



BUDGET

2023

**Working together
for a better Ottawa**

**Community Services
Committee**

Tabled February 1, 2023

DRAFT



Table of Contents

Community Services Committee

Community and Social Services	1
GM's Office and Business Support Services.	2
Service Area Summary	2
Operating Resource Requirement	4
Employment and Social Services.	5
Service Area Summary	5
Operating Resource Requirement	7
Children's Services	8
Service Area Summary	8
Operating Resource Requirement	9
User Fees	11
Housing Services	12
Service Area Summary	12
Operating Resource Requirement	13
Long Term Care Services	14
Service Area Summary	14
Operating Resource Requirement	15
Gender and Race Equity, Inclusion, Indigenous Relations and Social Development Services	16
Service Area Summary	16
Operating Resource Requirement	18
Recreation, Cultural and Facility Services	19
GM's Office and Business Support Services.	21
Operating Resource Requirement	21
User Fees	22
Community Recreation, Cultural and Sports Programs.	23

Service Area Summary	23
Operating Resource Requirement	25
User Fees	26
Complexes, Aquatics and Specialized Services	29
Service Area Summary	29
Operating Resource Requirement	31
User Fees	32
Parks and Facilities Planning	35
Service Area Summary	35
Operating Resource Requirement	36
User Fees	37
Facility Operations Services	38
Service Area Summary	38
Operating Resource Requirement	40
User Fees	41
Parks Services	42
Service Area Summary	42
Operating Resource Requirement	43
Capital Funding Summary	44
Operating and Capital Supplemental Summaries	
Community and Social Services	
GM's Office and Business Support Services	
Operating Analysis	47
Explanatory Notes.	48
Employment and Social Services	49
Operating Analysis	49
Explanatory Notes.	51

Children's Services	52
Operating Analysis	52
Explanatory Notes.	54
Housing Services.	58
Operating Analysis	58
Explanatory Notes.	60
Long Term Care Services.	62
Operating Analysis	62
Explanatory Notes.	63
Gender & Race Equity, Inclusion, Indigenous Relations and Social Development	66
Operating Analysis	66
Explanatory Notes.	67
Recreation, Cultural and Facility Services.	69
GM's Office and Business Support Services	69
Operating Analysis	69
Explanatory Notes.	70
Community, Recreation, Culture and Sports Programs	71
Operating Analysis	71
Explanatory Notes.	72
Complexes, Aquatics and Specialized Services	74
Operating Analysis	74
Explanatory Notes.	75
Parks & Facilities Planning	77
Operating Analysis	77
Explanatory Notes.	78
Facility Operations Services.	79
Operating Analysis	79

Explanatory Notes.	80
Parks Services	82
Operating Analysis	82
Explanatory Notes	83
Capital Budget.	84
Project Details	85
Social Services	85
Child Care Services	90
Long Term Care Services	96
Parks, Recreation, and Culture.	102
4 Year Forecast	139
Works-In-Progress Listing.	142

Community and Social Services Department

2023 Service Area Summary – Department Overview

The Community and Social Services department works with community agencies to ensure a strong social infrastructure of coordinated and responsive programs and services for families and individuals in need. In collaboration with our partners, we develop, deliver, and fund services and programs that foster inclusion, self-sufficiency and improved quality of life. Most services and programs are governed by specific provincial legislation, with funding from all three levels of government.

Programs/Services Offered

The Community and Social Services department oversees an integrated continuum of supports through programs and services provided by the following service areas:

- Children's Services
- Community Safety, Wellbeing, Policy and Analytics
- Employment and Social Services
- Gender and Race Equity, Inclusion, Indigenous Relations and Social Development Service
- Housing Services
- Long-term care Services

Community and Social Services Department

2023 Service Area Summary – Community Safety, Wellbeing, Policy and Analytics

The Community Safety, Wellbeing, Policy and Analytics Service contributes to community well-being through strategic alignment in the execution of the City of Ottawa's Community Safety and Well-Being Plan by working collaboratively with elected officials, internal and community stakeholders; providing leading edge analytics to enhance the delivery of social services as well as best practice research achieving integrated outcomes and in support of the development of complex social policy that affects sustainable systemic change; and leading social development initiatives that increase service equity in communities and neighborhoods. Community Safety, Well-Being, Policy and Analytics has two distinct branches: the Community Safety and Well-Being branch and the Social Policy, Research and Analytics branch.

Programs/Services Offered:

- The Community Safety and Well-Being Plan was approved by Council on October 27, 2021. The vision of the Plan is a sustainable community where everyone is safe, has a sense of belonging, has access to services, and can meet their needs for education, health care, food, housing, income, and social and cultural expression. It includes six priorities: discrimination, marginalization, and racism; financial security and poverty reduction; gender-based violence and violence against women; housing; integrated and simpler systems; and mental well-being.
- Two consultation sessions with residents and stakeholders in 2020 and 2021 were analyzed and summarized in "What we Heard" reports. In total, 630 residents participated in the consultations throughout the "priority setting" engagement period and 983 different individuals participated in the consultations throughout the "goals and objectives" engagement period.
- The development of a partnership with the University of Ottawa to launch an innovative framework called CityStudio. CityStudio Ottawa is an opportunity for the City to collaborate with students and faculty staff to conduct research, explore ideas and identify innovative solutions to civic problems.

The Social Policy, Research and Analytics branch supports the Community and Social Service department's operations through the development, maintenance, and enhancement of digital applications and dynamic dashboards as well as advanced analytics and reporting.

As of October 2022 this includes:

- 44 dynamic dashboards reporting on ongoing operations across Community and Social Services department.
- 3 Housing-related Ottawa.ca hosted dynamic dashboards, serving a public audience that is updated monthly.
- 6 digital apps in production collecting primary data supporting operational requirements.
- 2 population surveys across Ottawa collecting data to advance strategic planning and social policy.

City of Ottawa

Community & Social Services

GM's Office, Business Support Services & Community Safety, Well-Being, Policy & Analytics - Operating Resource Requirement

In Thousands (\$000)

	2021	2022		2023	\$ Change over 2022 Budget
	Actual	Forecast	Budget	Estimate	
Expenditures by Program					
General Manager's Office	580	436	436	444	8
Community Safety, Well-Being, Policy & Analytics	654	2,959	4,459	4,481	22
Business Support Services	3,409	3,200	3,400	3,466	66
Gross Expenditure	4,643	6,595	8,295	8,390	95
Recoveries & Allocations	(162)	0	0	0	0
Revenue	(295)	0	0	0	0
Net Requirement	4,186	6,595	8,295	8,390	95
Expenditures by Type					
Salaries, Wages & Benefits	4,371	4,658	4,858	5,103	245
Overtime	22	0	0	0	0
Material & Services	86	1,327	1,327	1,177	(150)
Transfers/Grants/Financial Charges	0	600	2,100	2,100	0
Fleet Costs	0	0	0	0	0
Program Facility Costs	0	0	0	0	0
Other Internal Costs	164	10	10	10	0
Gross Expenditures	4,643	6,595	8,295	8,390	95
Recoveries & Allocations	(162)	0	0	0	0
Net Expenditure	4,481	6,595	8,295	8,390	95
Revenues By Type					
Federal	(295)	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	(295)	0	0	0	0
Net Requirement	4,186	6,595	8,295	8,390	95
Full Time Equivalents			40.00	41.00	1.00

Community and Social Services Department

2023 Service Area Summary - Employment and Social Services

Employment and Social Services (ESS) provides employment and financial assistance, along with social and practical life stabilizing supports to families and individuals in need to increase self-reliance and improve their social and economic well-being.

The service area:

- Delivers the Ontario Works program, which provides short-term financial assistance, employment supports as well as help with connecting to community resources. The service area also provides a range of employment services to family members of Ontario Disability Support Program (ODSP) recipients.
- Operates one of 11 Employment Ontario Centres in Ottawa, providing a single point of access to employment, training programs and services for individuals and employers.
- Delivers the 100 per cent municipally funded Essential Health and Social Supports program which assists low-income residents with essential health, social and employment related services.
- Administers the Home Support Services program, which provides light housekeeping services to low-income residents who have a medical need or with no supports in the community.
- Provides assessment and eligibility determination for subsidized spaces at Residential Services Homes.
- Deploys an Outreach and Mobile Services Team to provide ESS services to residents at 13 locations in the community.
- Operates the Catherine St. Community Service Hub, providing integrated and coordinated City and community services in one location.

Programs/Services Offered

Each month, approximately:

- 15,635 households receive assistance from the Ontario Works program
- 1,030 households receive assistance from the Essential Health and Social Supports program
- 1,260 residents receive light housekeeping services from the Home Support Services program
- 320 residents access services through the Outreach and Mobile Services Team

- 1000 residents visit the Catherine St. Community Service Hub (since opening in summer 2022)

Annually, 13,590 individuals access employment, information, and resources, as well as programs and services through the City of Ottawa Employment Ontario Centre.

City of Ottawa
Community & Social Services
Employment and Social Services - Operating Resource Requirement
In Thousands (\$000)

	2021	2022		2023	
	Actual	Forecast	Budget	Estimate	\$ Change over 2022 Budget
Expenditures by Program					
Ontario Works Program	190,772	256,784	261,084	262,049	965
Essential Health and Social Supports Program	1,984	2,185	2,185	2,185	0
Home Support Program	2,820	3,000	3,000	3,000	0
Provincial Employment Programs	6,028	7,136	7,136	3,943	(3,193)
Community Bus Passes and EquiPass Program	4,252	5,043	10,043	6,643	(3,400)
Gross Expenditure	205,856	274,148	283,448	277,820	(5,628)
Recoveries & Allocations	(15,517)	(17,785)	(17,785)	(17,785)	0
Revenue	(168,735)	(233,190)	(233,190)	(229,967)	3,223
Net Requirement	21,604	23,173	32,473	30,068	(2,405)
Expenditures by Type					
Salaries, Wages & Benefits	44,259	46,649	50,949	51,989	1,040
Overtime	22	0	0	0	0
Material & Services	1,211	6,024	6,024	5,205	(819)
Transfers/Grants/Financial Charges	154,354	218,062	223,062	217,220	(5,842)
Fleet Costs	0	0	0	0	0
Program Facility Costs	4,304	781	781	774	(7)
Other Internal Costs	1,706	2,632	2,632	2,632	0
Gross Expenditures	205,856	274,148	283,448	277,820	(5,628)
Recoveries & Allocations	(15,517)	(17,785)	(17,785)	(17,785)	0
Net Expenditure	190,339	256,363	265,663	260,035	(5,628)
Revenues By Type					
Federal	0	0	0	0	0
Provincial	(168,734)	(233,190)	(233,190)	(229,967)	3,223
Own Funds	0	0	0	0	0
Fees and Services	(1)	0	0	0	0
Fines	0	0	0	0	0
Other	0	0	0	0	0
Total Revenue	(168,735)	(233,190)	(233,190)	(229,967)	3,223
Net Requirement	21,604	23,173	32,473	30,068	(2,405)
Full Time Equivalents			532.17	532.17	0.00

Community and Social Services Department

2023 Service Area Summary - Children's Services

Children's Services is responsible for the planning and management of licensed child care and early learning programs and services for children in Ottawa. Together with our community partners, Children's Services provides high-quality child care and early years' services that are accessible, inclusive and affordable to families and is committed to serving our most vulnerable residents. Child care is the caring for and supervision of children (ages 0-12) in licensed settings (home-based or centre-based) as well as before and after school programs. Early years services are free-of-charge programs that provide opportunities for children (ages 0 to 6) to participate in play and inquiry-based programs with parents / caregivers in attendance. Programming includes playgroups, workshops and pre- and post-natal supports that assist parents / caregivers and facilitate access to information and specialized services. The new Canada-Wide Early Learning and Child Care System (CWELCC) will be used to build on and leverage the existing early learning and child care system with objectives to provide a 25% fee reduction retroactive to April 1, 2022, building to a 50% reduction by the end of the calendar year 2022 and reaching an average fee of \$10 a day by 2025-26. In addition, creating new high-quality, affordable licensed child care spaces predominantly through not-for-profit licensed child care, addressing barriers to provide inclusive childcare and valuing the early childhood workforce by providing them with training and development opportunities.

Programs/Services Offered

- Provide CWELCC funding to support about 21,000 children with fee reductions making child care more affordable for families and about 400 child care employees through improved compensation for low wage earners.
- Support approximately 8,500 subsidized child care placements in the community
- Provide general operating funding to non-profit child care agencies to support about 34,000 licensed spaces
- Provide wage enhancement funding to non-profit child care agencies to support greater employment and income security to approximately 3,750 child care employees
- Provide special needs funding to help support approximately 1,500 children in licensed child care
- Provide funding to help support approximately 28,500 children access early years programs and services, including Indigenous-led programming
- Directly operate 10 municipal child care centres offering 393 licensed child care spaces
- Manage the Child Care Registry and Waitlist to assist parents looking for licensed child care

City of Ottawa
Community & Social Services
Children's Services - Operating Resource Requirement
In Thousands (\$000)

	2021	2022		2023	\$ Change over 2022 Budget
	Actual	Forecast	Budget	Estimate	
Expenditures by Program					
Legislated Programs					
Core Services					
<i>Fee Subsidy</i>	54,904	62,692	79,271	60,876	(18,395)
<i>General Operating</i>	53,913	52,596	34,802	34,802	0
<i>Program Delivery</i>	6,923	7,964	8,964	14,789	5,825
Special Needs Resourcing	5,259	5,259	5,259	6,343	1,084
Special Purpose	4,011	1,638	975	975	0
Wage Enhancement	10,576	15,401	17,401	17,401	0
Canada Wide Early Learning	0	58,764	58,764	193,491	134,727
Sustainability, Reopening & Safe Restart	(5,190)	0	0	0	0
Early Years Child and Family Centres	9,168	11,185	11,185	11,789	604
Municipal Investments					
Municipal Child Care Centres	11,234	11,262	11,262	11,284	22
Special Needs Resourcing	912	912	912	912	0
Early Years Child and Family Centres	994	994	994	994	0
Other Municipal Funding	697	3,000	3,000	3,000	0
Gross Expenditure	153,401	231,667	232,789	356,656	123,867
Recoveries & Allocations	(5,100)	(7,559)	(8,681)	(6,113)	2,568
Revenue	(129,579)	(203,396)	(204,148)	(331,093)	(126,945)
Net Requirement	18,722	20,712	19,960	19,450	(510)
Expenditures by Type					
Salaries, Wages & Benefits	16,529	17,068	18,068	22,803	4,735
Overtime	0	0	0	0	0
Material & Services	997	1,385	1,385	2,465	1,080
Transfers/Grants/Financial Charges	134,978	212,441	212,563	330,583	118,020
Fleet Costs	0	0	0	0	0
Program Facility Costs	776	700	700	732	32
Other Internal Costs	121	73	73	73	0
Gross Expenditures	153,401	231,667	232,789	356,656	123,867
Recoveries & Allocations	(5,100)	(7,559)	(8,681)	(6,113)	2,568
Net Expenditure	148,301	224,108	224,108	350,543	126,435

City of Ottawa
Community & Social Services
Children's Services - Operating Resource Requirement
In Thousands (\$000)

	2021	2022		2023	\$ Change over 2022 Budget
	Actual	Forecast	Budget	Estimate	
Revenues By Type					
Federal	0	0	0	0	0
Provincial	(121,962)	(194,532)	(194,532)	(321,277)	(126,745)
Own Funds	(697)	(3,000)	(3,000)	(3,000)	0
Fees and Services	(4,918)	(5,864)	(6,616)	(6,816)	(200)
Fines	0	0	0	0	0
Other	(2,002)	0	0	0	0
Total Revenue	(129,579)	(203,396)	(204,148)	(331,093)	(126,945)
Net Requirement	18,722	20,712	19,960	19,450	(510)
Full Time Equivalents			196.49	233.49	37.00

City of Ottawa
Community & Social Services
Children's Services - User Fees

	2021 Rate \$	2022 Rate \$	2023 Rate \$	% Change Over 2022	% Change Over 2021	Effective Date	2023 Revenue (\$000)
Child Care							
Infant	-	-	-	0.0%	0.0%		
Toddler	62.27	47.64	30.01	-37.0%	-51.8%	01-Jan-23	543
Preschool	44.84	34.31	21.61	-37.0%	-51.8%	01-Jan-23	966
Total Departmental							1,509

Community and Social Services Department

2023 Service Area Summary- Housing Services

Housing Services oversees the funding, administration, monitoring, and repair needs of community/affordable housing post development to increase access to, and retention of, suitable housing for people living on low to middle incomes. Other programs include the administration of investments in new affordable and supportive housing. Housing Services is also responsible for emergency shelter response and supported housing services to assist residents experiencing or at risk of homelessness by providing outreach, housing search, stabilization, and housing loss prevention. Working with other City departments, the service area provides a system-wide coordinated response to the rooming house sector.

Housing Services, in collaboration with community stakeholders, is responsible for the ongoing implementation of the 10-Year Housing and Homelessness Plan. The Plan identifies current and future housing needs and priorities, sets targets and objectives, and proposes measures to achieve those targets/objectives.

Programs/Services Offered

- There are currently over 17,000 community housing units in Ottawa
- There are over 4,500 households in receipt of other housing benefits such as Housing Allowances or Rent Supplements,
- There are over 12,000 households on the Centralized Wait List for rent-geared-to-income assistance
- Provide funding for over 1,000 emergency shelter and transitional housing program beds (singles, youth & families), which includes 176 beds (44 rooms) directly operated by the City of Ottawa
- Provide funding to 13 Housing First organizations supporting upwards of 1,450 people at any time
- Provide operating funding to 26 organizations providing homelessness programs

City of Ottawa
Community & Social Services
Housing Services - Operating Resource Requirement
In Thousands (\$000)

	2021	2022		2023	\$ Change over 2022 Budget
	Actual	Forecast	Budget	Estimate	
Expenditures by Program					
Manager's Office	397	585	585	595	10
Housing Programs	109,649	103,456	102,845	104,465	1,620
Community Homelessness Prevention Initiative	49,084	62,840	55,249	57,424	2,175
Home for Good	4,707	4,732	4,732	4,732	0
Housing and Homelessness Investment Plan	14,763	14,996	14,996	15,296	300
Reaching Home	15,026	16,934	16,934	16,934	0
COVID-19	49,673	12,834	11,984	6,630	(5,354)
Gross Expenditure	243,299	216,377	207,325	206,076	(1,249)
Recoveries & Allocations	(383)	(411)	(195)	(195)	0
Revenue	(138,436)	(88,142)	(88,142)	(80,908)	7,234
Net Requirement	104,480	127,824	118,988	124,973	5,985
Expenditures by Type					
Salaries, Wages & Benefits	13,618	8,065	8,124	9,399	1,275
Overtime	154	60	60	60	0
Material & Services	8,371	1,736	1,736	1,736	0
Transfers/Grants/Financial Charges	219,101	204,623	195,512	193,038	(2,474)
Fleet Costs	6	7	7	7	0
Program Facility Costs	641	1,096	1,096	1,046	(50)
Other Internal Costs	1,408	790	790	790	0
Gross Expenditures	243,299	216,377	207,325	206,076	(1,249)
Recoveries & Allocations	(383)	(411)	(195)	(195)	0
Net Expenditure	242,916	215,966	207,130	205,881	(1,249)
Revenues By Type					
Federal	(39,499)	(28,930)	(28,930)	(27,050)	1,880
Provincial	(98,857)	(59,212)	(59,212)	(53,858)	5,354
Own Funds	0	0	0	0	0
Fees and Services	(80)	0	0	0	0
Fines	0	0	0	0	0
Other	0	0	0	0	0
Total Revenue	(138,436)	(88,142)	(88,142)	(80,908)	7,234
Net Requirement	104,480	127,824	118,988	124,973	5,985
Full Time Equivalents			65.40	65.40	0.00

Community and Social Services Department

2023 Service Area Summary - Long-Term Care Services

Four Long-Term Care homes provide care and services to 717 residents who require assistance with daily living. The homes offer a variety of services to care for the residents' well-being and ensure a healthy and safe environment. The care provided in each home includes specialized, restorative, supportive and palliative care for persons with dementia, disabilities and health problems who cannot live independently in their homes, and whose needs cannot be met in the community. All four of the City's long-term care homes have registered staff on duty 24-hours a day, seven days a week to support the care of residents.

Programs/Services Offered

- Nursing and personal care
- Medical services
- Physiotherapy and activation services
- Nutrition and food preparation
- Housekeeping and laundry services
- Recreational activities
- Spiritual care and social supports
- Two adult day programs offer supervised programming and services to support individuals living in the community.

City of Ottawa
Community & Social Services
Long Term Care - Operating Resource Requirement
In Thousands (\$000)

	2021	2022		2023	\$ Change over 2022 Budget
	Actual	Forecast	Budget	Estimate	
Expenditures by Program					
Nursing & Personal Care	66,634	75,957	73,180	65,849	(7,331)
Program & Support Services	3,576	3,619	3,619	3,666	47
Food Purchases	2,615	2,627	2,627	3,007	380
Accommodation	23,846	23,584	23,584	24,443	859
Daycentre Programs	583	716	716	727	11
Gross Expenditure	97,254	106,503	103,726	97,692	(6,034)
Recoveries & Allocations	(2,523)	(628)	(628)	(628)	0
Revenue	(68,429)	(74,881)	(74,881)	(65,952)	8,929
Net Requirement	26,302	30,994	28,217	31,112	2,895
Expenditures by Type					
Salaries, Wages & Benefits	77,544	87,040	84,263	80,907	(3,356)
Overtime	583	500	500	500	0
Material & Services	13,578	14,362	14,362	11,124	(3,238)
Transfers/Grants/Financial Charges	47	0	0	0	0
Fleet Costs	0	0	0	0	0
Program Facility Costs	5,282	4,512	4,512	5,072	560
Other Internal Costs	220	89	89	89	0
Gross Expenditures	97,254	106,503	103,726	97,692	(6,034)
Recoveries & Allocations	(2,523)	(628)	(628)	(628)	0
Net Expenditure	94,731	105,875	103,098	97,064	(6,034)
Revenues By Type					
Federal	0	0	0	0	0
Provincial	(52,509)	(57,566)	(57,566)	(48,637)	8,929
Own Funds	0	0	0	0	0
Fees and Services	(15,920)	(17,315)	(17,315)	(17,315)	0
Fines	0	0	0	0	0
Other	0	0	0	0	0
Total Revenue	(68,429)	(74,881)	(74,881)	(65,952)	8,929
Net Requirement	26,302	30,994	28,217	31,112	2,895
Full Time Equivalents			634.44	704.84	70.40

Community and Social Services Department

2023 Service Area Summary - Gender and Race Equity, Inclusion, Indigenous Relations, and Social Development Service

Gender and Race Equity, Inclusion, Indigenous Relations and Social Development, establishes the foundation for all equity work at the City of Ottawa. This is achieved by integrating principles of equity within corporate-wide policies, practices, programs and organizational strategies in partnership with elected officials, City staff, community stakeholders and Ottawa residents. The service area also works to advance corporate and community plans and strategies that respond to the needs of equity deserving communities including members who identify as Indigenous, Black and other racialized residents, people living with disabilities, women, gender diverse persons, rural residents, older adults, immigrants, newcomers, and youth.

Programs/Services Offered

- The Indigenous Relations Branch informs, guides, and monitors a City-Wide approach to Municipal Indigenous Relations, reconciliation, and community engagement providing leadership and guidance for staff, senior leadership, and City Council. The Branch leads the renewal of the Reconciliation Action Plan and other actions informed by the final reports of the Truth and Reconciliation Commission.
- The Social Development and Funding Branch includes two interconnected units that increase access to equitable services and programs for residents facing the greatest needs and barriers:
 - The Community Funding Framework allocates municipal funding to address the root causes of poverty by investing in financial and capacity building resources in the non-profit social services sector.
 - The Integrated Neighbourhood Services Team (INST) leverages municipal services, programs, and infrastructure, and collaborates with community partners to respond to needs in priority neighbourhoods.
- The Anti-Racism and Women and Gender Equity Branch leads the development, planning, implementation and evaluation of the City's Anti-Racism Strategy, the Women and Gender Equity Strategy, and the Older Adult Plan.
- The Workplace Equity, Inclusion, and Belonging Branch strives to ensure the workforce is reflective of the population the City serves and nurtures a respectful and inclusive culture where all employees experience a sense of belonging. The branch leads the Corporate Diversity and Inclusion Plan (CDIP). The current version of the CDIP (2019 – 2024) is based upon the 3 pillars of recruitment and hiring of new staff, retention and promotion of existing staff to maintain varied

perspectives and increase diverse leadership within the organization and, creating an environment where it is safe to self-identify.

CDIP includes 55 different initiatives to help us move forward in our goals. These initiatives are captured under 5 focus areas: outreach, recruitment and hiring, partnerships and engagement, learning and awareness, accountability governance and policy review, with all the work being monitored through a data management and workforce analytics framework that informs our direction, measures progress and indicates adjustments as needed.

City of Ottawa

Community & Social Services

Gender & Race Equity, Inclusion, Indigenous Relations and Social Development - Operating Resource Requirement

In Thousands (\$000)

	2021	2022		2023	\$ Change over 2022 Budget
	Actual	Forecast	Budget	Estimate	
Expenditures by Program					
Director's Office	299	301	301	312	11
Program Delivery	1,963	2,048	2,048	2,490	442
Social Development & Funding	26,595	28,623	28,623	30,470	1,847
Gross Expenditure	28,857	30,972	30,972	33,272	2,300
Recoveries & Allocations	(33)	0	0	0	0
Revenue	(440)	0	0	0	0
Net Requirement	28,384	30,972	30,972	33,272	2,300
Expenditures by Type					
Salaries, Wages & Benefits	3,275	3,394	3,394	3,759	365
Overtime	17	0	0	0	0
Material & Services	476	563	563	663	100
Transfers/Grants/Financial Charges	25,039	27,009	27,009	28,844	1,835
Fleet Costs	0	0	0	0	0
Program Facility Costs	0	0	0	0	0
Other Internal Costs	50	6	6	6	0
Gross Expenditures	28,857	30,972	30,972	33,272	2,300
Recoveries & Allocations	(33)	0	0	0	0
Net Expenditure	28,824	30,972	30,972	33,272	2,300
Revenues By Type					
Federal	(409)	0	0	0	0
Provincial	0	0	0	0	0
Own Funds	0	0	0	0	0
Fees and Services	(31)	0	0	0	0
Fines	0	0	0	0	0
Other	0	0	0	0	0
Total Revenue	(440)	0	0	0	0
Net Requirement	28,384	30,972	30,972	33,272	2,300
Full Time Equivalents			28.00	30.00	2.00

Recreation, Cultural and Facility Services Department

2023 Service Area Summary

The Recreation, Cultural and Facility Services (RCFS) Department provides access to high quality recreation and cultural services, in collaboration with community partners, to encourage healthy and active lifestyles, and to contribute to Ottawa's cultural identity and heritage. The Department also operates and maintains most City buildings. The Department successfully accomplishes this by:

- Developing and delivering recreation and cultural programs in arenas, pools, parks, sports fields, recreation complexes, community centres, museums, theatres and arts centers.
- Maintaining and ensuring facility cleanliness and good repair
- Adhering to clear service standards and structuring services around community needs
- Ensuring that legislative and safety requirements are implemented and adhered to
- Providing opportunities for participation in, and access to, Ottawa's arts, culture, and heritage
- Working with community recreation, sport, and cultural groups to maximize access and opportunities for recreation, cultural, and heritage programs/activities
- Planning, developing and redeveloping recreation and cultural facilities, parks, and sports fields
- Investing in local cultural initiatives and assets to sustain municipal and community infrastructure and programs
- Providing operating and capital funding to community groups in support of our mandate

Programs/Services Offered

- Delivers registered recreation and cultural programs to more than 217,000 participants annually
- Operates, manages, supports and allocates: 14 recreation complexes, 49 community centres, 68 community buildings and 65 field houses, 21 indoor pools, 9 outdoor pools, 44 indoor ice surfaces, 58 sledding hills, 529 sports fields, 256 ball diamonds, 324 tennis courts at 124 facilities, 308 basketball

- courts, 23 skateboard parks, 93 pickle ball locations with 236 courts, 4 senior centres, 55 wading pools, 153 splash pads, 4 beaches and provides track and field opportunities at the Terry Fox Athletic Facility
- Operates specialized and therapeutic recreation programs for more than 2,300 children, youth, and adults with disabilities, and offers an integration support service to facilitate access to all programs
 - The City operates 28 cultural facilities / spaces across the city, including: 5 museums with multiple exhibition spaces, 2 instructional art centres, 9 community exhibition spaces, 6 stand-alone art galleries, 3 stand-alone artist studio spaces and 2 theatres: Meridian Theatres @ CentrepoinTE and Shenkman Arts Centre
 - Issues over 234,000 facility use permits to community groups for the delivery of programs
 - Maintains City buildings including 9.4 million square feet in 867 buildings
 - Operates 33 arenas with a total of 44 indoor ice surfaces, 10 curling sheets, and coordinates more than 430 outdoor ice surfaces at over 283 locations
 - Provides oversight and contract compliance monitoring for 8 Public-Private Partnership agreements, including two sports domes, three arenas with nine ice surfaces, a multi-disciplinary cultural facility, the Rideau Valley Conservation Authority Headquarters, and Lansdowne
 - Supports over 295 local not-for-profit cultural organizations and individuals through 350 unique funding allocations to deliver a broad range of cultural activities to local participants and visitors
 - Provides financial support to more than 140 community recreation organizations
 - Operates 14 fitness centres (weight and cardio rooms)
 - Offers over 1,200 hours per week (Fall/Winter) for public skating and public swimming and other sport drop-in programs to citizens of all ages; and
 - Monitors the central control of a building's heating, ventilation and air conditioning, lighting, and other systems in over 146 facilities and implements energy retrofits and GHG reduction initiatives.
 - RCFS has up to 16,000 active memberships at any given point throughout the year

City of Ottawa
Recreation, Cultural and Facility Services
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	4,533	1,999	1,969	2,028	59
Business & Technical Support Services	24,963	26,350	26,350	26,851	501
Gross Expenditure	29,496	28,349	28,319	28,879	560
Recoveries & Allocations	(790)	(380)	(380)	(380)	0
Revenue	(4,581)	(2,588)	(2,558)	(2,658)	(100)
Net Requirement	24,125	25,381	25,381	25,841	460
Expenditures by Type					
Salaries, Wages & Benefits	12,565	9,790	9,790	9,943	153
Overtime	283	5	5	27	22
Material & Services	2,830	3,938	3,654	3,754	100
Transfers/Grants/Financial Charges	12,813	13,395	13,395	13,665	270
Fleet Costs	2	0	0	0	0
Program Facility Costs	295	289	289	304	15
Other Internal Costs	708	932	1,186	1,186	0
Gross Expenditures	29,496	28,349	28,319	28,879	560
Recoveries & Allocations	(790)	(380)	(380)	(380)	0
Net Expenditure	28,706	27,969	27,939	28,499	560
Revenues By Type					
Federal	(3,476)	(570)	(540)	(540)	0
Provincial	(4)	0	0	0	0
Own Funds	0	0	0	0	0
Fees and Services	(1,101)	(2,018)	(2,018)	(2,118)	(100)
Fines	0	0	0	0	0
Other	0	0	0	0	0
Total Revenue	(4,581)	(2,588)	(2,558)	(2,658)	(100)
Net Requirement	24,125	25,381	25,381	25,841	460
Full Time Equivalents			81.59	81.59	0.00

City of Ottawa
Recreation, Cultural and Facility Services
GM's Office & Business Support Services - User Fees

	2021 Rate \$	2022 Rate \$	2023 Rate \$	% Change Over 2022	% Change Over 2021	Effective Date	2023 Revenue (\$000)
Rentals							
Arena - Adult	309.28	315.49	323.79	2.6%	4.7%	01-Apr-23	
Arena - Commercial	318.34	324.73	333.27	2.6%	4.7%	01-Apr-23	
Arena - Minor	185.40	189.12	194.09	2.6%	4.7%	01-Apr-23	
Arena - Non-Prime Time	144.22	147.12	150.99	2.6%	4.7%	01-Apr-23	
Arena - Cancellation Fees	25% to 100%	25% to 100%	25% to 100%	0.0%	0.0%	01-Apr-23	
Arena - Other	72.11-318.34	73.56-324.73	75.49-333.27	2.6%	4.7%	01-Apr-23	(100)
Marketing Fees							
Display Ad	131.33	133.96	136.64	2.0%	4.0%	01-Apr-23	
Homepage Banner	157.59	160.74	163.95	2.0%	4.0%	01-Apr-23	
Package 1 - 954 Seats	262.66	267.91	273.27	2.0%	4.0%	01-Apr-23	
Package 2 - 954 Seats	472.78	482.24	491.88	2.0%	4.0%	01-Apr-23	
Package 3 - 954 Seats	945.56	964.47	983.76	2.0%	4.0%	01-Apr-23	
Print at home ticket ad	105.06	107.16	109.30	2.0%	4.0%	01-Apr-23	
Coming Up Event E-Blast - Meridian	105.06	107.16	109.30	2.0%	4.0%	01-Apr-23	
Designing	52.53	53.58	54.65	2.0%	4.0%	01-Apr-23	
Coming Up Event E-Blast (per e-subscriber)	0.03	0.03	0.03	0.0%	0.0%	01-Apr-23	
Package 1 - 500 Seats	131.33	133.96	136.64	2.0%	4.0%	01-Apr-23	
Package 2 - 500 Seats	341.45	348.28	355.25	2.0%	4.0%	01-Apr-23	
Package 3 - 500 Seats	703.92	718.00	732.36	2.0%	4.0%	01-Apr-23	
Coming Up Event E-Blast - Shenkman	52.53	53.58	54.65	2.0%	4.0%	01-Apr-23	
Coming Up at Shenkman Rack Flyer	157.59	160.74	163.95	2.0%	4.0%	01-Apr-23	
Other							
NSF Charge	43.00	43.00	43.00	0.0%	0.0%	01-Apr-23	
Refund Administration Fee	15.00	15.00	15.00	0.0%	0.0%	01-Apr-23	
2023 fees include a charge of 1.95% for the recovery of transaction fees.							
Total Departmental							(100)

Recreation, Cultural and Facility Services Department

2023 Service Area Summary - Community Recreation, Cultural and Sport Service

Community Recreation, Cultural and SportService oversees a variety of community and neighbourhood based programs and rentals across the city. Programs are offered to facilitate participatory activities for children, youth, adults, older adults, and other priority and equity seeking populations. The services are organized both geographically and in areas of specialization, Cultural Heritage Programs and Spaces, Priority Neighbourhoods, Centralized Initiatives and Community Partnerships. The programs and services are delivered both virtually and in community-based settings, in community centres, arenas, sports fields, senior centres, museum and historic sites, arts galleries, Meridian Theatre, Shenkman Arts Centre, Arts Court, Lansdowne Urban Park and City Hall. This service also oversees the permitting and allocation of indoor year-round arenas, parks, sports fields, ball diamonds, hall's, meeting rooms, gymnasiums and other venues.

We work together with our colleagues, communities, stakeholders and a broad spectrum of private and not-for-profit partners throughout the city to provide inclusive, affordable, and sustainable activities. Our Culture and Heritage Programs encourage and celebrate Ottawa's identity and pride by promoting and preserving its artistic and cultural landscape. CRCS is leading the way towards supporting thriving communities, across the city and with a focus in priority areas and vulnerable populations.

Programs/Services Offered

The Community Recreation, Cultural and Sport Programs Service Area:

- Develops and delivers recreation, cultural and sport programs in arenas, pools, parks, sports fields, recreation and cultural facilities, community centres, and field houses. Programs include camps, sports, fitness, visual & performing arts, after school, and general interest either virtually or in person
- Operates municipal museums and is responsible for the delivery of heritage programs
- Provides programming and access to Ottawa's arts, culture, and heritage facilities
- Researches, develops, and delivers local museum educational programs to meet school curriculum requirements
- Delivers city-wide heritage events such as Doors Open Ottawa, Heritage Day, Culture Days, etc.
- Programs and operates the Shenkman Arts Centre and Meridan Theatre

- Oversees the allocation and permitting of indoor arena time, sports fields, ball diamonds, parks as well as other community gathering places such as halls, meeting rooms, gymnasiums, and other venues
- Offers public skating, and other sport drop-in programs at recreation facilities to diverse citizens of all ages, abilities, and socio-economic status
- Delivers a wide variety of Before and After School Programs, Summer and March Break camps for children and youth
- Works with community recreation, sport, and cultural groups to maximize access and opportunities for recreation, cultural, and heritage programs/activities

City of Ottawa
 Recreation, Cultural and Facility Services
 Community Recreation, Culture and Sports Programs - Operating Resource Requirement
 In Thousands (\$000)

	2021	2022		2023	\$ Change over 2022 Budget
	Actual	Forecast	Budget	Estimate	
Expenditures by Program					
Community Recreation and Cultural Programs	54,912	66,384	67,884	75,665	7,781
Gross Expenditure	54,912	66,384	67,884	75,665	7,781
Recoveries & Allocations	(597)	(1,077)	(1,077)	(1,077)	0
Revenue	(12,534)	(18,642)	(16,842)	(28,192)	(11,350)
Net Requirement	41,781	46,665	49,965	46,396	(3,569)
Expenditures by Type					
Salaries, Wages & Benefits	18,356	24,517	24,801	30,641	5,840
Overtime	26	145	154	145	(9)
Material & Services	1,858	6,330	7,037	7,216	179
Transfers/Grants/Financial Charges	16	311	311	311	0
Fleet Costs	61	117	117	117	0
Program Facility Costs	34,125	34,386	34,886	36,657	1,771
Other Internal Costs	470	578	578	578	0
Gross Expenditures	54,912	66,384	67,884	75,665	7,781
Recoveries & Allocations	(597)	(1,077)	(1,077)	(1,077)	0
Net Expenditure	54,315	65,307	66,807	74,588	7,781
Revenues By Type					
Federal	(620)	(61)	(61)	(61)	0
Provincial	(913)	(289)	(289)	(289)	0
Own Funds	0	0	0	0	0
Fees and Services	(11,001)	(18,292)	(16,492)	(28,092)	(11,600)
Fines	0	0	0	0	0
Other	0	0	0	250	250
Total Revenue	(12,534)	(18,642)	(16,842)	(28,192)	(11,350)
Net Requirement	41,781	46,665	49,965	46,396	(3,569)
Full Time Equivalents			428.53	431.53	3.00

City of Ottawa
 Recreation, Cultural and Facility Services
 Community, Recreation, Culture and Sports Programs - User Fees

	2021 Rate \$	2022 Rate \$	2023 Rate \$	% Change Over 2022	% Change Over 2021	Effective Date	2023 Revenue (\$000)
Rentals							
Arena - Adult	309.28	315.49	323.79	2.6%	4.7%	01-Apr-23	
Arena - Commercial	318.34	324.73	333.27	2.6%	4.7%	01-Apr-23	
Arena - Minor	185.40	189.12	194.09	2.6%	4.7%	01-Apr-23	
Arena - Non-Prime Time	144.22	147.12	150.99	2.6%	4.7%	01-Apr-23	
Arena - Cancellation Fees	25% to 100%	25% to 100%	25% to 100%	0.0%	0.0%	01-Apr-23	
Arena - Other	72.11-318.34	73.56-324.73	75.49-333.27	2.6%	4.7%	01-Apr-23	
Arena Slab - Adult	54.98	56.11	57.23	2.0%	4.1%	01-Apr-23	
Arena Slab - Commercial	63.91	65.22	66.52	2.0%	4.1%	01-Apr-23	
Arena Slab - Minor	34.23	34.96	35.66	2.0%	4.2%	01-Apr-23	
Artificial Turf - Adult	130.14	132.79	135.45	2.0%	4.1%	01-Apr-23	
Artificial Turf - Commercial	140.56	143.41	146.28	2.0%	4.1%	01-Apr-23	
Artificial Turf - Minor	76.64	78.19	79.75	2.0%	4.1%	01-Apr-23	
Artificial Turf - Non-Prime Time	62.74	64.03	65.31	2.0%	4.1%	01-Apr-23	
Artificial Turf - Other	55.80-76.64	56.95-78.19	58.09-79.75	2.0%	4.0%	01-Apr-23	
Art Centres	6.09-552.06	6.24-563.14	6.36-574.40	2.0%	4.0%	01-Apr-23	
Basketball Court (Outdoor)	7.47-16.85	7.65-17.21	7.80-17.55	2.0%	4.0%	01-Apr-23	
Bleacher (Delivery)	477.63	487.21	496.95	2.0%	4.0%	01-Apr-23	
Hall	3.29-253.07	3.36-258.14	3.43-263.30	2.0%	4.0%	01-Apr-23	
Hall-Commercial	18.54-179.03	18.93-182.65	19.31-186.30	2.0%	4.0%	01-Apr-23	
Hall-NFP	3.56-80.43	3.67-82.08	3.74-83.72	2.0%	3.9%	01-Apr-23	
Hall-Private	14.20-140.29	14.51-143.14	14.80-146.00	2.0%	4.0%	01-Apr-23	
Lansdowne	13.62-7652.15	13.94-7805.22	14.22-7961.32	2.0%	4.0%	01-Apr-23	
Lansdowne Extra Fees	1.36-804.76	1.39-820.87	1.42-837.29	2.1%	4.0%	01-Apr-23	
Museum	34.87-295.7	35.58-301.62	36.29-307.65	2.0%	4.0%	01-Apr-23	
Nepean Sportsplex	6.63-3813.24	6.77-3889.51	6.91-3967.30	2.0%	4.0%	01-Apr-23	
Nepean Sportsplex Extra Fees	0.20-1944.77	0.22-1983.67	0.22-2023.34	0.0%-2.0%	1.8%-6.9%	01-Apr-23	
Ottawa Stadium	39.46-4104.11	39.51-4104.16	40.30-4186.24	2.0%	4.0%	01-Apr-23	
Ottawa Stadium Lights	47.59	52.35	56.01	7.0%	17.7%	01-Apr-23	
Outdoor Lighting Fee	14.13-28.29	15.58-31.15	16.67-33.33	7.0%	17.8%-18.0%	01-Apr-23	
Park	27.16-433.53	27.74-442.21	28.29-451.05	2.0%	4.0%	01-Apr-23	
Parking Lot	3.46-1046.65	3.53-1067.61	3.60-1088.96	2.0%	4.0%	01-Apr-23	
Pool	6.72-2046.62	6.86-2087.57	7.00-2129.32	2.0%	4.0%	01-Apr-23	
Sports Fields / Ball Diamonds - Adult	19.07-45.61	19.47-46.55	19.86-47.48	2.0%	4.0%	01-Apr-23	

City of Ottawa
 Recreation, Cultural and Facility Services
 Community, Recreation, Culture and Sports Programs - User Fees

	2021 Rate \$	2022 Rate \$	2023 Rate \$	% Change Over 2022	% Change Over 2021	Effective Date	2023 Revenue (\$000)
Sports Fields / Ball Diamonds - Commercial	32.21-47.83	32.88-48.81	33.54-49.79	2.0%	4.0%	01-Apr-23	
Sports Fields / Ball Diamonds - Minor	6.01-8.84	6.15-9.03	6.27-9.21	2.0%	4.0%	01-Apr-23	
Sports Fields / Ball Diamonds - Premium	38.71-119.29	39.51-121.68	40.30-124.11	2.0%	4.0%	01-Apr-23	
Theater	8.02-372.61	8.23-8869.56	8.39-9046.95	2.0%	4.0%	01-Apr-23	
Theater Extra Fees	15.94-1818.69	16.26-1855.06	16.59-1892.16	2.0%	2.0%-4.4%	01-Apr-23	
Miscellaneous Extra Fees	0.11-386.74	0.13-261.7	0.13-266.93	0.0%-2.0%	1.7%-10.5%	01-Apr-23	
Point of Sale							
Administrative Charge	4.86-96.76	5.04-100.66	5.14-102.67	2.0%	3.6%-4.3%	01-Apr-23	(120)
Electric Vehicle Charging	1.99-4.86	2.04-5.04	2.08-5.14	2.0%	3.3%-4.5%	01-Apr-23	
Event Admission	4.06-23.68	3.98-24.34	4.06-24.83	2.0%	2.0%-5.4%	01-Apr-23	
Fitness Admission	4.28-12.17	4.20-12.39	4.28-12.64	2.0%	1.9%-5.1%	01-Apr-23	250
General Admission	0.9-20.97	0.88-21.24	0.90-21.66	2.0%-2.3%	2.0%-15.0%	01-Apr-23	
Merchandise	0.04-425	0.04-425	0.04-425.00	0.0%	0.0%	01-Apr-23	
Museum Admission	3.83-18.72	3.76-19.03	3.84-19.41	2.1%	2.0%-5.2%	01-Apr-23	
Museum Event Admission	5.4-46.23	5.31-47.35	5.42-48.30	2.0%	2.0%-5.1%	01-Apr-23	
Public Skating	1.79-7.21	1.99-7.30	2.03-7.45	2.0%	2.0%	01-Apr-23	
Public Skating - Specialty	2.7-6.31	2.88-6.42	2.94-6.55	2.1%	2.0%-5.9%	01-Apr-23	
Public Swim	2.25-5.64	2.43-5.75	2.48-5.87	2.1%	2.1%-12.3%	01-Apr-23	
Public Swim - Vitality	4.28-6.09	4.42-6.19	4.51-6.31	2.0%	1.9%	01-Apr-23	
Public Swim - Wave	5.64-8.56	5.75-8.85	5.87-9.03	2.1%	2.0%-6.2%	01-Apr-23	
Memberships							
Aquafitness	50.52-823.72	51.55-840.27	52.58-857.08	2.0%	4.0%	01-Apr-23	
Fitness	23.00-944.38	23.67-939.6	24.14-958.39	2.0%	3.8%-6.1%	01-Apr-23	
Multi Visit	1.94-10.14	1.99-10.35	2.03-10.56	2.0%	3.6%-7.5%	01-Apr-23	
Museum	35.99	36.71	37.44	2.0%	4.0%	01-Apr-23	
Personal Training	21.64-61.12	22.12-62.39	22.56-63.64	2.0%	4.0%	01-Apr-23	
Seniors Centres	20.30-25.71	20.80-26.33	21.22-26.86	2.0%	4.1%	01-Apr-23	
Swim	22.55-593.20	23.01-605.09	23.47-617.19	2.0%	3.8%-6.1%	01-Apr-23	
Swim - Wave	45.56-721.99	46.68-736.5	47.61-751.23	2.0%	3.8%-6.2%	01-Apr-23	
Specialized	5.64-700.56	13.72-714.6	13.99-728.89	2.0%	3.3%-4.7%	01-Apr-23	
Skating	10.37-309.68	10.62-315.93	10.83-322.25	2.0%	4.0%	01-Apr-23	
Skating - Specialized	19.84-154.50	20.35-157.74	20.76-160.89	2.0%	4.0%	01-Apr-23	

City of Ottawa
 Recreation, Cultural and Facility Services
 Community, Recreation, Culture and Sports Programs - User Fees

	2021 Rate \$	2022 Rate \$	2023 Rate \$	% Change Over 2022	% Change Over 2021	Effective Date	2023 Revenue (\$000)
Program Registrations (Hourly)							
Aquatics - Learn To Swim	4.93-29.98	5.03-30.58	5.13-31.19	2.0%	4.0%	18-Mar-23	
Certification	0.87-26.02	0.89-26.54	0.89-26.54	0.0%	2.0%	18-Mar-23	
Day Camps	1.76-16.72	1.8-17.05	1.84-17.39	2.0%-2.2%	4.0%	18-Mar-23	
Fitness	0.16-15.72	0.16-16.03	0.16-16.35	0.0%-2.0%	2.0%	18-Mar-23	
General Interest	1.16-71.05	1.18-72.47	1.20-73.92	1.7%-2.0%	3.7%	18-Mar-23	
Inclusive Recreation	2.10-40.50	0.60-41.33	0.61-42.16	1.7%-2.0%	3.7%	18-Mar-23	
Museum Program	3.37-52.32	4.42-53.32	4.51-54.39	2.0%	2.0%-7.3%	18-Mar-23	
Museum Program - School & Summer	0.67-46.23	1.33-47.35	1.36-48.30	2.0%-2.3%	2.0%-7.6%	18-Mar-23	
Performing Arts	4.20-27.98	4.28-28.54	4.37-29.11	2.1%	4.0%	18-Mar-23	
Skating - Learn To Skate	12.88-27.88	13.14-28.44	13.40-29.01	2.0%	4.0%	18-Mar-23	
Specialty	8.02-14.27	8.18-26.48	8.34-27.01	2.0%	4.0%	18-Mar-23	
Sports	2.33-82.89	0.56-84.55	0.57-86.24	1.8%-2.0%	3.8%	18-Mar-23	
Visual Arts	2.10-32.54	2.14-33.19	2.18-33.85	1.9%	3.9%	18-Mar-23	
Private Programs and Services	31.27-77.05	31.9-78.59	32.54-80.16	2.0%	4.0%	18-Mar-23	
Cultural Services, Rentals & Related Fees							
Box Office	0.03-863.65	0.03-864.05	0.03-881.33	0.0%-2.0%	0.0%-4.0%	01-Apr-23	
Capital Ren/aal Fund (Flat)	50-200	50-200	50.00-200.00	0.0%	0.0%	01-Apr-23	
Capital Ren/aal Fund (Per Ticket)	0.75-2.00	0.75-2.00	0.75-2.00	0.0%	0.0%	01-Apr-23	
Pouring	2.55-29.07	2.55-29.07	2.55-29.07	0.0%	0.0%	01-Apr-23	
Other							
Exclusive Use Recreation Rentals	10/sq ft	10/sq ft	11/sq ft	10.0%	0.0%	01-Apr-23	
Non-Resident Surcharge	25%	25%	25%	0.0%	0.0%	01-Apr-23	
Older Adult Registration Discount	10%	10%	10%	0.0%	0.0%	01-Apr-23	
Fee Assistance	180.00	185.00	222.00	20.0%	23.3%	01-Apr-23	
Total Departmental							130

2023 fees include a charge of 1.95% for the recovery of transaction fees.

Recreation, Cultural and Facility Services Department

2023 Service Area Summary - Complexes, Aquatics and Specialized Services (CASS)

Complexes, Aquatics and Specialized Services (CASS) delivers quality recreation programs and services to its residents at recreation complexes, aquatic venues and seasonal spaces. This Service Area also provides interdepartmental oversight and direction from subject matter experts in Aquatics, Drowning Prevention, Physical Activity and Fitness, Recreation, Program Development, Health and Safety, and Inclusive Recreation.

It also certifies youth and young adults in advanced aquatic certifications to be active lifeguards and water safety instructors ready for employment. The Seasonal Recreation Unit oversees operations at the City's wading pools, splash pads, sledding hills, and outdoor rinks. The Inclusive Recreation Unit gives children, youth, and adults with special needs the opportunity to participate in community recreation.

Programs/Services Offered

Complexes, Aquatics and Specialized Services:

- Encourages healthy and active lifestyles in collaboration with the community and offers program and activity options for residents of all ages and ability
- Represents the department on the Ottawa Drowning Prevention Coalition and delivers public education on drowning prevention
- Provides Emergency Reception and Lodging at recreation facilities to support the City's Emergency Management Program
- Ensures adherence to Provincial legislation including the Ontario Health Protection and Promotion Act, Social Inclusion of Persons with Developmental Disabilities Act, Access for Ontarians with a Disability Act
- Develops and delivers Learn to Swim, aquatic certification, fitness and aqua fitness, sport programs and drop ins, before and after school, camps, and general interest programs

- Offers public skating, public swimming, health and fitness and sport drop-in programs to citizens of all ages and ability
- Provides departmental oversight to City operated, and partnership operated, aquatic spaces including indoor pools, outdoor pools, beaches, splash pads, and wading pools
- Coordinates the allocation of indoor and outdoor facility rental space to partner sport organizations and user groups. Delivers lifeguard training programs and manages risk for all aquatic operations
- Coordinates City-partnership specialized and therapeutic recreation programs for children, youth, and adults with disabilities, and offers an integration support service to facilitate access to all programs
- Provides part-time employment opportunities for youth and community members. Coordinates city-partnership recreation programs supporting low-income/vulnerable populations including Canadian Tire I love to (Swim, skate, etc.) and Lifesaving Society's Swim to Survive programs. Provides departmental expertise and oversight of physical activity and fitness services at all facilities; including equipment maintenance and repairs, equipment provision and replacement, active living club, corporate memberships, continuing education and training, partnerships with ParticipAction (National Fitness Day), Ottawa Public Library (Memberships), Fire Services (equipment maintenance and replacement), The Ottawa Hospital, The Cardiology Institute (Heart Wise), and Breast Cancer ActionSponsors and leads targeted initiatives designed to improve customer service in the Recreation, Cultural and Facility Services (RCFS) department
- Provides individuals who experience physical or cognitive disabilities with access to recreational, therapeutic and respite programs and services that address their unique needs and help them maintain and improve key cognitive, social, and physical skills, and improve overall quality of life
- Ensures quality recreation programming to residents of Ottawa through review of new program requests ensuring they align with criteria outlined in program harmonization; review new programming trends; and completing a regular evaluation and review of the approval process

City of Ottawa
Recreation, Cultural and Facility Services
Complexes, Aquatics and Specialized Services - Operating Resource Requirement
In Thousands (\$000)

	2021	2022		2023	\$ Change over 2022 Budget
	Actual	Forecast	Budget	Estimate	
Expenditures by Program					
City Wide Programs, Aquatics and Specialized Services	59,240	70,484	71,684	81,794	10,110
Gross Expenditure	59,240	70,484	71,684	81,794	10,110
Recoveries & Allocations	(343)	(636)	(636)	(636)	0
Revenue	(17,541)	(22,083)	(21,183)	(36,678)	(15,495)
Net Requirement	41,356	47,765	49,865	44,480.00	(5,385)
Expenditures by Type					
Salaries, Wages & Benefits	24,469	27,965	28,765	38,035	9,270
Overtime	58	94	94	94	0
Material & Services	1,302	2,846	2,846	2,846	0
Transfers/Grants/Financial Charges	812	857	857	857	0
Fleet Costs	36	27	27	27	0
Program Facility Costs	32,460	38,482	38,882	39,722	840
Other Internal Costs	103	213	213	213	0
Gross Expenditures	59,240	70,484	71,684	81,794	10,110
Recoveries & Allocations	(343)	(636)	(636)	(636)	0
Net Expenditure	58,897	69,848	71,048	81,158	10,110
Revenues By Type					
Federal	(971)	(36)	(36)	(36.00)	0
Provincial	(4,056)	(976)	(976)	(1,111)	(135)
Own Funds	0	0	0	0	0
Fees and Services	(12,514)	(21,071)	(20,171)	(36,171)	(16,000)
Fines	0	0	0	0	0
Other	0	0	0	640	640
Total Revenue	(17,541)	(22,083)	(21,183)	(36,678)	(15,495)
Net Requirement	41,356	47,765	49,865	44,480	(5,385)
Full Time Equivalents			603.94	603.94	0.00

City of Ottawa
Recreation, Cultural and Facility Services
Complexes, Aquatics & Specialized Services

	2021 Rate \$	2022 Rate \$	2023 Rate \$	% Change Over 2022	% Change Over 2021	Effective Date	2023 Revenue (\$000)
Rentals							
Beach Equipment	2.00-52.14	2.10-54.16	2.14-55.24	1.9%	3.9%	01-Apr-23	
Hall	3.29-253.07	3.36-258.14	3.43-263.30	2.0%	4.0%	01-Apr-23	
Hall-Commercial	18.54-179.03	18.93-182.65	19.31-186.30	2.0%	4.0%	01-Apr-23	
Hall-NFP	3.56-80.43	3.67-82.08	3.74-83.72	2.0%	3.9%	01-Apr-23	
Hall-Private	14.20-140.29	14.51-143.14	14.80-146.00	2.0%	4.0%	01-Apr-23	
Outdoor Rink Slab	3.76-24.11	3.85-24.6	3.93-25.09	2.0%	4.0%	01-Apr-23	
Outdoor Rink Slab Lighting	3.26	3.58	3.83	7.0%	17.5%	01-Apr-23	
Pool	6.72-2046.62	6.86-2087.57	7.00-2129.32	2.0%	4.0%	01-Apr-23	
Tennis Court	7.47-16.85	7.65-17.21	7.80-17.55	2.0%	4.0%	01-Apr-23	
Terry Fox Athletic Facility	6.27-448.58	6.42-457.57	6.55-466.72	2.0%	4.0%	01-Apr-23	
Miscellaneous Extra Fees	0.11-386.74	0.13-261.7	0.13-266.93	0.0%-2.0%	1.7%-10.5%	01-Apr-23	
Admissions							
Administrative Charge	4.86-96.76	5.04-100.66	5.14-102.67	2.0%	3.6%-4.3%	01-Apr-23	(465)
Event Admission	4.06-23.68	3.98-24.34	4.06-24.83	2.0%	2.0%-5.4%	01-Apr-23	
Fitness Admission	4.28-12.17	4.20-12.39	4.28-12.64	2.0%	1.9%-5.1%	01-Apr-23	
General Admission	0.90-20.97	0.88-21.24	0.90-21.66	2.0%-2.3%	2.0%-15.0%	01-Apr-23	
Merchandise	0.04-425	0.04-425.00	0.04-425.00	0.0%	0.0%	01-Apr-23	
Public Skating	1.79-7.21	1.99-7.30	2.03-7.45	2.0%	2.0%	01-Apr-23	
Public Skating - Specialty	2.70-6.31	2.88-6.42	2.94-6.55	2.1%	2.0%-5.9%	01-Apr-23	
Public Swim	2.25-5.64	2.43-5.75	2.48-5.87	2.1%	2.1%-12.3%	01-Apr-23	
Public Swim - Vitality	4.28-6.09	4.42-6.19	4.51-6.31	2.0%	1.9%	01-Apr-23	
Public Swim - Wave	5.64-8.56	5.75-8.85	5.87-9.03	2.1%	2.0%-6.2%	01-Apr-23	
Memberships							
Aquafitness	50.52-823.72	51.55-840.27	52.58-857.08	2.0%	4.0%	01-Apr-23	
Fitness	23.00-944.38	23.67-939.6	24.14-958.39	2.0%	3.8%-6.1%	01-Apr-23	
Multi Visit	1.94-10.14	1.99-10.35	2.03-10.56	2.0%	3.6%-7.5%	01-Apr-23	
Personal Training	21.64-61.12	22.12-62.39	22.56-63.64	2.0%	4.0%	01-Apr-23	
Swim	22.55-593.20	23.01-605.09	23.47-617.19	2.0%	3.8%-6.1%	01-Apr-23	
Swim - Wave	45.56-721.99	46.68-736.5	47.61-751.23	2.0%	3.8%-6.2%	01-Apr-23	
Specialized	5.64-700.56	13.72-714.6	13.99-728.89	2.0%	4.0%	01-Apr-23	
Skating	10.37-309.68	10.62-315.93	10.83-322.25	2.0%	4.0%	01-Apr-23	

City of Ottawa
Recreation, Cultural and Facility Services
Complexes, Aquatics & Specialized Services

	2021 Rate \$	2022 Rate \$	2023 Rate \$	% Change Over 2022	% Change Over 2021	Effective Date	2023 Revenue (\$000)
Skating - Specialized	19.84-154.50	20.35-157.74	20.76-160.89	2.0%	4.0%	01-Apr-23	
Special Needs	8.79-41.95	9.07-42.92	9.25-43.78	2.0%	4.0%	01-Apr-23	
Program Registration (Hourly)							
Aquatics - Learn To Swim	4.93-29.98	5.03-30.58	5.13-31.19	2.0%	4.0%	18-Mar-23	
Certification	0.87-26.02	0.89-26.54	0.89-26.54	0.0%	2.0%	18-Mar-23	
Day Camps	1.76-16.72	1.8-17.05	1.84-17.39	2.0%-2.2%	4.0%	18-Mar-23	640
Fitness	0.16-15.72	0.16-16.03	0.16-16.35	0.0%-2.0%	2.0%	18-Mar-23	
General Interest	1.16-71.05	1.18-72.47	1.20-73.92	1.7%-2.0%	3.7%	18-Mar-23	
Inclusive Recreation	2.10-40.50	0.60-41.33	0.61-42.16	1.7%-2.0%	3.7%	18-Mar-23	
Inclusive Recreation - Integration Fee (per week of camp)	44.62	45.52	46.43	2.0%	4.0%	18-Mar-23	
Performing Arts	4.20-27.98	4.28-28.54	4.37-29.11	2.1%	4.0%	18-Mar-23	
Skating - Learn To Skate	12.88-27.88	13.14-28.44	13.40-29.01	2.0%	4.0%	18-Mar-23	
Specialty	8.02-14.27	8.18-26.48	8.34-27.01	2.0%	4.0%	18-Mar-23	
Sports	2.33-82.89	0.56-84.55	0.57-86.24	1.8%-2.0%	3.8%	18-Mar-23	
Visual Arts	2.10-32.54	2.14-33.19	2.18-33.85	1.9%	3.9%	18-Mar-23	
One-on-one Instruction	31.27-77.05	31.9-78.59	32.54-80.16	2.0%	4.0%	18-Mar-23	

City of Ottawa
 Recreation, Cultural and Facility Services
 Complexes, Aquatics & Specialized Services

	2021 Rate \$	2022 Rate \$	2023 Rate \$	% Change Over 2022	% Change Over 2021	Effective Date	2023 Revenue (\$000)
Parking							
Mooney's Bay - Vehicle (30 min)	1.00	1.25	1.25	0.0%	25.0%	01-Apr-23	
Petrie - Season Pass	28.76	29.34	29.93	2.0%	4.1%	01-Apr-23	
Petrie - Vehicle (30 min)	0.75	1.00	1.00	0.0%	33.3%	01-Apr-23	
Other							
Non-Resident Surcharge	25%	25%	25%	0.0%	0.0%	01-Apr-23	
Older Adult Registration Discount	10%	10%	10%	0.0%	0.0%	01-Apr-23	
Fee Assistance	180.00	185.00	222.00	20.0%	23.3%	01-Apr-23	
2023 fees include a charge of 1.95% for the recovery of transaction fees.							
Total Departmental							175

Recreation, Cultural and Facility Services Department

2023 Service Area Summary - Parks and Facilities Planning (PFP)

This portfolio is responsible for the planning, development, redevelopment and modernization of all city parklands, as well as recreational and cultural facilities. To help support new park development initiatives that are triggered by growth, the portfolio works closely with ISWD and PRED to support colleagues who are leading development files. In addition to capital projects, the portfolio is the departmental lead for capital planning, development of facility and park design standards, and strategic planning for facility delivery throughout the city. The Portfolio is also the lead for Ward-specific and City-Wide Cash in Lieu of Parkland providing project planning and coordination, tracking and funding transfers and project allocations. It also administers the Community Partnership Major and Minor Capital grant programs.

Programs/Services Offered

The Parks and Facilities Planning Service Area:

- Plans, develops, and redevelops recreation and cultural facilities, parks, and sports fields
- Invests in local initiatives and assets to sustain municipal and community infrastructure and parkland
- Provides project planning, coordination, tracking, funding transfers and project allocations for Ward-specific and City-Wide Cash-in-Lieu (CIL) of Parkland
- Provides community funding for capital projects through the Community Partnership Minor Capital Program; a cost-sharing initiative with community groups for minor capital improvements (up to \$15K) to city-owned parks, recreation, and cultural facilities. Examples include play equipment, basketball courts, park furniture, tree planting, landscape improvements, and minor facility improvements
- Provides community funding for capital projects through the Community Partnership Major Capital Program; a cost-sharing initiative with community groups for major capital improvements to fixed assets such as new facilities, renovations, and expansions
- Enhances service delivery through public engagement initiatives involving the community in the prioritization and design of projects in their area
- Ensures that the design and construction of recreation facilities and parks meet accessibility guidelines and consults annually with the City's Accessibility Advisory Committee on upcoming projects

City of Ottawa
Recreation, Cultural and Facility Services
Parks & Facilities Planning - Operating Resource Requirement
In Thousands (\$000)

	2021	2022		2023	\$ Change over 2022 Budget
	Actual	Forecast	Budget	Estimate	
Expenditures by Program					
Parks & Facilities Planning	2,232	2,236	2,236	2,291	55
Gross Expenditure	2,232	2,236	2,236	2,291	55
Recoveries & Allocations	(183)	0	0	0	0
Revenue	(327)	(485)	(485)	(485)	0
Net Requirement	1,722	1,751	1,751	1,806	55
Expenditures by Type					
Salaries, Wages & Benefits	2,160	1,986	1,986	2,041	55
Overtime	3	2	2	2	0
Material & Services	65	248	248	248	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	4	0	0	0	0
Gross Expenditures	2,232	2,236	2,236	2,291	55
Recoveries & Allocations	(183)	0	0	0	0
Net Expenditure	2,049	2,236	2,236	2,291	55
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	(327)	(485)	(485)	(485)	0
Fines	0	0	0	0	0
Other	0	0	0	0	0
Total Revenue	(327)	(485)	(485)	(485)	0
Net Requirement	1,722	1,751	1,751	1,806	55
Full Time Equivalents			15.00	15.00	0.00

City of Ottawa
 Recreation, Cultural and Facility Services
 Parks & Facilities Planning - User Fees

	2021 Rate \$	2022 Rate \$	2023 Rate \$	% Change Over 2022	% Change Over 2021	Effective Date	2023 Revenue (\$000)
Park Review & Inspection Fee							
Estimated value of work	4%	4%	4%	0.0%	0.0%	1-Apr-23	

Recreation, Cultural and Facility Services Department

2023 Service Area Summary - Facility Operations Service

The Facility Operations Service is responsible for the operation and maintenance of over 9 million square feet of space in over 800 City facilities and buildings (excluding Transportation Services and Water Treatment Facilities). This includes ensuring facility cleanliness and upkeep, regular and preventative maintenance and minor repairs, facility related service desk operations, facility equipment inventory, operation and maintenance of various equipment, utilities management, facility data collection and reporting, and the implementation of energy saving projects. The Service is also responsible for Facility Management enterprise wide, including, Stewardship of Corporate Facilities, Corporate Accommodations, Maintenance Planning, Energy Management and Building Engineering Plans, and a centralized trades group.

Programs/Services Offered

Facility Operations Service:

- Maintains and operates municipal buildings including paramedic, police and fire stations, administrative buildings, libraries, equipment garages, workshops and yards, storage buildings, salt domes, day care centres, recreational and sport complexes, community centers, cultural facilities, family shelters and emergency housing, as well as long-term care facilities,
- Responsible for the upkeep and maintenance of major recreation complexes, community centres/field houses, indoor and outdoor pools, arenas, senior centres, wading pools, splash pads and beaches
- Operates the facility mechanical systems and ensures the cleanliness and good repair of municipal buildings
- Adheres to clear service standards and delivers services based on client and community needs
- Ensures that legislative and safety requirements related to facility operations are implemented and adhered to
- Responds to facility related client service requests (including program and special event support)
- 24/7 Emergency (on call) coverage for the operation and maintenance of City buildings
- Provides specialized trade services to municipal facilities and parks, including carpentry, electrical, HVAC and plumbing services
- Custodial services (e.g. - housekeeping, annual maintenance, snow removal)
- Preventative and corrective maintenance
- Operates and maintains various equipment, including ice re-surfacers, and tractors, and specialized facility

- Responsible for the development of a building automation system (integrator) that allows remote access to components of building mechanical systems through a common front end
- Responsible for Corporate Facility Management
- Track and monitor facility utility use and related costs
- Schedules and coordinates public use of City Hall interior and exterior spaces, including support to user groups for public events and the annual set-up, operation, maintenance and take-down of the Rink of Dreams
- Corporate Accommodations
- Corporate Steward of Facilities

City of Ottawa
Recreation, Cultural and Facility Services
Facility Operations Services - Operating Resource Requirement
In Thousands (\$000)

	2021	2022		2023	\$ Change over 2022 Budget
	Actual	Forecast	Budget	Estimate	
Expenditures by Program					
Facility Operations Services	87,468	81,302	90,852	92,749	1,897
Gross Expenditure	87,468	81,302	90,852	92,749	1,897
Recoveries & Allocations	(50,037)	(46,678)	(53,778)	(54,675)	(897)
Revenue	(3,755)	(2,209)	(2,059)	(2,059)	0
Net Requirement	33,676	32,415	35,015	36,015	1,000
Expenditures by Type					
Salaries, Wages & Benefits	55,995	58,867	59,167	61,409	2,242
Overtime	1,072	1,093	943	960	17
Material & Services	22,105	14,468	24,343	23,750	(593)
Transfers/Grants/Financial Charges	377	496	496	496	0
Fleet Costs	1,014	1,235	760	980	220
Program Facility Costs	(756)	(756)	(756)	(756)	0
Other Internal Costs	7,661	5,899	5,899	5,910	11
Gross Expenditures	87,468	81,302	90,852	92,749	1,897
Recoveries & Allocations	(50,037)	(46,678)	(53,778)	(54,675)	(897)
Net Expenditure	37,431	34,624	37,074	38,074	1,000
Revenues By Type					
Federal	0	0	0	0	0
Provincial	(2,204)	(450)	0	0	0
Own Funds	0	0	0	0	0
Fees and Services	(1,551)	(1,759)	(2,059)	(2,059)	0
Fines	0	0	0	0	0
Other	0	0	0	0	0
Total Revenue	(3,755)	(2,209)	(2,059)	(2,059)	0
Net Requirement	33,676	32,415	35,015	36,015	1,000
Full Time Equivalents			615.93	623.25	7.32

City of Ottawa
Recreation, Cultural and Facility Services
Facility Operations Services - User Fees

	2021 Rate \$	2022 Rate \$	2023 Rate \$	% Change Over 2022	% Change Over 2021	Effective Date	2023 Revenue (\$000)
City Hall Services							
Room Booking - For Profit Organizations							
A.S. Haydon Hall	580.00	592.00	604.00	2.0%	4.1%	01-Apr-23	
Jean Pigott Place	1,607.00	1,639.00	1,672.00	2.0%	4.0%	01-Apr-23	
Champlain Room	331.00	338.00	345.00	2.1%	4.2%	01-Apr-23	
Keefer Room	256.00	261.00	266.00	1.9%	3.9%	01-Apr-23	
Councillor Lounge	387.00	395.00	403.00	2.0%	4.1%	01-Apr-23	
Festival Plaza	1,672.00	1,705.00	1,739.00	2.0%	4.0%	01-Apr-23	
Festival Control	325.00	332.00	339.00	2.1%	4.3%	01-Apr-23	
Festival Boardroom	194.00	198.00	202.00	2.0%	4.1%	01-Apr-23	
Colonel By Room	256.00	261.00	266.00	1.9%	3.9%	01-Apr-23	
Richmond Room	194.00	198.00	202.00	2.0%	4.1%	01-Apr-23	
Honeywell Room	194.00	198.00	202.00	2.0%	4.1%	01-Apr-23	
Billing Room	194.00	198.00	202.00	2.0%	4.1%	01-Apr-23	
Caucus Room	65.00	66.00	67.00	1.5%	3.1%	01-Apr-23	
Lisgar Field	374.00	381.00	389.00	2.1%	4.0%	01-Apr-23	
Room Booking - For Non-Profit Organizations							
A.S. Haydon Hall	194.00	198.00	202.00	2.0%	4.1%	01-Apr-23	
Jean Pigott Place	194.00	198.00	202.00	2.0%	4.1%	01-Apr-23	
Champlain Room	194.00	198.00	202.00	2.0%	4.1%	01-Apr-23	
Keefer Room	194.00	198.00	202.00	2.0%	4.1%	01-Apr-23	
Councillor Lounge	257.00	262.00	267.00	1.9%	3.9%	01-Apr-23	
Festival Plaza	872.00	889.00	907.00	2.0%	4.0%	01-Apr-23	
Festival Control	257.00	262.00	267.00	1.9%	3.9%	01-Apr-23	
Festival Boardroom	65.00	66.00	67.00	1.5%	3.1%	01-Apr-23	
Colonel By Room	65.00	66.00	67.00	1.5%	3.1%	01-Apr-23	
Richmond Room	65.00	66.00	67.00	1.5%	3.1%	01-Apr-23	
Honeywell Room	65.00	66.00	67.00	1.5%	3.1%	01-Apr-23	
Billing Room	65.00	66.00	67.00	1.5%	3.1%	01-Apr-23	
Caucus Room	41.00	42.00	43.00	2.4%	4.9%	01-Apr-23	
Lisgar Field	185.00	189.00	193.00	2.1%	4.3%	01-Apr-23	

Public Works Department

2023 Service Area Summary - Parks Maintenance Services

Parks Maintenance Services provides centralized management of 4,505 hectares of parkland with 529 sports fields (soccer, football, field hockey, rugby, cricket and ultimate), 328 ball diamonds in both schools and City parks, 330 parks with playcourts (tennis, pickleball, basketball, volleyball, bocce and lawn bowling), 430 outdoor rinks, 58 toboggan hills, 412 parking lots, over 1000 play areas, 153 spray pads and 56 wading pools.

Programs/Services Offered

- Operation and maintenance of parks grounds, open spaces, leased hydro easements, naturalized areas and parks. This includes sports fields, ball diamonds, turf, beaches, wading pools, play structures, outdoor rinks, and municipal facility grounds
- Turf Maintenance (grass cutting) – passive park lands, sports fields
- Roadside Grass cutting - Median and boulevards in urban/suburban areas
- Integrated Turf Management for sports fields (cutting, fertilizing, top dressing, over seeding, aerating, irrigation)
- Ball Diamond Maintenance (gilling, granular, backstop repairs)
- Play Court/Game Court Maintenance (nets, hoops, surface, lines, asphalt repairs)
- Wading Pool / Spray Pad Maintenance (painting, water activation, chemical delivery, pool repairs)
- Play Structure Maintenance (inspection, repair)
- General Park Maintenance (litter, graffiti, lighting, fencing, furniture)
- Outdoor Rink Maintenance (boards, plumbing, lighting)
- Winter control for identified City facilities, NCC ski trail and dog park parking lots and parking lots associated with outdoor rinks

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

	2021	2022		2023	\$ Change over 2022 Budget
	Actual	Forecast	Budget	Estimate	
Expenditures by Program					
Parks	41,705	74,346	69,221	71,282	2,061
Gross Expenditure	41,705	74,346	69,221	71,282	2,061
Recoveries & Allocations	(1,036)	(29,196)	(29,196)	(29,822)	(626)
Revenue	(396)	(56)	(2)	(2)	0
Net Requirement	40,273	45,094	40,023	41,458	1,435
Expenditures by Type					
Salaries, Wages & Benefits	21,107	22,606	22,106	22,606	500
Overtime	557	605	605	605	0
Material & Services	11,072	12,545	9,058	9,763	705
Transfers/Grants/Financial Charges	(1)	0	0	0	0
Fleet Costs	7,857	8,268	7,130	7,330	200
Program Facility Costs	0	0	0	0	0
Other Internal Costs	1,113	30,322	30,322	30,978	656
Gross Expenditures	41,705	74,346	69,221	71,282	2,061
Recoveries & Allocations	(1,036)	(29,196)	(29,196)	(29,822)	(626)
Net Expenditure	40,669	45,150	40,025	41,460	1,435
Revenues By Type					
Federal	0	0	0	0	0
Provincial	(332)	0	0	0	0
Own Funds	0	0	0	0	0
Fees and Services	(64)	(56)	(2)	(2)	0
Fines	0	0	0	0	0
Other	0	0	0	0	0
Total Revenue	(396)	(56)	(2)	(2)	0
Net Requirement	40,273	45,094	40,023	41,458	1,435
Full Time Equivalents			271.43	271.43	0.00

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

Project Description	Revenues	Gas Tax	Tax Supported/ Dedicated	Develop. Charges	Tax Supported/ Dedicated Debt	Grand Total
Child Care						
Renewal of City Assets						
910806 2023 Buildings-Child Care Services	0	0	275	0	0	275
910953 2023 Municipal Child Care upgrades	0	0	100	0	0	100
Renewal of City Assets Total	0	0	375	0	0	375
Service Enhancements						
910819 2023 Accessibility - Child Care Services	0	0	60	0	0	60
Service Enhancements Total	0	0	60	0	0	60
Child Care Total	0	0	435	0	0	435
Long Term Care						
Renewal of City Assets						
910812 2023 Buildings-Long Term Care	0	0	675	0	1,000	1,675
910952 Refrigeration for Carleton Lodge	0	0	100	0	0	100
Renewal of City Assets Total	0	0	775	0	1,000	1,775
Service Enhancements						
910823 2023 Accessibility - Long Term Care	0	0	110	0	0	110
Service Enhancements Total	0	0	110	0	0	110
Long Term Care Total	0	0	885	0	1,000	1,885
Parks, Recreation & Culture						
Renewal of City Assets						
909104 Beach Pavillion Upgrade/Renewal	0	0	1,137	0	0	1,137
909107 Facility Minor Cap Front of House Repair	0	0	300	0	0	300
909429 New Community Buildings	0	0	0	0	500	500
910194 Signage for City Assets	0	0	20	0	0	20
910196 Meridian Theatre Cap Renewal Fund 2023	0	0	168	0	0	168
910197 Shenkman Arts Ctre Renewal Fund 2023	0	0	40	0	0	40
910522 Park Redevelopment 2023	0	0	500	0	0	500

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

Project Description	Revenues	Gas Tax	Tax Supported/ Dedicated	Develop. Charges	Tax Supported/ Dedicated Debt	Grand Total
910523 Fitness & Program Equipment 2023	0	0	250	0	0	250
910564 Culture Master Plan	0	0	75	0	0	75
910726 Emergency Reception Lodging Generators	0	0	1,700	0	0	1,700
910807 2023 Buildings-Cultural Services	0	0	1,300	0	1,000	2,300
910813 2023 Buildings-Parks & Rec	0	0	13,425	0	15,000	28,425
910818 2023 Parks - Parks & Rec	0	0	3,200	0	3,000	6,200
910979 Outdoor Sports Court Redevelopment 2023	0	0	200	0	0	200
910982 Minor Park Improvement 2023	0	0	250	0	0	250
910983 Infrastructure Upgrades 2023	0	0	894	0	0	894
910986 Cultural Building & Equip 2023	0	0	125	0	0	125
910987 Museum Sustainability Plan 2023	0	0	200	0	0	200
910988 Artifact & Art Restore & Maint 2023	0	0	70	0	0	70
910989 Virtual Programming Expansion	0	0	40	0	0	40
910717 ICIP-CCR - Kanata Recreation Complex	330	0	120	0	0	450
910718 ICIP-CCR Optimist Park/Genest Pool	367	0	133	0	0	500
911082 ICIP-Metcalf CC and Larry Robinson Exp.	385	0	140	0	0	525
Renewal of City Assets Total	1,081	0	24,287	0	19,500	44,869
Growth						
908532 Carp Airport Community Park	0	0	19	365	0	384
908536 Fernbank District Park - Richcraft	0	0	490	2,090	0	2,580
908544 Place des Gouverneurs Park	0	0	17	325	0	342
909490 Jock River North District park	0	0	620	2,644	0	3,264
910580 552 Booth Street - Urban Park	0	0	80	339	0	419
910990 Community Centre Upgrades - Alexander	0	0	256	251	0	507
910991 Tremblay Station TOD Area	0	0	100	600	0	700
910992 Jock River South District Park	0	0	223	999	0	1,222
911003 Preston-Carling District Design Plan	0	0	160	681	0	841
911004 Gladstone (Corso Italia)Secondary Plan	0	0	89	379	0	468
Growth Total	0	0	2,054	8,672	0	10,726
Regulatory						
909154 Accommodation Fit-Ups and Renovations	0	0	500	0	0	500

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

Project Description	Revenues	Gas Tax	Tax Supported/ Dedicated	Develop. Charges	Tax Supported/ Dedicated Debt	Grand Total
Regulatory Total	0	0	500	0	0	500
Service Enhancements						
910820 2023 Accessibility - Cultural Services	0	0	60	0	0	60
910824 2023 Accessibility - Parks & Rec	0	0	1,615	0	0	1,615
911001 Major Capital Partnership 2023	0	0	859	0	0	859
911002 Minor Capital Partnership 2023	0	0	300	0	0	300
Service Enhancements Total	0	0	2,834	0	0	2,834
Parks, Recreation & Culture Total	1,081	0	29,675	8,672	19,500	58,929
Social Services						
Renewal of City Assets						
910815 2023 Buildings-Social Services	0	0	300	0	0	300
Renewal of City Assets Total	0	0	300	0	0	300
Service Enhancements						
910825 2023 Accessibility - Social Services	0	0	60	0	0	60
Service Enhancements Total	0	0	60	0	0	60
Social Services Total	0	0	360	0	0	360
Grand Total	1,081	0	31,355	8,672	20,500	61,609

City of Ottawa
Community & Social Services
GM's Office, Business Support Services & Community Safety, Well-Being, Policy & Analytics - 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	436	436	0	8	0	0	0	0	0	444	8
Community Safety, Well-Being, Policy & Analytics	2,959	4,459	0	22	0	0	0	0	0	4,481	22
Business Support Services	3,200	3,400	0	66	0	0	0	0	0	3,466	66
Gross Expenditure	6,595	8,295	0	95	0	0	0	0	0	8,390	95
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	6,595	8,295	0	95	0	0	0	0	0	8,390	95
Expenditures by Type											
Salaries, Wages & Benefits	4,658	4,858	0	95	0	150	0	0	0	5,103	245
Overtime	0	0	0	0	0	0	0	0	0	0	0
Material & Services	1,327	1,327	0	0	0	(150)	0	0	0	1,177	(150)
Transfers/Grants/Financial Charges	600	2,100	0	0	0		0	0	0	2,100	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	10	10	0	0	0	0	0	0	0	10	0
Gross Expenditures	6,595	8,295	0	95	0	0	0	0	0	8,390	95
Recoveries & Allocations	0	0	0	0	0	0	0	0	0	0	0
Net Expenditure	6,595	8,295	0	95	0	0	0	0	0	8,390	95
Percent of 2023 Net Expenditure Budget			0.0%	1.1%	0.0%	0.0%	0.0%	0.0%	0.0%	1.1%	
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	6,595	8,295	0	95	0	0	0	0	0	8,390	95
Percent of 2023 Net Requirement Budget			0.0%	1.1%	0.0%	0.0%	0.0%	0.0%	0.0%	1.1%	
Full Time Equivalents (FTEs)		40.00	0.00	0.00	0.00	1.00	0.00	0.00	0.00	41.00	1.00
Percent of 2023 FTEs			0.0%	0.0%	0.0%	2.5%	0.0%	0.0%	0.0%	2.5%	

City of Ottawa

Community & Social Services

GM's Office, Business Support Services & Community Safety, Well-Being, Policy & Analytics - Operating Resource Requirement

Explanatory Notes

In Thousands (\$000)

	Surplus / (Deficit)			
2022 Forecast vs. Budget Variance Explanation	Expense	Revenue	Net	
Lower Compensation in BSS due to vacancies	200	0	200	
Lower Discretionary costs under CSWB/SPRA due to delay in spending of the 3 year program	1,500	0	1,500	
Total Surplus / (Deficit)	1,700	0	1,700	
	Increase / (Decrease)			
2023 Pressure Category / Explanation	Expense	Revenue	Net 2023 Changes	FTE Impact
Maintain Services				
All programs include an adjustment for potential 2023 cost of living, increments, and benefit adjustments.	95	0	95	0.00
Total Maintain Services	95	0	95	0.00
	Increase / (Decrease)			
2023 Pressure Category / Explanation	Expense	Revenue	Net 2023 Changes	FTE Impact
Growth				
Reallocate budget from Contracts to Compensation in Community and Safety Well Being	150	0	150	1.00
Reallocate budget from Contracts to Compensation in Community and Safety Well Being	(150)	0	(150)	0.00
Total Growth	0	0	0	1.00
Total Budget Changes	95	0	95	1.00

City of Ottawa
Community & Social Services
Employment and Social 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											
Ontario Works Program	256,784	261,084	0	965	0	0	0	0	0	262,049	965
Essential Health and Social Supports Program	2,185	2,185	0	0	0	0	0	0	0	2,185	0
Home Support Program	3,000	3,000	0	0	0	0	0	0	0	3,000	0
Provincial Employment Programs	7,136	7,136	0	(3,193)	0	0	0	0	0	3,943	(3,193)
Community Bus Passes and Equipass Program	5,043	10,043	0	(3,400)	0	0	0	0	0	6,643	(3,400)
Gross Expenditure	274,148	283,448	0	(5,628)	0	0	0	0	0	277,820	(5,628)
Recoveries & Allocations	(17,785)	(17,785)	0		0	0	0	0	0	(17,785)	0
Revenue	(233,190)	(233,190)	0	3,223	0	0	0	0	0	(229,967)	3,223
Net Requirement	23,173	32,473	0	(2,405)	0	0	0	0	0	30,068	(2,405)
Expenditures by Type											
Salaries, Wages & Benefits	46,649	50,949	0	1,040	0	0	0	0	0	51,989	1,040
Overtime	0	0	0	0	0	0	0	0	0	0	0
Material & Services	6,024	6,024	0	(819)	0	0	0	0	0	5,205	(819)
Transfers/Grants/Financial Charges	218,062	223,062	0	(5,842)	0	0	0	0	0	217,220	(5,842)
Fleet Costs		0	0	0	0	0	0	0	0	0	0
Program Facility Costs	781	781	0	(7)	0	0	0	0	0	774	(7)
Other Internal Costs	2,632	2,632	0		0	0	0	0	0	2,632	0
Gross Expenditures	274,148	283,448	0	(5,628)	0	0	0	0	0	277,820	(5,628)
Recoveries & Allocations	(17,785)	(17,785)	0	0	0	0	0	0	0	(17,785)	0
Net Expenditure	256,363	265,663	0	(5,628)	0	0	0	0	0	260,035	(5,628)
Percent of 2023 Net Expenditure Budget			0.0%	-2.1%	0.0%	0.0%	0.0%	0.0%	0.0%	-2.1%	

City of Ottawa
Community & Social Services
Employment and Social 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	(233,190)	(233,190)	0	3,223	0	0	0	0	0	(229,967)	3,223
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
Total Revenue	(233,190)	(233,190)	0	3,223	0	0	0	0	0	(229,967)	3,223
Percent of 2023 Revenue Budget			0.0%	-1.4%	0.0%	0.0%	0.0%	0.0%	0.0%	-1.4%	
Net Requirement	23,173	32,473	0	(2,405)	0	0	0	0	0	30,068	(2,405)
Percent of 2023 Net Requirement Budget			0.0%	-7.4%	0.0%	0.0%	0.0%	0.0%	0.0%	-7.4%	
Full Time Equivalents (FTEs)		532.17	0.00	0.00	0.00	0.00	0.00	0.00	0.00	532.17	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
Community & Social Services
Employment and Social Services - Operating Resource Requirement Explanatory Notes
In Thousands (\$000)

	Surplus / (Deficit)			
2022 Forecast vs. Budget Variance Explanation	Expense	Revenue	Net	
Lower Compensation due to vacancies.	4,300	0	4,300	
Lower EquiPass and ODSP Community Bus Pass costs due to lower ridership and delay in price increase	5,000	0	5,000	
Total Surplus / (Deficit)	9,300	0	9,300	
	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.	1,040	0	1,040	0.00
End of Provincial Employment Programs; Skills Advanced Fund	(1,223)	1,223	0	0.00
End of Provincial Employment Programs; Skills Development Fund	(2,000)	2,000	0	0.00
One time reduction of ODSP Community bus passes/EquiPass expenditures in 2023 based on lower ridership	(3,400)	0	(3,400)	0.00
2023 Facility allocation	(45)	0	(45)	0.00
Total Maintain Services	(5,628)	3,223	(2,405)	0.00
Total Budget Changes	(5,628)	3,223	(2,405)	0.00

City of Ottawa
Community & Social Services
Children's Services - Operating Resource Requirement Analysis
In Thousands (\$000)

	2022 Baseline			2023 Adjustments						2023	
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	COVID-19	Service Initiatives / Savings	User Fees & Revenues	Estimate	\$ Change over 2022 Budget
Expenditures by Program											
Legislated Programs											
Core Services											
Fee Subsidy	62,692	79,271	(7,766)	0	(10,629)	0	0	0	0	60,876	(18,395)
General Operating	52,596	34,802	0	0	0	0	0	0	0	34,802	0
Program Delivery	7,964	8,964	1,270	255	4,300	0	0	0	0	14,789	5,825
Special Needs Resourcing	5,259	5,259	0	0	1,084	0	0	0	0	6,343	1,084
Special Purpose	1,638	975	0	0	0	0	0	0	0	975	0
Wage Enhancement	15,401	17,401	0	0	0	0	0	0	0	17,401	0
Canada Wide Early Learning	58,764	58,764	0	0	134,727	0	0	0	0	193,491	134,727
Sustainability, Reopening & Safe Restart	0	0	0	0	0	0	0	0	0	0	0
Early Years Child and Family Centres	11,185	11,185	0	0	604	0	0		0	11,789	604
Municipal Investments	0				0		0	0			
Municipal Child Care Centres	11,262	11,262	(1,050)	332	0	0	740	0	0	11,284	22
Special Needs Resourcing	912	912	0	0	0	0	0	0	0	912	0
Early Years Child and Family Centres	994	994	0	0	0	0	0	0	0	994	0
Other Municipal Funding	3,000	3,000	0	0	0	0	0	0	0	3,000	0
Gross Expenditure	231,667	232,789	(7,546)	587	130,086	0	740	0	0	356,656	123,867
Recoveries & Allocations	(7,559)	(8,681)	1,122	0	1,446	0	0	0	0	(6,113)	2,568
Revenue	(203,396)	(204,148)	5,374	(587)	(133,041)	0	(200)	0	1,509	(331,093)	(126,945)
Net Requirement	20,712	19,960	(1,050)	0	(1,509)	0	540	0	1,509	19,450	(510)
Expenditures by Type											
Salaries, Wages & Benefits	17,068	18,068	(790)	535	4,300	0	690	0	0	22,803	4,735
Overtime	0	0	0	0	0	0	0	0	0	0	0
Material & Services	1,385	1,385	1,010	20	0	0	50	0	0	2,465	1,080
Transfers/Grants/Financial Charges	212,441	212,563	(7,766)	0	125,786	0	0	0	0	330,583	118,020
Fleet Costs	0	0	0	0	0	0	0	0	0	0	0
Program Facility Costs	700	700	0	32	0	0	0	0	0	732	32
Other Internal Costs	73	73	0	0	0	0	0	0	0	73	0
Gross Expenditures	231,667	232,789	(7,546)	587	130,086	0	740	0	0	356,656	123,867
Recoveries & Allocations	(7,559)	(8,681)	1,122	0	1,446	0	0	0	0	(6,113)	2,568
Net Expenditure	224,108	224,108	(6,424)	587	131,532	0	740	0	0	350,543	126,435
Percent of 2023 Net Expenditure Budget			-2.9%	0.3%	58.7%	0.0%	0.3%	0.0%	0.0%	56.4%	

City of Ottawa
 Community & Social Services
 Children's Services - Operating Resource Requirement Analysis
 In Thousands (\$000)

	2022 Baseline			2023 Adjustments						2023	
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	COVID-19	Service Initiatives / Savings	User Fees & Revenues	Estimate	\$ Change over 2022 Budget
Revenues By Type											
Federal	0	0	0	0	0	0	0	0	0	0	0
Provincial	(194,532)	(194,532)	4,014	(587)	(130,172)	0	0	0	0	(321,277)	(126,745)
Own Funds	(3,000)	(3,000)	0	0	0	0	0	0	0	(3,000)	0
Fees and Services	(5,864)	(6,616)	1,360	0	(2,869)	0	(200)	0	1,509	(6,816)	(200)
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	(203,396)	(204,148)	5,374	(587)	(133,041)	0	(200)	0	1,509	(331,093)	(126,945)
Percent of 2023 Revenue Budget			-2.6%	0.3%	65.2%	0.0%	0.1%	0.0%	-0.7%	62.2%	
Net Requirement	20,712	19,960	(1,050)	0	(1,509)	0	540	0	1,509	19,450	(510)
Percent of 2023 Net Requirement Budget			-5.3%	0.0%	-7.6%	0.0%	2.7%	0.0%	7.6%	-2.6%	
Full Time Equivalents (FTEs)		196.49	0.00	0.00	37.00	0.00	0.00	0.00	0.00	233.49	37.00
Percent of 2023 FTEs			0.0%	0.0%	18.8%	0.0%	0.0%	0.0%	0.0%	18.8%	

City of Ottawa
Community & Social Services
Children's Services - Operating Resource Requirement Explanatory Notes
In Thousands (\$000)

	Surplus / (Deficit)			
2022 Forecast vs. Budget Variance Explanation	Expense	Revenue	Net	
Year-end variance forecast is mostly attributable to reduced costs in the fee subsidy program by 25% from April to December as a result of the Canada-Wide System (CWELCC) and lower enrollment as a result of the prolonged COVID-19 pandemic impacts and sector wide workforce retention and recruitment challenges impacting operational capacity. The reduced costs provided the ability for additional one-time funding to support families with affordability and service providers with their financial viability as a result of the pandemic recovery and transitioning to the CWELCC system. The net deficit is mostly as a result of lower user fee revenue in the Municipal Childcare Centres due to prolonged COVID-19 pandemic impacts and lower enrollment from families earlier in the year.	0	(752)	(752)	
Total Surplus / (Deficit)	0	(752)	(752)	
	Increase / (Decrease)			
2022 Baseline Adjustment / Explanation	Expense	Revenue	Net 2023 Changes	FTE Impact
Municipal Child Care Centres: Reversal of one-time additional costs and temporary resources required to provide sufficient staffing requirements and personal protective equipment requirements in order to prioritize the health and safety of children, families and staff and ensure services adhere to legislative requirements and health guidance.	(1,050)	0	(1,050)	0.00
Program Delivery / Fee Subsidy: Reversal of the 2022 budget reductions to reflect the changed Provincial threshold for program delivery / administration funding from 10% to 5% and at a rate of 50/50. As presented in the Council report ACS2021-CSS-GEN-0009, the pandemic and related responsibilities of the Service System Manager have drastically increased and this reduction would impact the Children's Services workplan and fee subsidy supports for families. One-time funds were used to delay service implications until more information was known on a National Child Care and Early years system. At the end of March 2022, and with the announcement of the new Canada-Wide System (CWELCC) the Province advised that administrative funding will be restored and noted it was not the time to implement the previously announced funding cuts.	3,080	(3,080)	0	0.00

City of Ottawa
Community & Social Services
Children's Services - Operating Resource Requirement Explanatory Notes
In Thousands (\$000)

2022 Baseline Adjustment / Explanation	Increase / (Decrease)			
	Expense	Revenue	Net 2023 Changes	FTE Impact
Fee Subsidy / Municipal Child Care: Baseline adjustments required to reflect the Canada-Wide System (CWELCC) adjustments and resulting 25% reduction of costs in the fee subsidy program and associated reduction in the parental contributions and the Municipal Child Care user fees.	(8,454)	8,454	0	0.00
Total Adjustments to Base Budget	(6,424)	5,374	(1,050)	0.00
2023 Pressure Category / Explanation	Increase / (Decrease)			
	Expense	Revenue	Net 2023 Changes	FTE Impact
Maintain Services				
Program Delivery: Adjustment for potential 2023 cost of living, increments and benefit adjustments. Offset by anticipated Provincial funding.	255	(255)	0	0.00
Municipal Child Care Centres: Adjustment for potential 2023 cost of living, increments and benefit adjustments. Offset by anticipated Provincial funding.	280	(280)	0	0.00
Municipal Child Care Centres: Increase in Facility costs related to inflation on compensation contracts, water and heating increases, leases and maintenance contracts. Offset by anticipated Provincial funding.	32	(32)	0	0.00
Municipal Child Care centres: Increase in operational costs related to inflation on food, materials and supplies. Offset by anticipated Provincial funding.	20	(20)	0	0.00
Total Maintain Services	587	(587)	0	0.00
2023 Pressure Category / Explanation	Increase / (Decrease)			
	Expense	Revenue	Net 2023 Changes	FTE Impact
Provincial Legislated				
Canada-Wide System (CWELCC): Increased funding to support approximately 21,000 eligible children to reduce parent fees by a further 37 per cent to a floor of \$12 per day equating to an average of 50 per cent fee reduction based on 2020 average fees. Additional funding also provided to provide service providers additional funding of 2.75% to support cost increases, funding to support workforce compensation for eligible RECE staff to receive an annual increase of \$1 per hour, to a maximum of \$25 per hour and funding to support the retention and recruitment of a high-quality child care and early years workforce.	134,727	(136,236)	(1,509)	0.00
Fee Subsidy: Adjustments required to reflect the Canada-Wide System (CWELCC) adjustments and resulting 37% further reduction of costs in the fee subsidy program and associated reduction in the parental contributions.	(9,183)	9,183	0	0.00

City of Ottawa
Community & Social Services
Children's Services - Operating Resource Requirement Explanatory Notes
In Thousands (\$000)

2023 Pressure Category / Explanation	Increase / (Decrease)			
	Expense	Revenue	Net 2023 Changes	FTE Impact
Program Delivery: Additional resources to reflect the increased responsibilities of the Service System Manager as a result of the implementation of the Canada-Wide System (CWELCC). As noted in Council Report ACS-2022-GEN-0013, Children's Services continues to proactively adapt our service delivery approach as a result of the significant sector transformation in order better serve our clients and meet the evolving needs and changing landscape of child care and early years services. This will position Children's Services to welcome a new system of change, within a phased approach, and advance our own strategic priorities outlined in the Service System Plan and continue to collaboratively build and strengthen the child care system in Ottawa which is essential for the social and economic wellbeing of our families and community.	4,300	(4,300)	0	37.00
Special Needs Resourcing - Additional funding to improve access and support the inclusion of children with special needs in licensed child care settings at no additional cost to parents / guardians.	1,084	(1,084)	0	0.00
Early Years Child and Family Centres - Additional funding over three years towards mental health supports for the early years and child care sector and for families and children through EarlyON Child and Family Centres.	604	(604)	0	0.00
Total Provincial Legislated	131,532	(133,041)	(1,509)	37.00
2023 Pressure Category / Explanation	Increase / (Decrease)			
	Expense	Revenue	Net 2023 Changes	FTE Impact
COVID-19				
Municipal Child Care Centres: One-time additional costs and temporary resources to provide sufficient staffing and personal protective equipment requirements in order to prioritize the health and safety of children, families and staff and ensure services adhere to legislative requirements and health guidance. Partially mitigated by anticipated Provincial funding.	740	(200)	540	0.00
Total COVID-19	740	(200)	540	0.00

City of Ottawa
Community & Social Services
Children's Services - Operating Resource Requirement Explanatory Notes
In Thousands (\$000)

2023 Pressure Category / Explanation	Increase / (Decrease)			
	Expense	Revenue	Net 2023 Changes	FTE Impact
User Fees & Revenues				
Municipal Child Care Centres: User fees under the new Canada-Wide System (CWELCC) are frozen as per Provincial regulations and are being adjusted to reflect a further 37% reduction for families. See following user fee schedule for details on the specific rates.	0	1,509	1,509	0.00
Total User Fees & Revenues	0	1,509	1,509	0.00
Total Budget Changes	126,435	(126,945)	(510)	37.00

City of Ottawa
 Community & Social Services
 Housing 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											
Manager's Office	585	585	0	10	0	0	0	0	0	595	10
Housing Programs	103,456	102,845	0	60	1,560	0	0	0	0	104,465	1,620
Community Homelessness Prevention Initiative	62,840	55,249	0	2,175	0	0	0	0	0	57,424	2,175
Home for Good	4,732	4,732	0	0	0	0	0	0	0	4,732	0
Housing and Homelessness Investment Plan	14,996	14,996	0	300	0	0	0	0	0	15,296	300
Reaching Home	16,934	16,934	0	0	0	0	0	0	0	16,934	0
COVID-19	12,834	11,984	(11,984)	0	0	0	6,630	0	0	6,630	(5,354)
Gross Expenditure	216,377	207,325	(11,984)	2,545	1,560	0	6,630	0	0	206,076	(1,249)
Recoveries & Allocations	(411)	(195)	0	0	0	0	0	0	0	(195)	0
Revenue	(88,142)	(88,142)	11,984	0	0	0	0	0	(4,750)	(80,908)	7,234
Net Requirement	127,824	118,988	0	2,545	1,560	0	6,630	0	(4,750)	124,973	5,985
Expenditures by Type											
Salaries, Wages & Benefits	8,065	8,124	0	1,275	0	0	0	0	0	9,399	1,275
Overtime	60	60	0	0	0	0	0	0	0	60	0
Material & Services	1,736	1,736	0	0	0	0	0	0	0	1,736	0
Transfers/Grants/Financial Charges	204,623	195,512	(11,984)	1,320	1,560	0	6,630	0	0	193,038	(2,474)
Fleet Costs	7	7	0	0	0	0	0	0	0	7	0
Program Facility Costs	1,096	1,096	0	(50)	0	0	0	0	0	1,046	(50)
Other Internal Costs	790	790	0	0	0	0	0	0	0	790	0
Gross Expenditures	216,377	207,325	(11,984)	2,545	1,560	0	6,630	0	0	206,076	(1,249)
Recoveries & Allocations	(411)	(195)	0	0	0	0	0	0	0	(195)	0
Net Expenditure	215,966	207,130	(11,984)	2,545	1,560	0	6,630	0	0	205,881	(1,249)
Percent of 2023 Net Expenditure Budget			-5.8%	1.2%	0.8%	0.0%	3.2%	0.0%	0.0%	-0.6%	

City of Ottawa
 Community & Social Services
 Housing 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	(28,930)	(28,930)	0	0	0	0	0	0	1,880	(27,050)	1,880
Provincial	(59,212)	(59,212)	11,984	0	0	0	0	0	(6,630)	(53,858)	5,354
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	(88,142)	(88,142)	11,984	0	0	0	0	0	(4,750)	(80,908)	7,234
Percent of 2023 Revenue Budget			-13.6%	0.0%	0.0%	0.0%	0.0%	0.0%	5.4%	-8.2%	
Net Requirement	127,824	118,988	0	2,545	1,560	0	6,630	0	(4,750)	124,973	5,985
Percent of 2023 Net Requirement Budget			0.0%	2.1%	1.3%	0.0%	5.6%	0.0%	-4.0%	5.0%	
Full Time Equivalents (FTEs)		65.40	0.00	0.00	0.00	0.00	0.00	0.00	0.00	65.40	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
Community & Social Services
Housing Services - Operating Resource Requirement Explanatory Notes
In Thousands (\$000)

	Surplus / (Deficit)			
2022 Forecast vs. Budget Variance Explanation	Expense	Revenue	Net	
Higher costs in non-COVID Shelters.	(7,375)	0	(7,375)	
Higher COVID costs.	(850)	0	(850)	
Higher Social Housing costs.	(611)	0	(611)	
Total Surplus / (Deficit)	(8,836)	0	(8,836)	
	Increase / (Decrease)			
2022 Baseline Adjustment / Explanation	Expense	Revenue	Net 2023 Changes	FTE Impact
Reversal of 2022's of one-time COVID-related costs for Isolation & Distancing centres, the Expansion/Extention of Day Programs, PPE costs in housing and community agencies, and additional expenses in emergency shelters, homelessness programs and congregate care settings offset by funding from the Provincial Social Services Relief Fund (SSRF) Phase 4.	(11,984)	11,984	0	0.00
Total Adjustments to Base Budget	(11,984)	11,984	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.	160	0	160	0.00
Homelessness Prevention Program (HPP) - Inflationary increases of 2% on City portion of agency contribution funding for Homelessness Support and Social Supports to Housing (100% City Funded).	290	0	290	0.00
Housing and Homelessness Investment Plan (HHIP) programs - inflationary increase of 2% on the programs and for the service agencies.	300	0	300	0.00
Emergency Shelters Inflationary increase of 2% on City portion of block funding.	365	0	365	0.00
One-time costs for Community Engagement Team.	1,115	0	1,115	0.00
Facility allocations.	(50)	0	(50)	0.00
Enhanced Homelessness Support Services	365	0	365	0.00
Total Maintain Services	2,545	0	2,545	0.00

City of Ottawa
Community & Social Services
Housing Services - Operating Resource Requirement Explanatory Notes
In Thousands (\$000)

2023 Pressure Category / Explanation	Increase / (Decrease)			
	Expense	Revenue	Net 2023 Changes	FTE Impact
Provincial Legislated				
Social Housing Cost Indices net of reconciliations.	1,560	0	1,560	0.00
Total Provincial Legislated	1,560	0	1,560	0.00
	Increase / (Decrease)			
			0	
2023 Pressure Category / Explanation	Expense	Revenue	Net 2023 Changes	FTE Impact
COVID-19				
One-time COVID-related costs for 2023 upstaffing for Distancing centres and Day Programs.	6,630	0	6,630	0.00
Total COVID-19	6,630	0	6,630	0
	Increase / (Decrease)			
2023 Pressure Category / Explanation	Expense	Revenue	Net 2023 Changes	FTE Impact
User Fees & Revenues				
One-time COVID-related funding for Distancing centres and Day Programs.	0	(6,630)	(6,630)	0.00
Reduction in Federal Funding for Social Housing per Ministry of Municipal Affairs & Housing (MMAH).	0	1,880	1,880	0.00
Total User Fees & Revenues	0	(4,750)	(4,750)	0.00
Total Budget Changes	(1,249)	7,234	5,985	0.00

City of Ottawa
Community & Social Services
Long Term Care - 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											
Nursing & Personal Care	75,957	73,180	(15,755)	1,870	2,844	0	3,710	0	0	65,849	(7,331)
Program & Support Services	3,619	3,619	0	47	0	0		0	0	3,666	47
Food Purchases	2,627	2,627	0		380	0	0	0	0	3,007	380
Accommodation	23,584	23,584	(685)	1,544	0		0	0	0	24,443	859
Daycentre Programs	716	716	0	11	0	0	0	0	0	727	11
Gross Expenditure	106,503	103,726	(16,440)	3,472	3,224	0	3,710	0	0	97,692	(6,034)
Recoveries & Allocations	(628)	(628)	0	0	0	0	0	0	0	(628)	0
Revenue	(74,881)	(74,881)	0	0	0	0	0	0	8,929	(65,952)	8,929
Net Requirement	30,994	28,217	(16,440)	3,472	3,224	0	3,710	0	8,929	31,112	2,895
Expenditures by Type											
Salaries, Wages & Benefits	87,040	84,263	(11,340)	2,762	2,844	63	2,315	0	0	80,907	(3,356)
Overtime	500	500	0	0	0	0	0	0	0	500	0
Material & Services	14,362	14,362	(5,100)	150	380	(63)	1,395	0	0	11,124	(3,238)
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	4,512	4,512	0	560	0	0	0	0	0	5,072	560
Other Internal Costs	89	89	0	0	0	0	0	0	0	89	0
Gross Expenditures	106,503	103,726	(16,440)	3,472	3,224	0	3,710	0	0	97,692	(6,034)
Recoveries & Allocations	(628)	(628)	0	0	0	0	0	0	0	(628)	0
Net Expenditure	105,875	103,098	(16,440)	3,472	3,224	0	3,710	0	0	97,064	(6,034)
Percent of 2023 Net Expenditure Budget			(0)	0	0	0	0	0	0	(0)	
Revenues By Type											
Federal	0	0	0	0	0	0	0	0	0	0	0
Provincial	(57,566)	(57,566)	0	0	0	0	0	0	8,929	(48,637)	8,929
Own Funds	0	0	0	0	0	0	0	0	0	0	0
Fees and Services	(17,315)	(17,315)	0	0	0	0	0	0	0	(17,315)	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	(74,881)	(74,881)	0	0	0	0	0	0	8,929	(65,952)	8,929
Percent of 2023 Revenue Budget			0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	-11.9%	-11.9%	
Net Requirement	30,994	28,217	(16,440)	3,472	3,224	0	3,710	0	8,929	31,112	2,895
Percent of 2023 Net Requirement Budget			-58.3%	12.3%	11.4%	0.0%	13.1%	0.0%	31.6%	10.3%	
Full Time Equivalents (FTEs)		634.44	0.00	4.00	66.40	0.00	0.00	0.00	0.00	704.84	70.40
Percent of 2023 FTEs			0.0%	0.6%	10.5%	0.0%	0.0%	0.0%	0.0%	11.1%	

City of Ottawa
Community & Social Services
Long Term Care - Operating Resource Requirement Explanatory Notes
In Thousands (\$000)

	Surplus / (Deficit)			
2022 Forecast vs. Budget Variance Explanation	Expense	Revenue	Net	
COVID-19 costs funded by P&C and IPAC Funding assuming discontinuation of P&C fundng after Jun.	(2,777)	0	(2,777)	
Total Surplus / (Deficit)	(2,777)	0	(2,777)	
	Increase / (Decrease)			
2022 Baseline Adjustment / Explanation	Expense	Revenue	Net 2023 Changes	FTE Impact
Reversal of 2022 one-time additional costs and temporary resources required for compensation to provide COVID-19 related resident care.	(10,110)	0	(10,110)	0.00
Reversal of 2022 one-time PPE costs in the City's four Long-Term Care Homes due to COVID-19.	(5,100)	0	(5,100)	0.00
Reversal of 2022 one-time temporary resources and compensation costs for Infection Prevention and Control management in line with the Commission Report on Long-Term Care.	(545)	0	(545)	0.00
Reversal of one-time COVID-related additional costs and temporary resources required for operations support in 2022.	(685)	0	(685)	0.00
Total Adjustments to Base Budget	(16,440)	0	(16,440)	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.	1,555	0	1,555	0.00
Inflationary contracted services and maintenance agreement increases.	150	0	150	0.00
Registered Nurses (RNs) for Infection Prevention and Control management in line with the Legislation.	547	0	547	4.00
Resources required for Legislation changes and for operations support.	660	0	660	0.00
Facility allocation	560	0	560	0.00
Total Maintain Services	3,472	0	3,472	4.00

City of Ottawa
Community & Social Services
Long Term Care - Operating Resource Requirement Explanatory Notes
In Thousands (\$000)

2022 Pressure Category / Explanation	Increase / (Decrease)			
	Expense	Revenue	Net 2022 Changes	FTE Impact
Provincial Legislated				
Personal Support Workers (PSWs) Permanent Wage Enhancement.	2,844	0	2,844	0.00
1.5% Level of Care (LOC) increases per diem for Raw Food.	380	0	380	0.00
Addition of 56.4 FTE for provincial commitment to 4 hours of care (100% provincially funded under 2021-2022 contribution).	0	0	0	56.40
Addition of 10 FTE for provincial commitment to Allied Health (100% provincially funded under 2021-2022 contribution).	0	0	0	10.00
Total Provincial Legislated	3,224	0	3,224	66.40
2023 Pressure Category / Explanation	Increase / (Decrease)			
	Expense	Revenue	Net 2023 Changes	FTE Impact
Growth				
Reallocate budget from Contracts to Compensation.	63	0	63	0.00
Reallocate budget from Contracts to Compensation.	(63)	0	(63)	0.00
Total Growth	0	0	0	0.00
2023 Pressure Category / Explanation	Increase / (Decrease)			
	Expense	Revenue	0	FTE Impact
COVID-19				
One-time PPE costs in the City's four Long-Term Care Homes due to COVID-19.	1,395	0	1,395	0.00
One-time additional costs and temporary resources required for compensation to provide resident care during COVID-19.	2,315	0	2,315	0.00
Total COVID-19	3,710	0	3,710	0.00

City of Ottawa
Community & Social Services
Long Term Care - Operating Resource Requirement Explanatory Notes
In Thousands (\$000)

2023 Pressure Category / Explanation	Increase / (Decrease)			
	Expense	Revenue	Net 2023 Changes	FTE Impact
User Fees & Revenues				
Reversal of 2022 one-time provincial funding for COVID response costs in the City's four Long-Term Care Homes.	0	16,440	16,440	0.00
Resources required for Legislation changes and for operations support in 2023. Provincial funding.	0	(660)	(660)	0.00
Registered Nurses(RNs) for Infection Prevention and Control management in line with the Legislation.	0	(182)	(182)	0.00
Personal Support Workers (PSWs) Permanent Wage Enhancement Funding.	0	(2,844)	(2,844)	0.00
Required provincial funding for one-time COVID response costs in the City's four Long-Term Care Homes.	0	(1,525)	(1,525)	0.00
Provincial funding for 1.5% Level of Care (LOC) increases per diem.	0	(2,300)	(2,300)	0.00
Total User Fees & Revenues	0	8,929	8,929	0.00
Total Budget Changes	(6,034)	8,929	2,895	70.40

City of Ottawa
 Community & Social Services
 Gender & Race Equity, Inclusion, Indigenous Relations and Social Development - 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	301	301	0	11	0	0	0	0	0	312	11
Program Delivery	2,048	2,048	0	42	0	400	0	0	0	2,490	442
Social Development & Funding	28,623	28,623	0	1,347	0	500	0	0	0	30,470	1,847
Gross Expenditure	30,972	30,972	0	1,400	0	900	0	0	0	33,272	2,300
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	30,972	30,972	0	1,400	0	900	0	0	0	33,272	2,300
Expenditures by Type											
Salaries, Wages & Benefits	3,394	3,394	0	65	0	300	0	0	0	3,759	365
Overtime	0	0	0	0	0	0	0	0	0	0	0
Material & Services	563	563	0	0	0	100	0	0	0	663	100
Transfers/Grants/Financial Charges	27,009	27,009	0	1,335	0	500	0	0	0	28,844	1,835
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	6	6	0	0	0	0	0	0	0	6	0
Gross Expenditures	30,972	30,972	0	1,400	0	900	0	0	0	33,272	2,300
Recoveries & Allocations	0	0	0	0	0	0	0	0	0	0	0
Net Expenditure	30,972	30,972	0	1,400	0	900	0	0	0	33,272	2,300
Percent of 2023 Net Expenditure Budget			0.0%	4.5%	0.0%	2.9%	0.0%	0.0%	0.0%	7.4%	
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	30,972	30,972	0	1,400	0	900	0	0	0	33,272	2,300
Percent of 2023 Net Requirement Budget			0.0%	4.5%	0.0%	2.9%	0.0%	0.0%	0.0%	7.4%	
Full Time Equivalents (FTEs)		28.00	0.00	0.00	0.00	2.00	0.00	0.00	0.00	30.00	2.00
Percent of 2023 FTEs			0.0%	0.0%	0.0%	7.1%	0.0%	0.0%	0.0%	7.1%	

City of Ottawa
Community & Social Services

Gender & Race Equity, Inclusion, Indigenous Relations and Social Development - Operating Resource Requirement Explanatory Notes

In Thousands (\$000)

	Surplus / (Deficit)			
2022 Forecast vs. Budget Variance Explanation	Expense	Revenue	Net	
No significant variances to report.	0	0	0	
Total Surplus / (Deficit)	0	0	0	
	Increase / (Decrease)			
2023 Pressure Category / Explanation	Expense	Revenue	Net 2023 Changes	FTE Impact
Maintain Services				
All programs include an adjustment for potential 2023 cost of living, increments and benefit adjustments.	65	0	65	0.00
Social Development & Funding - Inflationary provision of 2% for community agencies to maintain the equitable services, activities and systems that address the root causes of poverty and increase access for food security, mental well being, and social inclusion. Funding is also provided to agencies or coalitions that work at a system level to address equity issues within the social service sector. (ACS2019-CSS-GEN-0012)	535	0	535	0.00
Social Development & Funding - Additional funding as previously approved by Council (ACS2021-FSD-FIN-0025) to assist the transformation of the new community funding framework and prevent reducing core funding to existing agencies and potentially destabilizing the social services sector, and ensure the long-term financial sustainability of community agencies in receipt of sustainability funding.	800	0	800	0.00
Total Maintain Services	1,400	0	1,400	0.00

City of Ottawa
Community & Social Services
Gender & Race Equity, Inclusion, Indigenous Relations and Social Development - Operating Resource Requirement Explanatory Notes
In Thousands (\$000)

2023 Pressure Category / Explanation	Increase / (Decrease)			
	Expense	Revenue	Net 2023 Changes	FTE Impact
Growth				
Gender, Race, Equity and Inclusion - Additional investments to support the multi year implementation of Anti-Racism Strategy (ACS2022-CSS-GEN-012), and Women and Gender Equity Strategy (ACS2021-CSS-GEN-0002).	250	0	250	1.00
Indigenous Relations - Additional investments to work in collaboration with Indigenous Leadership, establish relationship agreements, protocols and engagement frameworks to ensure the integration of Indigenous perspectives.	150	0	150	1.00
Social Development & Funding - Additional investment to increase Capacity and Sustainability Funding for Indigenous Service Providers through the Community Funding Framework.	500	0	500	0.00
Total Growth	900	0	900	2.00
Total Budget Changes	2,300	0	2,300	2.00

City of Ottawa
 Recreation, Cultural and Facility Services
 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	1,999	1,969	0	59	0	0	0	0	0	2,028	59
Business & Technical Support Services	26,350	26,350	0	501	0	0	0	0	0	26,851	501
Gross Expenditure	28,349	28,319	0	560	0	0	0	0	0	28,879	560
Recoveries & Allocations	(380)	(380)	0	0	0	0	0	0	0	(380)	0
Revenue	(2,588)	(2,558)	0	0	0	0	0	0	(100)	(2,658)	(100)
Net Requirement	25,381	25,381	0	560	0	0	0	0	(100)	25,841	460
Expenditures by Type											
Salaries, Wages & Benefits	9,790	9,790	0	153	0	0	0	0	0	9,943	153
Overtime	5	5	0	22	0	0	0	0	0	27	22
Material & Services	3,938	3,654	0	100	0	0	0	0	0	3,754	100
Transfers/Grants/Financial Charges	13,395	13,395	0	270	0	0	0	0	0	13,665	270
Fleet Costs	0	0	0	0	0	0	0	0	0	0	0
Program Facility Costs	289	289	0	15	0	0	0	0	0	304	15
Other Internal Costs	932	1,186	0	0	0	0	0	0	0	1,186	0
Gross Expenditures	28,349	28,319	0	560	0	0	0	0	0	28,879	560
Recoveries & Allocations	(380)	(380)	0	0	0	0	0	0	0	(380)	0
Net Expenditure	27,969	27,939	0	560	0	0	0	0	0	28,499	560
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	(570)	(540)	0	0	0	0	0	0	0	(540)	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	(2,018)	(2,018)	0	0	0	0	0	0	(100)	(2,118)	(100)
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	(2,588)	(2,558)	0	0	0	0	0	0	(100)	(2,658)	(100)
Percent of 2023 Revenue Budget			0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	3.9%	3.9%	
Net Requirement	25,381	25,381	0	560	0	0	0	0	(100)	25,841	460
Percent of 2023 Net Requirement Budget			0.0%	2.2%	0.0%	0.0%	0.0%	0.0%	-0.4%	1.8%	
Full Time Equivalents (FTEs)		81.59	0.00	0.00	0.00	0.00	0.00	0.00	0.00	81.59	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
 Recreation, Cultural and Facility Services
 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 on purchase services	(30)	0	(30)	
Adjustment for expected federal revenue	0	30	30	
Total Surplus / (Deficit)	(30)	30	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.	175	0	175	0.00
Escalation of cost to purchase P3 ice due to high inflation in 2022. Contractual obligation to pay the partners 2% increase on existing rates or rate of inflation (whichever is higher).	100	0	100	0.00
Inflationary increase of 2% for all Recreation and Cultural Funding	270	0	270	0.00
Increase in Facility costs related to inflation on compensation contracts, water and heating increases, security and maintenance contracts	15	0	15	0.00
Total Maintain Services	560	0	560	0.00
	Increase / (Decrease)			
2023 Pressure Category / Explanation	Expense	Revenue	Net 2023 Changes	FTE Impact
User Fees & Revenues				
Increase client fees for ice rental to offset contractual escalation of cost to purchase P3 ice due to high inflation in 2022.	0	(100)	(100)	0.00
Total User Fees & Revenues	0	(100)	(100)	0.00
Total Budget Changes	560	(100)	460	0.00

City of Ottawa
Recreation, Cultural and Facility Services
Community, Recreation, Culture and Sports Programs - 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											
Community Recreation and Cultural Programs	66,384	67,884	5,000	2,601	0	180	0	0	0	75,665	7,781
Gross Expenditure	66,384	67,884	5,000	2,601	0	180	0	0	0	75,665	7,781
Recoveries & Allocations	(1,077)	(1,077)	0	0	0	0	0	0	0	(1,077)	0
Revenue	(18,642)	(16,842)	(11,480)	0	0	0	0	0	130	(28,192)	(11,350)
Net Requirement	46,665	49,965	(6,480)	2,601	0	180	0	0	130	46,396	(3,569)
Expenditures by Type											
Salaries, Wages & Benefits	24,517	24,801	5,000	660	0	180		0	0	30,641	5,840
Overtime	145	154	0	(9)	0	0	0	0	0	145	(9)
Material & Services	6,330	7,037	0	179	0	0	0	0	0	7,216	179
Transfers/Grants/Financial Charges	311	311	0	0	0	0	0	0	0	311	0
Fleet Costs	117	117	0	0	0	0	0	0	0	117	0
Program Facility Costs	34,386	34,886	0	1,771	0	0	0	0	0	36,657	1,771
Other Internal Costs	578	578	0	0	0		0	0	0	578	0
Gross Expenditures	66,384	67,884	5,000	2,601	0	180	0	0	0	75,665	7,781
Recoveries & Allocations	(1,077)	(1,077)	0	0	0	0	0	0	0	(1,077)	0
Net Expenditure	65,307	66,807	5,000	2,601	0	180	0	0	0	74,588	7,781
Percent of 2023 Net Expenditure Budget			7.5%	3.9%	0.0%	0.3%	0.0%	0.0%	0.0%	11.6%	
Revenues By Type											
Federal	(61)	(61)	0	0	0	0	0	0	0	(61)	0
Provincial	(289)	(289)	0	0	0	0	0	0	0	(289)	0
Own Funds	0	0	0	0	0	0	0	0	0	0	0
Fees and Services	(18,292)	(16,492)	(11,480)	0	0	0	0	0	(120)	(28,092)	(11,600)
Fines	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	250	250	250
Total Revenue	(18,642)	(16,842)	(11,480)	0	0	0	0	0	130	(28,192)	(11,350)
Percent of 2023 Revenue Budget			68.2%	0.0%	0.0%	0.0%	0.0%	0.0%	-0.8%	67.4%	
Net Requirement	46,665	49,965	(6,480)	2,601	0	180	0	0	130	46,396	(3,569)
Percent of 2023 Net Requirement Budget			-13.0%	5.2%	0.0%	0.4%	0.0%	0.0%	0.3%	-7.1%	
Full Time Equivalents (FTEs)		428.53	0.00	0.00	0.00	3.00	0.00	0.00	0.00	431.53	3.00
Percent of 2023 FTEs		0.0%	0.0%	0.0%	0.0%	0.7%	0.0%	0.0%	0.0%	0.7%	

City of Ottawa
 Recreation, Cultural and Facility Services
 Community Recreation, Culture and Sports Programs - Operating Resource Requirement Explanatory Notes
 In Thousands (\$000)

	Surplus / (Deficit)			
2022 Forecast vs. Budget Variance Explanation	Expense	Revenue	Net	
Revenue losses due to COVID-19 impacts offset by savings as a result of reduced services and closures.	0	0	0	
Savings in compensation, purchased services and facility operating costs related to COVID-19 shutdowns and closures	1,500	0	1,500	
Revenue increase due to resumed operations		1,800	1,800	
Total Surplus / (Deficit)	1,500	1,800	3,300	
	Increase / (Decrease)			
2022 Baseline Adjustment / Explanation	Expense	Revenue	Net 2023 Changes	FTE Impact
Reversal of one-time COVID-19 related expenses and revenue	5,000	(11,600)	(6,600)	0.00
Removal of 2022 one-time fee increase for recovery of COVID-19 enhancements required for Recreation Programs		120	120	
Total 2022 Baseline Adjustment	5,000	(11,480)	(6,480)	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.	175	0	175	0.00
Wage increase for non-unionized student positions	250	0	250	0.00
Minimum wage increase without relativity	225	0	225	0.00
Increase in facility costs related to inflation on compensation, contracts, water and heating increases, and maintenance contracts	1,951	0	1,951	0.00
Total Maintain Services	2,601	0	2,601	0.00

City of Ottawa
 Recreation, Cultural and Facility Services
 Community Recreation, Culture and Sports Programs - Operating Resource Requirement Explanatory Notes
 In Thousands (\$000)

2023 Pressure Category / Explanation	Increase / (Decrease)			
	Expense	Revenue	Net 2023 Changes	FTE Impact
Growth				
Deschatelets operating for programming (Sept-Dec) - (Council Report)	180	0	180	3.00
Total Growth	180	0	180	3.00
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	(120)	(120)	0.00
Free targeted drop-in participation opportunities to increase access to recreation	0	250	250	0.00
Total User Fees & Revenues	0	130	130	0.00
Total Budget Changes	7,781	(11,350)	(3,569)	3.00

City of Ottawa
Recreation, Cultural and Facility Services
Complexes, Aquatics and Specialized 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											
City Wide Programs, Aquatics and Specialized Services	70,484	71,684	7,800	2,310		0	0	0	0	81,794	10,110
Gross Expenditure	70,484	71,684	7,800	2,310	0	0	0	0	0	81,794	10,110
Recoveries & Allocations	(636)	(636)	0	0	0	0	0	0		(636)	0
Revenue	(22,083)	(21,183)	(15,535)	0	(135)	0	0	0	175	(36,678)	(15,495)
Net Requirement	47,765	49,865	(7,735)	2,310	(135)	0	0	0	175	44,480	(5,385)
Expenditures by Type									0		
Salaries, Wages & Benefits	27,965	28,765	7,800	1,470	0	0		0	0	38,035	9,270
Overtime	94	94		0	0	0	0	0	0	94	0
Material & Services	2,846	2,846	0	0	0	0	0	0	0	2,846	0
Transfers/Grants/Financial Charges	857	857	0	0		0	0	0	0	857	0
Fleet Costs	27	27	0	0	0	0	0	0	0	27	0
Program Facility Costs	38,482	38,882	0	840	0	0	0	0	0	39,722	840
Other Internal Costs	213	213	0	0	0	0	0	0	0	213	0
Gross Expenditures	70,484	71,684	7,800	2,310	0	0	0	0	0	81,794	10,110
Recoveries & Allocations	(636)	(636)	0	0	0	0	0	0	0	(636)	0
Net Expenditure	69,848	71,048	7,800	2,310	0	0	0	0	0	81,158	10,110
Percent of 2023 Net Expenditure Budget			11.0%	3.3%	0.0%	0.0%	0.0%	0.0%	0.0%	14.2%	
Revenues By Type											
Federal	(36)	(36)	0	0	0	0	0	0	0	(36)	0
Provincial	(976)	(976)	0		(135)	0	0	0	0	(1,111)	(135)
Own Funds	0	0	0	0	0	0	0	0	0	0	0
Fees and Services	(21,071)	(20,171)	(15,535)	0	0	0		0	(465)	(36,171)	(16,000)
Fines	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	640	640	640
Total Revenue	(22,083)	(21,183)	(15,535)	0	(135)	0	0	0	175	(36,678)	(15,495)
Percent of 2023 Revenue Budget			73.3%	0.0%	0.6%	0.0%	0.0%	0.0%	-0.8%	73.1%	
Net Requirement	47,765	49,865	(7,735)	2,310	(135)	0	0	0	175	44,480	(5,385)
Percent of 2023 Net Requirement Budget			-15.5%	4.6%	-0.3%	0.0%	0.0%	0.0%	0.4%	-10.8%	
Full Time Equivalents (FTEs)		603.94	0.00	0.00	0.00	0.00	0.00	0.00	0.00	603.94	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

Recreation, Cultural and Facility Services

Complexes, Aquatics and Specialized Services - Operating Resource Requirement Explanatory Notes

In Thousands (\$000)

	Surplus / (Deficit)			
2022 Forecast vs. Budget Variance Explanation	Expense	Revenue	Net	
Savings in compensation and facility operating costs related to COVID shutdowns and closures	1,200	0	1,200	
Revenue increase due to resumed operations	0	900	900	
Total Surplus / (Deficit)	1,200	900	2,100	
	Increase / (Decrease)			
2022 Baseline Adjustment / Explanation	Expense	Revenue	Net 2023 Changes	FTE Impact
Revenue increase due to resumed operations	7,800	(16,000)	(8,200)	0.00
Removal of 2022 one-time fee increase for recovery of COVID-19 enhancements required for Recreation Programs	0	465	465	0.00
Total Adjustments to Base Budget	7,800	(15,535)	(7,735)	0.00
	Increase / (Decrease)			
2023 Pressure Category / Explanation	Expense	Revenue	Net 2023 Changes	FTE Impact
Maintain Services				
All programs include an adjustment for 2023 cost of living, increments and benefit adjustments.	610	0	610	0.00
Increase in facility costs related to inflation on compensation, contracts, water and heating increases, and maintenance contracts	840	0	840	0.00
Wage increase for non-unionized student positions	460	0	460	0.00
Minimum wage increase without relativity	265	0	265	0.00
PSW permanent wage enhancement	135	0	135	0.00
Total Maintain Services	2,310	0	2,310	0.00

City of Ottawa

Recreation, Cultural and Facility Services

Complexes, Aquatics and Specialized Services - Operating Resource Requirement Explanatory Notes

In Thousands (\$000)

2023 Pressure Category / Explanation	Increase / (Decrease)			
	Expense	Revenue	Net 2023 Changes	FTE Impact
Provincial Legislated				
PSW permanent wage enhancement	0	(135)	(135)	0.00
Total Provincial Legislated	0	(135)	(135)	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	(465)	(465)	0.00
10% reduction to 2023 summer camp registration fees	0	640	640	0.00
Total User Fees & Revenues	0	175	175	0.00
Total Budget Changes	10,110	(15,495)	(5,385)	0.00

City of Ottawa
 Recreation, Cultural and Facility Services
 Parks & Facilities 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											
Parks & Facilities Planning	2,236	2,236	0	55	0	0	0	0	0	2,291	55
Gross Expenditure	2,236	2,236	0	55	0	0	0	0	0	2,291	55
Recoveries & Allocations		0	0	0	0	0	0	0	0	0	0
Revenue	(485)	(485)	0	0	0	0	0	0	0	(485)	0
Net Requirement	1,751	1,751	0	55	0	0	0	0	0	1,806	55
Expenditures by Type											
Salaries, Wages & Benefits	1,986	1,986	0	55	0	0	0	0	0	2,041	55
Overtime	2	2	0	0	0	0	0	0	0	2	0
Material & Services	248	248	0	0	0	0	0	0	0	248	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	0	0	0	0	0	0	0	0	0	0	0
Gross Expenditures	2,236	2,236	0	55	0	0	0	0	0	2,291	55
Recoveries & Allocations	0	0	0	0	0	0	0	0	0	0	0
Net Expenditure	2,236	2,236	0	55	0	0	0	0	0	2,291	55
Percent of 2023 Net Expenditure Budget			0.0%	2.5%	0.0%	0.0%	0.0%	0.0%	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	(485)	(485)	0	0	0	0	0	0	0	(485)	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	(485)	(485)	0	0	0	0	0	0	0	(485)	0
Percent of 2023 Revenue Budget			0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Net Requirement	1,751	1,751	0	55	0	0	0	0	0	1,806	55
Percent of 2023 Net Requirement Budget			0.0%	3.1%	0.0%	0.0%	0.0%	0.0%	0.0%	3.1%	
Full Time Equivalents (FTEs)		15.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	15.00	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
Recreation, Cultural and Facility Services
Parks & Facilities Planning - Operating Resource Requirement Explanatory Notes
In Thousands (\$000)

	Surplus / (Deficit)			
2022 Forecast vs. Budget Variance Explanation	Expense	Revenue	Net	
No significant variances to report.	0	0	0	
Total Surplus / (Deficit)	0	0	0	
	Increase / (Decrease)			
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.	55	0	55	0.00
Total Maintain Services	55	0	55	0.00
Total Budget Changes	55	0	55	0.00

City of Ottawa
Recreation, Cultural and Facility Services
Facility Operations 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											
Facility Operations Services	81,302	90,852	0	2,552	0	340	0	(995)	0	92,749	1,897
Gross Expenditure	81,302	90,852	0	2,552	0	340	0	(995)	0	92,749	1,897
Recoveries & Allocations	(46,678)	(53,778)	0	(997)	0	(300)	0	400	0	(54,675)	(897)
Revenue	(2,209)	(2,059)	0	0	0	0	0	0	0	(2,059)	0
Net Requirement	32,415	35,015	0	1,555	0	40	0	(595)	0	36,015	1,000
Expenditures by Type											
Salaries, Wages & Benefits	58,867	59,167	0	1,942	0	300	0	0	0	61,409	2,242
Overtime	1,093	943	0	17	0	0	0	0	0	960	17
Material & Services	14,468	24,343	0	362	0	40	0	(995)	0	23,750	(593)
Transfers/Grants/Financial Charges	496	496	0	0	0	0	0	0	0	496	0
Fleet Costs	1,235	760	0	220	0	0	0	0	0	980	220
Program Facility Costs	(756)	(756)	0	0	0	0	0	0	0	(756)	0
Other Internal Costs	5,899	5,899	0	11	0	0	0	0	0	5,910	11
Gross Expenditures	81,302	90,852	0	2,552	0	340	0	(995)	0	92,749	1,897
Recoveries & Allocations	(46,678)	(53,778)	0	(997)	0	(300)	0	400	0	(54,675)	(897)
Net Expenditure	34,624	37,074	0	1,555	0	40	0	(595)	0	38,074	1,000
Percent of 2023 Net Expenditure Budget			0.0%	4.2%	0.0%	0.1%	0.0%	-1.6%	0.0%	2.7%	
Revenues By Type											
Federal	0	0	0	0	0	0	0	0	0	0	0
Provincial	(450)	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	(1,759)	(2,059)	0	0	0	0	0	0	0	(2,059)	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	(2,209)	(2,059)	0	0	0	0	0	0	0	(2,059)	0
Percent of 2023 Revenue Budget			0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Net Requirement	32,415	35,015	0	1,555	0	40	0	(595)	0	36,015	1,000
Percent of 2023 Net Requirement Budget			0.0%	4.4%	0.0%	0.1%	0.0%	-1.7%	0.0%	2.9%	
Full Time Equivalents (FTEs)		615.93	0.00	2.00	0.00	5.32	0.00	0.00	0.00	623.25	7.32
Percent of 2023 FTEs			0.0%	0.3%	0.0%	0.9%	0.0%	0.0%	0.0%	1.2%	

City of Ottawa

Recreation, Cultural and Facility Services

Facility Operations Services - Operating Resource Requirement Explanatory Notes

In Thousands (\$000)

	Surplus / (Deficit)			
2022 Forecast vs. Budget Variance Explanation	Expense	Revenue	Net	
Reduction in Utility Expenses primarily due to facilitiy closures.	2,450	0	2,450	
Concession Revenue loss due to closure of Admin Facilities offset by Provincial COVID-19 restart funding	0	150	150	
Total Surplus / (Deficit)	2,450	150	2,600	
	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.	1,390	0	1,390	0.00
1 FTE required for the Accommodations Unit to provide design services and to support the development of the Workspace Strategy. (Temp to perm)	100	0	100	1.00
1 FTE required to monitor and track building automation systems (BAS) and energy reduction measures across the corporation. (Temp to perm)	115	0	115	1.00
Repair & Maintenance Services and Materials Inflation	745	0	745	0.00
Inflationary increases on existing acquisitions leases	365	0	365	0.00
Inflationary impacts on heating (natural gas)	915	0	915	0.00
Inflationary impacts on water	250	0	250	0.00
Inflationary impacts on Hydro	900	0	900	0.00
Shenkman Contribution to Reserve P3 agreement - Inflation on pay as you go	55	0	55	0.00
Increase in Fleet costs related to inflation on compensation contracts, parts, fuel, contribution to capital reserve and maintenance	235	0	235	0.00
Client Allocations for Program Facility Expenses	(3,515)	0	(3,515)	0.00
Total Maintain Services	1,555	0	1,555	2.00

City of Ottawa
Recreation, Cultural and Facility Services
Facility Operations Services - Operating Resource Requirement Explanatory Notes
In Thousands (\$000)

2023 Pressure Category / Explanation	Increase / (Decrease)			
	Expense	Revenue	Net 2023 Changes	FTE Impact
Growth				
Deschatelets Facility Maintenance (part of year) (Council Report)	300	0	300	5.32
Mantha Park Fieldhouse operating budget (Spash Pad & Outdoor Rink)	40	0	40	0.00
Client Allocations for Program Facility Expenses	(300)	0	(300)	0.00
Total Growth	40	0	40	5.32
	Increase / (Decrease)			
2023 Pressure Category / Explanation	Expense	Revenue	Net 2023 Changes	FTE Impact
Service Initiatives / Savings				
Lease terminated at Queensview	(350)	0	(350)	0.00
Hydro Volume Efficiency (Admin Buildings)	(400)	0	(400)	0.00
Client Allocations for Program Facility Expenses	400		400	
Discretionary spending savings	(30)	0	(30)	0.00
Savings to offset additional Building Energy Management and Accomodations Staffing	(215)	0	(215)	0.00
Total Service Initiatives / Savings	(595)	0	(595)	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	1,000	0	1,000	7.32

City of Ottawa
Public Works Department
Parks - 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											
Parks	74,346	69,221	0	2,101	0		0	(40)	0	71,282	2,061
Gross Expenditure	74,346	69,221	0	2,101	0	0	0	(40)	0	71,282	2,061
Recoveries & Allocations	(29,196)	(29,196)	0	(626)	0	0	0	0	0	(29,822)	(626)
Revenue	(56)	(2)	0	0	0	0	0	0	0	(2)	0
Net Requirement	45,094	40,023	0	1,475	0	0	0	(40)	0	41,458	1,435
Expenditures by Type											
Salaries, Wages & Benefits	22,606	22,106	0	500	0	0	0	0	0	22,606	500
Overtime	605	605	0	0	0	0	0	0	0	605	0
Material & Services	12,545	9,058	0	745	0		0	(40)	0	9,763	705
Transfers/Grants/Financial Charges	0	0	0	0	0	0	0	0	0	0	0
Fleet Costs	8,268	7,130	0	200	0	0	0	0	0	7,330	200
Program Facility Costs	0	0	0	0	0	0	0	0	0	0	0
Other Internal Costs	30,322	30,322	0	656	0	0	0	0	0	30,978	656
Gross Expenditures	74,346	69,221	0	2,101	0	0	0	(40)	0	71,282	2,061
Recoveries & Allocations	(29,196)	(29,196)	0	(626)	0	0	0	0	0	(29,822)	(626)
Net Expenditure	45,150	40,025	0	1,475	0	0	0	(40)	0	41,460	1,435
Percent of 2023 Net Expenditure Budget			0.0%	3.7%	0.0%	0.0%	0.0%	-0.1%	0.0%	3.6%	
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	(56)	(2)	0	0	0	0	0	0	0	(2)	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	(56)	(2)	0	0	0	0	0	0	0	(2)	0
Percent of 2023 Revenue Budget			0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Net Requirement	45,094	40,023	0	1,475	0	0	0	(40)	0	41,458	1,435
Percent of 2023 Net Requirement Budget			0.0%	3.7%	0.0%	0.0%	0.0%	-0.1%	0.0%	3.6%	
Full Time Equivalents (FTEs)		271.43	0.00	0.00	0.00	0.00	0.00	0.00	0.00	271.43	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
Public Works Department
Parks - Operating Resource Requirement Explanatory Notes
In Thousands (\$000)

	Surplus / (Deficit)			
2022 Forecast vs. Budget Variance Explanation	Expense	Revenue	Net	
The deficit is due to Derecho costs of \$2.9 million, higher Fleet costs of \$1.1 million and higher Water charges at splash pads of \$0.9 million.	(5,125)	54	(5,071)	
Total Surplus / (Deficit)	(5,125)	54	(5,071)	
	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.	500	0	500	0.00
Increase in cost for materials including grass seed, fertilizer and chlorine.	285	0	285	0.00
Increase in cost for purchased services including grass cutting, snow removal and shrub bed maintenance.	460	0	460	0.00
Increase in Fleet costs related to inflation on compensation contracts, parts, fuel, contribution to capital reserve and maintenance.	200	0	200	0.00
Increase in Facility costs related to inflation on compensation contracts, hydro increases,	30	0	30	0.00
Total Maintain Services	1,475	0	1,475	0.00
	Increase / (Decrease)			
2023 Pressure Category / Explanation	Expense	Revenue	Net 2023 Changes	FTE Impact
Service Initiatives / Savings				
Lower discretionary spending	(40)	0	(40)	0.00
Total Service Initiatives / Savings	(40)	0	(40)	0.00
Total Budget Changes	1,435	0	1,435	0.00

Capital Budget

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

Service Area: Social Services											
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	300	0	300	0	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	60	0	60	0	0	0	0	0	0	0	0
Total	360	0	360	0	0	0	0	0	0	0	0

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

Program Information			Financial Details																																															
Buildings-Social Services			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		300	Projected Yearend Unspent Bal.			0																																									
Builds climate resiliency?		Yes - Minor Contribution	Revenues		0	Debt																																												
<p>The Building and Park programs provide for lifecycle renewal and replacement works to existing building and park assets. Detailed scope of work for specific projects extends to a wide assortment of work, such as roof replacement, building preservation, building mechanical and electrical systems, parks playgrounds and property elements, hard landscaping, arena and pool equipment and unplanned emergency work.</p> <p>Forecasts are based on bulk allocations that will be detailed in future budget submissions. Project cost group summaries are provided following this program summary. When selecting materials and solutions for lifecycle projects, measures are taken to account for increased seasonal variability and extreme weather events where project budget permits. This includes, for example, reflective or metal roofing to build resilience to heat, high winds or heavy snow.</p> <p>Annual programming provides allocations as required for each of the service areas as follows:</p> <table><tr><td>Service Area</td><td>Buildings</td><td>Parks</td></tr><tr><td>By-Law Services</td><td>200</td><td></td></tr><tr><td>Child Care Services</td><td>275</td><td></td></tr><tr><td>Cultural Services</td><td>2,300</td><td></td></tr><tr><td>Fire Services</td><td>2,400</td><td></td></tr><tr><td>General Government</td><td>3,130</td><td></td></tr><tr><td>Public Library</td><td>2,250</td><td></td></tr><tr><td>Long Term Care</td><td>1,675</td><td></td></tr><tr><td>Parks & 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></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	300	Tax Supported/ Dedicated Debt		0	
			Service Area	Buildings	Parks																																													
			By-Law Services	200																																														
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TOTAL Authority Request	48,950	6,200																																																
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		300	280	280	290																																													
Spending Plan		150	230	284	285																																													
FTEs		0	0	0	0																																													
Operating Impact		0	0	0	0																																													

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

[illegible]

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

Program Information			Financial Details						
Accessibility - Social Services			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		60	Projected Yearend Unspent Bal.			0
Builds climate resiliency?		No	Revenues		0	Debt			
The Accessibility program provides for barrier removals to existing building and park assets based on ongoing condition assessments. Detailed scope of work for specific projects extends to a wide assortment of planned and/or emergency works, such as: installation of ramps, elevators, power door operators, signage, handrails in arena stands, removal of barriers in exterior and interior paths of travels, washroom / changeroom / kitchen remedial work, and parks playgrounds.			Tax Supported/ Dedicated		60	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	
Annual programming provides allocations as required for each of the service areas as follows:			Authority		60	70	80	90	
			Spending Plan		30	53	73	83	
			FTEs		0	0	0	0	
			Operating Impact		0	0	0	0	
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							

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

[illegible]

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

Service Area: Child Care											
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	375	0	375	0	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	60	0	60	0	0	0	0	0	0	0	0
Total	435	0	435	0	0	0	0	0	0	0	0

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

Program Information			Financial Details																																															
Buildings-Child Care Services			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		275	Projected Yearend Unspent Bal.			0																																									
Builds climate resiliency?		Yes - Minor Contribution	Revenues		0	Debt																																												
<p>The Building and Park programs provide for lifecycle renewal and replacement works to existing building and park assets. Detailed scope of work for specific projects extends to a wide assortment of work, such as roof replacement, building preservation, building mechanical and electrical systems, parks playgrounds and property elements, hard landscaping, arena and pool equipment and unplanned emergency work.</p> <p>Forecasts are based on bulk allocations that will be detailed in future budget submissions. Project cost group summaries are provided following this program summary. When selecting materials and solutions for lifecycle projects, measures are taken to account for increased seasonal variability and extreme weather events where project budget permits. This includes, for example, reflective or metal roofing to build resilience to heat, high winds or heavy snow.</p> <p>Annual programming provides allocations as required for each of the service areas as follows:</p> <table><tr><th>Service Area</th><th>Buildings</th><th>Parks</th></tr><tr><td>By-Law Services</td><td>200</td><td></td></tr><tr><td>Child Care Services</td><td>275</td><td></td></tr><tr><td>Cultural Services</td><td>2,300</td><td></td></tr><tr><td>Fire Services</td><td>2,400</td><td></td></tr><tr><td>General Government</td><td>3,130</td><td></td></tr><tr><td>Public Library</td><td>2,250</td><td></td></tr><tr><td>Long Term Care</td><td>1,675</td><td></td></tr><tr><td>Parks & 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></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	275	Tax Supported/ Dedicated Debt		0	
			Service Area	Buildings	Parks																																													
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TOTAL Authority Request	48,950	6,200																																																
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		275	232	170	170																																													
Spending Plan		138	199	210	182																																													
FTEs		0	0	0	0																																													
Operating Impact		0	0	0	0																																													

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

[illegible]

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

Project Information			Financial Details						
910953	2023 Municipal Child Care Centre upgrades		Class of Estimate:		Not Applicable				
Dept:	Community and Social Services Department	Category: Renewal of City Assets	Ward: CW		Year of Completion: 2024				
Reduces greenhouse gases?		No	2023 Request		100	Projected Yearend Unspent Bal.			0
Builds climate resiliency?		Yes - Moderate Contribution	Revenues		0	Debt			
<p>These funds are to address capital requirements in upgrading or adding new infrastructure in the municipal child care centres to provide a safe and high quality child care environment. The funds will be used to ensure that enhancements be carried out in order to meet the needs of children, parents and staff.</p> <p>This project supports the addition of shaded structures in child care centres, which will be increasingly important to protect children and staff from extreme heat.</p>			Tax Supported/ Dedicated		100	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		100	100	100	100	
			Spending Plan		100	100	100	100	
			FTEs		0	0	0	0	
			Operating Impact		0	0	0	0	

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

Program Information			Financial Details																							
Accessibility - Child Care Services			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		60	Projected Yearend Unspent Bal.			0																	
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><tr><th colspan="2">Service Area</th></tr><tr><td>Child Care</td><td>60</td></tr><tr><td>Cultural Services</td><td>60</td></tr><tr><td>General Government</td><td>375</td></tr><tr><td>Library</td><td>310</td></tr><tr><td>Long Term Care</td><td>110</td></tr><tr><td>Parks & 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></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		60	Tax Supported/ Dedicated Debt		0
			Service Area																							
			Child Care	60																						
			Cultural Services	60																						
			General Government	375																						
Library	310																									
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TOTAL Authority Request	2,590																									
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		60	70	80	90																					
Spending Plan		30	53	73	83																					
FTEs		0	0	0	0																					
Operating Impact		0	0	0	0																					

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

[illegible]

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

Service Area: Long Term Care											
Category	2023 Draft Capital Budget	Revenues	Tax Supported/ Dedicated Reserves	Rate Supported Reserves	Develop. Charges	Gas Tax	Debt				
							Tax/ Dedicated	Rate	Develop. Charges	Gas Tax	Total Debt
Renewal of City Assets	1,775	0	775	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	110	0	110	0	0	0	0	0	0	0	0
Total	1,885	0	885	0	0	0	1,000	0	0	0	1,000

City of Ottawa
2023 Draft Capital Budget
Service Area: Long Term Care
In Thousands (\$000)

Program Information			Financial Details																																															
Buildings-Long Term Care			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		1,675	Projected Yearend Unspent Bal.			0																																									
Builds climate resiliency?		Yes - Minor Contribution	Revenues		0	Debt																																												
<p>The Building and Park programs provide for lifecycle renewal and replacement works to existing building and park assets. Detailed scope of work for specific projects extends to a wide assortment of work, such as roof replacement, building preservation, building mechanical and electrical systems, parks playgrounds and property elements, hard landscaping, arena and pool equipment and unplanned emergency work.</p> <p>Forecasts are based on bulk allocations that will be detailed in future budget submissions. Project cost group summaries are provided following this program summary. When selecting materials and solutions for lifecycle projects, measures are taken to account for increased seasonal variability and extreme weather events where project budget permits. This includes, for example, reflective or metal roofing to build resilience to heat, high winds or heavy snow.</p> <p>Annual programming provides allocations as required for each of the service areas as follows:</p> <table><tr><th>Service Area</th><th>Buildings</th><th>Parks</th></tr><tr><td>By-Law Services</td><td>200</td><td></td></tr><tr><td>Child Care Services</td><td>275</td><td></td></tr><tr><td>Cultural Services</td><td>2,300</td><td></td></tr><tr><td>Fire Services</td><td>2,400</td><td></td></tr><tr><td>General Government</td><td>3,130</td><td></td></tr><tr><td>Public Library</td><td>2,250</td><td></td></tr><tr><td>Long Term Care</td><td>1,675</td><td></td></tr><tr><td>Parks & 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></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	675	Tax Supported/ Dedicated Debt		1,000	
			Service Area	Buildings	Parks																																													
			By-Law Services	200																																														
			Child Care Services	275																																														
			Cultural Services	2,300																																														
Fire Services	2,400																																																	
General Government	3,130																																																	
Public Library	2,250																																																	
Long Term Care	1,675																																																	
Parks & Recreation Facilities	28,425	6,200																																																
Roads Services	4,295																																																	
Social Services	300																																																	
Water Services	100																																																	
Transit Services	3,600																																																	
TOTAL Authority Request	48,950	6,200																																																
			Rate Supported	0	Rate Supported Debt		0																																											
			Develop. Charges	0	Develop. Charges Debt		0																																											
			Gas Tax	0	Gas Tax Debt		0																																											
			Forecast	2023	2024	2025	2026																																											
			Authority	1,675	1,100	1,130	1,150																																											
			Spending Plan	838	1,053	1,230	1,134																																											
			FTEs	0	0	0	0																																											
			Operating Impact	0	0	0	0																																											

City of Ottawa
2023 Draft Capital Budget
Service Area: Long Term Care
In Thousands (\$000)

[illegible]

City of Ottawa
2023 Draft Capital Budget
Service Area: Long Term Care
In Thousands (\$000)

Project Information			Financial Details						
910952 Refrigeration for Carleton Lodge			Class of Estimate:		Not Applicable				
Dept:	Community and Social Services Department	Category: Renewal of City Assets	Ward: CW		Year of Completion: 2024				
Reduces greenhouse gases?			No	2023 Request		100	Projected Yearend Unspent Bal.		0
Builds climate resiliency?			No	Revenues		0	Debt		
These funds are required for the lifecycle replacement of kitchen refrigeration equipment at the City’s long-term care home, Carleton Lodge, for resident safety and compliance with Ministry of Long-Term Care standards.				Tax Supported/ Dedicated		100	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		100	0	0	0
				Spending Plan		100	0	0	0
				FTEs		0	0	0	0
				Operating Impact		0	0	0	0

City of Ottawa
2023 Draft Capital Budget
Service Area: Long Term Care
In Thousands (\$000)

Program Information			Financial Details																							
Accessibility - Long Term Care			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		110	Projected Yearend Unspent Bal.			0																	
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><tr><th colspan="2">Service Area</th></tr><tr><td>Child Care</td><td>60</td></tr><tr><td>Cultural Services</td><td>60</td></tr><tr><td>General Government</td><td>375</td></tr><tr><td>Library</td><td>310</td></tr><tr><td>Long Term Care</td><td>110</td></tr><tr><td>Parks & 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></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		110	Tax Supported/ Dedicated Debt		0
			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		0																					
Develop. Charges		0	Develop. Charges Debt		0																					
Gas Tax		0	Gas Tax Debt		0																					
Forecast		2023	2024	2025	2026																					
Authority		110	70	80	90																					
Spending Plan		55	68	83	83																					
FTEs		0	0	0	0																					
Operating Impact		0	0	0	0																					

City of Ottawa
2023 Draft Capital Budget
Service Area: Long Term Care
In Thousands (\$000)

[illegible]

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

Service Area: Parks, Recreation & Culture											
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	44,869	1,081	24,287	0	0	0	19,500	0	0	0	19,500
Growth	10,726	0	2,054	0	8,672	0	0	0	0	0	0
Regulatory	500	0	500	0	0	0	0	0	0	0	0
Service Enhancements	2,834	0	2,834	0	0	0	0	0	0	0	0
Total	58,929	1,081	29,675	0	8,672	0	19,500	0	0	0	19,500

City of Ottawa
2023 Draft Capital Budget
Service Area: Parks, Recreation & Culture
In Thousands (\$000)

Program Information			Financial Details																																															
Buildings-Cultural Services			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		2,300	Projected Yearend Unspent Bal.			0																																									
Builds climate resiliency?		Yes - Minor Contribution	Revenues		0	Debt																																												
<p>The Building and Park programs provide for lifecycle renewal and replacement works to existing building and park assets. Detailed scope of work for specific projects extends to a wide assortment of work, such as roof replacement, building preservation, building mechanical and electrical systems, parks playgrounds and property elements, hard landscaping, arena and pool equipment and unplanned emergency work.</p> <p>Forecasts are based on bulk allocations that will be detailed in future budget submissions. Project cost group summaries are provided following this program summary. When selecting materials and solutions for lifecycle projects, measures are taken to account for increased seasonal variability and extreme weather events where project budget permits. This includes, for example, reflective or metal roofing to build resilience to heat, high winds or heavy snow.</p> <p>Annual programming provides allocations as required for each of the service areas as follows:</p> <table><tr><td>Service Area</td><td>Buildings</td><td>Parks</td></tr><tr><td>By-Law Services</td><td>200</td><td></td></tr><tr><td>Child Care Services</td><td>275</td><td></td></tr><tr><td>Cultural Services</td><td>2,300</td><td></td></tr><tr><td>Fire Services</td><td>2,400</td><td></td></tr><tr><td>General Government</td><td>3,130</td><td></td></tr><tr><td>Public Library</td><td>2,250</td><td></td></tr><tr><td>Long Term Care</td><td>1,675</td><td></td></tr><tr><td>Parks & 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></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	1,300	Tax Supported/ Dedicated Debt		1,000	
			Service Area	Buildings	Parks																																													
			By-Law Services	200																																														
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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		2,300	1,627	900	920																																													
Spending Plan		1,150	1,504	1,398	1,055																																													
FTEs		0	0	0	0																																													
Operating Impact		0	0	0	0																																													

City of Ottawa
2023 Draft Capital Budget
Service Area: Parks, Recreation & Culture
In Thousands (\$000)

[illegible]

City of Ottawa
2023 Draft Capital Budget
Service Area: Parks, Recreation & Culture
In Thousands (\$000)

Program Information			Financial Details																																														
Buildings-Parks & Recreation			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		28,425	Projected Yearend Unspent Bal.		0																																									
Builds climate resiliency?		Yes - Minor Contribution	Revenues		0	Debt																																											
<p>The Building and Park programs provide for lifecycle renewal and replacement works to existing building and park assets. Detailed scope of work for specific projects extends to a wide assortment of work, such as roof replacement, building preservation, building mechanical and electrical systems, parks playgrounds and property elements, hard landscaping, arena and pool equipment and unplanned emergency work.</p> <p>Forecasts are based on bulk allocations that will be detailed in future budget submissions. Project cost group summaries are provided following this program summary. When selecting materials and solutions for lifecycle projects, measures are taken to account for increased seasonal variability and extreme weather events where project budget permits. This includes, for example, reflective or metal roofing to build resilience to heat, high winds or heavy snow.</p> <p>Annual programming provides allocations as required for each of the service areas as follows:</p> <table><tr><td>Service Area</td><td>Buildings</td><td>Parks</td></tr><tr><td>By-Law Services</td><td>200</td><td></td></tr><tr><td>Child Care Services</td><td>275</td><td></td></tr><tr><td>Cultural Services</td><td>2,300</td><td></td></tr><tr><td>Fire Services</td><td>2,400</td><td></td></tr><tr><td>General Government</td><td>3,130</td><td></td></tr><tr><td>Public Library</td><td>2,250</td><td></td></tr><tr><td>Long Term Care</td><td>1,675</td><td></td></tr><tr><td>Parks & 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></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	13,425	Tax Supported/ Dedicated Debt		15,000
			Service Area	Buildings	Parks																																												
			By-Law Services	200																																													
			Child Care Services	275																																													
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TOTAL Authority Request	48,950	6,200																																															
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		28,425	37,031	38,109	39,795																																												
Spending Plan		14,213	27,043	35,849	38,736																																												
FTEs		0	0	0	0																																												
Operating Impact		0	0	0	0																																												

City of Ottawa
2023 Draft Capital Budget
Service Area: Parks, Recreation & Culture
In Thousands (\$000)

Project Information			Location/Description	\$000's
910813 2023 Buildings-Parks & Rec			Class of Estimate: C) Planning	28,425
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		
01	R.J. Kennedy Memorial Centre	Investigation - Fire Alarm Panel, Review Roof Purlins & Connections		
01	Ray Friel Recreation Complex	Re-Gasket Plate & Frame		
02	Norman Johnson: Rink Shack	Type II Building Condition Audit		
02	Bob Macquarrie Recreation Complex	Resurface Parking Lot		
03	Walter Baker Sports Centre	Replace Pool Filtration System		
04	Beaverbrook Outdoor Pool	Replace Main Pool Heater		
04	Historical Building SS NO 1	Investigation - Condition Of		
04	J.G. Mlacak Centre	Replace Roof Over		
05	Erskine Johnston Arena	Replace Evaporative		
05	Fitzroy Harbour Community Centre & Library	Investigations - Water Stain On		
05	Galetta Community Hall	Reseal And Patch Cracks In		
05	Huntley Community Hall	Type II Building Condition Audit		
05	Kinburn Community Centre	Replace Main Entrance		
05	West Carleton Community Complex: Arena	Structural Adequacy Review		
06	CardelRec Recreation Complex	Structural Adequacy Review		
06	Johnny Leroux Stittsville Arena & CC	Structural Exterior Envelope		
06	Mary Durling Park: Fieldhouse	Replace Roof Asphalt Shingles		
07	Belltown Dome Arena	Repair Concrete Foundation		
07	Britannia Park: Beach Building	Paint Soffits/Fascia/Vent Grills		
07	Corkstown Park: Tennis Clubhouse	Type II Building Condition Audit		
07	Corkstown Park: Pool Change House	Type II Building Condition Audit		
07	Westboro Beach Building	Type II Building Condition Audit		
08	Bell Arena	Structural Adequacy Review		
08	Ben Franklin Place: Outdoor Ice Surface	Design - Replace Refrigerated		
08	Bob Mitchell Pool: Change House	Type II Building Condition Audit		

City of Ottawa
2023 Draft Capital Budget
Service Area: Parks, Recreation & Culture
In Thousands (\$000)

Project Information			Location/Description	\$000's
910813 2023 Buildings-Parks & Rec			Class of Estimate: C) Planning	28,425
Category: Renewal of City Assets		Ward: CW	Year of Completion: 2026	
2023 Buildings-Parks & Rec Continued				
Ward	Project	Description		
08	Pinecrest Recreation Complex	Design - Replace Pool Air Handling Units		
08	Pinecrest Recreation Complex	Replace Pool Sand Filter System, Investigation - Suspended Slab In Rm B5		
09	General Burns Park: Pool Change Pavilion	Type II Building Condition Audit		
09	General Burns Park: Tennis Club	Replace Asphalt In Parking Lot		
09	Nepean Sportsplex	Re-Gasket Rink 2 Plate & Frame Chiller, Replace Main Switchboard		
09	Nepean Sportsplex	Replace Main Sanitary Line, Misc Roof Repairs, Structural Inspection		
09	Nepean Sportsplex	Re-Gasket Main Ice Plant Heat Exchangers, Replace DHW Boilers (2)		
09	Nepean Sportsplex	Replace AHU 14 & 15 Incl. Condensers, Design - Replace Roof Areas 8,9&23		
10	Fairlea Park: Fieldhouse	Type II Building Condition Audit		
10	Greenboro Pavilion Community Building	Replace Vinyl Tile Flooring		
10	Pushman Park: Rink Shack	Type II Building Condition Audit		
11	Earl Armstrong Arena	Infrared Electrical Scan		
11	Pineview Community Hub	Upgrade Major Components Of Lift (Power Unit, Cab, Hydraulic System)		
12	Bernard Grandmaitre Arena	Replace Hydro Vault Equipment, Replace 240V Main Disconnect		
12	Champagne Bath	Structural Adequacy Review, Inspect Pool Basin And Tiles		
12	Champagne Bath	Replace Roof Section 7/8, Review Roofs 3/5		
12	Dutchy's Park: Fieldhouse	Type II Building Condition Audit		
12	Lowertown Complex	Replace Fire Alarm System, Infrared Electrical Scan		
12	Lowertown Complex	Reline Original Sanitary And Storm From The Pool Tunnel		
12	Routhier Community Centre	Slab Structural Review, Inspect Below Grade Sanitay Piping		
12	Sandy Hill Arena	Repairs to Brick Masonry		
12	Sandy Hill Community Centre	Replace Fire Alarm System		
13	Raymond Chabot Grant Thornton Stadium	Investigation - Lighting Controls, Concrete Repairs		
14	Jack Purcell Recreation Complex	Structural Adequacy Review, Infrared Electrical Scan		

City of Ottawa
2023 Draft Capital Budget
Service Area: Parks, Recreation & Culture
In Thousands (\$000)

Project Information			Location/Description	\$000's
910813 2023 Buildings-Parks & Rec			Class of Estimate: C) Planning	28,425
Category: Renewal of City Assets		Ward: CW	Year of Completion: 2026	
2023 Buildings-Parks & Rec Continued				
Ward	Project	Description		
14	McNabb Arena	Re-Gasket Plate & Frame Chiller, Infrared Electrical Scan		
15	Churchill Seniors Recreation Centre	Replace Cedar Shingle Roof		
15	Ev Tremblay Comfort Station	Repoint Brick Veneers		
15	Ottawa Gymnastics Club Building	OFC Code Compliance Audit (Fire Protection Devices)		
15	Tom Brown Arena	Repaint Roof Trusses In Arena, Replace Exterior Doors (Main Entrance)		
15	Tom Brown Arena	Replace Dehumidifiers (4)		
16	J. Alphonse Dulude Arena	Inspect Hydro Vault Equipment, Condenser Support Repairs		
16	J. Alphonse Dulude Arena	Replace Heat Exchanger & Control Panel, Clean & Paint Low Roof OWSJ		
16	Mooney's Bay Complex: Terry Fox North Bldg	Repoint And Replace Bricks		
16	Raven Park: Fieldhouse	Type II Building Condition Audit		
16	Hunt Club Riverside Community Centre	Replace Gym Floor		
17	Brewer Arena	Re-Gasket Plate & Frame Chiller		
17	Brewer Pool	Investigation - Pool Epoxy Injection, Design - Natatorium HVAC System		
17	Glebe Community Centre	Replace Air Cooled Condenser Units		
17	Lansdowne Park: Aberdeen Pavilion	Structural Retrofit		
17	St-James Tennis Club Building	Replace Canopy		
18	Brian Kilrea Arena	Re-Gasket Plate & Frame Chiller, Investigation - Deflections In Beam/Column		
18	Brian Kilrea Arena	Replace Heating Boilers (2)		
18	Canterbury Pool	Design - Re-Tile Pool And Pool Deck		
18	Heron Road Multi-Service Centre	Inspect Hydro Vault Equipment		
18	Jim Durrell Recreation Complex	Fire Alarm System Audit, Investigation - Structural Steel Column		
18	Jim Durrell Recreation Complex	Replace Link And Lobby Roof, Replace Arena Slabs And Boards (2)		
18	Sandalwood Comfort Station	Type II Building Condition Audit		
18	Southvale Fieldhouse	Type II Building Condition Audit		

City of Ottawa
2023 Draft Capital Budget
Service Area: Parks, Recreation & Culture
In Thousands (\$000)

Project Information			Location/Description	\$000's
910813 2023 Buildings-Parks & Rec			Class of Estimate: C) Planning	28,425
Category: Renewal of City Assets		Ward: CW	Year of Completion: 2026	
2023 Buildings-Parks & Rec Continued				
Ward	Project	Description		
19	Navan Centennial Park: Comfort Station	Type II Building Condition Audit		
20	Greely Community Centre And Library	Investigation - Emergency Lighting System/Electrical Cables		
20	Larry Robinson Arena	Replace Septic System		
20	Osgoode CC And Stuart Holmes Arena	Replace Built-Up Roof Membrane		
21	Alfred Taylor Park Washroom And Canteen	Type II Building Condition Audit		
21	Centennial Park: Tennis Clubhouse	Type II Building Condition Audit		
21	Kars Recreation Hall	Replace Roof Shingles And Flashing		
21	Manotick Arena And Community Centre	Structural Adequacy Review		
21	Marlborough Community Centre	Investigation - Cracks In Foundation		
21	Richmond Arena And Community Centre	Replace Fire Alarm Panel		
21	Rooney Park: Fieldhouse	Type II Building Condition Audit		
22	Fred Barrett Arena	Replace East Rink Floor, Boards And Header		
22	Gloucester South Community Centre	Investigation - Wing Walls And Shelf Angle		
23	Bluegrass Park: Bridlewood Community Ctre	Type II Building Condition Audit		
23	Glen Cairn Community Centre	Repair Basement Entrance Wingwalls, Replace Gymnasium Roof		
23	Kanata Leisure And Wave Pool Centre	Repaint Roof Trusses In Pool Area		
23	Kanata Recreation Complex	Ultrasonic Testing Of Sprinkler System, Replace AC Rooftop Unit		
23	Kanata Recreation Complex	Replace Rink A Refrigerated Slab, Replace Rink B Dehumidifiers (2)		
CW	City Wide: Parks And Recreation Facilities	Condition Audit/Advance Design: Parks & Recreation Facilities		
CW	City Wide: Parks And Recreation Facilities	Unscheduled Works : Parks & Recreation, General Buildings		
CW	City Wide: Parks And Recreation Facilities	Unscheduled Works : Underground Services		
CW	City Wide: Parks And Recreation Facilities	Site Specific: Parking Lot Remediation		
CW	City Wide: Parks And Recreation Facilities	Unscheduled Works : Parks & Recreation, Heritage Buildings		

City of Ottawa
2023 Draft Capital Budget
Service Area: Parks, Recreation & Culture
In Thousands (\$000)

Program Information			Financial Details																																															
Parks - Parks & Recreation			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		6,200	Projected Yearend Unspent Bal.			0																																									
Builds climate resiliency?		No	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. Forecasts are based on bulk allocations that will be detailed in future budget submissions. Project cost group summaries are provided following this program summary. Annual programming provides allocations as required for each of the service areas as follows:</p> <table><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	3,200	Tax Supported/ Dedicated Debt		3,000	
			Service Area	Buildings	Parks																																													
			By-Law Services	200																																														
			Child Care Services	275																																														
			Cultural Services	2,300																																														
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Water Services	100																																																	
Transit Services	3,600																																																	
TOTAL Authority Request	48,950	6,200																																																
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		6,200	7,000	10,000	11,000																																													
Spending Plan		3,100	5,360	8,340	9,900																																													
FTEs		0	0	0	0																																													
Operating Impact		0	0	0	0																																													

City of Ottawa
2023 Draft Capital Budget
Service Area: Parks, Recreation & Culture
In Thousands (\$000)

Project Information		Location/Description	\$000's
910818 2023 Parks - Parks & Rec		Class of Estimate: C) Planning	6,200
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	
01	Apollo Crater Park	Replace 5 Light Poles and 16 Fixtures	
01	Gardenway Park:	Resurface Courts	
01	Marcel Lalande Park	Replace Asphalt Pathways	
02	Joe Jamieson Park:	Replace Spray Pad	
04	Monk Meadow Park	Replace Asphalt Pathways,	
04	Weslock Park:	Replace Junior Playstructure	
06	Crossing Bridge Park:	Replace Senior Playstructure	
06	Forest Creek Park	Replace Asphalt Pathways	
08	Agincourt Park	Replace Sun Shelter, Replace	
08	Mohawk Park:	Replace Senior Playstructure	
08	Morrison Park	Replace Sun Shelter	
09	Parthia Pak:	Design - Replace Junior	
10	Eccolands Park: Boat	Design - Replace Asphalt: Boat	
12	Annie Pootoogook Park	Replace Asphalt Pathways	
13	Hemlock Park:	Design - Replace Play	
14	McNabb Park:	Design - Replace Junior	
15	Fisher Park	Replace Sun Shelter	
16	Meadowvale Terrace	Replace Play Equipment	
16	Mooney's Bay Park	Lifeguard Towers Remediation,	
19	Longleaf Park:	Replace Junior Playstructure	
19	Silverbirch Park:	Design - Replace Senior	
20	Alcide Trudeau Park	Replace Asphalt Pathways	
21	Munster Community	Design - Replace Senior	
22	Leitrim Park: Football	Replace Sports Lighting And	

City of Ottawa
2023 Draft Capital Budget
Service Area: Parks, Recreation & Culture
In Thousands (\$000)

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City of Ottawa
2023 Draft Capital Budget
Service Area: Parks, Recreation & Culture
In Thousands (\$000)

Project Information				Financial Details				
909104 Beach Pavillion Upgrade/Renewal			Class of Estimate:		B) Design			
Dept:	Recreation, Cultural and Facility Operations Department	Category: Renewal of City Assets	Ward: CW		Year of Completion: 2025			
Reduces greenhouse gases?		No	2023 Request		1,137	Projected Yearend Unspent Bal. 1,853		
Builds climate resiliency?		No	Revenues		0	Debt		
Continuation of the 2022 investment. In 2023, a business case and feasibility study will be conducted for redevelopment of the beach pavillion facility as identified through previous community consultation.			Tax Supported/ Dedicated		1,137	Tax Supported/ Dedicated Debt		0
			Rate Supported		0	Rate Supported Debt		0
			Develop. Charges		0	Develop. Charges Debt		0
			Gas Tax		0	Gas Tax Debt		0
			Forecast		2023	2024	2025	2026
			Authority		1,137	0	0	0
			Spending Plan		137	200	200	200
			FTEs		0	0	0	0
			Operating Impact		0	0	0	0
909107 Facility Minor Capital Front of House Repairs			Class of Estimate:		Not Applicable			
Dept:	Recreation, Cultural and Facility Operations Department	Category: Renewal of City Assets	Ward: CW		Year of Completion: 2025			
Reduces greenhouse gases?		No	2023 Request		300	Projected Yearend Unspent Bal. 385		
Builds climate resiliency?		No	Revenues		0	Debt		
Provides funds for repairs costing less than \$15,000 per project, that will improve public access and service at RCFS facilities.			Tax Supported/ Dedicated		300	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		300	300	300	300
			Spending Plan		300	300	300	300
			FTEs		0	0	0	0
			Operating Impact		0	0	0	0

City of Ottawa
2023 Draft Capital Budget
Service Area: Parks, Recreation & Culture
In Thousands (\$000)

Project Information			Financial Details						
909154 Accommodation Fit-Ups and Renovations			Class of Estimate:		Not Applicable				
Dept:	Recreation, Cultural and Facility Operations Department	Category: Regulatory	Ward: CW		Year of Completion: 2025				
Reduces greenhouse gases?		No	2023 Request		500	Projected Yearend Unspent Bal.			117
Builds climate resiliency?		No	Revenues		0	Debt			
The funds will be used to accommodate fit-ups and renovations as required to City administrative space.			Tax Supported/ Dedicated		500	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		500	510	530	550	
			Spending Plan		500	510	530	550	
			FTEs		0	0	0	0	
			Operating Impact		0	0	0	0	
909429 Community Building Replacements			Class of Estimate:		Not Applicable				
Dept:	Recreation, Cultural and Facility Operations Department	Category: Renewal of City Assets	Ward: CW		Year of Completion: 2025				
Reduces greenhouse gases?		No	2023 Request		500	Projected Yearend Unspent Bal.			0
Builds climate resiliency?		No	Revenues		0	Debt			
The City currently owns many small field houses and community buildings. As these buildings reach lifecycle replacement, RCFS will invest in increased building size and functionality.			Tax Supported/ Dedicated		0	Tax Supported/ Dedicated Debt		500	
			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		500	832	1,203	1,127	
			Spending Plan		500	832	1,203	1,127	
			FTEs		0	0	0	0	
			Operating Impact		0	0	0	0	

City of Ottawa
2023 Draft Capital Budget
Service Area: Parks, Recreation & Culture
In Thousands (\$000)

Project Information			Financial Details						
910194 Signage for City Assets			Class of Estimate:		Not Applicable				
Dept:	Recreation, Cultural and Facility Operations Department	Category: Renewal of City Assets	Ward: CW		Year of Completion: 2024				
Reduces greenhouse gases?		No	2023 Request		20	Projected Yearend Unspent Bal.			10
Builds climate resiliency?		No	Revenues		0	Debt			
Provides funds for the acquisition and installation of signage for City assets, including those assets renamed under the Council-approved Commemorative Naming program. Year of completion: 2025.			Tax Supported/ Dedicated		20	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		20	20	20	20	
			Spending Plan		20	20	20	20	
			FTEs		0	0	0	0	
			Operating Impact		0	0	0	0	
910196 Meridian Theatre Cap Renewal Fund 2023			Class of Estimate:		Not Applicable				
Dept:	Recreation, Cultural and Facility Operations Department	Category: Renewal of City Assets	Ward: 8		Year of Completion: 2025				
Reduces greenhouse gases?		No	2023 Request		168	Projected Yearend Unspent Bal.			0
Builds climate resiliency?		No	Revenues		0	Debt			
Funded by a fee on ticket sales or a flat rate on non-ticketed events. The reserve fund supports the on-going needs for equipment replacement, building improvements, theatre system upgrades, adopting new technologies in customer service, and support to maintain quality facilities for community theatre.			Tax Supported/ Dedicated		168	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		168	168	168	168	
			Spending Plan		168	168	168	168	
			FTEs		0	0	0	0	
			Operating Impact		0	0	0	0	

City of Ottawa
2023 Draft Capital Budget
Service Area: Parks, Recreation & Culture
In Thousands (\$000)

Project Information				Financial Details					
910197 Shenkman Arts Ctre Renewal Fund 2023			Class of Estimate:		Not Applicable				
Dept:	Recreation, Cultural and Facility Operations Department	Category: Renewal of City Assets	Ward: 1		Year of Completion: 2025				
Reduces greenhouse gases?		No	2023 Request		40	Projected Yearend Unspent Bal.			0
Builds climate resiliency?		No	Revenues		0	Debt			
Funded by a fee on ticket sales or a flat rate on non-ticketed events. The reserve fund supports the on-going needs for equipment replacement, building improvements, theatre system upgrades, adopting new technologies in customer service, and support to maintain quality facilities for community theatre.			Tax Supported/ Dedicated		40	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		40	40	40	40	
			Spending Plan		40	40	40	40	
			FTEs		0	0	0	0	
			Operating Impact		0	0	0	0	
910522 Park Redevelopment 2023			Class of Estimate:		Not Applicable				
Dept:	Recreation, Cultural and Facility Operations Department	Category: Renewal of City Assets	Ward: CW		Year of Completion: 2025				
Reduces greenhouse gases?		No	2023 Request		500	Projected Yearend Unspent Bal.			0
Builds climate resiliency?		No	Revenues		0	Debt			
This program provides the ability to re-develop parks that no longer meet community needs due to changes to the neighbourhood demographics and are not achievable through the Lifecycle Replacement Program.			Tax Supported/ Dedicated		500	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		500	0	750	0	
			Spending Plan		500	0	750	0	
			FTEs		0	0	0	0	
			Operating Impact		0	0	0	0	

City of Ottawa
2023 Draft Capital Budget
Service Area: Parks, Recreation & Culture
In Thousands (\$000)

Project Information			Financial Details						
910523 Fitness & Program Equipment 2023			Class of Estimate:		Not Applicable				
Dept:	Recreation, Cultural and Facility Operations Department	Category: Renewal of City Assets	Ward: CW		Year of Completion: 2025				
Reduces greenhouse gases?		No	2023 Request		250	Projected Yearend Unspent Bal.			0
Builds climate resiliency?		No	Revenues		0	Debt			
Timely planned replacement of equipment required to meet health and safety standard and accessibility requirements while promoting effective program delivery and ensuring client satisfaction. Bulk purchases improve cost effectiveness while a replacement program protects city assets and prevents loss of revenues.			Tax Supported/ Dedicated		250	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		250	0	250	0	
			Spending Plan		250	0	250	0	
			FTEs		0	0	0	0	
			Operating Impact		0	0	0	0	
910564 Culture Master Plan			Class of Estimate:		Not Applicable				
Dept:	Recreation, Cultural and Facility Operations Department	Category: Renewal of City Assets	Ward: CW		Year of Completion: 2025				
Reduces greenhouse gases?		No	2023 Request		75	Projected Yearend Unspent Bal.			0
Builds climate resiliency?		No	Revenues		0	Debt			
The development of a new municipal cultural plan was recommended in the City's new Official Plan. The plan will outline how cultural resources will be integrated across local government planning and decision making, to achieve the community's goals for sustaining economic prosperity, social equity, environmental responsibility and cultural vitality.			Tax Supported/ Dedicated		75	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		75	0	0	0	
			Spending Plan		75	0	0	0	
			FTE's		0	0	0	0	
			Operating Impact		0	0	0	0	

City of Ottawa
2023 Draft Capital Budget
Service Area: Parks, Recreation & Culture
In Thousands (\$000)

Project Information			Financial Details			
910717 ICIP-CCR - Kanata Recreation Complex			Class of Estimate: C) Planning			
Dept:	Recreation, Cultural and Facility Operations Department	Category: Renewal of City Assets	Ward: 23	Year of Completion: 2023		
Reduces greenhouse gases?		No	2023 Request		450	Projected Yearend Unspent Bal.
Builds climate resiliency?		No				0
<p>The Kanata Recreation Centre (KRC) is located within Walter Baker Park. The project will renovate and expand the Kanata Recreation Center (KRC) to meet the growing community and recreation needs, meet Building Code; to enable the full, multi-purpose programming and improve user experience.</p> <p>Renovations include the development of two (2) large multi-purpose rooms & two (2) public meeting rooms; addition of an emergency exiting stairwell; renovation of the facility lobby and upgrade and expansion of an existing splashpad.</p> <p>Year of Completion: 2026.</p>			Revenues	330	Debt	
			Tax Supported/ Dedicated	120	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
			Authority	450	4,050	0
			Spending Plan	450	3,600	450
			FTEs	0	0	0
			Operating Impact	0	0	0
910718 ICIP-CCR Optimist Park/Genest Pool			Class of Estimate: C) Planning			
Dept:	Recreation, Cultural and Facility Operations Department	Category: Renewal of City Assets	Ward: 12	Year of Completion: 2023		
Reduces greenhouse gases?		No	2023 Request		500	Projected Yearend Unspent Bal.
Builds climate resiliency?		No				0
<p>Genest Outdoor Pool and Pool house are located within a 0.92 hectare community park named Optimiste Park. The project will replace non-accessible and end of life-cycle community building and the outdoor pool.</p> <p>The redevelopment includes: replacement of the existing pool layout; pool house to be demolished and replaced; a shaded area is to be provided; pool equipment room, chemical storage room to be provided; and pool deck area to be fenced. It will accommodate lifeguarding stations, on deck storage, bather lounging area and pathways.</p> <p>Year of Completion: 2026.</p>			Revenues	367	Debt	
			Tax Supported/ Dedicated	133	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
			Authority	500	4,500	0
			Spending Plan	500	4,000	500
			FTEs	0	0	0
			Operating Impact	0	0	0

City of Ottawa
2023 Draft Capital Budget
Service Area: Parks, Recreation & Culture
In Thousands (\$000)

Project Information			Financial Details						
910726 Emergency Reception Lodging Generators			Class of Estimate:		Not Applicable				
Dept:	Recreation, Cultural and Facility Operations Department	Category: Renewal of City Assets	Ward: CW		Year of Completion: 2023				
Reduces greenhouse gases?		No	2023 Request		1,700	Projected Yearend Unspent Bal.			1,800
Builds climate resiliency?		Yes - Major Contribution	Revenues		0	Debt			
<p>The City of Ottawa’s Emergency Plan identifies various locations for Emergency Reception and Lodging (ERL) sites to assist residents during emergencies. RCFS has prioritized 16 ERL locations based on occupant capacities, facility amenities and geographic coverage, that would benefit from permanent generator installation in the event of a power outage caused by a natural disaster or other emergency. Permanent generators will ensure a speedy response to emergencies and provide more fulsome facility functionality for these locations in support of the needs of residents. In 2023, installations will be initiated at Hunt Club – Riverside South Community Centre, Manotick arena, Bob McQuarrie Orleans Recreation Complex, and Constance/Buckham’s Bay Community Centre. This project is an important component of the City’s strategy towards mitigating the risks associated with climate vulnerability.</p> <p>The project is an important component of the City’s strategy towards mitigating the risks associated with climate vulnerability.</p> <p>Year of completion: 2025.</p>			Tax Supported/ Dedicated		1,700	Tax Supported/ Dedicated Debt		0	
			Rate Supported		0	Rate Supported Debt		0	
			Develop. Charges		0	Develop. Charges Debt		0	
			Gas Tax		0	Gas Tax Debt		0	
			Forecast		2023	2024	2025	2026	
			Authority		1,700	1,060	1,370	0	
			Spending Plan		1,530	1,124	1,339	137	
			FTEs		0	0	0	0	
			Operating Impact		0	0	0	0	
910979 Outdoor Sports Court Redevelopment 2023			Class of Estimate:		Not Applicable				
Dept:	Recreation, Cultural and Facility Operations Department	Category: Renewal of City Assets	Ward: CW		Year of Completion: 2025				
Reduces greenhouse gases?		No	2023 Request		200	Projected Yearend Unspent Bal.			0
Builds climate resiliency?		No	Revenues		0	Debt			
<p>Supports the refurbishment of existing outdoor public sports courts across the City, including resurfacing, drainage improvements, lighting, etc. Priority sites for improvements are identified through annual inspections and community input.</p>			Tax Supported/ Dedicated		200	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		200	200	0	200	
			Spending Plan		200	200	0	200	
			FTEs		0	0	0	0	
			Operating Impact		0	0	0	0	

City of Ottawa
2023 Draft Capital Budget
Service Area: Parks, Recreation & Culture
In Thousands (\$000)

Project Information				Financial Details					
910982 Minor Park Improvement 2023			Class of Estimate:		Not Applicable				
Dept:	Recreation, Cultural and Facility Operations Department	Category: Renewal of City Assets	Ward: CW		Year of Completion: 2025				
Reduces greenhouse gases?		No	2023 Request		250	Projected Yearend Unspent Bal.			0
Builds climate resiliency?		No	Revenues		0	Debt			
The Minor Park Improvements Program enables staff to respond to priority community requests for minor capital improvements and to add specific elements to parks independent of full redevelopment. Examples of minor elements include park furniture such as benches, picnic tables, litter containers, bike racks or single park components such as a set of swings, spring toys, etc. The program provides the flexibility required to respond promptly to community requests resulting from recreation trend changes, population increases, accessibility needs or demographic changes in the service area of a park.			Tax Supported/ Dedicated		250	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		250	250	250	300	
			Spending Plan		250	250	250	300	
			FTEs		0	0	0	0	
			Operating Impact		0	0	0	0	
910983 Infrastructure Upgrades 2023			Class of Estimate:		Not Applicable				
Dept:	Recreation, Cultural and Facility Operations Department	Category: Renewal of City Assets	Ward: CW		Year of Completion: 2025				
Reduces greenhouse gases?		No	2023 Request		894	Projected Yearend Unspent Bal.			0
Builds climate resiliency?		No	Revenues		0	Debt			
RCFS currently oversees over 1275 properties and 867 facilities, which require upgrades to add functionality and meet emerging community needs. This funding is allocated on a needs basis to improve public access to facilities.			Tax Supported/ Dedicated		894	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		894	1,338	1,400	1,364	
			Spending Plan		894	1,338	1,400	1,364	
			FTEs		0	0	0	0	
			Operating Impact		0	0	0	0	

City of Ottawa
2023 Draft Capital Budget
Service Area: Parks, Recreation & Culture
In Thousands (\$000)

Project Information			Financial Details						
910986 Cultural Building & Equip 2023			Class of Estimate:		Not Applicable				
Dept:	Recreation, Cultural and Facility Operations Department	Category: Renewal of City Assets	Ward: CW		Year of Completion: 2025				
Reduces greenhouse gases?		No	2023 Request		125	Projected Yearend Unspent Bal.			0
Builds climate resiliency?		No	Revenues		0	Debt			
This funding includes program equipment replacement, system upgrades, building program improvements and renovations. Supports the operation of cultural facilities/ spaces that provide direct services to residents and allows for ongoing repair and maintenance to equipment and program building improvements to meet health and safety standards and accessibility requirements.			Tax Supported/ Dedicated		125	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		125	125	125	125	
			Spending Plan		125	125	125	125	
			FTEs		0	0	0	0	
			Operating Impact		0	0	0	0	
910987 Museum Sustainability Plan 2023			Class of Estimate:		Not Applicable				
Dept:	Recreation, Cultural and Facility Operations Department	Category: Renewal of City Assets	Ward: CW		Year of Completion: 2025				
Reduces greenhouse gases?		No	2023 Request		200	Projected Yearend Unspent Bal.			0
Builds climate resiliency?		No	Revenues		0	Debt			
Supports the operation and storage of Museum and historical assets. Museums provide direct services to residents and the Museum Sustainability Plan allows for ongoing repair and maintenance to equipment and program building improvements to meet health and safety standards and accessibility requirements. This funding includes program equipment replacement, system upgrades, building program improvements and renovations.			Tax Supported/ Dedicated		200	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		200	200	200	200	
			Spending Plan		200	200	200	200	
			FTEs		0	0	0	0	
			Operating Impact		0	0	0	0	

City of Ottawa
2023 Draft Capital Budget
Service Area: Parks, Recreation & Culture
In Thousands (\$000)

Project Information			Financial Details			
910988 Artifact & Art Restore & Maint 2023			Class of Estimate: Not Applicable			
Dept:	Recreation, Cultural and Facility Operations Department	Category: Renewal of City Assets	Ward: CW	Year of Completion: 2025		
Reduces greenhouse gases?		No	2023 Request		70	Projected Yearend Unspent Bal.
Builds climate resiliency?		No				0
Supports the professional care and management of 300,000+ objects of irreplaceable historical and cultural significance in the City's art, artefact, and archaeological collections.			Revenues	0	Debt	
			Tax Supported/ Dedicated	70	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
			Authority	70	80	80
			Spending Plan	70	80	80
			FTEs	0	0	0
			Operating Impact	0	0	0
910989 Virtual Programming Expansion			Class of Estimate: Not Applicable			
Dept:	Recreation, Cultural and Facility Operations Department	Category: Renewal of City Assets	Ward: CW	Year of Completion: 2025		
Reduces greenhouse gases?		No	2023 Request		40	Projected Yearend Unspent Bal.
Builds climate resiliency?		No				0
Supports the ongoing need of equipment and equipment upgrades, streaming studio upgrades, and loanable technical equipment to support the delivery of virtual programming to residents in isolation, in healthcare settings, and in community spaces throughout the city.			Revenues	0	Debt	
			Tax Supported/ Dedicated	40	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
			Authority	40	0	0
			Spending Plan	40	0	0
			FTEs	0	0	0
			Operating Impact	0	0	0

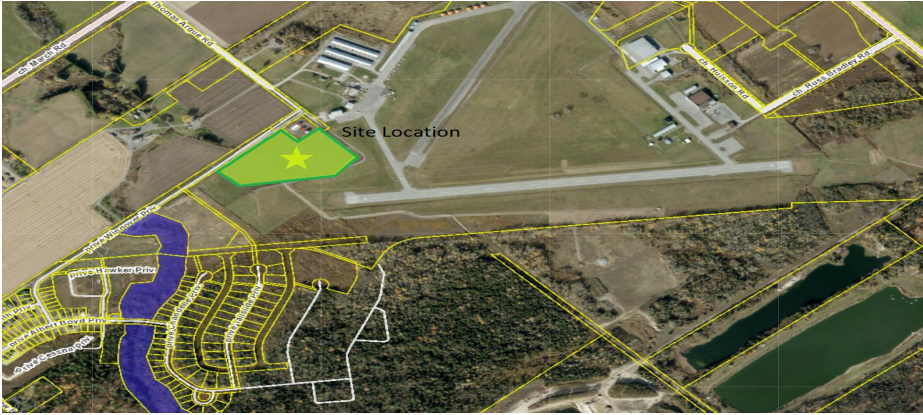
City of Ottawa
2023 Draft Capital Budget
Service Area: Parks, Recreation & Culture
In Thousands (\$000)

Project Information			Financial Details						
911082 ICIP-Metcalf Community Centre and Larry Robinson Arena Expansion			Class of Estimate:		C) Planning				
Dept:	Recreation, Cultural and Facility Operations Department	Category: Renewal of City Assets	Ward: 20		Year of Completion: 2026				
Reduces greenhouse gases?		No	2023 Request		525	Projected Yearend Unspent Bal.			0
Builds climate resiliency?		No	Revenues		385	Debt			
Design and construct a 6,000 sq. ft. building expansion and a 4,400 sq. ft. renovation to improve accessible and inclusive features and raise the service level of this destination. Improvements include: replace the existing undersized dressing rooms with new accessible players dressing rooms, new alternate gender accessible dressing rooms and new referees dressing room; provide new barrier-free entrance; expand lobby with accessible seating areas; retrofit bleachers with accessible seating; and develop new public washrooms including a universal washroom.			Tax Supported/ Dedicated		140	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		525	4,723	0	0	
			Spending Plan		525	4,198	525	0	
			FTEs		0	0	0	0	
			Operating Impact		0	0	0	0	

City of Ottawa
2023 Draft Capital Budget
Service Area: Parks, Recreation & Culture
In Thousands (\$000)

Project Information			Financial Details					
910990 Community Centre Upgrades - Alexander		Class of Estimate:		C) Planning				
Dept:	Recreation, Cultural and Facility Operations Department	Category: Growth	Ward: 16	Year of Completion: 2025				
Reduces greenhouse gases?		No	2023 Request		507	Projected Yearend Unspent Bal.		0
Builds climate resiliency?		No	Revenues		0	Debt		
As identified in the Development Charges background study and advanced through Council, upgrades are required at the Alexander Community Centre.			Tax Supported/ Dedicated		256	Tax Supported/ Dedicated Debt		0
			Rate Supported		0	Rate Supported Debt		0
			Develop. Charges		251	Develop. Charges Debt		0
			Gas Tax		0	Gas Tax Debt		0
			Forecast		2023	2024	2025	2026
			Authority		507	0	0	0
			Spending Plan		507	0	0	0
			FTEs		0	0	0	0
			Operating Impact		0	0	0	0

City of Ottawa
2023 Draft Capital Budget
Service Area: Parks, Recreation & Culture
In Thousands (\$000)

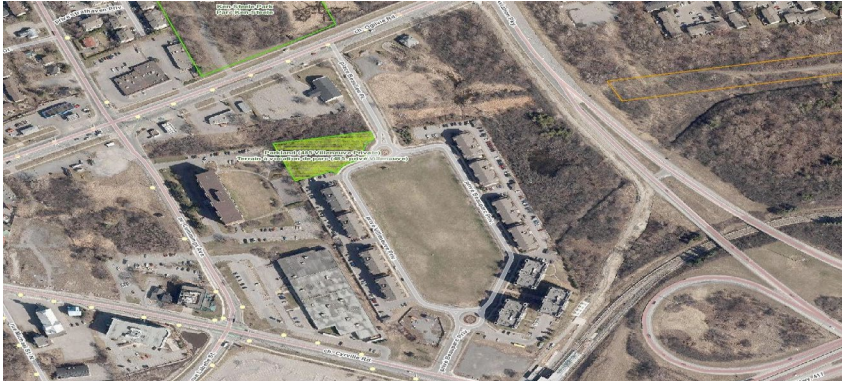
Project Information			Financial Details				
908532	Carp Airport Community Park		Class of Estimate: D) Conceptual				
Dept:	Recreation, Cultural and Facility Operations Department	Category: Growth	Ward: 5	Year of Completion: 2025			
Reduces greenhouse gases?			2023 Request		384		
Builds climate resiliency?			No		Projected Yearend Unspent Bal.		
Yes - Minor Contribution					1,000		
<p>The Carp Airport Community park is a large commiunity park of approximately 5ha. It will contain a mix of active and passive elements and will serve both the local airport community and greater Carp Village. Public consultation will be undertaken as part of the initial design process.</p> <p>The City intends on recovering the eligible share of the growth-related capital cost of this project through the imposition of development charges in the future, during the next comprehensive update of the Development Charges Background Study.</p> <p>The project has a minor contribution to reduce climate risks from extreme heat and seasonal change</p>			Revenues	0	Debt		
			Tax Supported/ Dedicated	19	Tax Supported/ Dedicated Debt	0	
			Rate Supported Develop.	0	Rate Supported Debt	0	
			Charges	365	Develop. Charges Debt	0	
			Gas Tax	0	Gas Tax Debt	0	
			Forecast	2023	2024	2025	2026
			Authority	384	0	0	0
			Spending Plan	384	1,000	0	0
			FTEs	0	0	0	0
			Operating Impact	0	0	0	0
							

City of Ottawa
2023 Draft Capital Budget
Service Area: Parks, Recreation & Culture
In Thousands (\$000)

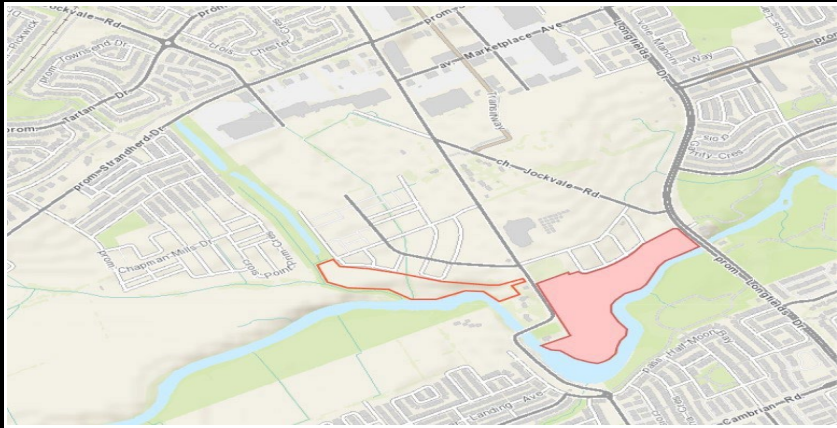
Project Information				Financial Details											
908536		Fernbank Community District Park		Class of Estimate:		D) Conceptual									
Dept:	Recreation, Cultural and Facility Operations Department		Category: Growth		Ward: 6		Year of Completion: 2032								
Reduces greenhouse gases?				No		2023 Request		2,580		Projected Yearend Unspent Bal.		645			
Builds climate resiliency?				Yes - Minor Contribution		Revenues		0		Debt					
Design and Construction of the Fernbank District Park, a 8.1ha District Park in the Fernbank community. A Facility Fit Plan and cost estimate were completed in 2017. This District Park is an important component of the Fernbank Community Design Plan and Area Parks plan. The land for the District Park has been turned over to the City as part of the subdivision process. The amenities for the district park include: 3 Soccer Fields; A Football Field; Shared space cricket pitch; Double tennis court and practice wall; Fully boarded outdoor rink with multi-court surface; Puddle rink; Skateboard facility; BMX facility; Splash pad; Fitness circuit; Shade shelter and full complement of play structures for all ages. Construction to proceed in 2024-2025. Space for a community building has been allocated but not funded. The project has a minor contribution to reduce climate risks from extreme heat and seasonal change Year of Completion: 2028.						Tax Supported/ Dedicated		490		Tax Supported/ Dedicated Debt		0			
						Rate Supported		0		Rate Supported Debt		0			
						Develop. Charges		2,090		Develop. Charges Debt		0			
						Gas Tax		0		Gas Tax Debt		0			
						Forecast		2023		2024		2025		2026	
						Authority		2,580		0		0		0	
						Spending Plan		2,580		645		0		0	
						FTEs		0		0		0		0	
						Operating Impact		0		0		0		0	



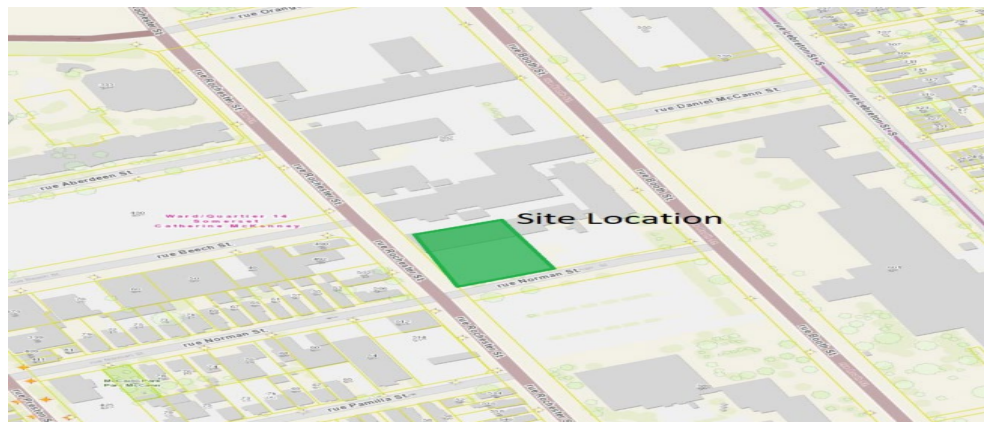
City of Ottawa
2023 Draft Capital Budget
Service Area: Parks, Recreation & Culture
In Thousands (\$000)

Project Information			Financial Details				
908544 Place des Gouverneurs Park			Class of Estimate: D) Conceptual				
Dept:	Recreation, Cultural and Facility Operations Department	Category: Growth	Ward: 11	Year of Completion: 2026			
Reduces greenhouse gases? No			2023 Request	342	Projected Yearend Unspent Bal.		
Builds climate resiliency? Yes - Minor Contribution			Revenues	0	Debt		
<p>Place des Gouverneurs Park is a .4ha park located at 485 Villeneuve Private and Beaulieu place. The land for this park was acquired prior to the implementation of the developer build park model for new park development. This park will provide amenities for the local community and will be designed in consultation with the community. The City intends on recovering the eligible share of the growth-related capital cost of this project through the imposition of development charges in the future, during the next comprehensive update of the Development Charges Background Study. The project has a minor contribution to reduce climate risks from extreme heat and seasonal change.</p>			Tax Supported/ Dedicated	17	Tax Supported/ Dedicated Debt		0
			Rate Supported Develop.	0	Rate Supported Debt		0
			Charges	325	Develop. Charges Debt		0
			Gas Tax	0	Gas Tax Debt		0
			Forecast	2023	2024	2025	2026
			Authority	342	0	0	0
			Spending Plan	342	0	0	0
			FTEs	0	0	0	0
			Operating Impact	0	0	0	0
							

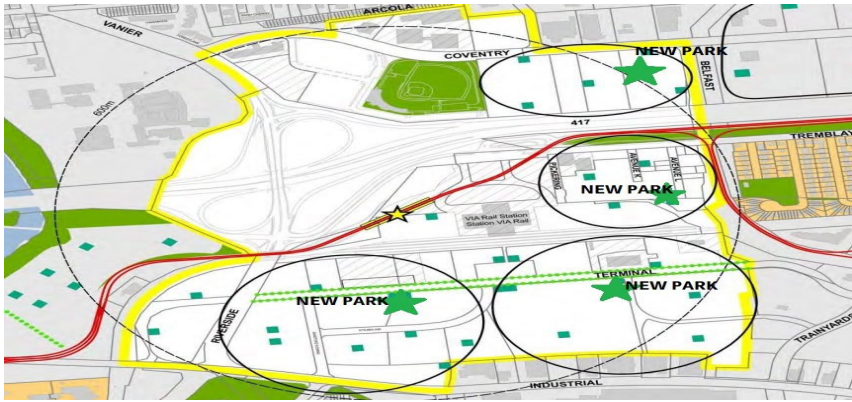
City of Ottawa
2023 Draft Capital Budget
Service Area: Parks, Recreation & Culture
In Thousands (\$000)

Project Information			Financial Details			
909490 Jock River North District Park			Class of Estimate: C) Planning			
Dept:	Recreation, Cultural and Facility Operations Department	Category: Growth	Ward: 3	Year of Completion: 2027		
Reduces greenhouse gases? No			2023 Request	3,264	Projected Yearend Unspent Bal. 3,879	
Builds climate resiliency? Yes - Minor Contribution			Revenues	0	Debt	
<p>Jock River North District Park, in Ward 3, is a large park located North of the Jock River both east and west of Greenbank Road. 7.5ha are currently available for development. This park will have both active and passive amenities.</p> <p>The project has a minor contribution to reduce climate risks from extreme heat and seasonal change.</p>			Tax Supported/ Dedicated	620	Tax Supported/ Dedicated Debt	0
			Rate Supported Develop.	0	Rate Supported Debt	0
			Charges	2,644	Develop. Charges Debt	0
			Gas Tax	0	Gas Tax Debt	0
			Forecast	2023	2024	2025
			Authority	3,264	6,875	0
			Spending Plan	3,264	6,875	3,879
			FTEs	0	0	0
			Operating Impact	0	0	0
						

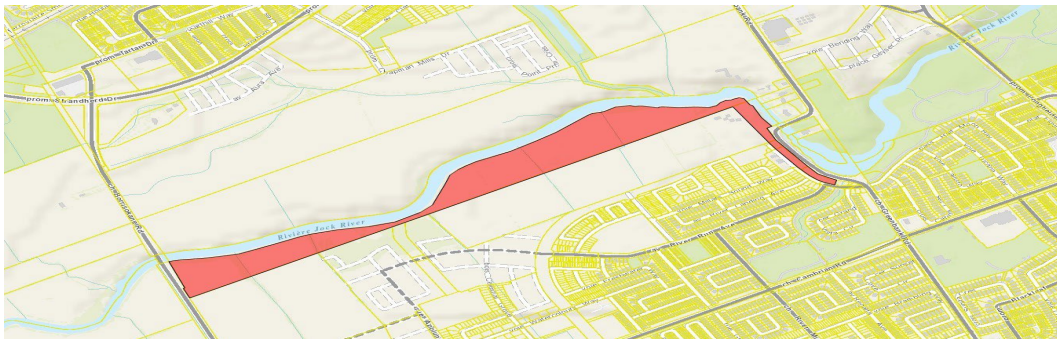
City of Ottawa
2023 Draft Capital Budget
Service Area: Parks, Recreation & Culture
In Thousands (\$000)

Project Information				Financial Details					
910580 552 Booth Street - Urban Park				Class of Estimate: D) Conceptual					
Dept:	Recreation, Cultural and Facility Operations Department	Category: Growth	Ward: 14	Year of Completion: 2030					
Reduces greenhouse gases?			No	2023 Request		419	Projected Yearend Unspent Bal.		47
Builds climate resiliency?			Yes - Minor Contribution	Revenues	0	Debt			
<p>This .22ha urban parkette located at the corner of Rochester St and Norman street has been designed with both active and passive elements in consultation with the community.</p> <p>The project has a minor contribution to reduce climate risks from extreme heat and seasonal change.</p>				Tax Supported/ Dedicated	80	Tax Supported/ Dedicated Debt		0	
				Rate Supported Develop. Charges	0	Rate Supported Debt		0	
					339	Develop. Charges Debt		0	
				Gas Tax	0	Gas Tax Debt		0	
				Forecast	2023	2024	2025	2026	
				Authority	419	0	0	0	
				Spending Plan	419	47	0	0	
				FTEs	0	0	0	0	
				Operating Impact	0	0	0	0	
									


City of Ottawa
2023 Draft Capital Budget
Service Area: Parks, Recreation & Culture
In Thousands (\$000)

Project Information			Financial Details				
910991 Tremblay Station TOD Area			Class of Estimate: D) Conceptual				
Dept:	Recreation, Cultural and Facility Operations Department	Category: Growth	Ward: 13,18	Year of Completion: 2029			
Reduces greenhouse gases? No			2023 Request	700	Projected Yearend Unspent Bal.		
Builds climate resiliency? Yes - Minor Contribution			Revenues	0	Debt		
<p>Tremblay Station TOD- is a transit oriented design plan area. 4 new urban parks are anticipated to be acquired by the City as part of development applications within the area and identified in the Development Charge background study. Locations identified are approximate as they will be acquired adventiciously with development applications. This budget is for the development of the 2nd of 4 parks within the TOD.</p> <p>The project has a minor contribution to reduce climate risks from extreme heat and seasonal change.</p>			Tax Supported/ Dedicated	100	Tax Supported/ Dedicated Debt	0	
			Rate Supported Develop.	0	Rate Supported Debt	0	
			Charges	600	Develop. Charges Debt	0	
			Gas Tax	0	Gas Tax Debt	0	
			Forecast	2023	2024	2025	2026
			Authority	700	0	0	0
			Spending Plan	700	0	0	0
			FTEs	0	0	0	0
			Operating Impact	0	0	0	0
							

City of Ottawa
2023 Draft Capital Budget
Service Area: Parks, Recreation & Culture
In Thousands (\$000)

Project Information				Financial Details				
910992 Jock River South District Park			Class of Estimate: D) Conceptual					
Dept:	Recreation, Cultural and Facility Operations Department	Category: Growth	Ward: 21	Year of Completion: 2029				
Reduces greenhouse gases? No			2023 Request	1,222	Projected Yearend Unspent Bal.			0
Builds climate resiliency? Yes - Minor Contribution			Revenues	0	Debt			
<p>This is a large park, approximately 21.6ha, that abuts the Jock River. This park is envisioned to house a mix of active and passive recreation amenities. This park connects to the Corrigan Storm Water Management Pond and the Stonebridge Trail to the east.</p> <p>The project has a minor contribution to reduce climate risks from extreme heat and seasonal change.</p>			Tax Supported/ Dedicated	223	Tax Supported/ Dedicated Debt		0	
			Rate Supported Develop. Charges	0 999	Rate Supported Debt		0	
			Gas Tax	0	Gas Tax Debt		0	
			Forecast	2023	2024	2025	2026	
			Authority	1,222	6,494	0	0	
			Spending Plan	1,222	6,494	0	0	
			FTEs	0	0	0	0	
			Operating Impact	0	0	0	0	
								

City of Ottawa
2023 Draft Capital Budget
Service Area: Parks, Recreation & Culture
In Thousands (\$000)

Project Information				Financial Details					
911003 Preston-Carling District Design Plan			Class of Estimate: D) Conceptual						
Dept:	Recreation, Cultural and Facility Operations Department	Category: Growth	Ward: 14,15	Year of Completion: 2029					
Reduces greenhouse gases?			No	2023 Request		841	Projected Yearend Unspent Bal.		0
Builds climate resiliency?			Yes - Minor Contribution	Revenues		0	Debt		
<p>The Preston Carling Community Design Plan anticipates the acquisition and development of parks in association with new development and the expansion of existing parks through redevelopment of adjacent properties as identified in the Development Charge background study. Locations identified are approximate as they will be acquired adventiciously with development applications or potentially through a new parkland acquisition policy scheduled for 2023.</p> <p>The project has a minor contribution to reduce climate risks from extreme heat and seasonal change.</p>				Tax Supported/ Dedicated		160	Tax Supported/ Dedicated Debt		0
				Rate Supported Develop. Charges		0	Rate Supported Debt		0
						681	Develop. Charges Debt		0
				Gas Tax		0	Gas Tax Debt		0
				Forecast		2023	2024	2025	2026
				Authority		841	841	0	841
				Spending Plan		841	841	0	841
				FTEs		0	0	0	0
				Operating Impact		0	0	0	0
									

City of Ottawa
2023 Draft Capital Budget
Service Area: Parks, Recreation & Culture
In Thousands (\$000)

Project Information				Financial Details							
911004	Gladstone Station (Corso Italia) Secondary Plan			Class of Estimate:		D) Conceptual					
Dept:	Recreation, Cultural and Facility Operations Department		Category: Growth		Ward: 14,15		Year of Completion: 2029				
Reduces greenhouse gases?				No		2023 Request		468	Projected Yearend Unspent Bal.		0
Builds climate resiliency?				Yes - Minor Contribution		Revenues		0	Debt		
The Gladstone Station (Corso Italia) Secondary Plan anticipates the acquisition and development of parks in the urban area as identified in the Development Charge background study, and the public realm plan of the secondary plan. The project has a minor contribution to reduce climate risks from extreme heat and seasonal change.						Tax Supported/ Dedicated		89	Tax Supported/ Dedicated Debt		0
						Rate Supported Develop. Charges		0	Rate Supported Debt		0
						Rate Supported Develop. Charges		379	Rate Supported Debt		0
						Gas Tax		0	Gas Tax Debt		0
						Forecast		2023	2024	2025	2026
						Authority		468	468	468	0
						Spending Plan		468	468	468	0
						FTEs		0	0	0	0
Operating Impact		0	0	0	0						



City of Ottawa
2023 Draft Capital Budget
Service Area: Parks, Recreation & Culture
In Thousands (\$000)

Program Information			Financial Details																							
Accessibility - Cultural Services			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		60	Projected Yearend Unspent Bal.		0																		
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><tr><td colspan="2">Service Area</td></tr><tr><td>Child Care</td><td>60</td></tr><tr><td>Cultural Services</td><td>60</td></tr><tr><td>General Government</td><td>375</td></tr><tr><td>Library</td><td>310</td></tr><tr><td>Long Term Care</td><td>110</td></tr><tr><td>Parks & 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></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		60	Tax Supported/ Dedicated Debt		0
			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		0																					
Develop. Charges		0	Develop. Charges Debt		0																					
Gas Tax		0	Gas Tax Debt		0																					
			Forecast		2023	2024	2025	2026																		
			Authority		60	70	80	90																		
			Spending Plan		30	53	73	83																		
			FTEs		0	0	0	0																		
			Operating Impact		0	0	0	0																		

City of Ottawa

2023 Draft Capital Budget

Service Area: Parks, Recreation & Culture

In Thousands (\$000)

910820	2023 Accessibility - Cultural Services
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Class of Estimate: C) Planning

60

Category: Service Enhancements

Ward: CW

Year of Completion: 2026

This program provides for barrier removal works to existing building assets and is a component of the corporate Buildings and Parks program.

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City of Ottawa
2023 Draft Capital Budget
Service Area: Parks, Recreation & Culture
In Thousands (\$000)

Program Information			Financial Details																							
Accessibility - Parks & Recreation			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		1,615	Projected Yearend Unspent Bal.		0																		
Builds climate resiliency?		No	Revenues		0	Debt																				
The Accessibility program provides for barrier removals to existing building and park assets based on ongoing condition assessments. Detailed scope of work for specific projects extends to a wide assortment of planned and/or emergency works, such as: installation of ramps, elevators, power door operators, signage, handrails in arena stands, removal of barriers in exterior and interior paths of travels, washroom / changeroom / kitchen remedial work, and parks playgrounds.			Tax Supported/ Dedicated		1,615	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																		
Annual programming provides allocations as required for each of the service areas as follows: <table><tr><td colspan="2">Service Area</td></tr><tr><td>Child Care</td><td>60</td></tr><tr><td>Cultural Services</td><td>60</td></tr><tr><td>General Government</td><td>375</td></tr><tr><td>Library</td><td>310</td></tr><tr><td>Long Term Care</td><td>110</td></tr><tr><td>Parks & 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></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	Authority		1,615	1,400	1,410	1,420
			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																									
Spending Plan		808	1,185	1,448	1,413																					
FTEs		0	0	0	0																					
Operating Impact		0	0	0	0																					

City of Ottawa
2023 Draft Capital Budget
Service Area: Parks, Recreation & Culture
In Thousands (\$000)

[illegible]

City of Ottawa
2023 Draft Capital Budget
Service Area: Parks, Recreation & Culture
In Thousands (\$000)

Project Information				Financial Details					
911001 Major Capital Partnership 2023			Class of Estimate:		Not Applicable				
Dept:	Recreation, Cultural and Facility Operations Department	Category: Service Enhancements	Ward: CW		Year of Completion: 2025				
Reduces greenhouse gases?		No	2023 Request		859	Projected Yearend Unspent Bal.			0
Builds climate resiliency?		No	Revenues		0	Debt			
The Community Partnership Major Capital Program provides funding to community groups to enter into partnerships with the City to implement major capital projects for new development, renovations and expansions to parks and recreation facilities.			Tax Supported/ Dedicated		859	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		859	893	977	1,062	
			Spending Plan		859	893	977	1,062	
			FTEs		0	0	0	0	
			Operating Impact		0	0	0	0	
911002 Minor Capital Partnership 2023			Class of Estimate:		Not Applicable				
Dept:	Recreation, Cultural and Facility Operations Department	Category: Service Enhancements	Ward: CW		Year of Completion: 2025				
Reduces greenhouse gases?		No	2023 Request		300	Projected Yearend Unspent Bal.			0
Builds climate resiliency?		No	Revenues		0	Debt			
The Community Partnership Minor Capital Program provides funding to community groups to implement minor capital improvements to parks and recreation facilities on a cost-sharing basis with the City to a maximum City contribution of \$10,000. This program enables the City to upgrade its recreational assets incrementally, as the community requires, thereby reducing the frequency for capital development projects.			Tax Supported/ Dedicated		300	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		300	300	300	300	
			Spending Plan		300	300	300	300	
			FTEs		0	0	0	0	
			Operating Impact		0	0	0	0	

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

Project Description	2023	2024	2025	2026	Total
Child Care					
Renewal of City Assets					
910806 2023 Buildings-Child Care Services	275	232	170	170	847
910953 2023 Municipal Child Care upgrades	100	100	100	100	400
Renewal of City Assets Total	375	332	270	270	1,247
Service Enhancements					
910819 2023 Accessibility - Child Care Services	60	70	80	90	300
Service Enhancements Total	60	70	80	90	300
Child Care Total	435	402	350	360	1,547
Long Term Care					
Renewal of City Assets					
910812 2023 Buildings-Long Term Care	1,675	1,100	1,130	1,150	5,055
910952 Refrigeration for Carleton Lodge	100	0	0	0	100
Renewal of City Assets Total	1,775	1,100	1,130	1,150	5,155
Service Enhancements					
910823 2023 Accessibility - Long Term Care	110	70	80	90	350
Service Enhancements Total	110	70	80	90	350
Long Term Care Total	1,885	1,170	1,210	1,240	5,505
Parks, Recreation & Culture					
Renewal of City Assets					
906852 Cultural Facility West Renewal (NCAC)	0	0	1,000	204	1,204
909104 Beach Pavillion Upgrade/Renewal	1,137	0	0	0	1,137
909107 Facility Minor Cap Front of House Repair	300	300	300	300	1,200
909429 New Community Buildings	500	832	1,203	1,127	3,662
910129 Park Pathway Lighting 2022	0	600	0	600	1,200
910192 Infrastruct Support - Outdoor Rinks 2022	0	400	0	400	800
910194 Signage for City Assets	20	20	20	20	80
910196 Meridian Theatre Cap Renewal Fund 2023	168	168	168	168	672

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

Project Description	2023	2024	2025	2026	Total
910197 Shenkman Arts Ctre Renewal Fund 2023	40	40	40	40	160
910522 Park Redevelopment 2023	500	0	750	0	1,250
910523 Fitness & Program Equipment 2023	250	0	250	0	500
910564 Culture Master Plan	75	0	0	0	75
910726 Emergency Reception Lodging Generators	1,700	1,060	1,370	0	4,130
910807 2023 Buildings-Cultural Services	2,300	1,627	900	920	5,747
910813 2023 Buildings-Parks & Rec	28,425	37,031	38,109	39,795	143,360
910818 2023 Parks - Parks & Rec	6,200	7,000	10,000	11,000	34,200
910979 Outdoor Sports Court Redevelopment 2023	200	200	0	200	600
910982 Minor Park Improvement 2023	250	250	250	300	1,050
910983 Infrastructure Upgrades 2023	894	1,338	1,400	1,364	4,996
910986 Cultural Building & Equip 2023	125	125	125	125	500
910987 Museum Sustainability Plan 2023	200	200	200	200	800
910988 Artifact & Art Restore & Maint 2023	70	80	80	80	310
910989 Virtual Programming Expansion	40	0	0	0	40
910717 ICIP-CCR - Kanata Recreation Complex	450	4,050	0	0	4,500
910718 ICIP-CCR Optimist Park/Genest Pool	500	4,500	0	0	5,000
911082 ICIP-Metcalf CC and Larry Robinson Exp.	525	4,723	0	0	5,248
Renewal of City Assets Total	44,869	64,544	56,165	56,843	222,421
Growth					
908530 Bayswater/Lebreton Street Park	0	0	115	1,035	1,150
908532 Carp Airport Community Park	384	0	0	0	384
908535 EUC District Park	0	301	2,706	0	3,007
908536 Fernbank District Park - Richcraft	2,580	0	0	0	2,580
908539 Kanata West District Park	0	0	165	1,485	1,650
908540 Lebreton Park	0	0	2,504	1,252	3,756
908544 Place des Gouverneurs Park	342	0	0	0	342
908547 Riverside South North District Pk (Empl)	0	0	0	489	489
908548 Train Lands TOD	0	0	61	548	609
909126 Riverside South Recreation Complex Const	0	0	11,959	9,391	21,350
909490 Jock River North District park	3,264	6,875	0	0	10,139
909818 Cyrville Station TOD Area-1/3 Urban Park	0	0	337	0	337
909820 Parks Growth Projects	0	214	5,749	6,671	12,634

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

Project Description	2023	2024	2025	2026	Total
909846 Indoor Major Aquatic Facility - 50M Pool	0	3,900	35,100	0	39,000
910189 Greystone Village Forecourt	0	0	692	0	692
910580 552 Booth Street - Urban Park	419	0	0	0	419
910990 Community Centre Upgrades - Alexander	507	0	0	0	507
910991 Tremblay Station TOD Area	700	0	0	0	700
910992 Jock River South District Park	1,222	6,494	0	0	7,716
911003 Preston-Carling District Design Plan	841	841	0	841	2,523
911004 Gladstone (Corso Italia)Secondary Plan	468	468	468	0	1,404
Growth Total	10,726	19,093	59,856	21,712	111,387
Regulatory					
909154 Accommodation Fit-Ups and Renovations	500	510	530	550	2,090
Regulatory Total	500	510	530	550	2,090
Service Enhancements					
910820 2023 Accessibility - Cultural Services	60	70	80	90	300
910824 2023 Accessibility - Parks & Rec	1,615	1,400	1,410	1,420	5,845
911001 Major Capital Partnership 2023	859	893	977	1,062	3,791
911002 Minor Capital Partnership 2023	300	300	300	300	1,200
Service Enhancements Total	2,834	2,663	2,767	2,872	11,136
Parks, Recreation & Culture Total	58,929	86,810	119,318	81,977	347,034
Social Services					
Renewal of City Assets					
910815 2023 Buildings-Social Services	300	280	280	290	1,150
Renewal of City Assets Total	300	280	280	290	1,150
Service Enhancements					
910825 2023 Accessibility - Social Services	60	70	80	90	300
Service Enhancements Total	60	70	80	90	300
Social Services Total	360	350	360	380	1,450
Grand Total	61,609	88,732	121,238	83,957	355,536

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

Project Description	Authority	Expenditures	Unspent Cash Balance	Total Contractual Obligations	Unspent Balance including Contractual Obligations
Child Care					
904935 Mun. Child Care Outdoor Facilities	200	167	33	6	27
905638 Mun. Child Care Infrastructure	400	317	83	0	83
907885 Child Care Facilities	4,529	4,143	386	0	386
909361 2019 Buildings-Child Care Services	390	375	15	3	13
909667 2020 Buildings-Child Care Services	450	183	267	0	267
909684 2020 Accessibility - Child Care Services	60	0	60	0	60
909859 2020 Municipal Child Care Centre Upgrade	100	0	100	0	100
910056 2021 Buildings-Child Care Services	175	0	175	0	175
910068 2021 Accessibility - Child Care Services	60	0	60	0	60
910238 2021 Municipal Child Care Centre Upgrade	100	0	100	0	100
910400 2022 Buildings-Child Care Services	338	0	338	0	338
910413 2022 Accessibility - Child Care Services	60	0	60	0	60
910643 2022 Municipal Child Care Centre upgrade	100	0	100	0	100
Child Care Total	6,962	5,185	1,777	9	1,769
Long Term Care					
908926 2018 Buildings-Long Term Care	4,055	3,921	134	140	(6)
909366 2019 Buildings-Long Term Care	645	504	141	21	120
909677 2020 Buildings - Long Term Care	1,853	1,180	673	317	356
909688 2020 Accessibility - Long Term Care	60	0	60	0	60
909857 Call Bell System	500	42	458	19	438
909858 2020 Furniture & Equipment - LTC	203	198	5	5	0
910033 2021 Accessibility - Long Term Care	60	0	60	0	60
910041 2021 Buildings-Long Term Care	6,950	3,165	3,785	994	2,791
910237 2021 Furniture & Equip. - Long Term Care	335	234	102	0	102
910239 2020-21 Minor Capital Prg-Long Term Care	482	299	183	0	183
910275 IPAC - Minor Capital Funding	927	439	488	0	488
910333 ICIP-LTC - Peter D Clarke/Carleton Lodge	1,341	135	1,206	203	1,003
910406 2022 Buildings-Long Term Care	7,200	617	6,583	1,025	5,557
910417 2022 Accessibility - Long Term Care	110	0	110	0	110
910642 2022 Furniture & Equip. - Long Term Care	715	124	591	29	563
910645 2022 Minor Capital Program - LTC	198	0	198	0	198
910646 Air Conditioning - Long Term Care	5,060	716	4,344	1,340	3,004
Long Term Care Total	30,694	11,575	19,119	4,092	15,027

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

Project Description	Authority	Expenditures	Unspent Cash Balance	Total Contractual Obligations	Unspent Balance including Contractual Obligations
Parks, Buildings, & Grounds					
909683 2020 Parks-Parks & Rec	7,550	6,330	1,220	299	921
910067 2021 Parks - Parks & Rec	4,579	2,800	1,779	1,075	703
910334 ICIP-CCR - Playground 1 Renewal	5,586	694	4,892	1,093	3,799
910389 Buildings-Shenkman Arts Ctr (P3)	110	1	109	55	54
910412 2022 Parks - Parks & Rec	6,000	591	5,409	2,865	2,544
Parks, Buildings, & Grounds Total	23,825	10,417	13,408	5,387	8,021
Parks, Recreation & Culture					
902396 Rock Knoll Land Acquisition	200	(21)	221	0	221
902412 Beryl Gaffney Park	1,712	782	929	8	921
903622 Riverside South Recreation Complex Land	4,500	4	4,496	0	4,496
903623 District Skate Board Park-East	1,200	167	1,033	19	1,014
903624 Minto Recreation Complex	53,502	53,408	94	0	94
904373 ENCB*North Kanata Recreation Complex	43,472	42,402	1,070	0	1,070
904699 Brewer Park	100	0	100	0	100
905848 Laroche Park and Fieldhouse Redevelopmen	7,988	4,264	3,724	2,049	1,675
906232 Sports Development - Lansdown extra 2011	5,023	3,166	1,857	16	1,841
906279 Kristina Kiss Park	1,374	1,324	50	0	50
906296 Lalande Conservation Park	355	250	105	0	105
906546 Community Centre East - FDRC	5,456	5,209	247	0	247
906993 Emerald Links Park	400	0	400	0	400
906994 Greely Village Centre Park	3,121	3,121	0	0	0
906995 Kizell Pond Pathway	1,000	863	137	14	123
907147 Reid Park Redevelopment - Design Phase	1,576	1,467	109	0	109
907412 Blackstone Community Park	720	57	663	0	663
907413 Cardinal Creek Park (18A)	1,938	1,310	628	0	628
907417 Dr. Taite Linear Park	104	7	97	0	97
907424 Millennium Park	8,055	8,030	25	0	25
907426 George Nelms Park Fieldhouse-Major Cap.	125	85	40	0	40
907430 Urban Parks Manual	404	63	341	0	341
907549 DCA-Joseph Vezina Park Phase II	338	0	338	0	338
907842 Riverside South Community Centre	19,334	32	19,302	0	19,302
907844 Park Pathway Lighting 2018	453	25	428	6	422

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

Project Description	Authority	Expenditures	Unspent Cash Balance	Total Contractual Obligations	Unspent Balance including Contractual Obligations
907935 Sarah McCarthy Park	507	559	(52)	24	(76)
907937 Kings Grant	856	594	262	0	262
908213 PRCS Facility Upgrades 2016	1,943	1,777	166	0	166
908355 Canterbury Comm Outdoor Covered Rink Fac	5,850	4,920	930	0	930
908373 Diamond Jubilee Park Phase 2	1,649	1,455	193	95	98
908374 Carp Highlands Pathway	122	0	122	0	122
908389 Booking & Registration System Replace.	5,040	2,554	2,486	362	2,124
908423 Backflow Prevention Project	2,850	2,838	12	218	(206)
908460 2017 Accessibility - Parks & Rec	1,925	1,863	62	0	62
908531 Buckles St. Neighbourhood Park	1,214	0	1,214	0	1,214
908532 Carp Airport Community Park	1,000	0	1,000	0	1,000
908533 Cedar Lakes (1566 Stagecoach Rd-Ripley)	305	0	305	0	305
908534 Cobble Hill Park Strandherd Meadows	1,338	1,017	321	297	23
908536 Fernbank District Park - Richcraft	645	0	645	0	645
908537 Hill Side Vista Park	386	0	386	0	386
908538 Humanics Linear Park	282	0	282	0	282
908539 Kanata West District Park	1,158	0	1,158	0	1,158
908541 Manotick Estates Park	106	0	106	0	106
908542 Ogilvie Cummings Parkette	313	0	313	0	313
908543 Tom Schonberg Park	527	230	297	42	255
908545 Quinn Farm Park: Cadieux Land & Farm Sub	1,204	0	1,204	0	1,204
908546 Riverside South District Parks	7,810	0	7,810	0	7,810
908635 PRCS Facility Upgrades 2017	410	309	101	0	101
908636 Minor Park Improvement 2017	238	241	(4)	59	(63)
908641 Centrepointhe Theatre Cap Renewal Fund	44	44	(0)	0	(0)
908828 C W Funded Public Art Commission 2017	551	191	360	106	254
908829 Devonian Park - Tennis Courts	60	53	7	0	7
908857 Ward 21 Cash-in-lieu 2017	40	0	40	0	40
908865 Rate Funded Public Art Commissions 2017	481	2	479	0	479
908873 Central Park East Lighting project	100	114	(14)	0	(14)
908891 CIP150 - Pat Clarke Community Centre Ren	2,793	2,791	2	0	2
908922 2018 Buildings-Cultural Services	1,490	1,448	42	3	40
908927 2018 Buildings-Parks & Rec	15,920	15,839	81	67	14
908938 2018 Accessibility - Parks & Rec	2,505	2,438	67	48	20
909077 RCFS Facility Upgrades 2018	760	497	263	26	237

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

Project Description	Authority	Expenditures	Unspent Cash Balance	Total Contractual Obligations	Unspent Balance including Contractual Obligations
909078 Major Capital Partnership 2018	200	49	150	0	150
909102 Community Centre Upgrades	330	0	330	0	330
909103 Infrastruct Support - Outdoor Rinks 2018	289	298	(9)	0	(9)
909104 Beach Pavillion Upgrade/Renewal	1,854	1	1,853	0	1,853
909107 Facility Minor Cap Front of House Repair	1,200	753	447	62	385
909110 Minor Park Improvement 2018	390	166	224	63	162
909154 Accommodation Fit-Ups and Renovations	2,500	1,835	665	548	117
909160 190 Richmond S37 Park Development	400	17	383	29	354
909188 Gordon & Ivy Scharf Park Play Equipment	110	80	30	0	30
909206 Rate Funded Public Art Commissions 2018	706	217	489	108	381
909230 Ward 4 Cash-in-Lieu 2018	34	22	12	0	12
909232 Carlington Park - Mountain Bike Track	153	154	(1)	0	(1)
909244 Ward 1 Cash-in-Lieu 2018	66	51	16	0	16
909246 C W Funded Public Art Commission 2018	115	7	108	0	108
909247 Constance Buckham's Bay CC -Kitchen Reno	160	159	1	0	1
909250 Alexander Park - Improvements	152	141	11	0	11
909253 Infrastructure Strategy	150	0	150	0	150
909254 Confederation Field	210	27	183	0	182
909260 Ward 3 Cash-in-Lieu 2018	51	17	33	0	33
909269 Ward 23 Cash-in-lieu 2018	16	1	15	0	15
909281 Gladstone Lands Park Development	1,000	0	1,000	0	1,000
909287 Petrie Island Picnic Gazebo	90	0	90	0	90
909289 Clarity Park	993	799	194	143	51
909340 Ward 11 Cash-in-lieu 2018	15	0	15	0	15
909362 2019 Buildings-Cultural Services	905	838	67	9	57
909367 2019 Buildings-Parks & Rec	14,639	13,447	1,192	602	590
909372 2019 Parks - Parks & Rec	5,000	4,974	26	33	(6)
909439 Bill Teron Park	165	55	110	0	110
909440 Outdoor Pool Security Upgrades 2019	100	85	15	0	14
909441 Outdoor Sports Court Redevelopment 2019	179	9	170	0	170
909442 Minor Park Improvement 2019	150	0	150	0	150
909445 Infrastructure Upgrades 2019	508	477	31	10	20
909446 Major Capital Partnerships 2019	247	0	247	0	247
909449 Centrepointhe Theatre Cap Renew Fund 2019	194	82	112	0	112
909478 2019 Accessibility - Parks & Rec	1,395	1,322	73	32	42

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

Project Description	Authority	Expenditures	Unspent Cash Balance	Total Contractual Obligations	Unspent Balance including Contractual Obligations
909490 Jockvale River District Park	3,879	0	3,879	0	3,879
909503 Spring Valley Trails Community Park	400	0	400	0	400
909504 Montfort Parkette	400	0	400	0	400
909546 Meridian Naming Rights Enhancements	191	4	187	0	187
909556 Riverain Park	5,252	4,253	998	518	480
909584 Pinecrest Park Batting Cage	90	97	(7)	0	(7)
909591 Howard A. Maguire Park	60	0	60	0	60
909592 Ward 4 Cash-in-lieu 2019	10	7	2	0	2
909600 Uplands Riverside Pathway & Park	387	1	386	0	386
909605 Greystone Village Parks	196	0	196	0	196
909606 Richcraft Recreation Complex Volleyball	168	153	15	1	14
909611 Beach Operation Storage Facility	165	104	61	0	61
909650 Ward 6 Cash-in-lieu 2019	9	5	3	0	3
909668 2020 Buildings-Cultural Services	800	526	274	74	201
909670 Nepean Sportsplex - Marquee Sign	120	107	13	5	8
909678 2020 Buildings - Parks & Rec	21,590	12,557	9,033	1,570	7,463
909685 2020 Accessibility - Cultural Services	60	11	49	0	49
909689 2020 Accessibility - Parks & Rec	1,850	910	940	239	700
909818 Cyrville Station TOD Area-1/3 Urban Park	338	0	338	0	338
909819 Urban DC Grand Allee	498	0	498	0	498
909821 Outdoor Sports Court Redevelopment 2020	200	16	184	0	184
909824 Minor Park Improvement 2020	250	6	244	0	244
909826 Infrast. Support - Outdoor Rinks 2020	300	0	300	0	300
909828 Infrastructure Upgrades 2020	420	369	51	62	(11)
909830 Outdoor Pool Security Upgrades 2020	100	48	52	0	52
909831 Meridian Theatre Cap Renewal Fund 2020	184	0	184	0	184
909833 Cultural Building & Equip. 2020	126	9	117	59	58
909834 Museum Sustainability Plan 2020	200	16	184	0	184
909835 Artifact & Art Coll. Restore & Main 2020	50	19	31	13	18
909838 Minor Capital Partnership 2020	330	124	206	0	206
909839 Community Centre - East (EUC)	1,050	0	1,050	0	1,050
909840 Community Centre - Central (Ottawa East)	10,500	5	10,495	1	10,493
909841 Comm. Ctr Space Upgrd Sawmill Cr, & Alex	12,772	0	12,772	0	12,772
909842 Field House - Wateridge Village	1,500	0	1,500	0	1,500
909845 Indoor Skateboard Park Partnership	3,225	0	3,225	0	3,225

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

Project Description	Authority	Expenditures	Unspent Cash Balance	Total Contractual Obligations	Unspent Balance including Contractual Obligations
909847 Rec Plnng Studies City Wide Facilities	446	174	272	35	237
909848 Shenkman Arts Ctre Renewal Fund 2020	40	18	22	0	22
909896 Blackburn Community - Splash Pad	350	345	5	0	5
909910 Field Hockey Nepean	1,000	(11)	1,011	0	1,011
909911 MIFO Mouvement d'impl. Franco d'Orleans	800	0	800	0	800
909920 Orleans Village Park Ph 2	422	0	422	0	422
909925 Fairmile View Park	224	218	6	9	(2)
909939 Ward 3 Cash-In-Lieu 2020	68	64	4	0	4
909950 Aura Park	290	201	90	78	11
909951 Alexander CC Renovation/Expansion	60	42	18	0	18
909962 Ward 6 Cash-in-lieu 2020	18	8	10	0	10
909971 Medhurst Park - Sports Redevelopment	150	115	35	0	35
909986 Doug Frobel Park Ball Diamond Upgrade	283	246	37	0	37
909991 Ward 21 Cash-in-lieu 2020	45	43	2	0	2
909995 Shadow Ridge Park Phase 2	183	134	49	14	35
910034 2021 Accessibility - Parks & Rec	2,025	1,192	833	671	162
910042 2021 Buildings-Parks & Rec	19,196	11,451	7,745	2,014	5,731
910057 2021 Buildings-Cultural Services	720	225	495	40	456
910069 2021 Accessibility - Cultural Services	60	0	60	0	60
910128 Park Redevelopment 2021	11	0	11	0	11
910129 Park Pathway Lighting 2022	250	0	250	0	250
910167 Museum Sustainability Plan 2021	200	0	200	0	200
910168 Artifact & Art Collection Restore & Main	50	0	50	0	50
910185 Outdoor Sports Court Redevelopment 2022	200	0	200	0	200
910186 Cultural Building & Equip 2021	125	113	12	15	(4)
910187 Major Capital Partnership 2021	456	0	456	0	456
910188 Minor Capital Partnership 2021	25	0	25	0	25
910189 Greystone Village Forecourt	1,231	0	1,231	0	1,231
910190 Fitness and Program Equipment 2021	250	126	124	0	124
910191 Minor Park Improvement 2021	250	0	250	0	250
910192 Infrastruct Support - Outdoor Rinks 2022	400	0	400	0	400
910193 Infrastructure Upgrades 2021	682	191	491	533	(41)
910194 Signage for City Assets	20	10	10	0	10
910195 Outdoor Pool Security Upgrades 2021	200	6	194	0	194
910200 400 Albert Street - 1 Urban Park	654	60	594	0	594

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

Project Description	Authority	Expenditures	Unspent Cash Balance	Total Contractual Obligations	Unspent Balance including Contractual Obligations
910206 Ward 4 Cash-in-lieu 2020	4	10	(6)	0	(6)
910225 Ward 23 Cash-in-lieu 2020	10	7	3	0	3
910226 Strathcona Park Gazebo Project	289	0	289	0	289
910252 Ward 16 Cash-in-lieu 2020	13	8	5	1	4
910253 Briargreen Park - Improvements	90	64	26	18	8
910266 Springhurst Park Improvements	192	42	150	10	140
910267 St-Germain Tennis Court Redevelopment	198	198	0	0	0
910268 Ward 7 Cash-in-Lieu 2021	64	39	26	7	19
910269 Mayor's Office - Thriving Communities	100	23	78	0	78
910273 Kaladar Park - Splash Pad	95	81	14	0	14
910280 Gil-O-Julien Park - Scoreboard	128	117	10	4	6
910281 Barrington Park - Rink Shack	79	68	10	0	10
910287 ICIP-MB - Facility Renewal	103	101	1	0	1
910288 ICIP-ATI - Picnic Facilities in Parks	2,545	2,137	407	99	309
910289 ICIP-MB - Beacon Hill CC Expansion	1,892	1,049	843	601	242
910290 ICIP-MB - LED Lighting Arenas and Pools	1,056	0	1,056	0	1,056
910291 ICIP-MB - New Generator - CardelRec	745	165	580	468	112
910313 Ward 23 Cash-in-lieu 2021	20	15	5	0	5
910315 Scharf Park - Shade Shelter	120	82	38	1	37
910316 McCarthy Park - Basketball Court	216	188	28	11	17
910317 Coronation Park - Splash Pad	697	109	588	21	567
910318 Sheffield Glen - Splash Pad	450	151	299	260	39
910325 Vista Park - Rink Shack	79	56	22	0	22
910337 Rate Funded Public Art Commissions 2021	309	9	300	0	300
910338 City Wide Public Art Commissions 2021	31	2	29	0	29
910347 Vanier Sugar Shack	328	286	42	0	42
910355 Roundhay Park - Redevelopment	374	209	165	134	31
910356 Windsor Park Fieldhouse	1,854	37	1,817	0	1,817
910360 Firehall Park	223	38	185	187	(2)
910375 Ward 17 Cash-in-lieu 2021	1	0	1	0	1
910376 Plouffe Park Basketball	280	61	219	224	(5)
910380 Ward 6 Cash-in-lieu 2021	13	7	6	0	6
910382 Ward 2 Cash-in-lieu 2021	13	2	11	0	11
910401 2022 Buildings-Cultural Services	803	87	716	114	602
910407 2022 Buildings-Parks & Rec	15,224	753	14,471	2,942	11,529

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

Project Description	Authority	Expenditures	Unspent Cash Balance	Total Contractual Obligations	Unspent Balance including Contractual Obligations
910414 2022 Accessibility - Cultural Services	60	0	60	0	60
910418 2022 Accessibility - Parks & Rec	1,775	273	1,502	144	1,358
910524 Minor Park Improvement 2022	250	0	250	0	250
910551 Woodroffe Park Fieldhouse Replace-Design	341	43	297	236	62
910560 Infrastructure Upgrades 2022	645	0	645	41	604
910561 Outdoor Pool Security Upgrades 2022	150	0	150	0	150
910562 Cultural Building & Equip 2022	125	0	125	0	125
910563 Museum Sustainability Plan 2022	200	0	200	0	200
910565 Artifact & Art Collect Rest & Maint 2022	60	0	60	0	60
910566 Major Capital Partnership 2022	174	0	174	0	174
910580 552 Booth Street - Urban Park	47	0	47	0	47
910582 1770 Heatherington Road - Urban Park	621	0	621	0	621
910583 Heron Gate - 2 Urban Parks	350	0	350	0	350
910584 Riverside South Recreation Pool	2,500	0	2,500	0	2,500
910650 Ward 1 Cash-in-lieu 2021	62	37	25	6	19
910651 Ward 4 Cash-in-lieu 2021	6	0	6	0	6
910655 Eugene Forsey Basketball	100	34	66	62	3
910660 Centennial Park	325	85	240	51	189
910666 Ward 18 Cash-in-lieu 2021	23	12	11	0	11
910669 Roy Duncan Park Improvements	87	0	87	0	87
910670 Brantwood Tennis Court redevelopment	445	68	377	243	134
910675 ICIP-CCR Trend Arlington Park Pavilion	506	0	506	0	506
910676 St.Luke's Park - Fitness Equipment	168	10	158	107	52
910677 Centennial Park - Pickleball	300	0	300	0	300
910678 Leitrim Park - Baseball	250	14	236	6	230
910679 Silverbirch Volleyball	55	0	55	0	55
910681 115 Spencer Parkland Acquisition	2,000	0	2,000	5	1,995
910682 Dundonald Park Splash Pad	550	55	495	48	447
910683 Ward 9 Cash-in-lieu 2022	29	6	24	0	24
910684 Greenboro Parks and Pathway Corridors Re	500	51	449	61	388
910685 Ward 15 Cash-in-lieu 2022	6	0	6	4	2
910690 Sandy Hill Community Centre Expansion	80	0	80	0	80
910694 Heron Road Fieldhouse Renewal	2,000	200	1,800	0	1,800
910695 Ward 1 Cash-in-lieu 2022	26	10	16	29	(12)
910697 McKellar Park Gazebo	80	0	80	0	80

City Of Ottawa
Capital Works-In-Progress as at September 30, 2022
Community Services Committee
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910698 Revitalization of Bingham Park	1,800	152	1,648	106	1,542
910700 Ward 12 Cash-in-lieu 2022	40	30	10	10	(0)
910701 Eugene Forsey Basketball Upgrades	99	20	79	33	45
910708 CCRF - Parks Revitalization	1,093	104	989	341	648
910709 Cattail Creek Park - Tennis Court	95	0	95	0	95
910711 Shea Woods improvements	584	58	526	0	526
910712 Ward 6 Cash-in-lieu 2022	75	0	75	0	75
910713 Ward 23 Cash-in-lieu 2022	70	16	53	38	15
910721 Ward 3 Cash-in-lieu 2022	90	79	11	0	11
910726 Emergency Generators	1,800	0	1,800	0	1,800
910728 Weybridge and Clark Fields Park - Unheat	60	0	60	0	60
910732 Lett Street Park development	2,000	0	2,000	0	2,000
910733 Lexington Park - Heated Rink Bunker	50	0	50	0	50
910734 Fosterbrook Park - Heated Rink Bunker	50	0	50	0	50
910735 Whitehaven Park - Heated Rink Bunker	50	0	50	0	50
910737 Weybridge Park - Sand Play	53	1	52	0	52
910738 Village Square Park	130	0	130	0	130
910739 Ward 20 Cash-in-lieu 2022	2	2	(0)	0	(0)
910740 Splash Pad - Confederation Park	350	35	315	0	315
910741 Sandwell Green Park - Fitness Equipment	215	22	194	0	194
910742 Ward 13 Cash-in-lieu 2022	8	0	8	7	1
910743 Glebe Play Structure Improvements	20	5	15	14	1
910746 Britannia Belltown Rink and rink shack	275	28	247	0	247
910748 Gil O Julien Fieldhouse	348	0	348	0	348
910749 Miracle League	1,325	0	1,325	0	1,325
910755 Rate Funded Public Art Commission 2022	117	0	117	0	117
910756 C W Funded Public Art Commission 2022	37	0	37	0	37
910757 Glandriel Park - Fitness Equipment	66	32	34	0	34
910761 Ward 21 Cash-in-lieu 2022	0	0	(0)	0	(0)
910762 Ward 14 Cash-in-lieu 2022	9	6	3	0	3
910763 Morgan's Grant Hydro Corridor - Offleash	270	27	243	0	243
910764 Ward 11 Cash-in-lieu 2022	1	1	0	0	0
910770 Ward 5 Cash-in-lieu 2022	22	0	22	0	22
910771 Ward 4 Cash-in-lieu 2022	2	0	2	0	2
910772 Playground Accessibility - Centreponte	265	26	238	0	238

City Of Ottawa
Capital Works-In-Progress as at September 30, 2022
Community Services Committee
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Project Description	Authority	Expenditures	Unspent Cash Balance	Total Contractual Obligations	Unspent Balance including Contractual Obligations
910773 Andy Shields Park - Fenced Off-Leash Dog	225	23	203	0	203
910775 Ward 22 Cash-in-lieu 2022	8	0	8	0	8
910776 Leitrim Park - Ritchie Diamond Improve	70	0	70	0	70
910777 Boothfield Park - Skateboard Park Proj	486	49	437	0	437
910778 Alfred Taylor Skate Park (Designs)	250	25	225	0	225
910779 Echo Park Tennis Court	260	26	234	0	234
910780 Foster Pond dog park	250	25	225	0	225
910781 Kars RA OD rink and basketball resurface	70	0	70	0	70
910782 Ward 8 Cash-in-lieu 2022	30	0	30	0	30
910783 Kingsmere Park Improvements	53	1	52	7	45
910784 Kilreen Park - Basketball Half Court	150	15	135	0	135
910785 Accessible Swing at Constance Bay	65	0	65	0	65
910786 Frank Ryan Park Field House Replacement	254	25	228	0	228
910787 Chanonhouse Park Improvements	50	0	50	0	50
910790 Ward 16 Cash-in-lieu 2022	9	0	9	0	9
910805 Carillon Park Improvements	50	0	50	0	50
Parks, Recreation & Culture Total	420,911	239,962	180,949	17,894	163,055
Social Services					
907042 CSSD Client & Community Hub Design&Build	400	351	49	1	48
908929 2018 Buildings-Social Services	600	592	8	7	1
909369 2019 Buildings-Social Services	1,180	1,138	42	0	42
909680 2020 Buildings - Social Services	750	730	20	16	3
909690 2020 Accessibility - Social Services	60	0	60	0	60
910044 2021 Buildings-Social Services	400	156	244	11	233
910075 2021 Accessibility - Social Services	60	0	60	0	60
910284 ICIP-HB - AC & Generator	951	459	491	276	215
910285 ICIP-HB - Repairs & Upgrades	430	262	168	1	166
910409 2022 Buildings-Social Services	450	14	436	6	431
910419 2022 Accessibility - Social Services	60	0	60	0	60
Social Services Total	5,341	3,702	1,638	319	1,319
Grand Total	487,733	270,841	216,891	27,701	189,190