

Expenditures & Revenue Summary by Category - Tax and Rate Supported

In Thousands (\$000)

	2021	2022		2023	\$ Change over 2022 Budget
	Actual	Forecast	Budget	Estimate	
Expenditures by Category					
Salaries, Wages	1,495,472	1,519,953	1,503,483	1,567,827	64,344
Overtime	73,372	63,553	53,952	51,770	(2,182)
Benefits / Allowances					
Statutory	86,490	102,369	102,369	107,970	5,601
OMERS	126,414	143,004	143,004	146,251	3,247
Group Insurance	104,253	123,909	123,909	128,547	4,638
Compensation	1,886,001	1,952,788	1,926,717	2,002,365	75,648
Material & Services	645,159	692,458	685,523	711,276	25,753
Transfers/Grants/Financial Charges	1,552,204	1,678,758	1,654,032	1,781,099	127,067
Fleet Costs	86,646	89,394	85,392	90,932	5,540
Program Facility Costs	122,417	123,910	124,500	131,835	7,335
Other Internal Costs	183,008	190,085	183,770	192,952	9,182
Gross Expenditures	4,475,435	4,727,393	4,659,934	4,910,459	250,525
Recoveries & Allocations	(471,133)	(444,755)	(437,276)	(451,091)	(13,815)
Net Expenditure	4,004,302	4,282,638	4,222,657	4,459,369	236,712
Revenues by Category					
Federal	(166,615)	(101,169)	(91,845)	(89,966)	1,879
Provincial	(893,724)	(905,807)	(832,638)	(942,615)	(109,977)
Own Funds	(94,542)	(139,963)	(138,691)	(129,062)	9,629
Fees and Services	(743,059)	(869,300)	(889,273)	(934,273)	(45,000)
Fines	(38,984)	(27,832)	(53,674)	(55,524)	(1,850)
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
Payment-in-lieu of taxation	(164,933)	(167,709)	(171,709)	(171,709)	0
Other	(12,186)	(15,306)	(13,861)	(13,309)	552
Total Revenue	(4,056,600)	(4,247,371)	(4,222,657)	(4,459,369)	(236,712)
Net Requirement	(52,298)	35,267	0	0	0

Expenditures & Revenue Summary by Category - Tax Supported
In Thousands (\$000)

	2021	2022		2023	\$ Change over 2022 Budget
	Actual	Forecast	Budget	Estimate	
Expenditures by Category					
Salaries, Wages & Benefits	1,755,867	1,830,371	1,811,801	1,886,889	75,088
Overtime	71,412	61,209	50,958	48,743	(2,215)
Material & Services	598,015	641,032	635,927	658,880	22,953
Transfers/Grants/Financial Charges	1,311,249	1,423,992	1,399,266	1,516,678	117,412
Fleet Costs	81,460	83,809	80,227	85,027	4,800
Program Facility Costs	122,417	123,910	124,500	131,835	7,335
Other Internal Costs	78,904	90,122	83,807	91,239	7,432
Gross Expenditures	4,019,324	4,254,445	4,186,486	4,419,291	232,805
Recoveries & Allocations	(431,989)	(412,379)	(406,100)	(419,840)	(13,740)
Net Expenditure	3,587,335	3,842,066	3,780,386	3,999,451	219,066
Revenues by Category					
Federal	(166,615)	(101,169)	(91,846)	(89,966)	1,880
Provincial	(893,282)	(905,662)	(832,493)	(942,470)	(109,977)
Own Funds	(88,347)	(134,588)	(133,316)	(123,687)	9,629
Fees and Services	(328,123)	(436,648)	(452,521)	(479,876)	(27,355)
Fines	(38,984)	(27,832)	(53,674)	(55,524)	(1,850)
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
Payment-in-lieu of taxation	(164,933)	(167,709)	(171,709)	(171,709)	0
Other	(12,186)	(15,306)	(13,861)	(13,309)	552
Total Revenue	(3,635,027)	(3,809,199)	(3,780,386)	(3,999,451)	(219,066)
Net Requirement	(47,692)	32,867	0	0	0

Expenditures & Revenue Summary by Category - Rate Supported

In Thousands (\$000)

	2021	2022		2023	\$ Change over 2022 Budget
	Actual	Forecast	Budget	Estimate	
Expenditures by Category					
Salaries, Wages & Benefits	56,762	58,864	60,964	63,706	2,742
Overtime	1,960	2,344	2,994	3,027	33
Material & Services	47,144	51,426	49,596	52,396	2,800
Transfers/Grants/Financial Charges	240,955	254,766	254,766	264,421	9,655
Fleet Costs	5,186	5,585	5,165	5,905	740
Program Facility Costs	0	0	0	0	0
Other Internal Costs	104,104	99,963	99,963	101,713	1,750
Gross Expenditures	456,111	472,948	473,448	491,168	17,720
Recoveries & Allocations	(39,144)	(32,376)	(31,176)	(31,251)	(75)
Net Expenditure	416,967	440,572	442,272	459,917	17,645
Revenues by Category					
Federal	0	0	0	0	0
Provincial	(442)	(145)	(145)	(145)	0
Own Funds	(6,195)	(5,375)	(5,375)	(5,375)	0
Fees and Services	(414,936)	(432,652)	(436,752)	(454,397)	(17,645)
Fines	0	0	0	0	0
Property Taxes	0	0	0	0	0
Investment Income	0	0	0	0	0
Development Charges	0	0	0	0	0
Payment-in-lieu of taxation	0	0	0	0	0
Other	0	0	0	0	0
Total Revenue	(421,573)	(438,172)	(442,272)	(459,917)	(17,645)
Net Requirement	(4,606)	2,400	0	0	0

Net of Recoveries and After Inter-departmental Allocations

	2022						2023			\$ Change over 2022 Budget
	Forecast			Budget			Estimate			
	Expense	Revenue	Net	Expense	Revenue	Net	Expense	Revenue	Net	
Agriculture & Rural Affairs Committee										
Development Review Process Rural	2,116	0	2,116	2,196	0	2,196	2,246	0	2,246	50
Rural Affairs	1,003	0	1,003	1,103	0	1,103	1,108	0	1,108	5
Total	3,119	0	3,119	3,299	0	3,299	3,354	0	3,354	55
Audit Committee										
Office of the Auditor General and External Audit Fees	3,245	(520)	2,725	2,725	0	2,725	2,980	0	2,980	255
Total	3,245	(520)	2,725	2,725	0	2,725	2,980	0	2,980	255
Emergency Preparedness and Protective Service Committee										
GM's Office & Business & Technical Support Services - Emergency & Protective Services	5,494	(455)	5,039	4,649	0	4,649	4,734	0	4,734	85
Public Safety Service	9,461	(590)	8,871	9,191	(270)	8,921	9,791	(270)	9,521	600
Ottawa Fire Services	180,358	(1,615)	178,743	178,481	(1,238)	177,243	182,739	(1,253)	181,486	4,243
Ottawa Paramedic Service	128,899	(78,717)	50,182	120,241	(70,059)	50,182	130,499	(75,739)	54,760	4,578
By-law and Regulatory Services	25,630	(31,332)	(5,702)	25,945	(31,647)	(5,702)	26,757	(32,092)	(5,335)	367
Public Policy Development	810	0	810	810	0	810	825	0	825	15
Total	350,652	(112,709)	237,943	339,317	(103,214)	236,103	355,345	(109,354)	245,991	9,888
Community Services Committee										
GM's Office, Business Support Services & Community Safety, Well-Being, Policy & Analytic - Community & Social Services	6,595	0	6,595	8,295	0	8,295	8,390	0	8,390	95
Employment and Social Services	256,363	(233,190)	23,173	265,663	(233,190)	32,473	260,035	(229,967)	30,068	(2,405)
Children's Services	224,108	(203,396)	20,712	224,108	(204,148)	19,960	350,543	(331,093)	19,450	(510)
Housing Services	215,966	(88,142)	127,824	207,130	(88,142)	118,988	205,881	(80,908)	124,973	5,985
Long Term Care	105,875	(74,881)	30,994	103,098	(74,881)	28,217	97,064	(65,952)	31,112	2,895
Gender & Race Equity, Inclusion, Indigenous Relations and Social Development	30,972	0	30,972	30,972	0	30,972	33,272	0	33,272	2,300
GM's Office & Business Support Services - Recreation, Cultural and Facility Services	27,969	(2,588)	25,381	27,939	(2,558)	25,381	28,499	(2,658)	25,841	460
Community Recreation and Cultural Programs	65,307	(18,642)	46,665	66,807	(16,842)	49,965	74,588	(28,192)	46,396	(3,569)
City Wide Programs, Aquatics and Specialized Services	69,848	(22,083)	47,765	71,048	(21,183)	49,865	81,158	(36,678)	44,480	(5,385)

Net of Recoveries and After Inter-departmental Allocations

	2022						2023			\$ Change over 2022 Budget
	Forecast			Budget			Estimate			
	Expense	Revenue	Net	Expense	Revenue	Net	Expense	Revenue	Net	
Parks & Facilities Planning	2,236	(485)	1,751	2,236	(485)	1,751	2,291	(485)	1,806	55
Facility Operations Services	34,624	(2,209)	32,415	37,074	(2,059)	35,015	38,074	(2,059)	36,015	1,000
Parks	45,150	(56)	45,094	40,025	(2)	40,023	41,460	(2)	41,458	1,435
Total	1,085,013	(645,672)	439,341	1,084,395	(643,490)	440,905	1,221,255	(777,994)	443,261	2,356
Environment and Climate Change Committee										
Infrastructure and Asset Management Services	6,592	(16)	6,576	7,342	(16)	7,326	7,567	(16)	7,551	225
Resiliency and Natural Systems Policy	1,928	0	1,928	1,928	0	1,928	2,208	0	2,208	280
Solid Waste Services	100,571	(72,187)	28,384	100,906	(69,874)	31,032	108,554	(72,374)	36,180	5,148
Forestry Services	24,184	(1,087)	23,097	20,294	(631)	19,663	20,949	(631)	20,318	655
Total	133,275	(73,290)	59,985	130,470	(70,521)	59,949	139,278	(73,021)	66,257	6,308
Finance and Corporate Services Committee										
Elected Officials	12,767	0	12,767	12,967	0	12,967	13,752	0	13,752	785
City Clerk	29,326	(9,826)	19,500	28,574	(9,074)	19,500	21,702	(1,882)	19,820	320
Legal Services	9,983	0	9,983	9,983	0	9,983	10,113	0	10,113	130
City Manager's Office	2,222	0	2,222	2,222	0	2,222	2,262	0	2,262	40
Rail Construction Program Service	5	(5)	0	5	(5)	0	5	(5)	0	0
GM's Office & Business Support and Technical Services - Planning, Real Estate & Economic Development	2,586	(10)	2,576	3,046	0	3,046	3,106	0	3,106	60
Economic Development and Long Range Planning	9,556	0	9,556	9,556	0	9,556	9,106	0	9,106	(450)
Corporate Real Estate Office	9,162	(339)	8,823	9,662	(339)	9,323	9,902	(619)	9,283	(40)
GM's Office & Business Support Services - Innovative Client Services	3,428	0	3,428	3,619	0	3,619	3,929	0	3,929	310
Service Transformation	3,377	0	3,377	3,302	0	3,302	3,372	0	3,372	70
Public Information & Media Relations	4,633	(77)	4,556	4,673	0	4,673	4,463	0	4,463	(210)
Human Resources	18,675	(765)	17,910	18,225	(765)	17,460	18,905	(765)	18,140	680
ServiceOttawa	11,957	(1,325)	10,632	14,776	(1,304)	13,472	14,866	(1,304)	13,562	90
Information Technology Services	74,290	(1,575)	72,715	72,715	0	72,715	74,835	(600)	74,235	1,520
Supply Services	7,577	(3,185)	4,392	5,177	(785)	4,392	5,342	(2,990)	2,352	(2,040)
Chief Financial Officer/Treasurer & Business Support Services - Finance Services	2,359	0	2,359	2,609	0	2,609	2,624	0	2,624	15
Financial Strategies, Planning & Client Service	12,425	0	12,425	12,425	0	12,425	12,825	0	12,825	400
Revenue Services	12,231	(8,557)	3,674	12,531	(7,107)	5,424	12,906	(7,407)	5,499	75

Net of Recoveries and After Inter-departmental Allocations

	2022						2023			\$ Change over 2022 Budget
	Forecast			Budget			Estimate			
	Expense	Revenue	Net	Expense	Revenue	Net	Expense	Revenue	Net	
Corporate Finance	3,383	0	3,383	3,633	0	3,633	3,728	0	3,728	95
Payroll, Pensions & Benefits Service	6,935	0	6,935	7,185	0	7,185	7,785	(400)	7,385	200
Non Departmental	427,172	(2,383,953)	(1,956,781)	407,972	(2,377,853)	(1,969,881)	427,528	(2,460,581)	(2,033,053)	(63,172)
Total	664,049	(2,409,617)	(1,745,568)	644,857	(2,397,232)	(1,752,375)	663,056	(2,476,553)	(1,813,497)	(61,122)
Planning and Housing Committee										
Right of Way, Heritage and Urban Design	15,224	(16,169)	(945)	15,344	(14,669)	675	15,839	(15,574)	265	(410)
Planning Services	13,101	(16,067)	(2,966)	13,871	(16,067)	(2,196)	15,021	(17,267)	(2,246)	(50)
Building Code Services - OBC	30,161	(30,801)	(640)	30,161	(30,601)	(440)	30,964	(31,404)	(440)	0
Long Range Planning	3,684	(4)	3,680	3,834	(4)	3,830	4,069	(4)	4,065	235
Affordable Housing	7,683	0	7,683	7,683	0	7,683	9,218	0	9,218	1,535
Total	69,853	(63,041)	6,812	70,893	(61,341)	9,552	75,111	(64,249)	10,862	1,310
Transportation Committee										
GM's Office & Business Support Services - Public Works & Environmental Services	13,694	(443)	13,251	13,616	(435)	13,181	13,913	(435)	13,478	297
Roads Services	132,139	(3,051)	129,088	125,119	(2,055)	123,064	131,219	(2,070)	129,149	6,085
Parking Services	17,065	(17,052)	13	17,065	(17,052)	13	17,152	(17,152)	0	(13)
Traffic Services	70,938	(16,223)	54,715	72,863	(17,748)	55,115	72,863	(19,103)	53,760	(1,355)
Transportation Planning	4,835	(300)	4,535	4,915	(300)	4,615	4,945	(300)	4,645	30
Fleet Services	8,579	(4,689)	3,890	4,439	(549)	3,890	4,739	(849)	3,890	0
Total	247,250	(41,758)	205,492	238,017	(38,139)	199,878	244,831	(39,909)	204,922	5,044
Total City Operations	2,556,457	(3,346,608)	(790,151)	2,513,972	(3,313,936)	(799,964)	2,705,210	(3,541,080)	(835,869)	(35,905)
Boards, Agencies and Commissions										
Committee of Adjustment	1,773	(1,760)	13	1,760	(1,760)	0	1,728	(1,728)	0	0
Crime Prevention	1,161	0	1,161	1,191	0	1,191	1,226	0	1,226	35
Ottawa Public Health	154,229	(128,361)	25,868	127,184	(101,316)	25,868	127,828	(100,720)	27,108	1,240
Ottawa Public Library	54,508	(1,805)	52,703	58,085	(1,750)	56,335	60,495	(1,750)	58,745	2,410
Ottawa Police Service	390,544	(46,685)	343,859	382,744	(38,885)	343,859	396,611	(37,592)	359,019	15,160
Transit Commission	683,395	(283,981)	399,414	695,449	(322,738)	372,711	706,353	(316,582)	389,771	17,060
Total Boards, Agencies and Commissions	1,285,610	(462,592)	823,018	1,266,413	(466,449)	799,964	1,294,241	(458,372)	835,869	35,905
Total Tax Supported Program	3,842,067	(3,809,200)	32,867	3,780,385	(3,780,385)	0	3,999,452	(3,999,452)	0	0

Net of Recoveries and After Inter-departmental Allocations

	2022						2023			\$ Change over 2022 Budget
	Forecast			Budget			Estimate			
	Expense	Revenue	Net	Expense	Revenue	Net	Expense	Revenue	Net	
Rate Supported Program										
Drinking Water Services	196,843	(198,743)	(1,900)	199,343	(199,343)	0	203,398	(203,398)	0	0
Wastewater Services	170,040	(167,740)	2,300	169,240	(169,240)	0	174,050	(174,050)	0	0
Stormwater Services	73,689	(71,689)	2,000	73,689	(73,689)	0	82,469	(82,469)	0	0
Total Rate Supported Program	440,572	(438,172)	2,400	442,272	(442,272)	0	459,917	(459,917)	0	0
Total Tax and Rate Supported Program	4,282,638	(4,247,371)	35,267	4,222,657	(4,222,657)	0	4,459,369	(4,459,369)	0	0

Net of Recoveries and After Inter-departmental Allocations

	2022 Baseline		2023 Adjustments							2023	\$ Change over 2022 Budget
	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated*	New Services	Growth	COVID-19	Service Initiatives / Savings	User Fees & Revenues	Estimate	
Agriculture & Rural Affairs Committee											
Development Review Process Rural	2,196	0	50	0	0	0	0	0	0	2,246	50
Rural Affairs	1,103	0	5	0	0	0	0	0	0	1,108	5
Total	3,299	0	55	0	0	0	0	0	0	3,354	55
Audit Committee											
Office of the Auditor General and External Audit Fees	2,725	0	255	0	0	0	0	0	0	2,980	255
Total	2,725	0	255	0	0	0	0	0	0	2,980	255
Emergency Preparedness and Protective Service Committee											
GM's Office & Business & Technical Support Services - Emergency & Protective Services	4,649	0	90	0	0	0	0	(5)	0	4,734	85
Public Safety Service	8,921	0	610	0	0	0	0	(10)	0	9,521	600
Ottawa Fire Services	177,243	0	4,193	0	0	100	0	(35)	(15)	181,486	4,243
Ottawa Paramedic Service	50,182	(260)	3,093	0	0	1,795	0	(30)	(20)	54,760	4,578
By-law and Regulatory Services	(5,702)	290	532	0	0	0	0	(10)	(445)	(5,335)	367
Public Policy Development	810	0	15	0	0	0	0	0	0	825	15
Total	236,103	30	8,533	0	0	1,895	0	(90)	(480)	245,991	9,888
Community Services Committee											
GM's Office, Business Support Services & Community Safety, Well-Being, Policy & Analytic - Community & Social Services	8,295	0	95	0	0	0	0	0	0	8,390	95
Employment and Social Services	32,473	0	(2,405)	0	0	0	0	0	0	30,068	(2,405)
Children's Services	19,960	(1,050)	0	(1,509)	0	0	540	0	1,509	19,450	(510)
Housing Services	118,988	0	2,545	1,560	0	0	6,630	0	(4,750)	124,973	5,985
Long Term Care	28,217	(16,440)	3,472	3,224	0	0	3,710	0	8,929	31,112	2,895
Gender & Race Equity, Inclusion, Indigenous Relations and Social Development	30,972	0	1,400	0	0	900	0	0	0	33,272	2,300
GM's Office & Business Support Services - Recreation, Cultural and Facility Services	25,381	0	560	0	0	0	0	0	(100)	25,841	460
Community Recreation and Cultural Programs	49,965	(6,480)	2,601	0	0	180	0	0	130	46,396	(3,569)
City Wide Programs, Aquatics and Specialized Services	49,865	(7,735)	2,310	(135)	0	0	0	0	175	44,480	(5,385)

City of Ottawa
Operating Budget Changes
In Thousands (\$000)
Net of Recoveries and After Inter-departmental Allocations

	2022 Baseline		2023 Adjustments							2023	\$ Change over 2022 Budget
	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated*	New Services	Growth	COVID-19	Service Initiatives / Savings	User Fees & Revenues	Estimate	
Parks & Facilities Planning	1,751	0	55	0	0	0	0	0	0	1,806	55
Facility Operations Services	35,015	0	1,555	0	0	40	0	(595)	0	36,015	1,000
Parks	40,023	0	1,475	0	0	0	0	(40)	0	41,458	1,435
Total	440,905	(31,705)	13,663	3,140	0	1,120	10,880	(635)	5,893	443,261	2,356
Environment and Climate Change Committee											
Infrastructure and Asset Management Services	7,326	0	275	0	0	0	0	(50)	0	7,551	225
Resiliency and Natural Systems Policy	1,928	0	30	0	0	0	0	250	0	2,208	280
Solid Waste Services	31,032	(100)	8,713	1,085	0	(175)	0	(15)	(4,360)	36,180	5,148
Forestry Services	19,663	0	490	0	0	180	0	(15)	0	20,318	655
Total	59,949	(100)	9,508	1,085	0	5	0	170	(4,360)	66,257	6,308
Finance and Corporate Services Committee											
Elected Officials	12,967	0	270	0	0	515	0	0	0	13,752	785
City Clerk	19,500	0	440	0	0	0	0	(120)	0	19,820	320
Legal Services	9,983	0	140	0	0	0	0	(10)	0	10,113	130
City Manager's Office	2,222	0	40	0	0	0	0	0	0	2,262	40
Rail Construction Program Service	0	0	0	0	0	0	0	0	0	0	0
GM's Office & Business Support and Technical Services - Planning, Real Estate & Economic Development	3,046	0	60	0	0	0	0	0	0	3,106	60
Economic Development and Long Range Planning	9,556	(500)	50	0	0	0	0	0	0	9,106	(450)
Corporate Real Estate Office	9,323	0	90	0	0	0	0	(5)	(125)	9,283	(40)
GM's Office & Business Support Services - Innovative Client Services	3,619	0	65	0	0	250	0	(5)	0	3,929	310
Service Transformation	3,302	0	80	0	0	0	0	(10)	0	3,372	70
Public Information & Media Relations	4,673	(255)	50	0	0	0	0	(5)	0	4,463	(210)
Human Resources	17,460	(820)	1,360	0	0	155	0	(15)	0	18,140	680
ServiceOttawa	13,472	0	95	0	0	0	0	(5)	0	13,562	90
Information Technology Services	72,715	(315)	1,640	0	0	310	0	(115)	0	74,235	1,520
Supply Services	4,392	0	(2,035)	0	0	0	0	(5)	0	2,352	(2,040)
Chief Financial Officer/Treasurer & Business Support Services - Finance Services	2,609	0	15	0	0	0	0	0	0	2,624	15
Financial Strategies, Planning & Client Service	12,425	0	400	0	0	0	0	0	0	12,825	400
Revenue Services	5,424	0	375	0	0	0	0	0	(300)	5,499	75

City of Ottawa
Operating Budget Changes
In Thousands (\$000)
Net of Recoveries and After Inter-departmental Allocations

	2022 Baseline		2023 Adjustments							2023	\$ Change over 2022 Budget
	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated*	New Services	Growth	COVID-19	Service Initiatives / Savings	User Fees & Revenues	Estimate	
Corporate Finance	3,633	0	95	0	0	0	0	0	0	3,728	95
Payroll, Pensions & Benefits Service	7,185	0	200	0	0	0	0	0	0	7,385	200
Non Departmental	(1,969,880)	14,785	(36,777)	0	0	(38,980)	0	(2,200)	0	(2,033,052)	(63,172)
Total	(1,752,374)	12,895	(33,347)	0	0	(37,750)	0	(2,495)	(425)	(1,813,496)	(61,122)
Planning and Housing Committee											
Right of Way, Heritage and Urban Design	675	(315)	520	130	0	175	0	(15)	(905)	265	(410)
Planning Services	(2,196)	0	950	0	0	200	0	0	(1,200)	(2,246)	(50)
Building Code Services - OBC	(440)	0	555	0	0	248	0	0	(803)	(440)	0
Long Range Planning	3,830	0	50	0	0	0	0	185	0	4,065	235
Affordable Housing	7,683	0	1,010	0	0	525	0	0	0	9,218	1,535
Total	9,552	(315)	3,085	130	0	1,148	0	170	(2,908)	10,862	1,310
Transportation Committee											
GM's Office & Business Support Services - Public Works & Environmental Services	13,181	0	317	0	0	0	0	(20)	0	13,478	297
Roads Services	123,064	1,000	4,130	0	0	1,000	0	(30)	(15)	129,149	6,085
Parking Services	13	(13)	125	0	0	0	0	(25)	(100)	0	(13)
Traffic Services	55,115	(2,730)	1,790	0	0	(350)	0	(65)	0	53,760	(1,355)
Transportation Planning	4,615	0	30	0	0	0	0	0	0	4,645	30
Fleet Services	3,890	0	0	0	0	0	0	0	0	3,890	0
Total	199,878	(1,743)	6,392	0	0	650	0	(140)	(115)	204,922	5,044
Total City Operations	(799,964)	(20,938)	8,144	4,355	0	(32,932)	10,880	(3,020)	(2,395)	(835,869)	(35,906)
Boards, Agencies and Commissions											
Committee of Adjustment	0	(5)	213	0	0	0	0	(70)	(138)	0	0
Crime Prevention	1,191	0	35	0	0	0	0	0	0	1,226	35
Ottawa Public Health	25,868	0	1,240	0	0	0	0	0	0	27,108	1,240
Ottawa Public Library	56,335	(30)	1,410	0	50	980	0	0	0	58,745	2,410
Ottawa Police Service	343,859	0	12,260	0	600	3,420	0	(520)	(600)	359,019	15,160
Transit Commission	372,711	(597)	34,440	515	0	16,109	13,712	(47,018)	(101)	389,771	17,060
Total Boards, Agencies and Commissions	799,964	(632)	49,598	515	650	20,509	13,712	(47,608)	(839)	835,869	35,906
Total Tax Supported Program	0	(21,570)	57,742	4,870	650	(12,423)	24,592	(50,628)	(3,234)	0	0
Rate Supported Program											
Drinking Water Services	0	0	3,875	530	0	50	0	(400)	(4,055)	0	0
Wastewater Services	0	0	4,360	400	0	50	0	0	(4,810)	0	0
Stormwater Services	0	0	8,780	0	0	0	0	0	(8,780)	0	0
Total Rate Supported Program	0	0	17,015	930	0	100	0	(400)	(17,645)	0	0
Total Tax and Rate Supported Program	0	(21,570)	74,757	5,800	650	(12,323)	24,592	(51,028)	(20,879)	0	0

	2022	2023	2023	2023
	Budget	Service Initiatives / Efficiencies	Adjustments	Estimate
Agriculture & Rural Affairs Committee				
Development Review Process Rural	18.00	0.00	0.00	18.00
Rural Affairs	2.00	0.00	0.00	2.00
Total	20.00	0.00	0.00	20.00
Audit Committee				
Office of the Auditor General and External Audit Fees	12.00	0.00	0.00	12.00
Total	12.00	0.00	0.00	12.00
Emergency Preparedness and Protective Service Committee				
GM's Office & Business & Technical Support Services - Emergency & Protective Services	36.00	0.00	0.00	36.00
Public Safety Service	23.00	0.00	0.00	23.00
Ottawa Fire Services	975.00	0.00	0.00	975.00
Ottawa Paramedic Service	712.80	0.00	14.00	726.80
By-law and Regulatory Services	188.29	0.00	0.00	188.29
Public Policy Development	6.00	0.00	0.00	6.00
Total	1,941.09	0.00	14.00	1,955.09
Community Services Committee				
GM's Office, Business Support Services & Community Safety, Well-Being, Policy & Analytic - Community & Social Services	40.00	0.00	1.00	41.00
Employment and Social Services	532.17	0.00	0.00	532.17
Children's Services	196.49	0.00	37.00	233.49
Housing Services	65.40	0.00	0.00	65.40
Long Term Care	634.44	0.00	70.40	704.84
Gender & Race Equity, Inclusion, Indigenous Relations and Social Development	28.00	0.00	2.00	30.00
GM's Office & Business Support Services - Recreation, Cultural and Facility Services	81.59	0.00	0.00	81.59
Community Recreation and Cultural Programs	428.53	0.00	3.00	431.53
City Wide Programs, Aquatics and Specialized Services	603.94	0.00	0.00	603.94
Parks & Facilities Planning	15.00	0.00	0.00	15.00
Facility Operations Services	615.93	0.00	7.32	623.25
Parks	271.43	0.00	0.00	271.43
Total	3,512.92	0.00	120.72	3,633.64

City of Ottawa
Full Time Equivalents Summary by Committee

	2022	2023	2023	2023
	Budget	Service Initiatives / Efficiencies	Adjustments	Estimate
Environment and Climate Change Committee				
Infrastructure and Asset Management Services	261.00	0.00	2.00	263.00
Resiliency and Natural Systems Policy	14.00	0.00	0.00	14.00
Solid Waste Services	87.88	0.00	0.66	88.54
Forestry Services	88.32	0.00	0.00	88.32
Total	451.20	0.00	2.66	453.86
Finance and Corporate Services Committee				
Elected Officials	0.00	0.00	0.00	0.00
City Clerk	146.55	0.00	0.00	146.55
Legal Services	91.00	0.00	0.00	91.00
City Manager's Office	13.00	0.00	0.00	13.00
Rail Construction Program Service	12.00	0.00	0.00	12.00
GM's Office & Business Support and Technical Services - Planning, Real Estate & Economic Development	38.00	0.00	0.00	38.00
Economic Development and Long Range Planning	12.00	0.00	0.00	12.00
Corporate Real Estate Office	40.50	0.00	0.00	40.50
GM's Office & Business Support Services - Innovative Client Services	26.00	0.00	2.00	28.00
Service Transformation	24.00	0.00	0.00	24.00
Public Information & Media Relations	33.00	0.00	0.00	33.00
Human Resources	115.80	0.00	0.00	115.80
ServiceOttawa	126.07	0.00	0.00	126.07
Information Technology Services	306.00	0.00	0.00	306.00
Supply Services	65.99	0.00	0.00	65.99
Chief Financial Officer/Treasurer & Business Support Services - Finance Services	17.00	0.00	0.00	17.00
Financial Strategies, Planning & Client Service	126.33	0.00	0.00	126.33
Revenue Services	207.45	0.00	13.00	220.45
Corporate Finance	31.56	0.00	0.00	31.56
Payroll, Pensions & Benefits Service	69.33	0.00	0.00	69.33
Non Departmental	0.00	0.00	0.00	0.00
Total	1,501.58	0.00	15.00	1,516.58

City of Ottawa
Full Time Equivalents Summary by Committee

	2022	2023	2023	2023
	Budget	Service Initiatives / Efficiencies	Adjustments	Estimate
Planning and Housing Committee				
Right of Way, Heritage and Urban Design	163.76	0.00	1.00	164.76
Planning Services	95.03	0.00	0.00	95.03
Building Code Services - OBC	197.89	0.00	0.00	197.89
Long Range Planning	22.33	0.00	0.00	22.33
Affordable Housing	8.00	0.00	1.00	9.00
Total	487.01	0.00	2.00	489.01
Transportation Committee				
GM's Office & Business Support Services - Public Works & Environmental Services	123.31	0.00	0.00	123.31
Roads Services	512.19	0.00	0.00	512.19
Parking Services	19.00	0.00	0.00	19.00
Traffic Services	292.37	0.00	2.00	294.37
Transportation Planning	42.00	0.00	0.00	42.00
Fleet Services	194.00	0.00	2.00	196.00
Total	1,182.87	0.00	4.00	1,186.87
Total City Operations	9,108.67	0.00	158.38	9,267.05
Boards, Agencies and Commissions				
Committee of Adjustment	12.00	0.00	2.00	14.00
Crime Prevention	3.00	0.00	0.00	3.00
Ottawa Public Health	511.11	0.00	0.00	511.11
Ottawa Public Library	472.96	0.00	9.00	481.96
Ottawa Police Service	2,118.90	0.00	29.00	2,147.90
Transit Commission	3,141.30	0.00	112.00	3,253.30
Total Boards, Agencies and Commissions	6,259.27	0.00	152.00	6,411.27
Total Tax Supported Full Time Equivalents (FTEs)	15,367.94	0.00	310.38	15,678.32
Rate Supported Program				
Drinking Water Services	293.86	0.00	6.00	299.86
Wastewater Services	215.50	0.00	4.00	219.50
Stormwater Services	44.00	0.00	0.00	44.00
Total Rate Supported Program	553.36	0.00	10.00	563.36
Grand Total City Full Time Equivalents (FTEs)	15,921.30	0.00	320.38	16,241.68

	2022 Baseline		2023 Adjustments						2023	Change over 2022 Budget
	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	COVID-19	Service Initiatives / Efficiencies	User Fees & Revenues	Estimate	
Agriculture & Rural Affairs Committee										
Development Review Process Rural	18.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	18.00	0.00
Rural Affairs	2.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2.00	0.00
Total	20.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	20.00	0.00
Audit Committee										
Office of the Auditor General and External Audit Fees	12.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	12.00	0.00
Total	12.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	12.00	0.00
Emergency Preparedness and Protective Service Committee										
GM's Office & Business & Technical Support Services - Emergency & Protective Services	36.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	36.00	0.00
Public Safety Service	23.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	23.00	0.00
Ottawa Fire Services	975.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	975.00	0.00
Ottawa Paramedic Service	712.80	0.00	0.00	0.00	14.00	0.00	0.00	0.00	726.80	14.00
By-law and Regulatory Services	188.29	0.00	0.00	0.00	0.00	0.00	0.00	0.00	188.29	0.00
Public Policy Development	6.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	6.00	0.00
Total	1,941.09	0.00	0.00	0.00	14.00	0.00	0.00	0.00	1,955.09	14.00
Community Services Committee										
GM's Office, Business Support Services & Community Safety, Well-Being, Policy & Analytic - Community & Social Services	40.00	0.00	0.00	0.00	1.00	0.00	0.00	0.00	41.00	1.00
Employment and Social Services	532.17	0.00	0.00	0.00	0.00	0.00	0.00	0.00	532.17	0.00
Children's Services	196.49	0.00	0.00	37.00	0.00	0.00	0.00	0.00	233.49	37.00
Housing Services	65.40	0.00	0.00	0.00	0.00	0.00	0.00	0.00	65.40	0.00
Long Term Care	634.44	0.00	4.00	66.40	0.00	0.00	0.00	0.00	704.84	70.40
Gender & Race Equity, Inclusion, Indigenous Relations and Social Development	28.00	0.00	0.00	0.00	2.00	0.00	0.00	0.00	30.00	2.00
GM's Office & Business Support Services - Recreation, Cultural and Facility Services	81.59	0.00	0.00	0.00	0.00	0.00	0.00	0.00	81.59	0.00
Community Recreation and Cultural Programs	428.53	0.00	0.00	0.00	3.00	0.00	0.00	0.00	431.53	3.00
City Wide Programs, Aquatics and Specialized Services	603.94	0.00	0.00	0.00	0.00	0.00	0.00	0.00	603.94	0.00
Parks & Facilities Planning	15.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	15.00	0.00
Facility Operations Services	615.93	0.00	2.00	0.00	5.32	0.00	0.00	0.00	623.25	7.32
Parks	271.43	0.00	0.00	0.00	0.00	0.00	0.00	0.00	271.43	0.00
Total	3,512.92	0.00	6.00	103.40	11.32	0.00	0.00	0.00	3,633.64	120.72

	2022 Baseline		2023 Adjustments						2023	Change over 2022 Budget
	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	COVID-19	Service Initiatives / Efficiencies	User Fees & Revenues	Estimate	
Environment and Climate Change Committee										
Infrastructure and Asset Management Services	261.00	0.00	0.00	0.00	2.00	0.00	0.00	0.00	263.00	2.00
Resiliency and Natural Systems Policy	14.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	14.00	0.00
Solid Waste Services	87.88	0.00	0.66	0.00	0.00	0.00	0.00	0.00	88.54	0.66
Forestry Services	88.32	0.00	0.00	0.00	0.00	0.00	0.00	0.00	88.32	0.00
Total	451.20	0.00	0.66	0.00	2.00	0.00	0.00	0.00	453.86	2.66
Finance and Corporate Services Committee										
Elected Officials	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
City Clerk	146.55	0.00	0.00	0.00	0.00	0.00	0.00	0.00	146.55	0.00
Legal Services	91.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	91.00	0.00
City Manager's Office	13.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	13.00	0.00
Rail Construction Program Service	12.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	12.00	0.00
GM's Office & Business Support and Technical Services - Planning, Real Estate & Economic Development	38.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	38.00	0.00
Economic Development and Long Range Planning	12.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	12.00	0.00
Corporate Real Estate Office	40.50	0.00	0.00	0.00	0.00	0.00	0.00	0.00	40.50	0.00
GM's Office & Business Support Services - Innovative Client Services	26.00	0.00	0.00	0.00	2.00	0.00	0.00	0.00	28.00	2.00
Service Transformation	24.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	24.00	0.00
Public Information & Media Relations	33.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	33.00	0.00
Human Resources	115.80	0.00	0.00	0.00	0.00	0.00	0.00	0.00	115.80	0.00
ServiceOttawa	126.07	0.00	0.00	0.00	0.00	0.00	0.00	0.00	126.07	0.00
Information Technology Services	306.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	306.00	0.00
Supply Services	65.99	0.00	0.00	0.00	0.00	0.00	0.00	0.00	65.99	0.00
Chief Financial Officer/Treasurer & Business Support Services - Finance Services	17.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	17.00	0.00
Financial Strategies, Planning & Client Service	126.33	0.00	0.00	0.00	0.00	0.00	0.00	0.00	126.33	0.00
Revenue Services	207.45	8.00	4.00	0.00	1.00	0.00	0.00	0.00	220.45	13.00
Corporate Finance	31.56	0.00	0.00	0.00	0.00	0.00	0.00	0.00	31.56	0.00
Payroll, Pensions & Benefits Service	69.33	0.00	0.00	0.00	0.00	0.00	0.00	0.00	69.33	0.00
Non Departmental	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Total	1,501.58	8.00	4.00	0.00	3.00	0.00	0.00	0.00	1,516.58	15.00

	2022 Baseline		2023 Adjustments						2023	Change over 2022 Budget
	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	COVID-19	Service Initiatives / Efficiencies	User Fees & Revenues	Estimate	
Planning and Housing Committee										
Right of Way, Heritage and Urban Design	163.76	0.00	1.00	0.00	0.00	0.00	0.00	0.00	164.76	1.00
Planning Services	95.03	0.00	0.00	0.00	0.00	0.00	0.00	0.00	95.03	0.00
Building Code Services - OBC	197.89	0.00	0.00	0.00	0.00	0.00	0.00	0.00	197.89	0.00
Long Range Planning	22.33	0.00	0.00	0.00	0.00	0.00	0.00	0.00	22.33	0.00
Affordable Housing	8.00	0.00	0.00	0.00	1.00	0.00	0.00	0.00	9.00	1.00
Total	487.01	0.00	1.00	0.00	1.00	0.00	0.00	0.00	489.01	2.00
Transportation Committee										
GM's Office & Business Support Services - Public Works & Environmental Services	123.31	0.00	0.00	0.00	0.00	0.00	0.00	0.00	123.31	0.00
Roads Services	512.19	0.00	0.00	0.00	0.00	0.00	0.00	0.00	512.19	0.00
Parking Services	19.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	19.00	0.00
Traffic Services	292.37	0.00	0.00	1.00	1.00	0.00	0.00	0.00	294.37	2.00
Transportation Planning	42.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	42.00	0.00
Fleet Services	194.00	0.00	0.00	0.00	2.00	0.00	0.00	0.00	196.00	2.00
Total	1,182.87	0.00	0.00	1.00	3.00	0.00	0.00	0.00	1,186.87	4.00
Total City Operations	9,108.67	8.00	11.66	104.40	34.32	0.00	0.00	0.00	9,267.05	158.38
Boards, Agencies and Commissions										
Committee of Adjustment	12.00	0.00	2.00	0.00	0.00	0.00	0.00	0.00	14.00	2.00
Crime Prevention	3.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	3.00	0.00
Ottawa Public Health	511.11	0.00	0.00	0.00	0.00	0.00	0.00	0.00	511.11	0.00
Ottawa Public Library	472.96	0.00	0.00	0.00	9.00	0.00	0.00	0.00	481.96	9.00
Ottawa Police Service	2,118.90	0.00	4.00	0.00	25.00	0.00	0.00	0.00	2,147.90	29.00
Transit Commission	3,141.30	5.00	0.00	0.00	107.00	0.00	0.00	0.00	3,253.30	112.00
Total Boards, Agencies and	6,259.27	5.00	6.00	0.00	141.00	0.00	0.00	0.00	6,411.27	152.00
Total Tax Supported Full Time Equivalents (FTEs)	15,367.94	13.00	17.66	104.40	175.32	0.00	0.00	0.00	15,678.32	310.38
Percent of 2023 FTEs		0.1%	0.1%	0.7%	1.1%	0.0%	0.0%	0.0%	2.0%	
Rate Supported Program										
Drinking Water Services	293.86	0.00	0.00	6.00	0.00	0.00	0.00	0.00	299.86	6.00
Wastewater Services	215.50	0.00	0.00	4.00	0.00	0.00	0.00	0.00	219.50	4.00
Stormwater Services	44.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	44.00	0.00
Total Rate Supported Program	553.36	0.00	0.00	10.00	0.00	0.00	0.00	0.00	563.36	10.00
Grand Total City Full Time Equivalents (FTEs)	15,921.30	13.00	17.66	114.40	175.32	0.00	0.00	0.00	16,241.68	320.38