th></th> </tr> </thead> <tbody> <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 & Recreation</td> <td>1,615</td> </tr> <tr> <td>Social Services</td> <td>60</td> </tr> <tr> <td>TOTAL Authority Request</td> <td>2,590</td> </tr> </tbody> </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	TOTAL Authority Request	2,590	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																						
TOTAL Authority Request	2,590																						
		Rate Supported	0	Rate Supported Debt																			
		Develop. Charges	0	Develop. Charges Debt																			
		Gas Tax	0	Gas Tax Debt																			
		Forecast	2023	2024	2025																		
		Authority	375	730	740																		
		Spending Plan	188	478	664																		
		FTEs	0	0	0																		
		Operating Impact	0	0	0																		

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/ Dedicated Reserves	Rate Supported Reserves	Develop. Charges	Gas Tax	Debt				
							Tax/ 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
Total	10,450	0	9,450	1,000	0	0	0	0	0	0	0

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.		0
Builds climate resiliency?	No	Revenues	0	Debt			
<p>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.</p>		Tax Supported/ Dedicated	5,900	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	5,900	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.		0
Builds climate resiliency?	No	Revenues	0	Debt			
<p>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.</p>		Tax Supported/ Dedicated	3,550	Tax Supported/ Dedicated Debt		0	
		Rate Supported	1,000	Rate Supported Debt		0	
		Develop. Charges	0	Develop. Charges Debt		0	
		Gas Tax	0	Gas Tax Debt		0	
		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
Renewal of City Assets Total	3,130	2,165	1,130	1,150	7,575
Service Enhancements					
910821 2023 Accessibility - General Government	375	730	740	750	2,595
Service Enhancements Total	375	730	740	750	2,595
General Government Total	3,505	2,895	1,870	1,900	10,170
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
Renewal of City Assets Total	10,450	11,468	12,852	14,064	48,834
Information Technology Total	10,450	11,468	12,852	14,064	48,834
Grand Total	13,955	14,363	14,722	15,964	59,004

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
City Manager's Office Total	333,475	364	333,111	4	333,107
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
Corporate Real Estate Office Total	8,894	1,273	7,621	84	7,536
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
Finance Total	2,855	1,481	1,373	0	1,373
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
General Government Total	26,921	13,197	13,723	5,038	8,686
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
Information Technology Total	40,389	30,664	9,725	4,838	4,887
Library					
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
Library Total	334,649	53,013	281,637	7,102	274,534
Parks, Recreation & Culture					
907567 Arts Court	48,987	49,495	(509)	0	(509)
Parks, Recreation & Culture Total	48,987	49,495	(509)	0	(509)
Transit Services					
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
Transit Services Total	2,218,445	2,209,297	9,148	307	8,841
Transit Services Stage 2 LRT2					
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
Transit Services Stage 2 LRT2 Total	4,717,445	2,588,530	2,128,915	1,908,211	220,705
Grand Total	7,732,059	4,947,315	2,784,744	1,925,584	859,161