



Ottawa

Draft

BUDGET

2024

Advancing Ottawa: A plan for a resilient, affordable and connected city

Finance and Corporate Services Committee

Tabled – November 8, 2023

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Elected Officials 2024 Service Area Summary

The Mayor and all 24 City Councillors are given a Constituency Services Budget with which to run their offices. The Constituency Services Budget is used for such things as community events, sponsorships and donations, advertising and office supplies. The budget is also used to pay political staff and individuals who provide professional assistance to a Member of Council's Office. Expenditures are governed by the Council Expense Policy.

Programs/Services Offered

In accordance with the *Municipal Act, 2001*:

- Support the Statutory Role of Council, which includes but is not limited to:
 - Represent the public and consider the well-being and interests of the municipality
 - Develop and evaluate policies and programs and determine which services the municipality provides
 - Maintain the financial integrity of the municipality
 - Administrative and controllership policies to implement decisions of Council, and
 - Accountability and transparency of City's operations including the activities of senior management

- Support the Statutory Role of the Mayor, which includes but is not limited to:
 - Preside over Council meetings to ensure business is carried out efficiently and effectively
 - Provide information and recommendations to Council with respect to the role of Council concerning its administrative and controllership policies as well as the accountability and transparency of the City's operations; and
 - Provide information and recommendations to Council with respect to the role of Council concerning its administrative and controllership policies as well as the accountability and transparency of the City's operations; and

- Uphold and promote purposes of the municipality as a representative of the municipality locally, nationally and internationally

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

	2022	2023		2024	\$ Change over 2023 Budget
	Actual	Forecast	Budget	Estimate	
Expenditures by Program					
Mayor's Office	948	985	985	1,000	15
Constituency Services & Administration	13,313	12,866	13,316	13,591	275
Provision for Surplus	0	(550)	(550)	(550)	0
Gross Expenditure	14,261	13,301	13,751	14,041	290
Recoveries & Allocations	(68)	0	0	0	0
Revenue	(3)	0	0	0	0
Net Requirement	14,190	13,301	13,751	14,041	290
Expenditures by Type					
Salaries, Wages & Benefits	12,486	11,689	12,139	12,429	290
Overtime	26	0	0	0	0
Material & Services	1,573	1,262	1,262	1,262	0
Transfers/Grants/Financial Charges	104	234	234	234	0
Fleet Costs	0	0	0	0	0
Program Facility Costs	0	0	0	0	0
Other Internal Costs	72	116	116	116	0
Gross Expenditures	14,261	13,301	13,751	14,041	290
Recoveries & Allocations	(68)	0	0	0	0
Net Expenditure	14,193	13,301	13,751	14,041	290
Revenues By Type					
Federal	(3)	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	(3)	0	0	0	0
Net Requirement	14,190	13,301	13,751	14,041	290
Full Time Equivalents			0.00	0.00	0.00

Office of the City Clerk 2024 Service Area Summary

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

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

Programs/Services Offered

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

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

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

	2022	2023		2024	\$ Change over 2023 Budget
	Actual	Forecast	Budget	Estimate	
Expenditures by Program					
City Clerk's Office	579	459	459	509	50
Policy & Technical Solution Services	7,239	6,765	6,845	7,259	414
Council & Committee Services	2,824	2,780	2,800	3,180	380
Protocol	1,479	1,375	1,375	1,375	0
French Language Services	3,725	3,140	3,140	3,356	216
Legislative Services	7,230	7,501	7,501	7,661	160
Election	8,994	2,585	2,585	2,710	125
Gross Expenditure	32,070	24,605	24,705	26,050	1,345
Recoveries & Allocations	(3,865)	(2,999)	(2,999)	(2,999)	0
Revenue	(8,547)	(1,882)	(1,882)	(2,022)	(140)
Net Requirement	19,658	19,724	19,824	21,029	1,205
Expenditures by Type					
Salaries, Wages & Benefits	16,576	16,024	16,024	16,950	926
Overtime	1,787	67	67	67	0
Material & Services	11,560	6,822	6,922	7,266	344
Transfers/Grants/Financial Charges	(4)	300	300	340	40
Fleet Costs	131	153	153	153	0
Program Facility Costs	909	907	907	942	35
Other Internal Costs	1,111	332	332	332	0
Gross Expenditures	32,070	24,605	24,705	26,050	1,345
Recoveries & Allocations	(3,865)	(2,999)	(2,999)	(2,999)	0
Net Expenditure	28,205	21,606	21,706	23,051	1,345
Revenues By Type					
Federal	0	0	0	0	0
Provincial	(184)	0	0	0	0
Own Funds	(8,325)	(1,873)	(1,873)	(2,013)	(140)
Fees and Services	(38)	(9)	(9)	(9)	0
Fines	0	0	0	0	0
Other	0	0	0	0	0
Total Revenue	(8,547)	(1,882)	(1,882)	(2,022)	(140)
Net Requirement	19,658	19,724	19,824	21,029	1,205
Full Time Equivalents			147.55	149.55	2.00

City of Ottawa
City Clerk - User Fees

	2022 Rate \$	2023 Rate \$	2024 Rate \$	% Change Over 2023	% Change Over 2022	Effective Date	2024 Revenue (\$000)
Digital Prints, B&W or Colour							
Up to 8 x 10	20.84	21.26	21.68	2.0%	4.0%	01-Jan-24	
On archival paper (add)	1.98	2.02	2.06	2.0%	4.0%	01-Jan-24	
11 x 14 or 16 x 20	56.31	57.44	58.58	2.0%	4.0%	01-Jan-24	
20 x 24	84.46	86.15	87.87	2.0%	4.0%	01-Jan-24	
On archival paper (add)	6.75	6.89	7.02	2.0%	4.0%	01-Jan-24	
Oversize photographs, black and white (per sq. ft)	20.84	21.26	21.68	2.0%	4.0%	01-Jan-24	
Oversize photographs, col. (per sq. ft)	20.84	21.26	21.68	2.0%	4.0%	01-Jan-24	
Frame (11 x 14) + mat	41.62	42.45	43.30	2.0%	4.0%	01-Jan-24	
Rush surcharge	50%	50%	50%	0.0%	0.0%	01-Jan-24	
Digital Scans							
Up to 8 x 10 target size, 100 dpi	8.18	8.34	8.51	2.0%	4.0%	01-Jan-24	
Up to 4 x 5 target size, 300 dpi	8.93	9.11	9.29	2.0%	4.0%	01-Jan-24	
Up to 8 x 10 target size, 300 dpi	15.21	15.51	15.82	2.0%	4.0%	01-Jan-24	
Up to 8 x 10 target size, 600 dpi	39.41	40.20	41.00	2.0%	4.0%	01-Jan-24	
Maps & plans, 300 dpi	16.90	17.24	17.58	2.0%	4.0%	01-Jan-24	
Custom photography / scanning (per hour)	41.62	42.45	43.30	2.0%	4.0%	01-Jan-24	
On CD or DVD (add)	2.82	2.88	2.93	2.0%	4.0%	01-Jan-24	
Rush surcharge	50%	50%	50%	0.0%	0.0%	01-Jan-24	
Audio-visual							
Duplication to CD or DVD (supported formats)	20.81	21.23	21.65	2.0%	4.0%	01-Jan-24	
Photocopies							
Photocopying (self-serve)	0.25	0.25	0.25	0.0%	0.0%	01-Jan-24	
Photocopying (large, self-serve)	1.00	1.00	1.00	0.0%	0.0%	01-Jan-24	
Photocopying (by staff)	0.50	0.50	0.50	0.0%	0.0%	01-Jan-24	

City of Ottawa
City Clerk - User Fees

	2022 Rate \$	2023 Rate \$	2024 Rate \$	% Change Over 2023	% Change Over 2022	Effective Date	2024 Revenue (\$000)
Research and Associated Fees							
Research	40.80	40.80	41.62	2.0%	2.0%	01-Jan-24	
Certified True Copy	Free	Free	Free	-	-	01-Jan-24	
Usage fees, commercial / internet publication, still images used in publication per image, non-exclusive, non-transferable, one-time only, single-language							
Fee per image, NFP	Free	Free	Free	-	-	01-Jan-24	
Fee per image, commercial	50.00	50.00	51.00	2.0%	2.0%	01-Jan-24	
Publications							
Individual titles	Cover price	Cover price	Cover price	-	-	01-Jan-24	
Rentals / Other							
Rooms as per existing Facility schedule	per rate	per rate	per rate	-	-	01-Jan-24	
After-hours Security services per Contract rate	-	-	per rate	-	-	01-Jan-24	
After-hours Facility services per Facility rate	-	-	per rate	-	-	01-Jan-24	
Room rental contract change fee	10.00	10.00	10.00	0.0%	0.0%	01-Jan-24	
Gallery space (commercial rental)	per contract	per contract	per contract	-	-	01-Jan-24	
Exhibit / artifact loan fee (per hour - intake / return)	50.00	50.00	50.00	0.0%	0.0%	01-Jan-24	
Exhibit case rental (per day)	250.00	250.00	250.00	0.0%	0.0%	01-Jan-24	
Exhibition design services (per hour)	50.00	50.00	51.00	2.0%	2.0%	01-Jan-24	
Archival quality boxes (20 cm box, per lot of 25)	60.75	60.75	61.97	2.0%	2.0%	01-Jan-24	
Home Archives Kit	65.00	65.00	65.00	0.0%	0.0%	01-Jan-24	
Deluxe Home Archives Kit	99.00	99.00	99.00	0.0%	0.0%	01-Jan-24	

City Manager's Office 2024 Service Area Summary - Legal Services

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

Programs/Services Offered

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

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

	2022	2023		2024	\$ Change over 2023 Budget
	Actual	Forecast	Budget	Estimate	
Expenditures by Program					
Legal Services	16,094	14,026	13,026	13,976	950
Gross Expenditure	16,094	14,026	13,026	13,976	950
Recoveries & Allocations	(5,528)	(2,913)	(2,913)	(3,618)	(705)
Revenue	(8)	0	0	0	0
Net Requirement	10,558	11,113	10,113	10,358	245
Expenditures by Type					
Salaries, Wages & Benefits	9,949	11,305	11,305	12,255	950
Overtime	7	31	31	31	0
Material & Services	6,128	2,633	1,633	1,633	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	10	57	57	57	0
Gross Expenditures	16,094	14,026	13,026	13,976	950
Recoveries & Allocations	(5,528)	(2,913)	(2,913)	(3,618)	(705)
Net Expenditure	10,566	11,113	10,113	10,358	245
Revenues By Type					
Federal	0	0	0	0	0
Provincial	0	0	0	0	0
Own Funds	0	0	0	0	0
Fees and Services	0	0	0	0	0
Fines	0	0	0	0	0
Other	(8)	0	0	0	0
Total Revenue	(8)	0	0	0	0
Net Requirement	10,558	11,113	10,113	10,358	245
Full Time Equivalents			91.00	97.00	6.00

City Manager's Office 2024 Service Area Summary

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

Programs/Services Offered

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

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

- Proactively supporting and advancing relations with Council, key stakeholders, and the community at large
- Proactively supporting the City Manager's internal communications and outreach
- Providing leadership in the strategic management of key corporate projects

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

	2022	2023		2024	\$ Change over 2023 Budget
	Actual	Forecast	Budget	Estimate	
Expenditures by Program					
City Manager's Office	5,511	5,415	5,415	5,570	155
Gross Expenditure	5,511	5,415	5,415	5,570	155
Recoveries & Allocations	0	0	0	0	0
Revenue	0	0	0	0	0
Net Requirement	5,511	5,415	5,415	5,570	155
Expenditures by Type					
Salaries, Wages & Benefits	5,203	5,041	5,041	5,196	155
Overtime	3	0	0	0	0
Material & Services	288	352	352	352	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	17	22	22	22	0
Gross Expenditures	5,511	5,415	5,415	5,570	155
Recoveries & Allocations	0	0	0	0	0
Net Expenditure	5,511	5,415	5,415	5,570	155
Revenues By Type					
Federal	0	0	0	0	0
Provincial	0	0	0	0	0
Own Funds	0	0	0	0	0
Fees and Services	0	0	0	0	0
Fines	0	0	0	0	0
Other	0	0	0	0	0
Total Revenue	0	0	0	0	0
Net Requirement	5,511	5,415	5,415	5,570	155
Full Time Equivalents			34.00	34.00	0.00

Transit Services Department 2024 Service Area Summary - Rail Construction Program

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

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

Program/Services Offered

- Ensure technical compliance with the Project Agreements requirements for each project
- Lead the design and construction of the Stage 2 O-Train Confederation and Trillium Line extensions, civil works, environmental controls, traffic and facilities, including stations, tracks and tunnels, rail systems, vehicles, testing and commissioning and integration with the existing system
- Manage the projects scope, cost and schedule
- Manage risk, change and dispute resolution
- Identify land and property requirements
- Coordinate planning works to support Official Plan (OP) land use goals, Transportation Master Plan (TMP) goals, and arts and culture
- Coordinate urban design and support business development opportunities

- Lead all rail related City bundled projects
- Manage communications for all projects associated with light rail construction, including stakeholder relations and community engagement
- Administer the Public Art Program for light rail capital projects
- Administer senior government contribution agreements
- Oversee completion and administration of related property acquisitions, easements (both temporary and permanent), as well as third party agreements

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

	2022	2023		2024	\$ Change over 2023 Budget
	Actual	Forecast	Budget	Estimate	
Expenditures by Program					
O-Train Construction	3	0	0	0	0
Rail Construction Program Service	10,377	11,599	15,507	14,595	(912)
Gross Expenditure	10,380	11,599	15,507	14,595	(912)
Recoveries & Allocations	(10,380)	(11,594)	(15,502)	(14,590)	912
Revenue	0	(5)	(5)	(5)	0
Net Requirement	0	0	0	0	0
Expenditures by Type					
Salaries, Wages & Benefits	10,133	11,366	14,977	14,100	(877)
Overtime	232	221	525	490	(35)
Material & Services	0	5	5	5	0
Transfers/Grants/Financial Charges	0	0	0	0	0
Fleet Costs	0	0	0	0	0
Program Facility Costs	0	0	0	0	0
Other Internal Costs	15	7	0	0	0
Gross Expenditures	10,380	11,599	15,507	14,595	(912)
Recoveries & Allocations	(10,380)	(11,594)	(15,502)	(14,590)	912
Net Expenditure	0	5	5	5	0
Revenues By Type					
Federal	0	0	0	0	0
Provincial	0	0	0	0	0
Own Funds	0	0	0	0	0
Fees and Services	0	(5)	(5)	(5)	0
Fines	0	0	0	0	0
Other	0	0	0	0	0
Total Revenue	0	(5)	(5)	(5)	0
Net Requirement	0	0	0	0	0
Full Time Equivalents			12.00	10.00	(2.00)

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

	2022 Rate \$	2023 Rate \$	2024 Rate \$	% Change Over 2023	% Change Over 2022	Effective Date	2024 Revenue (\$000)
Proximity Fees							
Shoring – Design & Monitoring Plan							
Level 1 Fee	563	586	598	2%	6%	01-Jan-24	
Level 2 Fee	2,252	2,342	2,389	2%	6%	01-Jan-24	
Level 3 Fee	4,505	4,685	4,779	2%	6%	01-Jan-24	
Excavation Support System							
Level 2 Fee	563	586	598	2%	6%	01-Jan-24	
Level 3 Fee	1,689	1,757	1,792	2%	6%	01-Jan-24	
Geotechnical Hydrogeological Analysis							
Level 2 Fee	1,126	1,171	1,194	2%	6%	01-Jan-24	
Level 3 Fee	1,126	1,171	1,194	2%	6%	01-Jan-24	
Groundwater Control Plan							
Level 1 Fee	563	586	598	2%	6%	01-Jan-24	
Level 2 Fee	2,252	2,342	2,389	2%	6%	01-Jan-24	
Level 3 Fee	2,252	2,342	2,389	2%	6%	01-Jan-24	
Waterproofing System							
Level 2 Fee	563	586	598	2%	6%	01-Jan-24	
Level 3 Fee	1,126	1,171	1,194	2%	6%	01-Jan-24	
Structural Analysis –Loading							
Level 2 Fee	2,252	2,342	2,389	2%	6%	01-Jan-24	
Level 3 Fee	2,252	2,342	2,389	2%	6%	01-Jan-24	
Fire Ventilation							
Level 2 Fee	563	586	598	2%	6%	01-Jan-24	
Level 3 Fee	1,126	1,171	1,194	2%	6%	01-Jan-24	
Station Ventilation							
Level 2 Fee	563	586	598	2%	6%	01-Jan-24	
Level 3 Fee	1,126	1,171	1,194	2%	6%	01-Jan-24	
Access Requirements (including AODA)							
Level 1 Fee	563	586	598	2%	6%	01-Jan-24	
Level 2 Fee	563	586	598	2%	6%	01-Jan-24	
Level 3 Fee	845	878	896	2%	6%	01-Jan-24	
Noise and Vibration Study							
Level 1 Fee	563	586	598	2%	6%	01-Jan-24	
Level 2 Fee	1,126	1,171	1,194	2%	6%	01-Jan-24	
Level 3 Fee	2,252	2,342	2,389	2%	6%	01-Jan-24	

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

	2022 Rate \$	2023 Rate \$	2024 Rate \$	% Change Over 2023	% Change Over 2022	Effective Date	2024 Revenue (\$000)
EMI/Stray Current							
Level 2 Fee	563	586	598	2%	6%	01-Jan-24	
Level 3 Fee	563	586	598	2%	6%	01-Jan-24	
Construction Coordination Protocols							
Level 1 Fee	563	586	598	2%	6%	01-Jan-24	
Level 2 Fee	1,689	1,757	1,792	2%	6%	01-Jan-24	
Level 3 Fee	3,378	3,514	3,584	2%	6%	01-Jan-24	
Pre-Post Construction Surveys							
Level 1 Fee	563	586	598	2%	6%	01-Jan-24	
Level 2 Fee	563	586	598	2%	6%	01-Jan-24	
Level 3 Fee	1,689	1,757	1,792	2%	6%	01-Jan-24	
Set-Back Requirements from Structures in the Zone of Influence							
Level 1 Fee	563	586	598	2%	6%	01-Jan-24	
Level 2 Fee	1,126	1,171	1,194	2%	6%	01-Jan-24	
Level 3 Fee	1,689	1,757	1,792	2%	6%	01-Jan-24	
Fire/Smoke Dispersion Analysis							
Level 2 Fee	1,689	1,757	1,792	2%	6%	01-Jan-24	
Level 3 Fee	2,252	2,342	2,389	2%	6%	01-Jan-24	
Crane Swing and Lifting Loads							
Level 1 Fee	563	586	598	2%	6%	01-Jan-24	
Level 2 Fee	1,126	1,171	1,194	2%	6%	01-Jan-24	
Level 3 Fee	1,689	1,757	1,792	2%	6%	01-Jan-24	
Insurance Requirements							
Level 2 Fee	563	586	598	2%	6%	01-Jan-24	
Level 3 Fee	563	586	598	2%	6%	01-Jan-24	
Property – M&L Requirements							
Level 2 Fee	563	586	598	2%	6%	01-Jan-24	
Level 3 Fee	1,126	1,171	1,194	2%	6%	01-Jan-24	
Utility relocations and Installations							
Level 1 Fee	563	586	598	2%	6%	01-Jan-24	
Level 2 Fee	1,126	1,171	1,194	2%	6%	01-Jan-24	
Level 3 Fee	1,689	1,757	1,792	2%	6%	01-Jan-24	
Entrance Connection Agreement							
Level 2 Fee	4,505	4,685	4,779	2%	6%	01-Jan-24	
Level 3 Fee	5,631	5,856	5,973	2%	6%	01-Jan-24	

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

	2022 Rate \$	2023 Rate \$	2024 Rate \$	% Change Over 2023	% Change Over 2022	Effective Date	2024 Revenue (\$000)
Security Plan							
Level 2 Fee	1,689	1,757	1,792	2%	6%	01-Jan-24	
Level 3 Fee	1,689	1,757	1,792	2%	6%	01-Jan-24	
Construction As-Built Drawings							
Level 2 Fee	563	586	598	2%	6%	01-Jan-24	
Level 3 Fee	1,689	1,757	1,792	2%	6%	01-Jan-24	

Business and Technical Support Services – Planning, Real Estate and Economic Development 2024 Service Area Summary

The Business and Technical Support Services unit (BTSS) provides centralized strategic and operational support to all services within the department. It provides key business support functions and expertise such as project and program management, communications, legislative agenda, audit coordination, policy review and development, digital services support, and fulfilling corporate obligations and reporting. The BTSS supports the General Manager's office, department leadership, and operational services/branches, and works with the other BTSS/BSS units across the corporation to increase organizational effectiveness, efficiency, and collaboration between departments. The BTSS also provides technical support services that provide unique and specialized technical expertise that support core departmental operations, programs, activities, or systems.

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

	2022	2023		2024	\$ Change over 2023 Budget
	Actual	Forecast	Budget	Estimate	
Expenditures by Program					
General Manager's Office	638	738	488	438	(50)
Business and Technical Support Services	3,701	4,209	4,759	5,149	390
Gross Expenditure	4,339	4,947	5,247	5,587	340
Recoveries & Allocations	(2,089)	(2,341)	(2,141)	(2,451)	(310)
Revenue	(11)	0	0	0	0
Net Requirement	2,239	2,606	3,106	3,136	30
Expenditures by Type					
Salaries, Wages & Benefits	4,137	4,644	4,794	5,144	350
Overtime	11	16	16	16	0
Material & Services	158	224	374	364	(10)
Transfers/Grants/Financial Charges	0	50	50	50	0
Fleet Costs	0	0	0	0	0
Program Facility Costs	0	0	0	0	0
Other Internal Costs	33	13	13	13	0
Gross Expenditures	4,339	4,947	5,247	5,587	340
Recoveries & Allocations	(2,089)	(2,341)	(2,141)	(2,451)	(310)
Net Expenditure	2,250	2,606	3,106	3,136	30
Revenues By Type					
Federal	0	0	0	0	0
Provincial	(11)	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	(11)	0	0	0	0
Net Requirement	2,239	2,606	3,106	3,136	30
Full Time Equivalent			38.00	38.00	0.00

Planning, Real Estate and Economic Development Department 2024 Service Area Summary - Community, Policy and Partnerships

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

Programs/Services Offered

- **Community, Policy and Partnerships:** In collaboration with key economic development partners, develops and implements economic development policies, strategies, projects and programs under the umbrella of the City's Economic Development Strategy to capitalize on assets and opportunities in growing and diversifying the City's economy as a key element of broader city building.
- **Community and Cultural Economic Development:** Works with partners in advancing the development and implementation of initiatives in support of the Creative, Cultural and Tourism industries and Urban Services/Main Streets pillars.
- **Economic Policy and Partnerships:** Works with partners in advancing the development and implementation of initiatives in support of Knowledge Based industries and Rural Economy pillars.

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

	2022	2023		2024	\$ Change over 2023 Budget
	Actual	Forecast	Budget	Estimate	
Expenditures by Program					
Director's Office	324	352	352	337	(15)
Community, Policy and Partnerships	8,901	8,740	8,754	9,324	570
Gross Expenditure	9,225	9,092	9,106	9,661	555
Recoveries & Allocations	0	(36)	0	(135)	(135)
Revenue	(15)	0	0	0	0
Net Requirement	9,210	9,056	9,106	9,526	420
Expenditures by Type					
Salaries, Wages & Benefits	1,571	1,620	1,670	1,860	190
Overtime	0	6	6	6	0
Material & Services	232	283	247	247	0
Transfers/Grants/Financial Charges	7,412	7,178	7,178	7,543	365
Fleet Costs	0	0	0	0	0
Program Facility Costs	0	0	0	0	0
Other Internal Costs	10	5	5	5	0
Gross Expenditures	9,225	9,092	9,106	9,661	555
Recoveries & Allocations	0	(36)	0	(135)	(135)
Net Expenditure	9,225	9,056	9,106	9,526	420
Revenues By Type					
Federal	0	0	0	0	0
Provincial	0	0	0	0	0
Own Funds	0	0	0	0	0
Fees and Services	0	0	0	0	0
Fines	0	0	0	0	0
Other	(15)	0	0	0	0
Total Revenue	(15)	0	0	0	0
Net Requirement	9,210	9,056	9,106	9,526	420
Full Time Equivalents			12.00	13.00	1.00

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

	2022 Rate \$	2023 Rate \$	2024 Rate \$	% Change Over 2023	% Change Over 2022	Effective Date	2024 Revenue (\$000)
Retail Business Holidays Act exemption application fee	2,650.00	2,720.00	2,790.00	2.6%	5.3%	01-Jan-24	

Planning, Real Estate and Economic Development Department 2024 Service Area Summary - Corporate Real Estate Office

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

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

Programs/Services Offered

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

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

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

	2022	2023		2024	\$ Change over 2023 Budget
	Actual	Forecast	Budget	Estimate	
Expenditures by Program					
Director's Office	293	350	495	443	(52)
Realty Services	1,742	1,815	2,110	2,099	(11)
Realty Initiatives & Development	10,964	12,880	13,040	13,243	203
Gross Expenditure	12,999	15,045	15,645	15,785	140
Recoveries & Allocations	(5,537)	(6,344)	(5,744)	(5,744)	0
Revenue	(422)	(619)	(619)	(619)	0
Net Requirement	7,040	8,082	9,282	9,422	140
Expenditures by Type					
Salaries, Wages & Benefits	4,870	5,192	5,422	5,632	210
Overtime	0	27	27	27	0
Material & Services	2,394	3,766	4,636	4,566	(70)
Transfers/Grants/Financial Charges	5,379	5,816	5,316	5,316	0
Fleet Costs	0	0	0	0	0
Program Facility Costs	0	0	0	0	0
Other Internal Costs	356	244	244	244	0
Gross Expenditures	12,999	15,045	15,645	15,785	140
Recoveries & Allocations	(5,537)	(6,344)	(5,744)	(5,744)	0
Net Expenditure	7,462	8,701	9,901	10,041	140
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	(422)	(619)	(619)	(619)	0
Fines	0	0	0	0	0
Other	0	0	0	0	0
Total Revenue	(422)	(619)	(619)	(619)	0
Net Requirement	7,040	8,082	9,282	9,422	140
Full Time Equivalents			40.50	41.00	0.50

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

	2022 Rate \$	2023 Rate \$	2024 Rate \$	% Change Over 2023	% Change Over 2022	Effective Date	2024 Revenue (\$000)
Real Estate Agreements							
Lease agreements	1,149.00	1,168.00	1,200.00	2.7%	4.4%	01-Jan-24	
Lease Assignment Amendment	574.00	584.00	600.00	2.7%	4.5%	01-Jan-24	
Lease Renewal Agreements	574.00	584.00	600.00	2.7%	4.5%	01-Jan-24	
License of Occupation Agreements	1,149.00	1,168.00	1,200.00	2.7%	4.4%	01-Jan-24	
License Assignment	574.00	584.00	600.00	2.7%	4.5%	01-Jan-24	
License Renewal	574.00	584.00	600.00	2.7%	4.5%	01-Jan-24	
Consent to Enter Agreements	286.00	291.00	300.00	3.1%	4.9%	01-Jan-24	
Reconveyance of Dedicated Road Widening requirements	574.00	584.00	600.00	2.7%	4.5%	01-Jan-24	
Appraisal fee for cash-in-lieu of parkland	500.00	800.00	820.00	2.5%	64.0%	01-Jan-24	
Cost of Negotiation of off-site management agreement	1,722.00	1,751.00	1,800.00	2.8%	4.5%	01-Jan-24	
Cost of Negotiation fee	1,722.00	1,751.00	1,800.00	2.8%	4.5%	01-Jan-24	
Cost of appraisal	actual cost	actual cost	actual cost	n/a	n/a	01-Jan-24	
Cost of appraisal admin fee	1,722.00	1,751.00	1,800.00	2.8%	4.5%	01-Jan-24	
Cost of survey	actual cost	actual cost	actual cost	n/a	n/a	01-Jan-24	
Cost of survey admin fee	1,722.00	1,751.00	1,800.00	2.8%	4.5%	01-Jan-24	
Recovery of actual costs relating to real estate operations	actual cost	actual cost	actual cost	n/a	n/a	01-Jan-24	
Administration and overhead charge for third party requests wherein the benefit is for the party's sole interest.	15%	15%	15%	n/a	n/a	01-Jan-24	

City Manager's Office

2024 Service Area Summary - Public Information and Media Relations

Public Information and Media Relations (PIMR) informs and engages Ottawa residents on programs, services and issues that are important to them and that help improve their quality of life. It guides strategic communications that align with the City's priorities, focusing on inclusivity and providing critical information. PIMR collaborates with all City departments to deliver clear and timely communications support with transparency, impartiality, respect and accountability. PIMR leads the City's emergency communications response including the City's COVID-19 activities and vaccination roll-out, the truck convoy, tornados, the derecho and ice storms. PIMR anticipates clients' needs and offers a consistent experience that is positive and successful across all channels to demonstrate that the City is a trusted partner.

Programs/Services offered

- **Corporate Communications:** Creates the annual corporate communications calendar and develops and measures communications campaigns that promote City priorities and services to the public. The implementation of these plans includes writing media and public products, such as public service announcements, news releases, online articles and advertising, as well as the development of videos, photos and graphics. This group also maintains the public engagement strategy and manages corporate engagement tools, engages with residents via the City's social media channels, and manages the communications and stakeholder relations for major City-building projects.
- **Media Relations and Legislative Support:** Leads corporate media relations, media monitoring, issues management, event coordination and the development of speaking notes. This group provides strategic communications advice on the legislative agenda, supports the legislative communications needs of Chairs, Committees and departments, and develops Committee and Council updates for the public. Their responsibilities also include major corporate files that align with the legislative agenda, such as budget communications products.

City of Ottawa
City Manager's Office
Public Information & Media Relations - Operating Resource Requirement
In Thousands (\$000)

	2022	2023		2024	\$ Change over 2023 Budget
	Actual	Forecast	Budget	Estimate	
Expenditures by Program					
Director's Office	644	670	670	675	5
Media Relations & Outreach	1,270	1,317	1,317	1,324	7
Public Information	2,241	2,700	2,700	2,708	8
Gross Expenditure	4,155	4,687	4,687	4,707	20
Recoveries & Allocations	0	(225)	(225)	(225)	0
Revenue	(32)	0	0	0	0
Net Requirement	4,123	4,462	4,462	4,482	20
Expenditures by Type					
Salaries, Wages & Benefits	3,954	4,384	4,384	4,403	19
Overtime	35	29	29	30	1
Material & Services	151	257	257	257	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	15	17	17	17	0
Gross Expenditures	4,155	4,687	4,687	4,707	20
Recoveries & Allocations	0	(225)	(225)	(225)	0
Net Expenditure	4,155	4,462	4,462	4,482	20
Revenues By Type					
Federal	(32)	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	(32)	0	0	0	0
Net Requirement	4,123	4,462	4,462	4,482	20
Full Time Equivalents			33.00	33.00	0.00

Finance and Corporate Services Department 2024 Service Area Summary - Human Resources Services

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

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

Programs/Services Offered

- Business Services - Portfolio-focused HR service hubs provide departments with a dedicated team of cross disciplinary HR professionals who provide tailored HR solutions to meet operational needs and achieve unique business goals.
- Employee Experience Strategy & Solutions - Oversees HR systems strategy, systems maintenance and information management to enable process improvement and strategic decision-making.
- Programs & Planning - Develops HR programs and plans to ensure our workforce is healthy, diverse, adaptive and engaged.
- Strategic Supports- Oversees communications, change management, channel management, employee engagement and strategic support for corporate HR initiatives.
- Total Rewards - Comprised of the plans and programs that are designed to effectively attract, motivate and retain employees.

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

	2022	2023		2024	\$ Change over 2023 Budget
	Actual	Forecast	Budget	Estimate	
Expenditures by Program					
Director's Office	1,628	1,397	1,397	1,459	62
Innovative Solutions	2,557	2,128	2,128	2,153	25
Total Rewards	3,085	3,392	3,392	3,374	(18)
HR Programs & Planning	4,139	4,685	4,685	4,839	154
HR Business Services	7,570	8,033	8,033	8,785	752
Gross Expenditure	18,979	19,635	19,635	20,610	975
Recoveries & Allocations	(313)	(730)	(730)	(980)	(250)
Revenue	(765)	(765)	(765)	(765)	0
Net Requirement	17,901	18,140	18,140	18,865	725
Expenditures by Type					
Salaries, Wages & Benefits	14,954	14,888	14,888	15,663	775
Overtime	16	3	3	3	0
Material & Services	3,661	4,598	4,598	4,798	200
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	348	146	146	146	0
Gross Expenditures	18,979	19,635	19,635	20,610	975
Recoveries & Allocations	(313)	(730)	(730)	(980)	(250)
Net Expenditure	18,666	18,905	18,905	19,630	725
Revenues By Type					
Federal	0	0	0	0	0
Provincial	0	0	0	0	0
Own Funds	(765)	(765)	(765)	(765)	0
Fees and Services	0	0	0	0	0
Fines	0	0	0	0	0
Other	0	0	0	0	0
Total Revenue	(765)	(765)	(765)	(765)	0
Net Requirement	17,901	18,140	18,140	18,865	725
Full Time Equivalents			118.80	122.80	4.00

Finance and Corporate Services Department 2024 Service Area Summary - ServiceOttawa

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

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

Programs/Services Offered

- The Digital Services Branch manages the city's primary digital assets, including ottawa.ca, MyServiceOttawa and the Ottawa App, and provides expertise on digital accessibility and user experience
- The 3-1-1 Contact Centre responds to inquiries and submits requests for service on behalf of our corporate partners. The Contact Centre will liaise with departments to ensure prompt resolution of public safety concerns
- The Counter Services Branch provides in-person and phone service related to licenses, permits and municipal Provincial Offence Act court matters, such as parking tickets and automated camera-based offences.
- In the first three quarters of 2023, ServiceOttawa staff have answered over 380,000 phone calls, processed over 50,000 in person transactions and responded to over 20,000 emails from the public, Councillors and City staff.

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

	2022	2023		2024	\$ Change over 2023 Budget
	Actual	Forecast	Budget	Estimate	
Expenditures by Program					
Director's Office	912	699	699	718	19
Web Services	1,462	1,886	1,886	1,953	67
Call Center Services	4,420	4,158	4,158	4,310	152
Counter Services	9,063	11,520	11,520	24,257	12,737
Gross Expenditure	15,857	18,263	18,263	31,238	12,975
Recoveries & Allocations	(1,970)	(3,398)	(3,398)	(15,753)	(12,355)
Revenue	(1,474)	(1,304)	(1,304)	(1,304)	0
Net Requirement	12,413	13,561	13,561	14,181	620
Expenditures by Type					
Salaries, Wages & Benefits	12,787	13,178	13,178	15,146	1,968
Overtime	150	162	162	169	7
Material & Services	2,426	4,323	4,323	15,323	11,000
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	494	600	600	600	0
Gross Expenditures	15,857	18,263	18,263	31,238	12,975
Recoveries & Allocations	(1,970)	(3,398)	(3,398)	(15,753)	(12,355)
Net Expenditure	13,887	14,865	14,865	15,485	620
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	(1,474)	(1,304)	(1,304)	(1,304)	0
Fines	0	0	0	0	0
Other	0	0	0	0	0
Total Revenue	(1,474)	(1,304)	(1,304)	(1,304)	0
Net Requirement	12,413	13,561	13,561	14,181	620
Full Time Equivalents			138.07	151.07	13.00

City of Ottawa
 Finance and Corporate Services Department
 ServiceOttawa - User Fees

	2022 Rate \$	2023 Rate \$	2024 Rate \$	% Change Over 2023	% Change Over 2022	Effective Date	2024 Revenue (\$000)
Vital Stats Program							
Marriage License	174.93	178.43	182.00	2%	4%	01-Jan-24	
Death Registration	49.11	50.10	51.00	2%	4%	01-Jan-24	
Commission of Oaths (Affidavits)	15.40	15.71	16.00	2%	4%	01-Jan-24	
Express Processing (Xpresspost)	41.11	41.93	42.75	2%	4%	01-Jan-24	
Civil Marriages							
Option A: M-F (business hours)	153.00	156.06	159.20	2%	4%	01-Jan-24	
Option B: Friday evening & Saturday afternoons	229.50	234.09	238.75	2%	4%	01-Jan-24	
Community and Customer Service							
Photocopies							
First Page	1.22	1.25	1.30	4%	6%	01-Jan-24	
Each additional page	0.36	0.36	0.35	-3%	-2%	01-Jan-24	
Promotional Merchandise							
Flag Large 9x5	196.86	200.80	204.80	2%	4%	01-Jan-24	
Flag Small 6x3	85.68	87.39	89.15	2%	4%	01-Jan-24	
Lapel Pins	0.71	0.73	0.75	3%	5%	01-Jan-24	

Finance and Corporate Services Department 2024 Service Area Summary - Information Technology Services

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

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

IT Services Core Operations

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

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

	2022	2023		2024	\$ Change over 2023 Budget
	Actual	Forecast	Budget	Estimate	
Expenditures by Program					
Office of the CIO	1,899	3,560	960	368	(592)
Network Operations	13,926	13,409	13,409	12,831	(578)
Frontline Services	27,297	24,625	24,625	25,093	468
Applications Management	22,479	18,952	18,952	20,193	1,241
SAP Solutions	9,888	10,705	10,705	10,719	14
Technology Security	3,500	3,996	3,996	4,304	308
Technology Modernization	4,401	3,736	3,736	3,962	226
Technology Solutions	4,283	3,221	3,221	3,269	48
Gross Expenditure	87,673	82,204	79,604	80,739	1,135
Recoveries & Allocations	(13,062)	(6,890)	(4,335)	(4,355)	(20)
Revenue	(1,225)	(645)	(600)	0	600
Net Requirement	73,386	74,669	74,669	76,384	1,715
Expenditures by Type					
Salaries, Wages & Benefits	42,454	39,651	39,196	39,601	405
Overtime	402	254	254	259	5
Material & Services	44,518	42,239	40,094	40,819	725
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	299	60	60	60	0
Gross Expenditures	87,673	82,204	79,604	80,739	1,135
Recoveries & Allocations	(13,062)	(6,890)	(4,335)	(4,355)	(20)
Net Expenditure	74,611	75,314	75,269	76,384	1,115
Revenues By Type					
Federal	0	0	0	0	0
Provincial	(1,225)	(645)	(600)	0	600
Own Funds	0	0	0	0	0
Fees and Services	0	0	0	0	0
Fines	0	0	0	0	0
Other	0	0	0	0	0
Total Revenue	(1,225)	(645)	(600)	0	600
Net Requirement	73,386	74,669	74,669	76,384	1,715
Full Time Equivalents			308.00	308.00	0.00

Finance and Corporate Services Department 2024 Service Area Summary - Supply Services

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

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

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

Programs/Services Offered

Procurement

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

Strategic Sourcing

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

Corporate Energy Management and Strategic Procurement

- Comprises two units that drive policy and strategy:
 - The Corporate Energy Management Office develops strategy, policy, and data analysis for the City's Hydro Ottawa and Hydro One accounts. The Office's focus is on financial savings and reduced energy

consumption. The mandate is being expanded beyond hydro to include policy, analytics and strategy of the City's natural gas consumption.

- Implementation of strategic initiatives related to procurement and accounts payable, including the planning and implementation of the City's Procure-to-Pay system, SAP Ariba in addition to the implementation and operations of the City's Vendor Performance Management, Prompt Payment Discount, and Credit card programs.

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

	2022	2023		2024	\$ Change over 2023 Budget
	Actual	Forecast	Budget	Estimate	
Expenditures by Program					
Supply Services	9,261	7,467	7,467	7,757	290
Gross Expenditure	9,261	7,467	7,467	7,757	290
Recoveries & Allocations	(1,533)	(1,525)	(1,525)	(1,525)	0
Revenue	(3,351)	(2,990)	(2,990)	(2,990)	0
Net Requirement	4,377	2,952	2,952	3,242	290
Expenditures by Type					
Salaries, Wages & Benefits	7,620	7,246	7,246	7,536	290
Overtime	47	7	7	7	0
Material & Services	96	153	153	153	0
Transfers/Grants/Financial Charges	0	0	0	0	0
Fleet Costs	0	0	0	0	0
Program Facility Costs	0	0	0	0	0
Other Internal Costs	1,498	61	61	61	0
Gross Expenditures	9,261	7,467	7,467	7,757	290
Recoveries & Allocations	(1,533)	(1,525)	(1,525)	(1,525)	0
Net Expenditure	7,728	5,942	5,942	6,232	290
Revenues By Type					
Federal	0	0	0	0	0
Provincial	0	0	0	0	0
Own Funds	0	0	0	0	0
Fees and Services	(3,351)	(2,990)	(2,990)	(2,990)	0
Fines	0	0	0	0	0
Other	0	0	0	0	0
Total Revenue	(3,351)	(2,990)	(2,990)	(2,990)	0
Net Requirement	4,377	2,952	2,952	3,242	290
Full Time Equivalents			65.99	65.99	0.00

Business and Technical Support Services – Finance and Corporate Services 2024 Service Area Summary

The Business and Technical Support Services unit (BTSS) provides centralized strategic and operational support to all services within the department. It provides key business support functions and expertise such as project and program management, communications, legislative agenda, audit coordination, policy review and development, digital services support, and fulfilling corporate obligations and reporting. The BTSS supports the General Manager's office, department leadership, and operational services/branches, and works with the other BTSS/BSS units across the corporation to increase organizational effectiveness, efficiency, and collaboration between departments. The BTSS also provides technical support services that provide unique and specialized technical expertise that support core departmental operations, programs, activities, or systems.

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

	2022	2023		2024	\$ Change over 2023 Budget
	Actual	Forecast	Budget	Estimate	
Expenditures by Program					
Chief Financial Officer/Treasurer	1,887	390	390	401	11
Business Support Services	5,073	3,900	3,900	4,079	179
Gross Expenditure	6,960	4,290	4,290	4,480	190
Recoveries & Allocations	(133)	0	0	0	0
Revenue	(1,266)	0	0	0	0
Net Requirement	5,561	4,290	4,290	4,480	190
Expenditures by Type					
Salaries, Wages & Benefits	6,107	3,733	3,733	4,023	290
Overtime	112	10	10	10	0
Material & Services	281	445	445	345	(100)
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	460	102	102	102	0
Gross Expenditures	6,960	4,290	4,290	4,480	190
Recoveries & Allocations	(133)	0	0	0	0
Net Expenditure	6,827	4,290	4,290	4,480	190
Revenues By Type					
Federal	0	0	0	0	0
Provincial	(1,266)	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	(1,266)	0	0	0	0
Net Requirement	5,561	4,290	4,290	4,480	190
Full Time Equivalents			31.00	31.00	0.00

Finance and Corporate Services Department

2024 Service Area Summary - Financial Strategies, Planning and Client Service

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

Programs/Services Offered

Core services include:

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

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

	2022	2023		2024	\$ Change over 2023 Budget
	Actual	Forecast	Budget	Estimate	
Expenditures by Program					
FSPCS	13,593	11,299	11,299	12,094	795
Gross Expenditure	13,593	11,299	11,299	12,094	795
Recoveries & Allocations	(1,025)	(837)	(837)	(1,062)	(225)
Revenue	0	0	0	0	0
Net Requirement	12,568	10,462	10,462	11,032	570
Expenditures by Type					
Salaries, Wages & Benefits	13,306	11,151	11,151	11,946	795
Overtime	60	48	48	48	0
Material & Services	202	66	66	66	0
Transfers/Grants/Financial Charges	1	0	0	0	0
Fleet Costs	0	0	0	0	0
Program Facility Costs	0	0	0	0	0
Other Internal Costs	24	34	34	34	0
Gross Expenditures	13,593	11,299	11,299	12,094	795
Recoveries & Allocations	(1,025)	(837)	(837)	(1,062)	(225)
Net Expenditure	12,568	10,462	10,462	11,032	570
Revenues By Type					
Federal	0	0	0	0	0
Provincial	0	0	0	0	0
Own Funds	0	0	0	0	0
Fees and Services	0	0	0	0	0
Fines	0	0	0	0	0
Other	0	0	0	0	0
Total Revenue	0	0	0	0	0
Net Requirement	12,568	10,462	10,462	11,032	570
Full Time Equivalents			108.35	108.35	0.00

Finance and Corporate Services Department 2024 Service Area Summary - Revenue Services

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

Programs/Services Offered

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

Core services include:

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

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

	2022	2023		2024	\$ Change over 2023 Budget
	Actual	Forecast	Budget	Estimate	
Expenditures by Program					
Revenue Services	25,090	26,403	26,403	28,528	2,125
Gross Expenditure	25,090	26,403	26,403	28,528	2,125
Recoveries & Allocations	(12,511)	(13,638)	(13,638)	(15,593)	(1,955)
Revenue	(8,588)	(7,607)	(7,407)	(7,607)	(200)
Net Requirement	3,991	5,158	5,358	5,328	(30)
Expenditures by Type					
Salaries, Wages & Benefits	19,666	21,115	21,115	22,540	1,425
Overtime	232	22	22	22	0
Material & Services	4,547	4,708	4,708	5,408	700
Transfers/Grants/Financial Charges	66	130	130	130	0
Fleet Costs	264	272	272	272	0
Program Facility Costs	0	0	0	0	0
Other Internal Costs	315	156	156	156	0
Gross Expenditures	25,090	26,403	26,403	28,528	2,125
Recoveries & Allocations	(12,511)	(13,638)	(13,638)	(15,593)	(1,955)
Net Expenditure	12,579	12,765	12,765	12,935	170
Revenues By Type					
Federal	0	0	0	0	0
Provincial	0	0	0	0	0
Own Funds	0	0	0	0	0
Fees and Services	(8,588)	(7,607)	(7,407)	(7,607)	(200)
Fines	0	0	0	0	0
Other	0	0	0	0	0
Total Revenue	(8,588)	(7,607)	(7,407)	(7,607)	(200)
Net Requirement	3,991	5,158	5,358	5,328	(30)
Full Time Equivalents			212.45	221.45	9.00

City of Ottawa
Finance and Corporate Services Department
Revenue Services - User Fees

	2022 Rate \$	2023 Rate \$	2024 Rate \$	% Change Over 2023	% Change Over 2022	Effective Date	2024 Revenue (\$000)
Revenue - User Fees							
Tax Certificates	73.00	73.00	74.00	1.4%	1.4%	01-Jan-24	
Water Certificates	73.00	73.00	74.00	1.4%	1.4%	01-Jan-24	
Reminder Notice: Tax	8.60	8.90	9.40	5.6%	9.3%	01-Jan-24	
Reminder Notice: Water	8.60	8.90	9.40	5.6%	9.3%	01-Jan-24	
New Account Fee: Tax	75.00	77.00	77.00	0.0%	2.7%	01-Jan-24	
New Account Fee: Water	77.00	79.00	81.00	2.5%	5.2%	01-Jan-24	
Tax Change of Ownership/Name	47.00	48.00	48.00	0.0%	2.1%	01-Jan-24	
Water Change of Ownership/Occupancy	47.00	48.00	49.00	2.1%	4.3%	01-Jan-24	
Bill Reprint/Statement of Account History : Tax	39.00	40.00	41.00	2.5%	5.1%	01-Jan-24	
Bill Reprint/Statement of Account History : Water	39.00	40.00	41.00	2.5%	5.1%	01-Jan-24	
Return Cheque Fee: Tax	49.00	50.00	53.00	6.0%	8.2%	01-Jan-24	
Return Cheque Fee: Water	49.00	50.00	53.00	6.0%	8.2%	01-Jan-24	
Return PTP/PAD Fee: Tax	49.00	50.00	52.00	4.0%	6.1%	01-Jan-24	
Return PTP/PAD Fee: Water	37.00	38.00	39.00	2.6%	5.4%	01-Jan-24	
Return Payment Fee: Accounts Receivable	49.00	50.00	53.00	6.0%	8.2%	01-Jan-24	
Return Payment Fee: Overpayment Recovery	49.00	50.00	53.00	6.0%	8.2%	01-Jan-24	
Deferral Program: New Application	151.00	154.00	160.00	3.9%	6.0%	01-Jan-24	
Deferral Program: Renewal	53.00	54.00	56.00	3.7%	5.7%	01-Jan-24	
Tax/Water Payment Redistribution	30.00	31.00	33.00	6.5%	10.0%	01-Jan-24	
Refund Processing Fee	30.00	31.00	33.00	6.5%	10.0%	01-Jan-24	
Mortgage List and Bulk Maintenance: Tax	16.00	17.00	19.00	11.8%	18.8%	01-Jan-24	
Arrears list research for mortgage companies	39.75	41.00	42.00	2.4%	5.7%	01-Jan-24	
Water Termination Notice	46.50	48.50	52.00	7.2%	11.8%	01-Jan-24	
Water Consumption Report	43.00	44.00	45.00	2.3%	4.7%	01-Jan-24	
Small Business Tax Class Appeal Fee	-	318.00	318.00	0.0%	0.0%	01-Jan-24	

City of Ottawa
Finance and Corporate Services Department
Revenue Services - User Fees

	2022 Rate \$	2023 Rate \$	2024 Rate \$	% Change Over 2023	% Change Over 2022	Effective Date	2024 Revenue (\$000)
Tax Sales Fees							
Municipal Tax Sale: Step 1A	-	-	555.00	0.0%	0.0%	01-Jan-24	
Municipal Tax Sale: Step 1B	1,494.00	1,524.00	1,315.00	-13.7%	-12.0%	01-Jan-24	
Municipal Tax Sale: Step 2	452.00	461.00	600.00	30.2%	32.7%	01-Jan-24	
Extension Agreement	904.00	922.00	945.00	2.5%	4.5%	01-Jan-24	
Survey	Actual cost	Actual cost	Actual cost	0.0%	0.0%	01-Jan-24	
Sale of Land by Tender Process						01-Jan-24	
Expenses for Tax Sale Proceedings	949.00	1,159.00	1,200.00	3.5%	26.4%	01-Jan-24	
After Tender Opening: Mailing Costs	306.00	312.00	320.00	2.6%	4.6%	01-Jan-24	
After Tender Opening: Registration	452.00	461.00	480.00	4.1%	6.2%	01-Jan-24	
After Tender Opening: Distribution of Sale	452.00	461.00	480.00	4.1%	6.2%	01-Jan-24	
Tender Package Purchase	46.50	47.50	49.00	3.2%	5.4%	01-Jan-24	
Advertising Costs	Actual cost	Actual cost	Actual cost	0.0%	0.0%	01-Jan-24	
Legal Cost	Actual cost	Actual cost	Actual cost	0.0%	0.0%	01-Jan-24	
Collection Fees						01-Jan-24	
Collection Handling Fee	46.00	47.00	50.00	6.4%	8.7%	01-Jan-24	
Private Collection Agency Fee Recovery	Actual %	Actual %	Actual %	0.0%	0.0%	01-Jan-24	
Account Statement Fee: Accounts Receivable	39.00	40.00	41.00	2.5%	5.1%	01-Jan-24	
Additions to Tax Roll	49.00	50.00	52.00	4.0%	6.1%	01-Jan-24	
Registered Letter for Arrears on Tax Account	46.00	47.00	50.00	6.4%	8.7%	01-Jan-24	
Corporate Accounts Receivable Interest	1.25 % Compounded per month	1.25 % Compounded per month	1.25 % Compounded per month	0.0%	0.0%	01-Jan-24	
Water Bill Interest Applied after the due date, every 15 days thereafter and before each bill.	0.0417% Daily Rate	0.0417% Daily Rate	0.0417% Daily Rate	0.0%	0.0%	01-Jan-24	
Credit Card/Mastercard Visa Debit Service fee	1.99%	1.99%	1.99%	0.0%	0.0%	01-Jan-24	
Municipal Accommodation Tax							
Municipal Accommodation Tax Rate	4.00%	4.00%	5.00%	25.0%	25.0%	01-Jan-24	
Vacant Unit Tax							
Late Declaration Fee	-	250.00	250.00	0.0%	0.0%	01-Jan-24	
Vacant Unit Tax Rate	-	1.00%	1.00%	0.0%	0.0%	01-Jan-24	
Total Departmental							(200)

Finance and Corporate Services Department 2024 Service Area Summary - Corporate Finance Service Area

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

Programs/Services Offered

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

Core services include:

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

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

	2022	2023		2024	\$ Change over 2023 Budget
	Actual	Forecast	Budget	Estimate	
Expenditures by Program					
Corporate Finance	3,685	6,810	6,810	6,970	160
Gross Expenditure	3,685	6,810	6,810	6,970	160
Recoveries & Allocations	(614)	(614)	(614)	(614)	0
Revenue	(13)	0	0	0	0
Net Requirement	3,058	6,196	6,196	6,356	160
Expenditures by Type					
Salaries, Wages & Benefits	3,443	6,231	6,231	6,391	160
Overtime	19	3	3	3	0
Material & Services	219	557	557	557	0
Transfers/Grants/Financial Charges	0	0	0	0	0
Fleet Costs	0	0	0	0	0
Program Facility Costs	0	0	0	0	0
Other Internal Costs	4	19	19	19	0
Gross Expenditures	3,685	6,810	6,810	6,970	160
Recoveries & Allocations	(614)	(614)	(614)	(614)	0
Net Expenditure	3,071	6,196	6,196	6,356	160
Revenues By Type					
Federal	0	0	0	0	0
Provincial	(13)	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	(13)	0	0	0	0
Net Requirement	3,058	6,196	6,196	6,356	160
Full Time Equivalents			54.54	54.54	0.00

Finance and Corporate Services Department 2024 Service Area Summary - Payroll, Pensions and Benefits Service Area

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

Programs/Services Offered

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

Core services include:

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

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

	2022	2023		2024	\$ Change over 2023 Budget
	Actual	Forecast	Budget	Estimate	
Expenditures by Program					
Payroll	8,195	8,181	8,181	8,486	305
Gross Expenditure	8,195	8,181	8,181	8,486	305
Recoveries & Allocations	(1,169)	(396)	(396)	(626)	(230)
Revenue	(67)	(400)	(400)	(180)	220
Net Requirement	6,959	7,385	7,385	7,680	295
Expenditures by Type					
Salaries, Wages & Benefits	7,801	7,838	7,838	8,143	305
Overtime	0	20	20	20	0
Material & Services	284	210	210	210	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	110	113	113	113	0
Gross Expenditures	8,195	8,181	8,181	8,486	305
Recoveries & Allocations	(1,169)	(396)	(396)	(626)	(230)
Net Expenditure	7,026	7,785	7,785	7,860	75
Revenues By Type					
Federal	0	0	0	0	0
Provincial	(67)	(400)	(400)	(180)	220
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	(67)	(400)	(400)	(180)	220
Net Requirement	6,959	7,385	7,385	7,680	295
Full Time Equivalents			69.33	72.33	3.00

Non-Departmental 2024 Service Area Summary

Programs/Services Offered

Corporate Human Resource Provision

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

Capital Formation Costs

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

Corporate Common Expenditures

- Financial Charges and Other: expenditures relating to daily cash management, placing and servicing long term financing, and other sundry financial charges
- Community Improvement Grants: Brownfield assistance programs to provide financial incentives for redevelopment of contaminated sites

Corporate Common Revenues

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

Tax Related Revenues and Expenditures

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

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

	2022	2023		2024	\$ Change over 2023 Budget
	Actual	Forecast	Budget	Estimate	
Corporate Human Resource Provision					
Expenditure					
Sick Leave Banks	3,020	3,020	3,020	3,020	0
Retiree Costs	2,500	2,500	2,500	2,500	0
Employee Benefits	1,153	1,128	1,128	1,128	0
Benefit Adjustments	75	75	75	75	0
Gross Expenditure	6,748	6,723	6,723	6,723	0
Recoveries & Allocations	0	0	0	0	0
Net Expenditure	6,748	6,723	6,723	6,723	0
Net Corp HR Provision Requirement	6,748	6,723	6,723	6,723	0
Capital Formation Costs					
Expenditure					
Contribution to City Wide Capital Reserve	155,497	171,267	171,267	184,617	13,350
Contribution to Tax Stabilization Reserve	14,161	17,456	17,456	11,756	(5,700)
Contribution to Gas Tax Reserve Fund	97,749	100,326	100,326	100,326	0
Transfer to CW Capital from Endowment Earnings	6,200	13,000	13,000	13,000	0
Transfer to Housing Reserve from Vacant Unit Tax	0	12,900	6,900	11,000	4,100
Transfer to CW Capital from OCLDC	7,546	7,000	5,000	5,000	0
Transfer to CW Capital from Sale of Surplus Land	7,903	3,000	2,500	2,500	0
City Wide Debt Charges	85,299	96,035	90,035	93,535	3,500
100 Constellation Lease	6,411	6,413	6,413	6,413	0
Gross Expenditure	380,766	427,397	412,897	428,147	15,250
Recoveries & Allocations	0	0	0	0	0
Net Expenditure	380,766	427,397	412,897	428,147	15,250
Revenue					
Contribution from Tax Stabilization Reserve	(6,824)	(9,170)	(9,170)	(12,065)	(2,895)
Vacant Unit Tax	0	(12,900)	(6,900)	(11,000)	(4,100)
Gas Tax Receipts	(97,749)	(100,326)	(100,326)	(100,326)	0
Endowment Fund Earnings	(6,200)	(13,000)	(13,000)	(13,000)	0
Ottawa Lands Development Corp (OCLDC)	(7,546)	(7,000)	(5,000)	(5,000)	0
Sale of Surplus Land	(7,903)	(3,000)	(2,500)	(2,500)	0
City Wide Debt Charge Funding	(8,388)	(8,255)	(8,255)	(8,255)	0
Total Revenue	(134,610)	(153,651)	(145,151)	(152,146)	(6,995)
Net Capital Formation Costs Requirement	246,156	273,746	267,746	276,001	8,255

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

	2022	2023		2024	\$ Change over 2023 Budget
	Actual	Forecast	Budget	Estimate	
Corporate Common Expenditures					
Expenditure					
Financial Charges & Other	12,485	9,180	11,180	11,180	0
Gross Expenditure	12,485	9,180	11,180	11,180	0
Recoveries & Allocations	(48,588)	(49,277)	(49,277)	(50,732)	(1,455)
Net Expenditure	(36,103)	(40,097)	(38,097)	(39,552)	(1,455)
Net Corporate Common Expenditures Requirement	(36,103)	(40,097)	(38,097)	(39,552)	(1,455)
Corporate Common Revenues					
Expenditure					
Penalty & Interest	1,665	0	0	0	0
Investment Income	326	326	326	326	0
Provincial Offences Act	533	137	137	137	0
Hydro Ottawa Dividends	3,700	0	0	0	0
Municipal Accommodation Tax	14,500	16,000	18,000	20,300	2,300
Net Expenditure	20,724	16,463	18,463	20,763	2,300
Revenue					
Penalty & Interest	(19,944)	(19,009)	(18,109)	(18,109)	0
Investment Income	(32,922)	(39,007)	(26,007)	(28,007)	(2,000)
Hydro Ottawa Dividends	(23,700)	(20,000)	(20,000)	(20,000)	0
Provincial Offences Act	(6,025)	(6,770)	(6,770)	(6,770)	0
Red Light Camera	(8,407)	(11,725)	(11,725)	(11,725)	0
Rideau Carleton Raceway	(6,101)	(6,350)	(6,000)	(6,000)	0
Lottery Fees	(257)	(404)	(1,004)	(1,004)	0
Municipal Accommodation Tax	(15,398)	(17,000)	(19,000)	(23,800)	(4,800)
Other Miscellaneous Revenue	(4,438)	(5,345)	(4,345)	(4,345)	0
Total Revenue	(117,192)	(125,610)	(112,960)	(119,760)	(6,800)
Net Corporate Common Revenues Requirement	(96,468)	(109,147)	(94,497)	(98,997)	(4,500)

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

	2022	2023		2024	\$ Change over 2023 Budget
	Actual	Forecast	Budget	Estimate	
Tax Related Expenditures and Revenues					
Expenditure					
Tax Rebates & Remissions	34,104	26,774	23,774	23,774	0
Municipal Property Assessment Corp	13,774	13,697	13,697	13,817	120
Net Expenditure	47,878	40,471	37,471	37,591	120
Revenue					
Supplemental Assessment	(47,411)	(29,434)	(29,434)	(29,434)	0
Payments-in-Lieu Taxation	(162,335)	(168,909)	(164,909)	(161,909)	3,000
Public Institutions	(6,769)	(6,800)	(6,800)	(6,800)	0
Property Tax Revenue	(1,917,288)	(2,014,935)	(2,014,935)	(2,100,415)	(85,480)
Total Revenue	(2,133,803)	(2,220,078)	(2,216,078)	(2,298,558)	(82,480)
Net Tax Related Expenditures and Revenues	(2,085,925)	(2,179,607)	(2,178,607)	(2,260,967)	(82,360)
Total Net Requirement	(1,965,592)	(2,048,382)	(2,036,732)	(2,116,792)	(80,060)

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

	2022	2023		2024	\$ Change over 2023 Budget
	Actual	Forecast	Budget	Estimate	
Expenditures by Type					
Salaries, Wages & Benefits	7,588	9,853	9,853	9,853	0
Overtime	8	0	0	0	0
Material & Services	23,532	19,575	19,575	19,575	0
Transfers/Grants/Financial Charges	450,896	483,507	470,007	487,677	17,670
Fleet Costs	0	0	0	0	0
Program Facility Costs	0	0	0	0	0
Other Internal Costs	(13,423)	(12,701)	(12,701)	(12,701)	0
Gross Expenditures	468,601	500,234	486,734	504,404	17,670
Recoveries & Allocations	(48,588)	(49,277)	(49,277)	(50,732)	(1,455)
Net Expenditure	420,013	450,957	437,457	453,672	16,215
Revenues By Type					
Federal	(59,259)	(61,836)	(61,836)	(61,836)	0
Provincial	(51,962)	(46,170)	(46,170)	(46,170)	0
Own Funds	(2,285)	(11,420)	(9,170)	(12,065)	(2,895)
Property Taxes	(1,980,100)	(2,055,270)	(2,051,270)	(2,136,750)	(85,480)
Investment Income	(63,071)	(72,082)	(59,082)	(61,082)	(2,000)
Development Charges	(7,250)	(8,255)	(7,008)	(7,008)	0
PIL	(169,104)	(175,709)	(171,709)	(168,709)	3,000
Fees and Services	(2,511)	(20,479)	(21,274)	(26,074)	(4,800)
Fines	(34,117)	(37,118)	(38,018)	(42,118)	(4,100)
Other	(15,946)	(11,000)	(8,652)	(8,652)	0
Total Revenue	(2,385,605)	(2,499,339)	(2,474,189)	(2,570,464)	(96,275)
Net Requirement	(1,965,592)	(2,048,382)	(2,036,732)	(2,116,792)	(80,060)

City Of Ottawa
2024 Draft Capital Budget
Finance and Corporate Services Committee
Capital Funding Summary
In Thousands (\$000)

	Revenues	Tax Supported/ Dedicated	Rate Supported	Develop. Charges	Gas Tax	Tax Supported/ Dedicated Debt	Rate Supported Debt	Develop. Charges Debt	Gas Tax Debt	Grand Total
General Government										
Renewal of City Assets										
911258 2024 Buildings-General Government	0	2,400	0	0	0	1,000	0	0	0	3,400
Renewal of City Assets Total	0	2,400	0	0	0	1,000	0	0	0	3,400
Service Enhancements										
911267 2024 Accessibility - General Government	0	240	0	0	0	200	0	0	0	440
Service Enhancements Total	0	240	0	0	0	200	0	0	0	440
General Government Total	0	2,640	0	0	0	1,200	0	0	0	3,840
Information Technology										
Renewal of City Assets										
911376 Technology Infrastructure - 2024	0	6,536	0	0	0	0	0	0	0	6,536
911377 ITS Managed - 2024	0	4,497	3,000	0	0	0	0	0	0	7,497
Renewal of City Assets Total	0	11,033	3,000	0	0	0	0	0	0	14,033
Information Technology Total	0	11,033	3,000	0	0	0	0	0	0	14,033
Grand Total	0	13,673	3,000	0	0	1,200	0	0	0	17,873