



Ottawa

Draft

# BUDGET

# 2024

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

Finance and Corporate Services Committee

Tabled – November 8, 2023



# Table of Contents

## Finance and Corporate Services Committee

Elected Officials . . . . .	1
Service Area Summary . . . . .	1
Operating Resource Requirement . . . . .	3
City Clerk . . . . .	4
Service Area Summary . . . . .	4
Operating Resource Requirement . . . . .	6
User Fees . . . . .	7
Legal Services. . . . .	9
Service Area Summary . . . . .	9
Operating Resource Requirement . . . . .	10
City Manager's Office . . . . .	11
Service Area Summary . . . . .	11
Operating Resource Requirement . . . . .	13
Rail Construction Program . . . . .	14
Service Area Summary . . . . .	14
Operating Resource Requirement . . . . .	16
User Fees . . . . .	17
GM's Office & Business and Technical Support Services . . . . .	20
Service Area Summary . . . . .	20
Operating Resource Requirement . . . . .	21
Economic Development and Long Range Planning . . . . .	22
Community, Policy and Partnerships . . . . .	22
Service Area Summary . . . . .	22
Operating Resource Requirement . . . . .	23
User Fees. . . . .	24

Corporate Real Estate Office . . . . .	25
Service Area Summary . . . . .	25
Operating Resource Requirement . . . . .	26
User Fees . . . . .	27
Public Information and Media Relations . . . . .	28
Service Area Summary . . . . .	28
Operating Resource Requirement . . . . .	29
Human Resources Services . . . . .	30
Service Area Summary . . . . .	30
Operating Resource Requirement . . . . .	31
ServiceOttawa . . . . .	32
Service Area Summary . . . . .	32
Operating Resource Requirement . . . . .	33
User Fees . . . . .	34
Information Technology (IT) Services . . . . .	35
Service Area Summary . . . . .	35
Operating Resource Requirement . . . . .	36
Supply Services . . . . .	37
Service Area Summary . . . . .	37
Operating Resource Requirement . . . . .	39
Chief Financial Officer/Treasurer & Business Support Services . . . . .	40
Service Area Summary . . . . .	40
Operating Resource Requirement . . . . .	41
Financial Strategies, Planning and Client Service . . . . .	42
Service Area Summary . . . . .	42
Operating Resource Requirement . . . . .	43
Revenue Services . . . . .	44

Service Area Summary . . . . .	44
Operating Resource Requirement . . . . .	45
User Fees . . . . .	46
Corporate Finance Service . . . . .	48
Service Area Summary . . . . .	48
Operating Resource Requirement . . . . .	49
Payroll, Pensions and Benefits Service . . . . .	50
Service Area Summary . . . . .	50
Operating Resource Requirement . . . . .	51
Non Departmental . . . . .	52
Service Area Summary . . . . .	52
Operating Resource Requirement . . . . .	54
Capital Funding Summary . . . . .	58
Operating and Capital Supplemental Summaries . . . . .	58
Elected Officials . . . . .	59
Operating Analysis . . . . .	59
Explanatory Notes. . . . .	60
City Clerk . . . . .	61
Operating Analysis . . . . .	61
Explanatory Notes. . . . .	63
Legal Services . . . . .	65
Operating Analysis . . . . .	65
Explanatory Notes. . . . .	66
City Manager's Office . . . . .	67
Operating Analysis . . . . .	67
Explanatory Notes. . . . .	68
Rail Construction Program . . . . .	69

Operating Analysis . . . . .	69
Explanatory Notes. . . . .	70
GM's Office & Business and Technical Support Services PRED. . . . .	71
Operating Analysis . . . . .	71
Explanatory Notes. . . . .	72
Economic Development and Long Range Planning. . . . .	73
Operating Analysis . . . . .	73
Explanatory Notes. . . . .	74
Corporate Real Estate . . . . .	76
Operating Analysis . . . . .	76
Explanatory Notes. . . . .	77
Public Information & Media Relations . . . . .	78
Operating Analysis . . . . .	78
Explanatory Notes. . . . .	79
Human Resources . . . . .	80
Operating Analysis . . . . .	80
Explanatory Notes. . . . .	81
ServiceOttawa . . . . .	82
Operating Analysis . . . . .	82
Explanatory Notes. . . . .	84
Information Technology (IT) Services . . . . .	85
Operating Analysis . . . . .	85
Explanatory Notes. . . . .	86
Supply Services . . . . .	87
Operating Analysis . . . . .	87
Explanatory Notes. . . . .	88
Chief Financial Officer/Treasurer & Business Support Services . . . . .	89

Operating Analysis . . . . .	89
Explanatory Notes. . . . .	90
Financial Strategies, Planning and Client Services . . . . .	91
Operating Analysis . . . . .	91
Explanatory Notes. . . . .	92
Revenue Services . . . . .	93
Operating Analysis . . . . .	93
Explanatory Notes. . . . .	94
Corporate Finance . . . . .	96
Operating Analysis . . . . .	96
Explanatory Notes. . . . .	97
Payroll, Pensions & Benefits Service . . . . .	98
Operating Analysis . . . . .	98
Explanatory Notes. . . . .	99
Non Departmental . . . . .	101
Operating Analysis . . . . .	101
Explanatory Notes. . . . .	104
Capital Budget . . . . .	106
Project Details. . . . .	106
General Government. . . . .	107
Information Technology. . . . .	112
Four Year Forecast . . . . .	114
Works-In-Progress Listing . . . . .	115

## **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	
<b>Expenditures by Program</b>					
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
<b>Gross Expenditure</b>	<b>14,261</b>	<b>13,301</b>	<b>13,751</b>	<b>14,041</b>	<b>290</b>
Recoveries & Allocations	(68)	0	0	0	0
Revenue	(3)	0	0	0	0
<b>Net Requirement</b>	<b>14,190</b>	<b>13,301</b>	<b>13,751</b>	<b>14,041</b>	<b>290</b>
<b>Expenditures by Type</b>					
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
<b>Gross Expenditures</b>	<b>14,261</b>	<b>13,301</b>	<b>13,751</b>	<b>14,041</b>	<b>290</b>
Recoveries & Allocations	(68)	0	0	0	0
<b>Net Expenditure</b>	<b>14,193</b>	<b>13,301</b>	<b>13,751</b>	<b>14,041</b>	<b>290</b>
<b>Revenues By Type</b>					
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
<b>Total Revenue</b>	<b>(3)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Requirement</b>	<b>14,190</b>	<b>13,301</b>	<b>13,751</b>	<b>14,041</b>	<b>290</b>
<b>Full Time Equivalents</b>			<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

## 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	
<b>Expenditures by Program</b>					
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
<b>Gross Expenditure</b>	<b>32,070</b>	<b>24,605</b>	<b>24,705</b>	<b>26,050</b>	<b>1,345</b>
Recoveries & Allocations	(3,865)	(2,999)	(2,999)	(2,999)	0
Revenue	(8,547)	(1,882)	(1,882)	(2,022)	(140)
<b>Net Requirement</b>	<b>19,658</b>	<b>19,724</b>	<b>19,824</b>	<b>21,029</b>	<b>1,205</b>
<b>Expenditures by Type</b>					
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
<b>Gross Expenditures</b>	<b>32,070</b>	<b>24,605</b>	<b>24,705</b>	<b>26,050</b>	<b>1,345</b>
Recoveries & Allocations	(3,865)	(2,999)	(2,999)	(2,999)	0
<b>Net Expenditure</b>	<b>28,205</b>	<b>21,606</b>	<b>21,706</b>	<b>23,051</b>	<b>1,345</b>
<b>Revenues By Type</b>					
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
<b>Total Revenue</b>	<b>(8,547)</b>	<b>(1,882)</b>	<b>(1,882)</b>	<b>(2,022)</b>	<b>(140)</b>
<b>Net Requirement</b>	<b>19,658</b>	<b>19,724</b>	<b>19,824</b>	<b>21,029</b>	<b>1,205</b>
<b>Full Time Equivalents</b>			<b>147.55</b>	<b>149.55</b>	<b>2.00</b>

**City of Ottawa**  
**City Clerk - User Fees**

	2022 Rate \$	2023 Rate \$	2024 Rate \$	% Change Over 2023	% Change Over 2022	Effective Date	2024 Revenue (\$000)
<b>Digital Prints, B&amp;W or Colour</b>							
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	
<b>Digital Scans</b>							
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	
<b>Audio-visual</b>							
Duplication to CD or DVD (supported formats)	20.81	21.23	21.65	2.0%	4.0%	01-Jan-24	
<b>Photocopies</b>							
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)
<b>Research and Associated Fees</b>							
Research	40.80	40.80	41.62	2.0%	2.0%	01-Jan-24	
Certified True Copy	Free	Free	Free	-	-	01-Jan-24	
<b>Usage fees, commercial / internet publication, still images used in publication per image, non-exclusive, non-transferable, one-time only, single-language</b>							
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	
<b>Publications</b>							
Individual titles	Cover price	Cover price	Cover price	-	-	01-Jan-24	
<b>Rentals / Other</b>							
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	
<b>Expenditures by Program</b>					
Legal Services	16,094	14,026	13,026	13,976	950
<b>Gross Expenditure</b>	<b>16,094</b>	<b>14,026</b>	<b>13,026</b>	<b>13,976</b>	<b>950</b>
Recoveries & Allocations	(5,528)	(2,913)	(2,913)	(3,618)	(705)
Revenue	(8)	0	0	0	0
<b>Net Requirement</b>	<b>10,558</b>	<b>11,113</b>	<b>10,113</b>	<b>10,358</b>	<b>245</b>
<b>Expenditures by Type</b>					
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
<b>Gross Expenditures</b>	<b>16,094</b>	<b>14,026</b>	<b>13,026</b>	<b>13,976</b>	<b>950</b>
Recoveries & Allocations	(5,528)	(2,913)	(2,913)	(3,618)	(705)
<b>Net Expenditure</b>	<b>10,566</b>	<b>11,113</b>	<b>10,113</b>	<b>10,358</b>	<b>245</b>
<b>Revenues By Type</b>					
Federal	0	0	0	0	0
Provincial	0	0	0	0	0
Own Funds	0	0	0	0	0
Fees and Services	0	0	0	0	0
Fines	0	0	0	0	0
Other	(8)	0	0	0	0
<b>Total Revenue</b>	<b>(8)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Requirement</b>	<b>10,558</b>	<b>11,113</b>	<b>10,113</b>	<b>10,358</b>	<b>245</b>
<b>Full Time Equivalents</b>			<b>91.00</b>	<b>97.00</b>	<b>6.00</b>

## **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	
<b>Expenditures by Program</b>					
City Manager's Office	5,511	5,415	5,415	5,570	155
<b>Gross Expenditure</b>	<b>5,511</b>	<b>5,415</b>	<b>5,415</b>	<b>5,570</b>	<b>155</b>
Recoveries & Allocations	0	0	0	0	0
Revenue	0	0	0	0	0
<b>Net Requirement</b>	<b>5,511</b>	<b>5,415</b>	<b>5,415</b>	<b>5,570</b>	<b>155</b>
<b>Expenditures by Type</b>					
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
<b>Gross Expenditures</b>	<b>5,511</b>	<b>5,415</b>	<b>5,415</b>	<b>5,570</b>	<b>155</b>
Recoveries & Allocations	0	0	0	0	0
<b>Net Expenditure</b>	<b>5,511</b>	<b>5,415</b>	<b>5,415</b>	<b>5,570</b>	<b>155</b>
<b>Revenues By Type</b>					
Federal	0	0	0	0	0
Provincial	0	0	0	0	0
Own Funds	0	0	0	0	0
Fees and Services	0	0	0	0	0
Fines	0	0	0	0	0
Other	0	0	0	0	0
<b>Total Revenue</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Requirement</b>	<b>5,511</b>	<b>5,415</b>	<b>5,415</b>	<b>5,570</b>	<b>155</b>
<b>Full Time Equivalents</b>			<b>34.00</b>	<b>34.00</b>	<b>0.00</b>

## **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	
<b>Expenditures by Program</b>					
O-Train Construction	3	0	0	0	0
Rail Construction Program Service	10,377	11,599	15,507	14,595	(912)
<b>Gross Expenditure</b>	<b>10,380</b>	<b>11,599</b>	<b>15,507</b>	<b>14,595</b>	<b>(912)</b>
Recoveries & Allocations	(10,380)	(11,594)	(15,502)	(14,590)	912
Revenue	0	(5)	(5)	(5)	0
<b>Net Requirement</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditures by Type</b>					
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
<b>Gross Expenditures</b>	<b>10,380</b>	<b>11,599</b>	<b>15,507</b>	<b>14,595</b>	<b>(912)</b>
Recoveries & Allocations	(10,380)	(11,594)	(15,502)	(14,590)	912
<b>Net Expenditure</b>	<b>0</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>0</b>
<b>Revenues By Type</b>					
Federal	0	0	0	0	0
Provincial	0	0	0	0	0
Own Funds	0	0	0	0	0
Fees and Services	0	(5)	(5)	(5)	0
Fines	0	0	0	0	0
Other	0	0	0	0	0
<b>Total Revenue</b>	<b>0</b>	<b>(5)</b>	<b>(5)</b>	<b>(5)</b>	<b>0</b>
<b>Net Requirement</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Full Time Equivalents</b>			<b>12.00</b>	<b>10.00</b>	<b>(2.00)</b>

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)
<b>Proximity Fees</b>							
<b>Shoring – Design &amp; Monitoring Plan</b>							
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	
<b>Excavation Support System</b>							
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	
<b>Geotechnical Hydrogeological Analysis</b>							
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	
<b>Groundwater Control Plan</b>							
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	
<b>Waterproofing System</b>							
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	
<b>Structural Analysis –Loading</b>							
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	
<b>Fire Ventilation</b>							
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	
<b>Station Ventilation</b>							
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	
<b>Access Requirements (including AODA)</b>							
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	
<b>Noise and Vibration Study</b>							
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)
<b>EMI/Stray Current</b>							
Level 2 Fee	563	586	598	2%	6%	01-Jan-24	
Level 3 Fee	563	586	598	2%	6%	01-Jan-24	
<b>Construction Coordination Protocols</b>							
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	
<b>Pre-Post Construction Surveys</b>							
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	
<b>Set-Back Requirements from Structures in the Zone of Influence</b>							
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	
<b>Fire/Smoke Dispersion Analysis</b>							
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	
<b>Crane Swing and Lifting Loads</b>							
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	
<b>Insurance Requirements</b>							
Level 2 Fee	563	586	598	2%	6%	01-Jan-24	
Level 3 Fee	563	586	598	2%	6%	01-Jan-24	
<b>Property – M&amp;L Requirements</b>							
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	
<b>Utility relocations and Installations</b>							
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	
<b>Entrance Connection Agreement</b>							
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)
<b>Security Plan</b>							
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	
<b>Construction As-Built Drawings</b>							
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	
<b>Expenditures by Program</b>					
General Manager's Office	638	738	488	438	(50)
Business and Technical Support Services	3,701	4,209	4,759	5,149	390
<b>Gross Expenditure</b>	<b>4,339</b>	<b>4,947</b>	<b>5,247</b>	<b>5,587</b>	<b>340</b>
Recoveries & Allocations	(2,089)	(2,341)	(2,141)	(2,451)	(310)
Revenue	(11)	0	0	0	0
<b>Net Requirement</b>	<b>2,239</b>	<b>2,606</b>	<b>3,106</b>	<b>3,136</b>	<b>30</b>
<b>Expenditures by Type</b>					
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
<b>Gross Expenditures</b>	<b>4,339</b>	<b>4,947</b>	<b>5,247</b>	<b>5,587</b>	<b>340</b>
Recoveries & Allocations	(2,089)	(2,341)	(2,141)	(2,451)	(310)
<b>Net Expenditure</b>	<b>2,250</b>	<b>2,606</b>	<b>3,106</b>	<b>3,136</b>	<b>30</b>
<b>Revenues By Type</b>					
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
<b>Total Revenue</b>	<b>(11)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Requirement</b>	<b>2,239</b>	<b>2,606</b>	<b>3,106</b>	<b>3,136</b>	<b>30</b>
<b>Full Time Equivalent</b>			<b>38.00</b>	<b>38.00</b>	<b>0.00</b>

## **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	
<b>Expenditures by Program</b>					
Director's Office	324	352	352	337	(15)
Community, Policy and Partnerships	8,901	8,740	8,754	9,324	570
<b>Gross Expenditure</b>	<b>9,225</b>	<b>9,092</b>	<b>9,106</b>	<b>9,661</b>	<b>555</b>
Recoveries & Allocations	0	(36)	0	(135)	(135)
Revenue	(15)	0	0	0	0
<b>Net Requirement</b>	<b>9,210</b>	<b>9,056</b>	<b>9,106</b>	<b>9,526</b>	<b>420</b>
<b>Expenditures by Type</b>					
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
<b>Gross Expenditures</b>	<b>9,225</b>	<b>9,092</b>	<b>9,106</b>	<b>9,661</b>	<b>555</b>
Recoveries & Allocations	0	(36)	0	(135)	(135)
<b>Net Expenditure</b>	<b>9,225</b>	<b>9,056</b>	<b>9,106</b>	<b>9,526</b>	<b>420</b>
<b>Revenues By Type</b>					
Federal	0	0	0	0	0
Provincial	0	0	0	0	0
Own Funds	0	0	0	0	0
Fees and Services	0	0	0	0	0
Fines	0	0	0	0	0
Other	(15)	0	0	0	0
<b>Total Revenue</b>	<b>(15)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Requirement</b>	<b>9,210</b>	<b>9,056</b>	<b>9,106</b>	<b>9,526</b>	<b>420</b>
<b>Full Time Equivalents</b>			<b>12.00</b>	<b>13.00</b>	<b>1.00</b>

**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	
<b>Expenditures by Program</b>					
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
<b>Gross Expenditure</b>	<b>12,999</b>	<b>15,045</b>	<b>15,645</b>	<b>15,785</b>	<b>140</b>
Recoveries & Allocations	(5,537)	(6,344)	(5,744)	(5,744)	0
Revenue	(422)	(619)	(619)	(619)	0
<b>Net Requirement</b>	<b>7,040</b>	<b>8,082</b>	<b>9,282</b>	<b>9,422</b>	<b>140</b>
<b>Expenditures by Type</b>					
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
<b>Gross Expenditures</b>	<b>12,999</b>	<b>15,045</b>	<b>15,645</b>	<b>15,785</b>	<b>140</b>
Recoveries & Allocations	(5,537)	(6,344)	(5,744)	(5,744)	0
<b>Net Expenditure</b>	<b>7,462</b>	<b>8,701</b>	<b>9,901</b>	<b>10,041</b>	<b>140</b>
<b>Revenues By Type</b>					
Federal	0	0	0	0	0
Provincial	0	0	0	0	0
Own Funds	0	0	0	0	0
Fees and Services	(422)	(619)	(619)	(619)	0
Fines	0	0	0	0	0
Other	0	0	0	0	0
<b>Total Revenue</b>	<b>(422)</b>	<b>(619)</b>	<b>(619)</b>	<b>(619)</b>	<b>0</b>
<b>Net Requirement</b>	<b>7,040</b>	<b>8,082</b>	<b>9,282</b>	<b>9,422</b>	<b>140</b>
<b>Full Time Equivalents</b>			<b>40.50</b>	<b>41.00</b>	<b>0.50</b>

**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)
<b>Real Estate Agreements</b>							
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	
<b>Expenditures by Program</b>					
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
<b>Gross Expenditure</b>	<b>4,155</b>	<b>4,687</b>	<b>4,687</b>	<b>4,707</b>	<b>20</b>
Recoveries & Allocations	0	(225)	(225)	(225)	0
Revenue	(32)	0	0	0	0
<b>Net Requirement</b>	<b>4,123</b>	<b>4,462</b>	<b>4,462</b>	<b>4,482</b>	<b>20</b>
<b>Expenditures by Type</b>					
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
<b>Gross Expenditures</b>	<b>4,155</b>	<b>4,687</b>	<b>4,687</b>	<b>4,707</b>	<b>20</b>
Recoveries & Allocations	0	(225)	(225)	(225)	0
<b>Net Expenditure</b>	<b>4,155</b>	<b>4,462</b>	<b>4,462</b>	<b>4,482</b>	<b>20</b>
<b>Revenues By Type</b>					
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
<b>Total Revenue</b>	<b>(32)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Requirement</b>	<b>4,123</b>	<b>4,462</b>	<b>4,462</b>	<b>4,482</b>	<b>20</b>
<b>Full Time Equivalents</b>			<b>33.00</b>	<b>33.00</b>	<b>0.00</b>

## **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	
<b>Expenditures by Program</b>					
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
<b>Gross Expenditure</b>	<b>18,979</b>	<b>19,635</b>	<b>19,635</b>	<b>20,610</b>	<b>975</b>
Recoveries & Allocations	(313)	(730)	(730)	(980)	(250)
Revenue	(765)	(765)	(765)	(765)	0
<b>Net Requirement</b>	<b>17,901</b>	<b>18,140</b>	<b>18,140</b>	<b>18,865</b>	<b>725</b>
<b>Expenditures by Type</b>					
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
<b>Gross Expenditures</b>	<b>18,979</b>	<b>19,635</b>	<b>19,635</b>	<b>20,610</b>	<b>975</b>
Recoveries & Allocations	(313)	(730)	(730)	(980)	(250)
<b>Net Expenditure</b>	<b>18,666</b>	<b>18,905</b>	<b>18,905</b>	<b>19,630</b>	<b>725</b>
<b>Revenues By Type</b>					
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
<b>Total Revenue</b>	<b>(765)</b>	<b>(765)</b>	<b>(765)</b>	<b>(765)</b>	<b>0</b>
<b>Net Requirement</b>	<b>17,901</b>	<b>18,140</b>	<b>18,140</b>	<b>18,865</b>	<b>725</b>
<b>Full Time Equivalents</b>			<b>118.80</b>	<b>122.80</b>	<b>4.00</b>

## **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	
<b>Expenditures by Program</b>					
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
<b>Gross Expenditure</b>	<b>15,857</b>	<b>18,263</b>	<b>18,263</b>	<b>31,238</b>	<b>12,975</b>
Recoveries & Allocations	(1,970)	(3,398)	(3,398)	(15,753)	(12,355)
Revenue	(1,474)	(1,304)	(1,304)	(1,304)	0
<b>Net Requirement</b>	<b>12,413</b>	<b>13,561</b>	<b>13,561</b>	<b>14,181</b>	<b>620</b>
<b>Expenditures by Type</b>					
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
<b>Gross Expenditures</b>	<b>15,857</b>	<b>18,263</b>	<b>18,263</b>	<b>31,238</b>	<b>12,975</b>
Recoveries & Allocations	(1,970)	(3,398)	(3,398)	(15,753)	(12,355)
<b>Net Expenditure</b>	<b>13,887</b>	<b>14,865</b>	<b>14,865</b>	<b>15,485</b>	<b>620</b>
<b>Revenues By Type</b>					
Federal	0	0	0	0	0
Provincial	0	0	0	0	0
Own Funds	0	0	0	0	0
Fees and Services	(1,474)	(1,304)	(1,304)	(1,304)	0
Fines	0	0	0	0	0
Other	0	0	0	0	0
<b>Total Revenue</b>	<b>(1,474)</b>	<b>(1,304)</b>	<b>(1,304)</b>	<b>(1,304)</b>	<b>0</b>
<b>Net Requirement</b>	<b>12,413</b>	<b>13,561</b>	<b>13,561</b>	<b>14,181</b>	<b>620</b>
<b>Full Time Equivalents</b>			<b>138.07</b>	<b>151.07</b>	<b>13.00</b>



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)
<b>Vital Stats Program</b>							
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	
<b>Civil Marriages</b>							
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	
<b>Community and Customer Service</b>							
<b>Photocopies</b>							
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	
<b>Promotional Merchandise</b>							
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	
<b>Expenditures by Program</b>					
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
<b>Gross Expenditure</b>	<b>87,673</b>	<b>82,204</b>	<b>79,604</b>	<b>80,739</b>	<b>1,135</b>
Recoveries & Allocations	(13,062)	(6,890)	(4,335)	(4,355)	(20)
Revenue	(1,225)	(645)	(600)	0	600
<b>Net Requirement</b>	<b>73,386</b>	<b>74,669</b>	<b>74,669</b>	<b>76,384</b>	<b>1,715</b>
<b>Expenditures by Type</b>					
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
<b>Gross Expenditures</b>	<b>87,673</b>	<b>82,204</b>	<b>79,604</b>	<b>80,739</b>	<b>1,135</b>
Recoveries & Allocations	(13,062)	(6,890)	(4,335)	(4,355)	(20)
<b>Net Expenditure</b>	<b>74,611</b>	<b>75,314</b>	<b>75,269</b>	<b>76,384</b>	<b>1,115</b>
<b>Revenues By Type</b>					
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
<b>Total Revenue</b>	<b>(1,225)</b>	<b>(645)</b>	<b>(600)</b>	<b>0</b>	<b>600</b>
<b>Net Requirement</b>	<b>73,386</b>	<b>74,669</b>	<b>74,669</b>	<b>76,384</b>	<b>1,715</b>
<b>Full Time Equivalents</b>			<b>308.00</b>	<b>308.00</b>	<b>0.00</b>

## **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	
<b>Expenditures by Program</b>					
Supply Services	9,261	7,467	7,467	7,757	290
<b>Gross Expenditure</b>	<b>9,261</b>	<b>7,467</b>	<b>7,467</b>	<b>7,757</b>	<b>290</b>
Recoveries & Allocations	(1,533)	(1,525)	(1,525)	(1,525)	0
Revenue	(3,351)	(2,990)	(2,990)	(2,990)	0
<b>Net Requirement</b>	<b>4,377</b>	<b>2,952</b>	<b>2,952</b>	<b>3,242</b>	<b>290</b>
<b>Expenditures by Type</b>					
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
<b>Gross Expenditures</b>	<b>9,261</b>	<b>7,467</b>	<b>7,467</b>	<b>7,757</b>	<b>290</b>
Recoveries & Allocations	(1,533)	(1,525)	(1,525)	(1,525)	0
<b>Net Expenditure</b>	<b>7,728</b>	<b>5,942</b>	<b>5,942</b>	<b>6,232</b>	<b>290</b>
<b>Revenues By Type</b>					
Federal	0	0	0	0	0
Provincial	0	0	0	0	0
Own Funds	0	0	0	0	0
Fees and Services	(3,351)	(2,990)	(2,990)	(2,990)	0
Fines	0	0	0	0	0
Other	0	0	0	0	0
<b>Total Revenue</b>	<b>(3,351)</b>	<b>(2,990)</b>	<b>(2,990)</b>	<b>(2,990)</b>	<b>0</b>
<b>Net Requirement</b>	<b>4,377</b>	<b>2,952</b>	<b>2,952</b>	<b>3,242</b>	<b>290</b>
<b>Full Time Equivalents</b>			<b>65.99</b>	<b>65.99</b>	<b>0.00</b>

## **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	
<b>Expenditures by Program</b>					
Chief Financial Officer/Treasurer	1,887	390	390	401	11
Business Support Services	5,073	3,900	3,900	4,079	179
<b>Gross Expenditure</b>	<b>6,960</b>	<b>4,290</b>	<b>4,290</b>	<b>4,480</b>	<b>190</b>
Recoveries & Allocations	(133)	0	0	0	0
Revenue	(1,266)	0	0	0	0
<b>Net Requirement</b>	<b>5,561</b>	<b>4,290</b>	<b>4,290</b>	<b>4,480</b>	<b>190</b>
<b>Expenditures by Type</b>					
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
<b>Gross Expenditures</b>	<b>6,960</b>	<b>4,290</b>	<b>4,290</b>	<b>4,480</b>	<b>190</b>
Recoveries & Allocations	(133)	0	0	0	0
<b>Net Expenditure</b>	<b>6,827</b>	<b>4,290</b>	<b>4,290</b>	<b>4,480</b>	<b>190</b>
<b>Revenues By Type</b>					
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
<b>Total Revenue</b>	<b>(1,266)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Requirement</b>	<b>5,561</b>	<b>4,290</b>	<b>4,290</b>	<b>4,480</b>	<b>190</b>
<b>Full Time Equivalents</b>			<b>31.00</b>	<b>31.00</b>	<b>0.00</b>



## **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	
<b>Expenditures by Program</b>					
FSPCS	13,593	11,299	11,299	12,094	795
<b>Gross Expenditure</b>	<b>13,593</b>	<b>11,299</b>	<b>11,299</b>	<b>12,094</b>	<b>795</b>
Recoveries & Allocations	(1,025)	(837)	(837)	(1,062)	(225)
Revenue	0	0	0	0	0
<b>Net Requirement</b>	<b>12,568</b>	<b>10,462</b>	<b>10,462</b>	<b>11,032</b>	<b>570</b>
<b>Expenditures by Type</b>					
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
<b>Gross Expenditures</b>	<b>13,593</b>	<b>11,299</b>	<b>11,299</b>	<b>12,094</b>	<b>795</b>
Recoveries & Allocations	(1,025)	(837)	(837)	(1,062)	(225)
<b>Net Expenditure</b>	<b>12,568</b>	<b>10,462</b>	<b>10,462</b>	<b>11,032</b>	<b>570</b>
<b>Revenues By Type</b>					
Federal	0	0	0	0	0
Provincial	0	0	0	0	0
Own Funds	0	0	0	0	0
Fees and Services	0	0	0	0	0
Fines	0	0	0	0	0
Other	0	0	0	0	0
<b>Total Revenue</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Requirement</b>	<b>12,568</b>	<b>10,462</b>	<b>10,462</b>	<b>11,032</b>	<b>570</b>
<b>Full Time Equivalents</b>			<b>108.35</b>	<b>108.35</b>	<b>0.00</b>

## **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	
<b>Expenditures by Program</b>					
Revenue Services	25,090	26,403	26,403	28,528	2,125
<b>Gross Expenditure</b>	<b>25,090</b>	<b>26,403</b>	<b>26,403</b>	<b>28,528</b>	<b>2,125</b>
Recoveries & Allocations	(12,511)	(13,638)	(13,638)	(15,593)	(1,955)
Revenue	(8,588)	(7,607)	(7,407)	(7,607)	(200)
<b>Net Requirement</b>	<b>3,991</b>	<b>5,158</b>	<b>5,358</b>	<b>5,328</b>	<b>(30)</b>
<b>Expenditures by Type</b>					
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
<b>Gross Expenditures</b>	<b>25,090</b>	<b>26,403</b>	<b>26,403</b>	<b>28,528</b>	<b>2,125</b>
Recoveries & Allocations	(12,511)	(13,638)	(13,638)	(15,593)	(1,955)
<b>Net Expenditure</b>	<b>12,579</b>	<b>12,765</b>	<b>12,765</b>	<b>12,935</b>	<b>170</b>
<b>Revenues By Type</b>					
Federal	0	0	0	0	0
Provincial	0	0	0	0	0
Own Funds	0	0	0	0	0
Fees and Services	(8,588)	(7,607)	(7,407)	(7,607)	(200)
Fines	0	0	0	0	0
Other	0	0	0	0	0
<b>Total Revenue</b>	<b>(8,588)</b>	<b>(7,607)</b>	<b>(7,407)</b>	<b>(7,607)</b>	<b>(200)</b>
<b>Net Requirement</b>	<b>3,991</b>	<b>5,158</b>	<b>5,358</b>	<b>5,328</b>	<b>(30)</b>
<b>Full Time Equivalents</b>			<b>212.45</b>	<b>221.45</b>	<b>9.00</b>

**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)
<b>Revenue - User Fees</b>							
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)
<b>Tax Sales Fees</b>							
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	
<b>Sale of Land by Tender Process</b>						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	
<b>Collection Fees</b>						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	
<b>Municipal Accommodation Tax</b>							
Municipal Accommodation Tax Rate	4.00%	4.00%	5.00%	25.0%	25.0%	01-Jan-24	
<b>Vacant Unit Tax</b>							
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	
<b>Total Departmental</b>							<b>(200)</b>

## **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	
<b>Expenditures by Program</b>					
Corporate Finance	3,685	6,810	6,810	6,970	160
<b>Gross Expenditure</b>	<b>3,685</b>	<b>6,810</b>	<b>6,810</b>	<b>6,970</b>	<b>160</b>
Recoveries & Allocations	(614)	(614)	(614)	(614)	0
Revenue	(13)	0	0	0	0
<b>Net Requirement</b>	<b>3,058</b>	<b>6,196</b>	<b>6,196</b>	<b>6,356</b>	<b>160</b>
<b>Expenditures by Type</b>					
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
<b>Gross Expenditures</b>	<b>3,685</b>	<b>6,810</b>	<b>6,810</b>	<b>6,970</b>	<b>160</b>
Recoveries & Allocations	(614)	(614)	(614)	(614)	0
<b>Net Expenditure</b>	<b>3,071</b>	<b>6,196</b>	<b>6,196</b>	<b>6,356</b>	<b>160</b>
<b>Revenues By Type</b>					
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
<b>Total Revenue</b>	<b>(13)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Requirement</b>	<b>3,058</b>	<b>6,196</b>	<b>6,196</b>	<b>6,356</b>	<b>160</b>
<b>Full Time Equivalents</b>			<b>54.54</b>	<b>54.54</b>	<b>0.00</b>



## **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	
<b>Expenditures by Program</b>					
Payroll	8,195	8,181	8,181	8,486	305
<b>Gross Expenditure</b>	<b>8,195</b>	<b>8,181</b>	<b>8,181</b>	<b>8,486</b>	<b>305</b>
Recoveries & Allocations	(1,169)	(396)	(396)	(626)	(230)
Revenue	(67)	(400)	(400)	(180)	220
<b>Net Requirement</b>	<b>6,959</b>	<b>7,385</b>	<b>7,385</b>	<b>7,680</b>	<b>295</b>
<b>Expenditures by Type</b>					
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
<b>Gross Expenditures</b>	<b>8,195</b>	<b>8,181</b>	<b>8,181</b>	<b>8,486</b>	<b>305</b>
Recoveries & Allocations	(1,169)	(396)	(396)	(626)	(230)
<b>Net Expenditure</b>	<b>7,026</b>	<b>7,785</b>	<b>7,785</b>	<b>7,860</b>	<b>75</b>
<b>Revenues By Type</b>					
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
<b>Total Revenue</b>	<b>(67)</b>	<b>(400)</b>	<b>(400)</b>	<b>(180)</b>	<b>220</b>
<b>Net Requirement</b>	<b>6,959</b>	<b>7,385</b>	<b>7,385</b>	<b>7,680</b>	<b>295</b>
<b>Full Time Equivalents</b>			<b>69.33</b>	<b>72.33</b>	<b>3.00</b>

# 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	
<b>Corporate Human Resource Provision</b>					
<b>Expenditure</b>					
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
<b>Gross Expenditure</b>	<b>6,748</b>	<b>6,723</b>	<b>6,723</b>	<b>6,723</b>	<b>0</b>
Recoveries & Allocations	0	0	0	0	0
<b>Net Expenditure</b>	<b>6,748</b>	<b>6,723</b>	<b>6,723</b>	<b>6,723</b>	<b>0</b>
<b>Net Corp HR Provision Requirement</b>	<b>6,748</b>	<b>6,723</b>	<b>6,723</b>	<b>6,723</b>	<b>0</b>
<b>Capital Formation Costs</b>					
<b>Expenditure</b>					
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
<b>Gross Expenditure</b>	<b>380,766</b>	<b>427,397</b>	<b>412,897</b>	<b>428,147</b>	<b>15,250</b>
Recoveries & Allocations	0	0	0	0	0
<b>Net Expenditure</b>	<b>380,766</b>	<b>427,397</b>	<b>412,897</b>	<b>428,147</b>	<b>15,250</b>
<b>Revenue</b>					
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
<b>Total Revenue</b>	<b>(134,610)</b>	<b>(153,651)</b>	<b>(145,151)</b>	<b>(152,146)</b>	<b>(6,995)</b>
<b>Net Capital Formation Costs Requirement</b>	<b>246,156</b>	<b>273,746</b>	<b>267,746</b>	<b>276,001</b>	<b>8,255</b>

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

	2022	2023		2024	\$ Change over 2023 Budget
	Actual	Forecast	Budget	Estimate	
<b>Corporate Common Expenditures</b>					
<b>Expenditure</b>					
Financial Charges & Other	12,485	9,180	11,180	11,180	0
<b>Gross Expenditure</b>	<b>12,485</b>	<b>9,180</b>	<b>11,180</b>	<b>11,180</b>	<b>0</b>
Recoveries & Allocations	(48,588)	(49,277)	(49,277)	(50,732)	(1,455)
<b>Net Expenditure</b>	<b>(36,103)</b>	<b>(40,097)</b>	<b>(38,097)</b>	<b>(39,552)</b>	<b>(1,455)</b>
<b>Net Corporate Common Expenditures Requirement</b>	<b>(36,103)</b>	<b>(40,097)</b>	<b>(38,097)</b>	<b>(39,552)</b>	<b>(1,455)</b>
<b>Corporate Common Revenues</b>					
<b>Expenditure</b>					
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
<b>Net Expenditure</b>	<b>20,724</b>	<b>16,463</b>	<b>18,463</b>	<b>20,763</b>	<b>2,300</b>
<b>Revenue</b>					
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
<b>Total Revenue</b>	<b>(117,192)</b>	<b>(125,610)</b>	<b>(112,960)</b>	<b>(119,760)</b>	<b>(6,800)</b>
<b>Net Corporate Common Revenues Requirement</b>	<b>(96,468)</b>	<b>(109,147)</b>	<b>(94,497)</b>	<b>(98,997)</b>	<b>(4,500)</b>

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

	2022	2023		2024	\$ Change over 2023 Budget
	Actual	Forecast	Budget	Estimate	
<b>Tax Related Expenditures and Revenues</b>					
<b>Expenditure</b>					
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
<b>Net Expenditure</b>	<b>47,878</b>	<b>40,471</b>	<b>37,471</b>	<b>37,591</b>	<b>120</b>
<b>Revenue</b>					
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)
<b>Total Revenue</b>	<b>(2,133,803)</b>	<b>(2,220,078)</b>	<b>(2,216,078)</b>	<b>(2,298,558)</b>	<b>(82,480)</b>
<b>Net Tax Related Expenditures and Revenues</b>	<b>(2,085,925)</b>	<b>(2,179,607)</b>	<b>(2,178,607)</b>	<b>(2,260,967)</b>	<b>(82,360)</b>
<b>Total Net Requirement</b>	<b>(1,965,592)</b>	<b>(2,048,382)</b>	<b>(2,036,732)</b>	<b>(2,116,792)</b>	<b>(80,060)</b>

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

	2022	2023		2024	\$ Change over 2023 Budget
	Actual	Forecast	Budget	Estimate	
<b>Expenditures by Type</b>					
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
<b>Gross Expenditures</b>	<b>468,601</b>	<b>500,234</b>	<b>486,734</b>	<b>504,404</b>	<b>17,670</b>
Recoveries & Allocations	(48,588)	(49,277)	(49,277)	(50,732)	(1,455)
<b>Net Expenditure</b>	<b>420,013</b>	<b>450,957</b>	<b>437,457</b>	<b>453,672</b>	<b>16,215</b>
<b>Revenues By Type</b>					
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
<b>Total Revenue</b>	<b>(2,385,605)</b>	<b>(2,499,339)</b>	<b>(2,474,189)</b>	<b>(2,570,464)</b>	<b>(96,275)</b>
<b>Net Requirement</b>	<b>(1,965,592)</b>	<b>(2,048,382)</b>	<b>(2,036,732)</b>	<b>(2,116,792)</b>	<b>(80,060)</b>



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
<b>General Government</b>										
Renewal of City Assets										
911258 2024 Buildings-General Government	0	2,400	0	0	0	1,000	0	0	0	3,400
<b>Renewal of City Assets Total</b>	<b>0</b>	<b>2,400</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,400</b>
Service Enhancements										
911267 2024 Accessibility - General Government	0	240	0	0	0	200	0	0	0	440
<b>Service Enhancements Total</b>	<b>0</b>	<b>240</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>200</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>440</b>
<b>General Government Total</b>	<b>0</b>	<b>2,640</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,200</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,840</b>
<b>Information Technology</b>										
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
<b>Renewal of City Assets Total</b>	<b>0</b>	<b>11,033</b>	<b>3,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>14,033</b>
<b>Information Technology Total</b>	<b>0</b>	<b>11,033</b>	<b>3,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>14,033</b>
<b>Grand Total</b>	<b>0</b>	<b>13,673</b>	<b>3,000</b>	<b>0</b>	<b>0</b>	<b>1,200</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>17,873</b>

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

	2023 Baseline			2024 Adjustments						2024	\$ Change over 2023 Budget
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	COVID-19	Service Initiatives / Savings	User Fees & Revenues	Estimate	
<b>Expenditures by Program</b>											
Mayor's Office	985	985	0	15	0	0	0	0	0	1,000	15
Constituency Services & Administration	12,866	13,316	0	275	0	0	0	0	0	13,591	275
Provision for Surplus	(550)	(550)	0	0	0	0	0	0	0	(550)	0
<b>Gross Expenditure</b>	<b>13,301</b>	<b>13,751</b>	<b>0</b>	<b>290</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>14,041</b>	<b>290</b>
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
<b>Net Requirement</b>	<b>13,301</b>	<b>13,751</b>	<b>0</b>	<b>290</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>14,041</b>	<b>290</b>
<b>Expenditures by Type</b>											
Salaries, Wages & Benefits	11,689	12,139	0	290	0	0	0	0	0	12,429	290
Overtime	0	0	0	0	0	0	0	0	0	0	0
Material & Services	1,262	1,262	0	0	0	0	0	0	0	1,262	0
Transfers/Grants/Financial Charges	234	234	0	0	0	0	0	0	0	234	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	116	116	0	0	0	0	0	0	0	116	0
<b>Gross Expenditures</b>	<b>13,301</b>	<b>13,751</b>	<b>0</b>	<b>290</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>14,041</b>	<b>290</b>
Recoveries & Allocations	0	0	0	0	0	0	0	0	0	0	0
<b>Net Expenditure</b>	<b>13,301</b>	<b>13,751</b>	<b>0</b>	<b>290</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>14,041</b>	<b>290</b>
<b>Percent of 2024 Net Expenditure Budget</b>			<b>0.0%</b>	<b>2.1%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>2.1%</b>	
<b>Revenues By Type</b>											
Federal	0	0	0	0	0	0	0	0	0	0	0
Provincial	0	0	0	0	0	0	0	0	0	0	0
Own Funds	0	0	0	0	0	0	0	0	0	0	0
Fees and Services	0	0	0	0	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
<b>Total Revenue</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Percent of 2024 Revenue Budget</b>			<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	
<b>Net Requirement</b>	<b>13,301</b>	<b>13,751</b>	<b>0</b>	<b>290</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>14,041</b>	<b>290</b>
<b>Percent of 2024 Net Requirement Budget</b>			<b>0.0%</b>	<b>2.1%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>2.1%</b>	
<b>Full Time Equivalents (FTEs)</b>		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	<b>0.00</b>	<b>0.00</b>
<b>Percent of 2024 FTEs</b>			<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	

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

2023 Forecast vs. Budget Variance Explanation	Surplus / (Deficit)			
	Expense	Revenue	Net	
Reduced expenditures in compensation related accounts across all wards.	450	0	450	
<b>Total Surplus / (Deficit)</b>	<b>450</b>	<b>0</b>	<b>450</b>	
2024 Pressure Category / Explanation	Increase / (Decrease)			
	Expense	Revenue	Net 2024 Changes	FTE Impact
<b>Maintain Services</b>				
All programs include an adjustment for potential 2024 cost of living, increments and benefit adjustments.	290	0	290	0.00
<b>Total Maintain Services</b>	<b>290</b>	<b>0</b>	<b>290</b>	<b>0.00</b>
<b>Total Budget Changes</b>	<b>290</b>	<b>0</b>	<b>290</b>	<b>0.00</b>

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

	2023 Baseline			2024 Adjustments						2024	\$ Change over 2023 Budget
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	COVID-19	Service Initiatives / Savings	User Fees & Revenues	Estimate	
<b>Expenditures by Program</b>											
City Clerk's Office	459	459	0	55	0	0	0	(5)	0	509	50
Policy & Technical Solution Services	6,765	6,845	0	294	0	120	0	0	0	7,259	414
Council & Committee Services	2,780	2,800	0	260	0	120	0	0	0	3,180	380
Protocol	1,375	1,375	0	0	0	0	0	0	0	1,375	0
French Language Services	3,140	3,140	0	166	0	50	0	0	0	3,356	216
Legislative Services	7,501	7,501	0	160	0	0	0	0	0	7,661	160
Election	2,585	2,585	0	125	0	0	0	0	0	2,710	125
<b>Gross Expenditure</b>	<b>24,605</b>	<b>24,705</b>	<b>0</b>	<b>1,060</b>	<b>0</b>	<b>290</b>	<b>0</b>	<b>(5)</b>	<b>0</b>	<b>26,050</b>	<b>1,345</b>
Recoveries & Allocations	(2,999)	(2,999)	0	0	0	0	0	0	0	(2,999)	0
Revenue	(1,882)	(1,882)	0	(140)	0	0	0	0	0	(2,022)	(140)
<b>Net Requirement</b>	<b>19,724</b>	<b>19,824</b>	<b>0</b>	<b>920</b>	<b>0</b>	<b>290</b>	<b>0</b>	<b>(5)</b>	<b>0</b>	<b>21,029</b>	<b>1,205</b>
<b>Expenditures by Type</b>											
Salaries, Wages & Benefits	16,024	16,024	0	686	0	240	0	0	0	16,950	926
Overtime	67	67	0	0	0	0	0	0	0	67	0
Material & Services	6,822	6,922	0	299	0	50	0	(5)	0	7,266	344
Transfers/Grants/Financial Charges	300	300	0	40	0	0	0	0	0	340	40
Fleet Costs	153	153	0	0	0	0	0	0	0	153	0
Program Facility Costs	907	907	0	35	0	0	0	0	0	942	35
Other Internal Costs	332	332	0	0	0	0	0	0	0	332	0
<b>Gross Expenditures</b>	<b>24,605</b>	<b>24,705</b>	<b>0</b>	<b>1,060</b>	<b>0</b>	<b>290</b>	<b>0</b>	<b>(5)</b>	<b>0</b>	<b>26,050</b>	<b>1,345</b>
Recoveries & Allocations	(2,999)	(2,999)	0	0	0	0	0	0	0	(2,999)	0
<b>Net Expenditure</b>	<b>21,606</b>	<b>21,706</b>	<b>0</b>	<b>1,060</b>	<b>0</b>	<b>290</b>	<b>0</b>	<b>(5)</b>	<b>0</b>	<b>23,051</b>	<b>1,345</b>
<b>Percent of 2024 Net Expenditure Budget</b>			<b>0.0%</b>	<b>4.9%</b>	<b>0.0%</b>	<b>1.3%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>6.2%</b>	

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

	2023 Baseline			2024 Adjustments						2024	\$ Change over 2023 Budget
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	COVID-19	Service Initiatives / Savings	User Fees & Revenues	Estimate	
<b>Revenues By Type</b>											
Federal	0	0	0	0	0	0	0	0	0	0	0
Provincial	0	0	0	0	0	0	0	0	0	0	0
Own Funds	(1,873)	(1,873)	0	(140)	0	0	0	0	0	(2,013)	(140)
Fees and Services	(9)	(9)	0	0	0	0	0	0	0	(9)	0
Fines	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
<b>Total Revenue</b>	<b>(1,882)</b>	<b>(1,882)</b>	<b>0</b>	<b>(140)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(2,022)</b>	<b>(140)</b>
<b>Percent of 2024 Revenue Budget</b>			<b>0.0%</b>	<b>7.4%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>7.4%</b>	
<b>Net Requirement</b>	<b>19,724</b>	<b>19,824</b>	<b>0</b>	<b>920</b>	<b>0</b>	<b>290</b>	<b>0</b>	<b>(5)</b>	<b>0</b>	<b>21,029</b>	<b>1,205</b>
<b>Percent of 2024 Net Requirement Budget</b>			<b>0.0%</b>	<b>4.6%</b>	<b>0.0%</b>	<b>1.5%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>6.1%</b>	
<b>Full Time Equivalents (FTEs)</b>		147.55	0.00	0.00	0.00	2.00	0.00	0.00	0.00	<b>149.55</b>	<b>2.00</b>
<b>Percent of 2024 FTEs</b>			<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>1.4%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>1.4%</b>	

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

2023 Forecast vs. Budget Variance Explanation	Surplus / (Deficit)			
	Expense	Revenue	Net	
No significant variances to report.	100	0	100	
<b>Total Surplus / (Deficit)</b>	<b>100</b>	<b>0</b>	<b>100</b>	
2024 Pressure Category / Explanation	Increase / (Decrease)			
	Expense	Revenue	Net 2024 Changes	FTE Impact
<b>Maintain Services</b>				
All programs include an adjustment for potential 2024 cost of living, increments and benefit adjustments.	595	0	595	0.00
Election requirement funded from Tax Stabilization Reserve.	140	(140)	0	0.00
Increased demand for translation and interpretation services for Committee and Council meetings.	90	0	90	0.00
Increase in Facility costs related to inflation on compensation contracts, hydro increases, security and maintenance contracts.	35	0	35	0.00
Upgrade to the Lobbyist Registry.	200	0	200	0.00
<b>Total Maintain Services</b>	<b>1,060</b>	<b>(140)</b>	<b>920</b>	<b>0.00</b>
2024 Pressure Category / Explanation	Increase / (Decrease)			
	Expense	Revenue	Net 2024 Changes	FTE Impact
<b>Growth</b>				
Permanent resource to support the increased workload in the Access and Privacy Office.	120	0	120	1.00
Permanent resource to support Bill 109 report, hybrid City Council and Standing Committee meetings, and the new Advisory Body restructuring.	120	0	120	1.00
Inflationary increase on translation services.	50	0	50	0.00
<b>Total Growth</b>	<b>290</b>	<b>0</b>	<b>290</b>	<b>2.00</b>
2024 Pressure Category / Explanation	Increase / (Decrease)			
	Expense	Revenue	Net 2024 Changes	FTE Impact
<b>Service Initiatives / Savings</b>				
Discretionary spending savings.	(5)	0	(5)	0.00
<b>Total Service Initiatives / Savings</b>	<b>(5)</b>	<b>0</b>	<b>(5)</b>	<b>0.00</b>

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

2024 Pressure Category / Explanation	Increase / (Decrease)			
	Expense	Revenue	Net 2024 Changes	FTE Impact
<b>User Fees &amp; Revenues</b>				
See following user fee schedule for details on the specific rates.	0	0	0	0.00
<b>Total User Fees &amp; Revenues</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.00</b>
<b>Total Budget Changes</b>	<b>1,345</b>	<b>(140)</b>	<b>1,205</b>	<b>2.00</b>

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

	2023 Baseline			2024 Adjustments						2024	\$ Change over 2023 Budget
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	COVID-19	Service Initiatives / Savings	User Fees & Revenues	Estimate	
<b>Expenditures by Program</b>											
Legal Services	14,026	13,026	0	295	0	655	0	0	0	13,976	950
<b>Gross Expenditure</b>	<b>14,026</b>	<b>13,026</b>	<b>0</b>	<b>295</b>	<b>0</b>	<b>655</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>13,976</b>	<b>950</b>
Recoveries & Allocations	(2,913)	(2,913)	0	(50)	0	(655)	0	0	0	(3,618)	(705)
Revenue	0	0	0	0	0	0	0	0	0	0	0
<b>Net Requirement</b>	<b>11,113</b>	<b>10,113</b>	<b>0</b>	<b>245</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>10,358</b>	<b>245</b>
<b>Expenditures by Type</b>											
Salaries, Wages & Benefits	11,305	11,305	0	295	0	655	0	0	0	12,255	950
Overtime	31	31	0	0	0	0	0	0	0	31	0
Material & Services	2,633	1,633	0	0	0	0	0	0	0	1,633	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	57	57	0	0	0	0	0	0	0	57	0
<b>Gross Expenditures</b>	<b>14,026</b>	<b>13,026</b>	<b>0</b>	<b>295</b>	<b>0</b>	<b>655</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>13,976</b>	<b>950</b>
Recoveries & Allocations	(2,913)	(2,913)	0	(50)	0	(655)	0	0	0	(3,618)	(705)
<b>Net Expenditure</b>	<b>11,113</b>	<b>10,113</b>	<b>0</b>	<b>245</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>10,358</b>	<b>245</b>
<b>Percent of 2024 Net Expenditure Budget</b>			<b>0.0%</b>	<b>2.4%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>2.4%</b>	
<b>Revenues By Type</b>											
Federal	0	0	0	0	0	0	0	0	0	0	0
Provincial	0	0	0	0	0	0	0	0	0	0	0
Own Funds	0	0	0	0	0	0	0	0	0	0	0
Fees and Services	0	0	0	0	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
<b>Total Revenue</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Percent of 2024 Revenue Budget</b>			<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	
<b>Net Requirement</b>	<b>11,113</b>	<b>10,113</b>	<b>0</b>	<b>245</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>10,358</b>	<b>245</b>
<b>Percent of 2024 Net Requirement Budget</b>			<b>0.0%</b>	<b>2.4%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>2.4%</b>	
<b>Full Time Equivalents (FTEs)</b>		91.00	0.00	0.00	0.00	6.00	0.00	0.00	0.00	<b>97.00</b>	<b>6.00</b>
<b>Percent of 2024 FTEs</b>			<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>6.6%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>6.6%</b>	



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

2023 Forecast vs. Budget Variance Explanation	Surplus / (Deficit)				
	Expense	Revenue	Net		
Increased arbitration costs and external legal services due to the Metro Taxi lawsuit.	(1,000)	0	(1,000)		
<b>Total Surplus / (Deficit)</b>	<b>(1,000)</b>	<b>0</b>	<b>(1,000)</b>		
Increase / (Decrease)					
2024 Pressure Category / Explanation	Expense	Revenue	Net 2024 Changes	FTE Impact	
<b>Maintain Services</b>					
All programs include an adjustment for potential 2024 cost of living, increments and benefit adjustments.	295	0	295	0.00	
Annual support increase for ongoing sustainment of the development application process funded through Planning Services User Fee revenues.	(50)	0	(50)	0.00	
<b>Total Maintain Services</b>	<b>245</b>	<b>0</b>	<b>245</b>	<b>0.00</b>	
Increase / (Decrease)					
2024 Pressure Category / Explanation	Expense	Revenue	Net 2024 Changes	FTE Impact	
<b>Growth</b>					
Resources required to support the development growth funded through Planning Services User Fee revenues.	655	0	655	6.00	
Resources required to support the development growth funded through Planning Services User Fee revenues.	(655)	0	(655)	0.00	
<b>Total Budget Changes</b>	<b>245</b>	<b>0</b>	<b>245</b>	<b>6.00</b>	

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

	2023 Baseline			2024 Adjustments						2024	\$ Change over 2023 Budget
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	COVID-19	Service Initiatives / Savings	User Fees & Revenues	Estimate	
<b>Expenditures by Program</b>											
City Manager's Office	5,415	5,415	0	155	0	0	0	0	0	5,570	155
<b>Gross Expenditure</b>	<b>5,415</b>	<b>5,415</b>	<b>0</b>	<b>155</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5,570</b>	<b>155</b>
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
<b>Net Requirement</b>	<b>5,415</b>	<b>5,415</b>	<b>0</b>	<b>155</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5,570</b>	<b>155</b>
<b>Expenditures by Type</b>											
Salaries, Wages & Benefits	5,041	5,041	0	155	0	0	0	0	0	5,196	155
Overtime	0	0	0	0	0	0	0	0	0	0	0
Material & Services	352	352	0	0	0	0	0	0	0	352	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	22	22	0	0	0	0	0	0	0	22	0
<b>Gross Expenditures</b>	<b>5,415</b>	<b>5,415</b>	<b>0</b>	<b>155</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5,570</b>	<b>155</b>
Recoveries & Allocations	0	0	0	0	0	0	0	0	0	0	0
<b>Net Expenditure</b>	<b>5,415</b>	<b>5,415</b>	<b>0</b>	<b>155</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5,570</b>	<b>155</b>
<b>Percent of 2024 Net Expenditure Budget</b>			<b>0.0%</b>	<b>2.9%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>2.9%</b>	
<b>Revenues By Type</b>											
Federal	0	0	0	0	0	0	0	0	0	0	0
Provincial	0	0	0	0	0	0	0	0	0	0	0
Own Funds	0	0	0	0	0	0	0	0	0	0	0
Fees and Services	0	0	0	0	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
<b>Total Revenue</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Percent of 2024 Revenue Budget</b>			<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	
<b>Net Requirement</b>	<b>5,415</b>	<b>5,415</b>	<b>0</b>	<b>155</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5,570</b>	<b>155</b>
<b>Percent of 2024 Net Requirement Budget</b>			<b>0.0%</b>	<b>2.9%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>2.9%</b>	
<b>Full Time Equivalents (FTEs)</b>		34.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	<b>34.00</b>	<b>0.00</b>
<b>Percent of 2024 FTEs</b>			<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	

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

2023 Forecast vs. Budget Variance Explanation	Surplus / (Deficit)			
	Expense	Revenue	Net	
No significant variances to report.	0	0	0	
<b>Total Surplus / (Deficit)</b>	<b>0</b>	<b>0</b>	<b>0</b>	
2024 Pressure Category / Explanation	Increase / (Decrease)			
	Expense	Revenue	Net 2024 Changes	FTE Impact
<b>Maintain Services</b>				
All programs include an adjustment for potential 2024 cost of living, increments and benefit adjustments.	155	0	155	0.00
<b>Total Maintain Services</b>	<b>155</b>	<b>0</b>	<b>155</b>	<b>0.00</b>
<b>Total Budget Changes</b>	<b>155</b>	<b>0</b>	<b>155</b>	<b>0.00</b>

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

	2023 Baseline			2024 Adjustments						2024	\$ Change over 2023 Budget
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	COVID-19	Service Initiatives / Savings	User Fees & Revenues	Estimate	
<b>Expenditures by Program</b>											
O-Train Construction	0	0	0	0	0	0	0	0	0	0	0
Rail Construction Program Service	11,599	15,507	(1,187)	275	0	0	0	0	0	14,595	(912)
<b>Gross Expenditure</b>	<b>11,599</b>	<b>15,507</b>	<b>(1,187)</b>	<b>275</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>14,595</b>	<b>(912)</b>
Recoveries & Allocations	(11,594)	(15,502)	1,187	(275)	0	0	0	0	0	(14,590)	912
Revenue	(5)	(5)	0	0	0	0	0	0	0	(5)	0
<b>Net Requirement</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditures by Type</b>											
Salaries, Wages & Benefits	11,366	14,977	(1,152)	275	0	0	0	0	0	14,100	(877)
Overtime	221	525	(35)	0	0	0	0	0	0	490	(35)
Material & Services	5	5	0	0	0	0	0	0	0	5	0
Transfers/Grants/Financial Charges	0	0	0	0	0	0	0	0	0	0	0
Fleet Costs	0	0	0	0	0	0	0	0	0	0	0
Program Facility Costs	0	0	0	0	0	0	0	0	0	0	0
Other Internal Costs	7	0	0	0	0	0	0	0	0	0	0
<b>Gross Expenditures</b>	<b>11,599</b>	<b>15,507</b>	<b>(1,187)</b>	<b>275</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>14,595</b>	<b>(912)</b>
Recoveries & Allocations	(11,594)	(15,502)	1,187	(275)	0	0	0	0	0	(14,590)	912
<b>Net Expenditure</b>	<b>5</b>	<b>5</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5</b>	<b>0</b>
<b>Percent of 2024 Net Expenditure Budget</b>			<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	
<b>Revenues By Type</b>											
Federal	0	0	0	0	0	0	0	0	0	0	0
Provincial	0	0	0	0	0	0	0	0	0	0	0
Own Funds	0	0	0	0	0	0	0	0	0	0	0
Fees and Services	(5)	(5)	0	0	0	0	0	0	0	(5)	0
Fines	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
<b>Total Revenue</b>	<b>(5)</b>	<b>(5)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(5)</b>	<b>0</b>
<b>Percent of 2024 Revenue Budget</b>			<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	
<b>Net Requirement</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Percent of 2024 Net Requirement Budget</b>			<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	
<b>Full Time Equivalents (FTEs)</b>		12.00	(2.00)	0.00	0.00	0.00	0.00	0.00	0.00	10.00	(2.00)
<b>Percent of 2024 FTEs</b>			<b>-16.7%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>-16.7%</b>	

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

2023 Forecast vs. Budget Variance Explanation	Surplus / (Deficit)			
	Expense	Revenue	Net	
No significant variance to report.	0	0	0	
<b>Total Surplus / (Deficit)</b>	<b>0</b>	<b>0</b>	<b>0</b>	
Increase / (Decrease)				
2023 Baseline Adjustment / Explanation	Expense	Revenue	Net 2024 Changes	FTE Impact
Staffing level and office budget adjustment for Rail Construction Program.	(1,187)	0	(1,187)	(2.00)
Decreased capital recoveries as a result of lower staffing levels and office budget adjustment.	1,187	0	1,187	0.00
<b>Total Adjustments to Base Budget</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(2.00)</b>
Increase / (Decrease)				
2024 Pressure Category / Explanation	Expense	Revenue	Net 2024 Changes	FTE Impact
<b>Maintain Services</b>				
All programs include an adjustment for potential 2024 cost of living, increments and benefit adjustments.	275	0	275	0.00
Increased capital recoveries for cost of living, increments and benefits adjustment	(275)	0	(275)	0.00
<b>Total Maintain Services</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.00</b>
Increase / (Decrease)				
2024 Pressure Category / Explanation	Expense	Revenue	Net 2024 Changes	FTE Impact
<b>User Fees &amp; Revenues</b>				
See following user fee schedule for details on the specific rates.	0	0	0	0.00
<b>Total User Fees &amp; Revenues</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.00</b>
<b>Total Budget Changes</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(2.00)</b>

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

	2023 Baseline			2024 Adjustments						2024	\$ Change over 2023 Budget
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	COVID-19	Service Initiatives / Savings	User Fees & Revenues	Estimate	
<b>Expenditures by Program</b>											
General Manager's Office	738	488	0	(50)	0	0	0	0	0	438	(50)
Business and Technical Support Services	4,209	4,759	0	210	190	0	0	(10)	0	5,149	390
<b>Gross Expenditure</b>	<b>4,947</b>	<b>5,247</b>	<b>0</b>	<b>160</b>	<b>190</b>	<b>0</b>	<b>0</b>	<b>(10)</b>	<b>0</b>	<b>5,587</b>	<b>340</b>
Recoveries & Allocations	(2,341)	(2,141)	0	(120)	(190)	0	0	0	0	(2,451)	(310)
Revenue	0	0	0	0	0	0	0	0	0	0	0
<b>Net Requirement</b>	<b>2,606</b>	<b>3,106</b>	<b>0</b>	<b>40</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(10)</b>	<b>0</b>	<b>3,136</b>	<b>30</b>
<b>Expenditures by Type</b>											
Salaries, Wages & Benefits	4,644	4,794	0	160	190	0	0	0	0	5,144	350
Overtime	16	16	0	0	0	0	0	0	0	16	0
Material & Services	224	374	0	0	0	0	0	(10)	0	364	(10)
Transfers/Grants/Financial Charges	50	50	0	0	0	0	0	0	0	50	0
Fleet Costs	0	0	0	0	0	0	0	0	0	0	0
Program Facility Costs	0	0	0	0	0	0	0	0	0	0	0
Other Internal Costs	13	13	0	0	0	0	0	0	0	13	0
<b>Gross Expenditures</b>	<b>4,947</b>	<b>5,247</b>	<b>0</b>	<b>160</b>	<b>190</b>	<b>0</b>	<b>0</b>	<b>(10)</b>	<b>0</b>	<b>5,587</b>	<b>340</b>
Recoveries & Allocations	(2,341)	(2,141)	0	(120)	(190)	0	0	0	0	(2,451)	(310)
<b>Net Expenditure</b>	<b>2,606</b>	<b>3,106</b>	<b>0</b>	<b>40</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(10)</b>	<b>0</b>	<b>3,136</b>	<b>30</b>
<b>Percent of 2024 Net Expenditure Budget</b>			<b>0.0%</b>	<b>1.3%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>-0.3%</b>	<b>0.0%</b>	<b>1.0%</b>	
<b>Revenues By Type</b>											
Federal	0	0	0	0	0	0	0	0	0	0	0
Provincial	0	0	0	0	0	0	0	0	0	0	0
Own Funds	0	0	0	0	0	0	0	0	0	0	0
Fees and Services	0	0	0	0	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
<b>Total Revenue</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Percent of 2024 Revenue Budget</b>			<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	
<b>Net Requirement</b>	<b>2,606</b>	<b>3,106</b>	<b>0</b>	<b>40</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(10)</b>	<b>0</b>	<b>3,136</b>	<b>30</b>
<b>Percent of 2024 Net Requirement Budget</b>			<b>0.0%</b>	<b>1.3%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>-0.3%</b>	<b>0.0%</b>	<b>1.0%</b>	
<b>Full Time Equivalents (FTEs)</b>		38.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	<b>38.00</b>	<b>0.00</b>
<b>Percent of 2024 FTEs</b>			<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	

City of Ottawa

Planning, Real Estate & Economic Development Department

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

In Thousands (\$000)

2023 Forecast vs. Budget Variance Explanation	Surplus / (Deficit)			
	Expense	Revenue	Net	
Surplus largely due to staffing shortages.	500	0	500	
<b>Total Surplus / (Deficit)</b>	<b>500</b>	<b>0</b>	<b>500</b>	
Increase / (Decrease)				
2024 Pressure Category / Explanation	Expense	Revenue	Net 2024 Changes	FTE Impact
<b>Maintain Services</b>				
All programs include an adjustment for potential 2024 cost of living, increments and benefit adjustments.	160	0	160	0.00
All programs include an adjustment for potential 2024 cost of living, increments, and benefit adjustments. Offset with recoveries and allocations.	(120)	0	(120)	0.00
<b>Total Maintain Services</b>	<b>40</b>	<b>0</b>	<b>40</b>	<b>0.00</b>
Increase / (Decrease)				
2024 Pressure Category / Explanation	Expense	Revenue	Net 2024 Changes	FTE Impact
<b>Provincial Legislated</b>				
Temporary resources to support legislative requirements, including Bill 109 More Homes for Everyone Act and Bill 23 More Homes Built Faster Act (ACS2023-PRE-GEN-0005).	190	0	190	0.00
Temporary resources to support legislative requirements, including Bill 109 More Homes for Everyone Act and Bill 23 More Homes Built Faster Act (ACS2023-PRE-GEN-0005). Offset with Planning Fees.	(190)	0	(190)	0.00
<b>Total Provincial Legislated</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.00</b>
Increase / (Decrease)				
2024 Pressure Category / Explanation	Expense	Revenue	Net 2024 Changes	FTE Impact
<b>Service Initiatives / Savings</b>				
Efficiency Savings.	(10)	0	(10)	0.00
<b>Total Service Initiatives / Savings</b>	<b>(10)</b>	<b>0</b>	<b>(10)</b>	<b>0.00</b>
<b>Total Budget Changes</b>	<b>30</b>	<b>0</b>	<b>30</b>	<b>0.00</b>

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

	2023 Baseline			2024 Adjustments						2024	\$ Change over 2023 Budget
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	COVID-19	Service Initiatives / Savings	User Fees & Revenues	Estimate	
<b>Expenditures by Program</b>											
Director's Office	352	352	0	(15)	0	0	0	0	0	337	(15)
Community, Policy and Partnerships	8,740	8,754	0	45	0	525	0	0	0	9,324	570
<b>Gross Expenditure</b>	<b>9,092</b>	<b>9,106</b>	<b>0</b>	<b>30</b>	<b>0</b>	<b>525</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>9,661</b>	<b>555</b>
Recoveries & Allocations	(36)	0	0	0	0	(135)	0	0	0	(135)	(135)
Revenue	0	0	0	0	0	0	0	0	0	0	0
<b>Net Requirement</b>	<b>9,056</b>	<b>9,106</b>	<b>0</b>	<b>30</b>	<b>0</b>	<b>390</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>9,526</b>	<b>420</b>
<b>Expenditures by Type</b>											
Salaries, Wages & Benefits	1,620	1,670	0	30	0	160	0	0	0	1,860	190
Overtime	6	6	0	0	0	0	0	0	0	6	0
Material & Services	283	247	0	0	0	0	0	0	0	247	0
Transfers/Grants/Financial Charges	7,178	7,178	0	0	0	365	0	0	0	7,543	365
Fleet Costs	0	0	0	0	0	0	0	0	0	0	0
Program Facility Costs	0	0	0	0	0	0	0	0	0	0	0
Other Internal Costs	5	5	0	0	0	0	0	0	0	5	0
<b>Gross Expenditures</b>	<b>9,092</b>	<b>9,106</b>	<b>0</b>	<b>30</b>	<b>0</b>	<b>525</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>9,661</b>	<b>555</b>
Recoveries & Allocations	(36)	0	0	0	0	(135)	0	0	0	(135)	(135)
<b>Net Expenditure</b>	<b>9,056</b>	<b>9,106</b>	<b>0</b>	<b>30</b>	<b>0</b>	<b>390</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>9,526</b>	<b>420</b>
<b>Percent of 2024 Net Expenditure Budget</b>			<b>0.0%</b>	<b>0.3%</b>	<b>0.0%</b>	<b>4.3%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>4.6%</b>	
<b>Revenues By Type</b>											
Federal	0	0	0	0	0	0	0	0	0	0	0
Provincial	0	0	0	0	0	0	0	0	0	0	0
Own Funds	0	0	0	0	0	0	0	0	0	0	0
Fees and Services	0	0	0	0	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
<b>Total Revenue</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Percent of 2024 Revenue Budget</b>			<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	
<b>Net Requirement</b>	<b>9,056</b>	<b>9,106</b>	<b>0</b>	<b>30</b>	<b>0</b>	<b>390</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>9,526</b>	<b>420</b>
<b>Percent of 2024 Net Requirement Budget</b>			<b>0.0%</b>	<b>0.3%</b>	<b>0.0%</b>	<b>4.3%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>4.6%</b>	
<b>Full Time Equivalents (FTEs)</b>		12.00	0.00	0.00	0.00	1.00	0.00	0.00	0.00	<b>13.00</b>	<b>1.00</b>
<b>Percent of 2024 FTEs</b>			<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>8.3%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>8.3%</b>	



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

2023 Forecast vs. Budget Variance Explanation	Surplus / (Deficit)			
	Expense	Revenue	Net	
No significant variances to report.	50	0	50	
<b>Total Surplus / (Deficit)</b>	<b>50</b>	<b>0</b>	<b>50</b>	
2024 Pressure Category / Explanation	Increase / (Decrease)			
	Expense	Revenue	Net 2024 Changes	FTE Impact
<b>Maintain Services</b>				
All programs include an adjustment for potential 2024 cost of living, increments and benefit adjustments.	30	0	30	0.00
<b>Total Maintain Services</b>	<b>30</b>	<b>0</b>	<b>30</b>	<b>0.00</b>
2024 Pressure Category / Explanation	Increase / (Decrease)			
	Expense	Revenue	Net 2024 Changes	FTE Impact
<b>Growth</b>				
Invest Ottawa - operational funding increase to deliver enhanced entrepreneur and knowledge-based sector programs.	250	0	250	0.00
Ottawa Film Office - operational funding increase to support enhanced production attraction, destination marketing and industry development initiatives such as new soundstage development.	50	0	50	0.00
Ottawa Music Industry Coalition - operational funding increase to support development and promotion of live music sector.	65	0	65	0.00
Resource to implement the Ottawa Nightlife Economy Action Plan. The recommendation to recruit a Nightlife Commissioner was included in the Council approved Nightlife Economy Action Plan (ACS2023-PRE-EDP-0008). The Nightlife Commissioner will be responsible to lead and deliver most of the recommendations in the Plan in collaboration with Economic Development Services and external partners.	160	0	160	1.00
Funding for one Planner II that supports high economic impact development applications. Funded by Planning Fees.	(135)	0	(135)	0.00
<b>Total Growth</b>	<b>390</b>	<b>0</b>	<b>390</b>	<b>1.00</b>

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

2024 Pressure Category / Explanation	Increase / (Decrease)			
	Expense	Revenue	Net 2024 Changes	FTE Impact
<b>User Fees &amp; Revenues</b>				
See following user fee schedule for details on the specific rates.	0	0	0	0.00
<b>Total User Fees &amp; Revenues</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.00</b>
<b>Total Budget Changes</b>	<b>420</b>	<b>0</b>	<b>420</b>	<b>1.00</b>

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

	2023 Baseline			2024 Adjustments						2024	\$ Change over 2023 Budget
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	COVID-19	Service Initiatives / Savings	User Fees & Revenues	Estimate	
<b>Expenditures by Program</b>											
Director's Office	350	495	0	8	0	0	0	(60)	0	443	(52)
Realty Services	1,815	2,110	0	(1)	0	0	0	(10)	0	2,099	(11)
Realty Initiatives & Development	12,880	13,040	0	143	0	60	0	0	0	13,243	203
<b>Gross Expenditure</b>	<b>15,045</b>	<b>15,645</b>	<b>0</b>	<b>150</b>	<b>0</b>	<b>60</b>	<b>0</b>	<b>(70)</b>	<b>0</b>	<b>15,785</b>	<b>140</b>
Recoveries & Allocations	(6,344)	(5,744)	0	0	0	0	0	0	0	(5,744)	0
Revenue	(619)	(619)	0	0	0	0	0	0	0	(619)	0
<b>Net Requirement</b>	<b>8,082</b>	<b>9,282</b>	<b>0</b>	<b>150</b>	<b>0</b>	<b>60</b>	<b>0</b>	<b>(70)</b>	<b>0</b>	<b>9,422</b>	<b>140</b>
<b>Expenditures by Type</b>											
Salaries, Wages & Benefits	5,192	5,422	0	150	0	60	0	0	0	5,632	210
Overtime	27	27	0	0	0	0	0	0	0	27	0
Material & Services	3,766	4,636	0		0	0	0	(70)	0	4,566	(70)
Transfers/Grants/Financial Charges	5,816	5,316	0	0	0	0	0	0	0	5,316	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	244	244	0	0	0	0	0	0	0	244	0
<b>Gross Expenditures</b>	<b>15,045</b>	<b>15,645</b>	<b>0</b>	<b>150</b>	<b>0</b>	<b>60</b>	<b>0</b>	<b>(70)</b>	<b>0</b>	<b>15,785</b>	<b>140</b>
Recoveries & Allocations	(6,344)	(5,744)	0	0	0	0	0	0	0	(5,744)	0
<b>Net Expenditure</b>	<b>8,701</b>	<b>9,901</b>	<b>0</b>	<b>150</b>	<b>0</b>	<b>60</b>	<b>0</b>	<b>(70)</b>	<b>0</b>	<b>10,041</b>	<b>140</b>
<b>Percent of 2024 Net Expenditure Budget</b>			<b>0.0%</b>	<b>1.5%</b>	<b>0.0%</b>	<b>0.6%</b>	<b>0.0%</b>	<b>-0.7%</b>	<b>0.0%</b>	<b>1.4%</b>	
<b>Revenues By Type</b>											
Federal	0	0	0	0	0	0	0	0	0	0	0
Provincial	0	0	0	0	0	0	0	0	0	0	0
Own Funds	0	0	0	0	0	0	0	0	0	0	0
Fees and Services	(619)	(619)	0	0	0		0	0	0	(619)	0
Fines	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
<b>Total Revenue</b>	<b>(619)</b>	<b>(619)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(619)</b>	<b>0</b>
<b>Percent of 2024 Revenue Budget</b>			<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	
<b>Net Requirement</b>	<b>8,082</b>	<b>9,282</b>	<b>0</b>	<b>150</b>	<b>0</b>	<b>60</b>	<b>0</b>	<b>(70)</b>	<b>0</b>	<b>9,422</b>	<b>140</b>
<b>Percent of 2024 Net Requirement Budget</b>			<b>0.0%</b>	<b>1.6%</b>	<b>0.0%</b>	<b>0.6%</b>	<b>0.0%</b>	<b>-0.8%</b>	<b>0.0%</b>	<b>1.5%</b>	
<b>Full Time Equivalents (FTEs)</b>		40.50	0.00	0.00	0.00	0.50	0.00	0.00	0.00	<b>41.00</b>	<b>0.50</b>
<b>Percent of 2024 FTEs</b>			<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>1.2%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>1.2%</b>	

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

2023 Forecast vs. Budget Variance Explanation	Surplus / (Deficit)			
	Expense	Revenue	Net	
Surplus largely due to staffing shortages and savings from purchased services.	1,200	0	1,200	
<b>Total Surplus / (Deficit)</b>	<b>1,200</b>	<b>0</b>	<b>1,200</b>	
2024 Pressure Category / Explanation	Expense	Revenue	Net 2024 Changes	FTE Impact
<b>Maintain Services</b>				
All programs include an adjustment for potential 2024 cost of living, increments and benefit adjustments.	150	0	150	0.00
<b>Total Maintain Services</b>	<b>150</b>	<b>0</b>	<b>150</b>	<b>0.00</b>
2024 Pressure Category / Explanation	Expense	Revenue	Net 2024 Changes	FTE Impact
<b>Growth</b>				
Funding for Part-time resource for Realty Tax review and recovery. The additional resource will increase tax revenue to the City by triggering taxable supply status for tenants, correcting revenue/assessment tax billing errors, on-going consulting services would not be required. Funded from within existing resources.	60	0	60	0.50
<b>Total Growth</b>	<b>60</b>	<b>0</b>	<b>60</b>	<b>0.50</b>
2024 Pressure Category / Explanation	Expense	Revenue	Net 2024 Changes	FTE Impact
<b>Service Initiatives / Savings</b>				
Professional Services savings to fund Part-time resource for Realty Tax review and recovery. On-going consulting services not required.	(60)	0	(60)	0.00
Efficiency Savings.	(10)	0	(10)	0.00
<b>Total Service Initiatives / Savings</b>	<b>(70)</b>	<b>0</b>	<b>(70)</b>	<b>0.00</b>
2024 Pressure Category / Explanation	Expense	Revenue	Net 2024 Changes	FTE Impact
<b>User Fees &amp; Revenues</b>				
See following user fee schedule for details on the specific rates.	0	0	0	0.00
<b>Total User Fees &amp; Revenues</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.00</b>
<b>Total Budget Changes</b>	<b>140</b>	<b>0</b>	<b>140</b>	<b>0.50</b>

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

	2023 Baseline			2024 Adjustments						2024	\$ Change over 2023 Budget	
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	COVID-19	Service Initiatives / Savings	User Fees & Revenues	Estimate		
<b>Expenditures by Program</b>												
Director's Office	670	670	0	5	0	0	0	0	0	0	675	5
Media Relations & Outreach	1,317	1,317	0	7	0	0	0	0	0	0	1,324	7
Public Information	2,700	2,700	0	8	0	0	0	0	0	0	2,708	8
<b>Gross Expenditure</b>	<b>4,687</b>	<b>4,687</b>	<b>0</b>	<b>20</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,707</b>	<b>20</b>
Recoveries & Allocations	(225)	(225)	0	0	0	0	0	0	0	0	(225)	0
Revenue	0	0	0	0	0	0	0	0	0	0	0	0
<b>Net Requirement</b>	<b>4,462</b>	<b>4,462</b>	<b>0</b>	<b>20</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,482</b>	<b>20</b>
<b>Expenditures by Type</b>												
Salaries, Wages & Benefits	4,384	4,384	0	19	0	0	0	0	0	0	4,403	19
Overtime	29	29	0	1	0	0	0	0	0	0	30	1
Material & Services	257	257	0	0	0	0	0	0	0	0	257	0
Transfers/Grants/Financial Charges	0	0	0	0	0	0	0	0	0	0	0	0
Fleet Costs	0	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	0
Other Internal Costs	17	17	0	0	0	0	0	0	0	0	17	0
<b>Gross Expenditures</b>	<b>4,687</b>	<b>4,687</b>	<b>0</b>	<b>20</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,707</b>	<b>20</b>
Recoveries & Allocations	(225)	(225)	0	0	0	0	0	0	0	0	(225)	0
<b>Net Expenditure</b>	<b>4,462</b>	<b>4,462</b>	<b>0</b>	<b>20</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,482</b>	<b>20</b>
<b>Percent of 2024 Net Expenditure Budget</b>			<b>0.0%</b>	<b>0.4%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.4%</b>	
<b>Revenues By Type</b>												
Federal	0	0	0	0	0	0	0	0	0	0	0	0
Provincial	0	0	0	0	0	0	0	0	0	0	0	0
Own Funds	0	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	0
Fines	0	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total Revenue</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Percent of 2024 Revenue Budget</b>			<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	
<b>Net Requirement</b>	<b>4,462</b>	<b>4,462</b>	<b>0</b>	<b>20</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,482</b>	<b>20</b>
<b>Percent of 2024 Net Requirement Budget</b>			<b>0.0%</b>	<b>0.4%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.4%</b>	
<b>Full Time Equivalents (FTEs)</b>		33.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	<b>33.00</b>	<b>0.00</b>
<b>Percent of 2024 FTEs</b>			<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	

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

2023 Forecast vs. Budget Variance Explanation	Surplus / (Deficit)			FTE Impact
	Expense	Revenue	Net	
No significant variances to report.	0	0	0	
<b>Total Surplus / (Deficit)</b>	<b>0</b>	<b>0</b>	<b>0</b>	
2024 Pressure Category / Explanation	Expense	Revenue	Net 2024 Changes	FTE Impact
<b>Maintain Services</b>				
All programs include an adjustment for potential 2024 cost of living, increments and benefit adjustments.	20	0	20	0.00
<b>Total Maintain Services</b>	<b>20</b>	<b>0</b>	<b>20</b>	<b>0.00</b>
<b>Total Budget Changes</b>	<b>20</b>	<b>0</b>	<b>20</b>	<b>0.00</b>

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

	2023 Baseline			2024 Adjustments						2024	\$ Change over 2023 Budget
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	COVID-19	Service Initiatives / Savings	User Fees & Revenues	Estimate	
<b>Expenditures by Program</b>											
Director's Office	1,397	1,397	0	62	0	0	0	0	0	1,459	62
Innovative Solutions	2,128	2,128	0	25	0	0	0	0	0	2,153	25
Total Rewards	3,392	3,392	(100)	82	0	0	0	0	0	3,374	(18)
HR Programs & Planning	4,685	4,685	0	4	0	150	0	0	0	4,839	154
HR Business Services	8,033	8,033	0	202	0	550	0	0	0	8,785	752
<b>Gross Expenditure</b>	<b>19,635</b>	<b>19,635</b>	<b>(100)</b>	<b>375</b>	<b>0</b>	<b>700</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>20,610</b>	<b>975</b>
Recoveries & Allocations	(730)	(730)	0	0	0	(250)	0	0	0	(980)	(250)
Revenue	(765)	(765)	0	0	0	0	0	0	0	(765)	0
<b>Net Requirement</b>	<b>18,140</b>	<b>18,140</b>	<b>(100)</b>	<b>375</b>	<b>0</b>	<b>450</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>18,865</b>	<b>725</b>
<b>Expenditures by Type</b>											
Salaries, Wages & Benefits	14,888	14,888	0	275	0	500	0	0	0	15,663	775
Overtime	3	3	0	0	0	0	0	0	0	3	0
Material & Services	4,598	4,598	(100)	100	0	200	0	0	0	4,798	200
Transfers/Grants/Financial Charges	0	0	0	0	0	0	0	0	0	0	0
Fleet Costs	0	0	0	0	0	0	0	0	0	0	0
Program Facility Costs	0	0	0	0	0	0	0	0	0	0	0
Other Internal Costs	146	146	0	0	0	0	0	0	0	146	0
<b>Gross Expenditures</b>	<b>19,635</b>	<b>19,635</b>	<b>(100)</b>	<b>375</b>	<b>0</b>	<b>700</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>20,610</b>	<b>975</b>
Recoveries & Allocations	(730)	(730)	0	0	0	(250)	0	0	0	(980)	(250)
<b>Net Expenditure</b>	<b>18,905</b>	<b>18,905</b>	<b>(100)</b>	<b>375</b>	<b>0</b>	<b>450</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>19,630</b>	<b>725</b>
<b>Percent of 2024 Net Expenditure Budget</b>			<b>-0.5%</b>	<b>2.0%</b>	<b>0.0%</b>	<b>2.4%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>3.8%</b>	
<b>Revenues By Type</b>											
Federal	0	0	0	0	0	0	0	0	0	0	0
Provincial	0	0	0	0	0	0	0	0	0	0	0
Own Funds	(765)	(765)	0	0	0	0	0	0	0	(765)	0
Fees and Services	0	0	0	0	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
<b>Total Revenue</b>	<b>(765)</b>	<b>(765)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(765)</b>	<b>0</b>
<b>Percent of 2024 Revenue Budget</b>			<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	
<b>Net Requirement</b>	<b>18,140</b>	<b>18,140</b>	<b>(100)</b>	<b>375</b>	<b>0</b>	<b>450</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>18,865</b>	<b>725</b>
<b>Percent of 2024 Net Requirement Budget</b>			<b>-0.6%</b>	<b>2.1%</b>	<b>0.0%</b>	<b>2.5%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>4.0%</b>	
<b>Full Time Equivalents (FTEs)</b>		118.80	0.00	0.00	0.00	4.00	0.00	0.00	0.00	<b>122.80</b>	<b>4.00</b>
<b>Percent of 2024 FTEs</b>			<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>3.4%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>3.4%</b>	

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

2023 Forecast vs. Budget Variance Explanation	Surplus / (Deficit)			
	Expense	Revenue	Net	
No significant variances to report.	0	0	0	
<b>Total Surplus / (Deficit)</b>	<b>0</b>	<b>0</b>	<b>0</b>	
Increase / (Decrease)				
2023 Baseline Adjustment / Explanation	Expense	Revenue	Net 2024 Changes	FTE Impact
Removal of one-time funding for an external consultant to review the current processes as recommended by the Office of the Auditor General.	(100)	0	(100)	0.00
<b>Total Adjustments to Base Budget</b>	<b>(100)</b>	<b>0</b>	<b>(100)</b>	<b>0.00</b>
Increase / (Decrease)				
2024 Pressure Category / Explanation	Expense	Revenue	Net 2024 Changes	FTE Impact
<b>Maintain Services</b>				
All programs include an adjustment for potential 2024 cost of living, increments and benefit adjustments.	275	0	275	0.00
Inflationary increase on contracted services.	100	0	100	0.00
<b>Total Maintain Services</b>	<b>375</b>	<b>0</b>	<b>375</b>	<b>0.00</b>
Increase / (Decrease)				
2024 Pressure Category / Explanation	Expense	Revenue	Net 2024 Changes	FTE Impact
<b>Growth</b>				
Resources required to support Workplace Violence & Harrassment Program.	500	0	500	4.00
Resources required to support Workplace Violence & Harrassment Program recovered from Water, Wastewater and Stormwater funds.	(250)	0	(250)	0.00
Workplace safety training requirements through eLearning platforms.	50	0	50	0.00
Workplace Violence and Harassment Program training.	50	0	50	0.00
Increased delivery costs to expand requirement for language training and testing as part of succession planning.	100	0	100	0.00
<b>Total Growth</b>	<b>450</b>	<b>0</b>	<b>450</b>	<b>4.00</b>
<b>Total Budget Changes</b>	<b>725</b>	<b>0</b>	<b>725</b>	<b>4.00</b>



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

	2023 Baseline			2024 Adjustments						2024	\$ Change over 2023 Budget
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	COVID-19	Service Initiatives / Savings	User Fees & Revenues	Estimate	
<b>Expenditures by Program</b>											
Director's Office	699	699	0	19	0	0	0	0	0	718	19
Web Services	1,886	1,886	0	67	0	0	0	0	0	1,953	67
Call Center Services	4,158	4,158	0	152	0	0	0	0	0	4,310	152
Counter Services	11,520	11,520	0	462	0	12,275	0	0	0	24,257	12,737
<b>Gross Expenditure</b>	<b>18,263</b>	<b>18,263</b>	<b>0</b>	<b>700</b>	<b>0</b>	<b>12,275</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>31,238</b>	<b>12,975</b>
Recoveries & Allocations	(3,398)	(3,398)	0	(155)	0	(12,200)	0	0	0	(15,753)	(12,355)
Revenue	(1,304)	(1,304)	0	0	0	0	0	0	0	(1,304)	0
<b>Net Requirement</b>	<b>13,561</b>	<b>13,561</b>	<b>0</b>	<b>545</b>	<b>0</b>	<b>75</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>14,181</b>	<b>620</b>
<b>Expenditures by Type</b>											
Salaries, Wages & Benefits	13,178	13,178	0	693	0	1,275	0	0	0	15,146	1,968
Overtime	162	162	0	7	0	0	0	0	0	169	7
Material & Services	4,323	4,323	0	0	0	11,000	0	0	0	15,323	11,000
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	600	600	0	0	0	0	0	0	0	600	0
<b>Gross Expenditures</b>	<b>18,263</b>	<b>18,263</b>	<b>0</b>	<b>700</b>	<b>0</b>	<b>12,275</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>31,238</b>	<b>12,975</b>
Recoveries & Allocations	(3,398)	(3,398)	0	(155)	0	(12,200)	0	0	0	(15,753)	(12,355)
<b>Net Expenditure</b>	<b>14,865</b>	<b>14,865</b>	<b>0</b>	<b>545</b>	<b>0</b>	<b>75</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>15,485</b>	<b>620</b>
<b>Percent of 2024 Net Expenditure Budget</b>			<b>0.0%</b>	<b>3.7%</b>	<b>0.0%</b>	<b>0.5%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>4.2%</b>	

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

	2023 Baseline			2024 Adjustments						2024	\$ Change over 2023 Budget
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	COVID-19	Service Initiatives / Savings	User Fees & Revenues	Estimate	
<b>Revenues By Type</b>											
Federal	0	0	0	0	0	0	0	0	0	0	0
Provincial	0	0	0	0	0	0	0	0	0	0	0
Own Funds	0	0	0	0	0	0	0	0	0	0	0
Fees and Services	(1,304)	(1,304)	0	0	0	0	0	0	0	(1,304)	0
Fines	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
<b>Total Revenue</b>	<b>(1,304)</b>	<b>(1,304)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(1,304)</b>	<b>0</b>
<b>Percent of 2024 Revenue Budget</b>			<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	
<b>Net Requirement</b>	<b>13,561</b>	<b>13,561</b>	<b>0</b>	<b>545</b>	<b>0</b>	<b>75</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>14,181</b>	<b>620</b>
<b>Percent of 2024 Net Requirement Budget</b>			<b>0.0%</b>	<b>4.0%</b>	<b>0.0%</b>	<b>0.6%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>4.6%</b>	
<b>Full Time Equivalentents (FTEs)</b>		138.07	0.00	0.00	0.00	13.00	0.00	0.00	0.00	<b>151.07</b>	<b>13.00</b>
<b>Percent of 2024 FTEs</b>			<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>9.4%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>9.4%</b>	

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

2023 Forecast vs. Budget Variance Explanation	Surplus / (Deficit)			
	Expense	Revenue	Net	
No significant variances to report	0	0	0	
<b>Total Surplus / (Deficit)</b>	<b>0</b>	<b>0</b>	<b>0</b>	
2024 Pressure Category / Explanation	Increase / (Decrease)			
	Expense	Revenue	Net 2024 Changes	FTE Impact
<b>Maintain Services</b>				
All programs include an adjustment for potential 2024 cost of living, increments and benefit adjustments.	700	0	700	0.00
Annual support increase for ongoing sustainment of the Automated Speed Enforcement Program funded from program revenues.	(155)	0	(155)	0.00
<b>Total Maintain Services</b>	<b>545</b>	<b>0</b>	<b>545</b>	<b>0.00</b>
2024 Pressure Category / Explanation	Increase / (Decrease)			
	Expense	Revenue	Net 2024 Changes	FTE Impact
<b>Growth</b>				
Additional resources required to support the expansion of the Automated Speed Enforcement Program funded from program revenues.	1,200	0	1,200	12.00
Additional ticket processing costs associated with the expansion of the Automated Speed Enforcement Program funded from program revenues.	11,000	0	11,000	0.00
Additional resources and ticket processing costs required to support the expansion of the Automated Speed Enforcement Program funded from program revenues.	(12,200)	0	(12,200)	0.00
Permanent resource to support the increased volumes to 311 call centre.	75	0	75	1.00
<b>Total Growth</b>	<b>75</b>	<b>0</b>	<b>75</b>	<b>13.00</b>
2024 Pressure Category / Explanation	Increase / (Decrease)			
	Expense	Revenue	Net 2024 Changes	FTE Impact
<b>User Fees &amp; Revenues</b>				
See following user fee schedule for details on the specific rates.	0	0	0	0.00
<b>Total User Fees &amp; Revenues</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.00</b>
<b>Total Budget Changes</b>	<b>620</b>	<b>0</b>	<b>620</b>	<b>13.00</b>

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

	2023 Baseline			2024 Adjustments						2024	\$ Change over 2023 Budget
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	COVID-19	Service Initiatives / Savings	User Fees & Revenues	Estimate	
<b>Expenditures by Program</b>											
Office of the CIO	3,560	960	(600)	8	0	0	0	0	0	368	(592)
Network Operations	13,409	13,409	0	422	0	0	0	(1,000)	0	12,831	(578)
Frontline Services	24,625	24,625	(450)	918	0	0	0	0	0	25,093	468
Applications Management	18,952	18,952	0	1,241	0	0	0	0	0	20,193	1,241
SAP Solutions	10,705	10,705	0	14	0	0	0	0	0	10,719	14
Technology Security	3,996	3,996	0	308	0	0	0	0	0	4,304	308
Technology Modernization	3,736	3,736	0	226		0	0	0	0	3,962	226
Technology Solutions	3,221	3,221	0	48	0	0	0	0	0	3,269	48
<b>Gross Expenditure</b>	<b>82,204</b>	<b>79,604</b>	<b>(1,050)</b>	<b>3,185</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(1,000)</b>	<b>0</b>	<b>80,739</b>	<b>1,135</b>
Recoveries & Allocations	(6,890)	(4,335)	0	(20)	0	0	0	0	0	(4,355)	(20)
Revenue	(645)	(600)	600	0	0	0	0	0	0	0	600
<b>Net Requirement</b>	<b>74,669</b>	<b>74,669</b>	<b>(450)</b>	<b>3,165</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(1,000)</b>	<b>0</b>	<b>76,384</b>	<b>1,715</b>
<b>Expenditures by Type</b>											
Salaries, Wages & Benefits	39,651	39,196	(530)	935	0	0	0	0	0	39,601	405
Overtime	254	254	0	5	0	0	0	0	0	259	5
Material & Services	42,239	40,094	(520)	2,245	0	0	0	(1,000)	0	40,819	725
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	60	60	0	0	0	0	0	0	0	60	0
<b>Gross Expenditures</b>	<b>82,204</b>	<b>79,604</b>	<b>(1,050)</b>	<b>3,185</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(1,000)</b>	<b>0</b>	<b>80,739</b>	<b>1,135</b>
Recoveries & Allocations	(6,890)	(4,335)	0	(20)	0	0	0	0	0	(4,355)	(20)
<b>Net Expenditure</b>	<b>75,314</b>	<b>75,269</b>	<b>(1,050)</b>	<b>3,165</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(1,000)</b>	<b>0</b>	<b>76,384</b>	<b>1,115</b>
<b>Percent of 2024 Net Expenditure Budget</b>			<b>-1.4%</b>	<b>4.2%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>-1.3%</b>	<b>0.0%</b>	<b>1.5%</b>	
<b>Revenues By Type</b>											
Federal	0	0	0	0	0	0	0	0	0	0	0
Provincial	(645)	(600)	600	0	0	0	0	0	0	0	600
Own Funds	0	0	0	0	0	0	0	0	0	0	0
Fees and Services	0	0	0	0	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
<b>Total Revenue</b>	<b>(645)</b>	<b>(600)</b>	<b>600</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>600</b>
<b>Percent of 2024 Revenue Budget</b>			<b>-100.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>-100.0%</b>	
<b>Net Requirement</b>	<b>74,669</b>	<b>74,669</b>	<b>(450)</b>	<b>3,165</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(1,000)</b>	<b>0</b>	<b>76,384</b>	<b>1,715</b>
<b>Percent of 2024 Net Requirement Budget</b>			<b>-0.6%</b>	<b>4.2%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>-1.3%</b>	<b>0.0%</b>	<b>2.3%</b>	
<b>Full Time Equivalents (FTEs)</b>		308.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	<b>308.00</b>	<b>0.00</b>
<b>Percent of 2024 FTEs</b>			<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	

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

2023 Forecast vs. Budget Variance Explanation	Surplus / (Deficit)			
	Expense	Revenue	Net	
No significant variances to report.	(45)	45	0	
<b>Total Surplus / (Deficit)</b>	<b>(45)</b>	<b>45</b>	<b>0</b>	
2023 Baseline Adjustment / Explanation	Increase / (Decrease)			
	Expense	Revenue	Net 2024 Changes	FTE Impact
Removal of the 2023 one-time implementation strategy to avoid service disruptions as a result of failure of Internet providers.	(450)	0	(450)	0.00
Removal of the 2023 one-time Vaccine Distribution support expenditures and related provincial funding.	(600)	600	0	0.00
<b>Total Adjustments to Base Budget</b>	<b>(1,050)</b>	<b>600</b>	<b>(450)</b>	<b>0.00</b>
2024 Pressure Category / Explanation	Increase / (Decrease)			
	Expense	Revenue	Net 2024 Changes	FTE Impact
<b>Maintain Services</b>				
All programs include an adjustment for potential 2024 cost of living, increments and benefit adjustments.	940	0	940	0.00
Inflationary impact on maintenance contracts, purchased services, materials and supplies.	2,225	0	2,225	0.00
<b>Total Maintain Services</b>	<b>3,165</b>	<b>0</b>	<b>3,165</b>	<b>0.00</b>
2024 Pressure Category / Explanation	Increase / (Decrease)			
	Expense	Revenue	Net 2024 Changes	FTE Impact
<b>Service Initiatives / Savings</b>				
Savings from the conversion of cell phones and mobile equipment contract.	(1,000)	0	(1,000)	0.00
<b>Total Service Initiatives / Savings</b>	<b>(1,000)</b>	<b>0</b>	<b>(1,000)</b>	<b>0.00</b>
<b>Total Budget Changes</b>	<b>1,115</b>	<b>600</b>	<b>1,715</b>	<b>0.00</b>

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

	2023 Baseline			2024 Adjustments						2024	\$ Change over 2023 Budget
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	COVID-19	Service Initiatives / Savings	User Fees & Revenues	Estimate	
<b>Expenditures by Program</b>											
Supply Services	7,467	7,467	0	290	0	0	0	0	0	7,757	290
<b>Gross Expenditure</b>	<b>7,467</b>	<b>7,467</b>	<b>0</b>	<b>290</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>7,757</b>	<b>290</b>
Recoveries & Allocations	(1,525)	(1,525)	0	0	0	0	0	0	0	(1,525)	0
Revenue	(2,990)	(2,990)	0	0	0	0	0	0	0	(2,990)	0
<b>Net Requirement</b>	<b>2,952</b>	<b>2,952</b>	<b>0</b>	<b>290</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,242</b>	<b>290</b>
<b>Expenditures by Type</b>											
Salaries, Wages & Benefits	7,246	7,246	0	290	0	0	0	0	0	7,536	290
Overtime	7	7	0	0	0	0	0	0	0	7	0
Material & Services	153	153	0	0	0	0	0	0	0	153	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	61	61	0	0	0	0	0	0	0	61	0
<b>Gross Expenditures</b>	<b>7,467</b>	<b>7,467</b>	<b>0</b>	<b>290</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>7,757</b>	<b>290</b>
Recoveries & Allocations	(1,525)	(1,525)	0	0	0	0	0	0	0	(1,525)	0
<b>Net Expenditure</b>	<b>5,942</b>	<b>5,942</b>	<b>0</b>	<b>290</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>6,232</b>	<b>290</b>
<b>Percent of 2024 Net Expenditure Budget</b>			<b>0.0%</b>	<b>4.9%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>4.9%</b>	
<b>Revenues By Type</b>											
Federal	0	0	0	0	0	0	0	0	0	0	0
Provincial	0	0	0	0	0	0	0	0	0	0	0
Own Funds	0	0	0	0	0	0	0	0	0	0	0
Fees and Services	(2,990)	(2,990)	0	0	0	0	0	0	0	(2,990)	0
Fines	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
<b>Total Revenue</b>	<b>(2,990)</b>	<b>(2,990)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(2,990)</b>	<b>0</b>
<b>Percent of 2024 Revenue Budget</b>			<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	
<b>Net Requirement</b>	<b>2,952</b>	<b>2,952</b>	<b>0</b>	<b>290</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,242</b>	<b>290</b>
<b>Percent of 2024 Net Requirement Budget</b>			<b>0.0%</b>	<b>9.8%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>9.8%</b>	
<b>Full Time Equivalents (FTEs)</b>		65.99	0.00	0.00	0.00	0.00	0.00	0.00	0.00	<b>65.99</b>	<b>0.00</b>
<b>Percent of 2024 FTEs</b>			<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	

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

2023 Forecast vs. Budget Variance Explanation	Surplus / (Deficit)			
	Expense	Revenue	Net	
No significant variances to report.	0	0	0	
<b>Total Surplus / (Deficit)</b>	<b>0</b>	<b>0</b>	<b>0</b>	
2024 Pressure Category / Explanation	Increase / (Decrease)			
	Expense	Revenue	Net 2024 Changes	FTE Impact
<b>Maintain Services</b>				
All programs include an adjustment for potential 2024 cost of living, increments and benefit adjustments.	290	0	290	0.00
<b>Total Maintain Services</b>	<b>290</b>	<b>0</b>	<b>290</b>	<b>0.00</b>
<b>Total Budget Changes</b>	<b>290</b>	<b>0</b>	<b>290</b>	<b>0.00</b>

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

	2023 Baseline			2024 Adjustments						2024	\$ Change over 2023 Budget
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	COVID-19	Service Initiatives / Savings	User Fees & Revenues	Estimate	
<b>Expenditures by Program</b>											
Chief Financial Officer/Treasurer	390	390	0	11	0	0	0	0	0	401	11
Business Support Services	3,900	3,900	0	179	0	100	0	(100)	0	4,079	179
<b>Gross Expenditure</b>	<b>4,290</b>	<b>4,290</b>	<b>0</b>	<b>190</b>	<b>0</b>	<b>100</b>	<b>0</b>	<b>(100)</b>	<b>0</b>	<b>4,480</b>	<b>190</b>
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
<b>Net Requirement</b>	<b>4,290</b>	<b>4,290</b>	<b>0</b>	<b>190</b>	<b>0</b>	<b>100</b>	<b>0</b>	<b>(100)</b>	<b>0</b>	<b>4,480</b>	<b>190</b>
<b>Expenditures by Type</b>											
Salaries, Wages & Benefits	3,733	3,733	0	190	0	100	0	0	0	4,023	290
Overtime	10	10	0	0	0	0	0	0	0	10	0
Material & Services	445	445	0	0	0	0	0	(100)	0	345	(100)
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	102	102	0	0	0	0	0	0	0	102	0
<b>Gross Expenditures</b>	<b>4,290</b>	<b>4,290</b>	<b>0</b>	<b>190</b>	<b>0</b>	<b>100</b>	<b>0</b>	<b>(100)</b>	<b>0</b>	<b>4,480</b>	<b>190</b>
Recoveries & Allocations	0	0	0	0	0	0	0	0	0	0	0
<b>Net Expenditure</b>	<b>4,290</b>	<b>4,290</b>	<b>0</b>	<b>190</b>	<b>0</b>	<b>100</b>	<b>0</b>	<b>(100)</b>	<b>0</b>	<b>4,480</b>	<b>190</b>
<b>Percent of 2024 Net Expenditure Budget</b>			<b>0.0%</b>	<b>4.4%</b>	<b>0.0%</b>	<b>2.3%</b>	<b>0.0%</b>	<b>-2.3%</b>	<b>0.0%</b>	<b>4.4%</b>	
<b>Revenues By Type</b>											
Federal	0	0	0	0	0	0	0	0	0	0	0
Provincial	0	0	0	0	0	0	0	0	0	0	0
Own Funds	0	0	0	0	0	0	0	0	0	0	0
Fees and Services	0	0	0	0	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
<b>Total Revenue</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Percent of 2024 Revenue Budget</b>			<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	
<b>Net Requirement</b>	<b>4,290</b>	<b>4,290</b>	<b>0</b>	<b>190</b>	<b>0</b>	<b>100</b>	<b>0</b>	<b>(100)</b>	<b>0</b>	<b>4,480</b>	<b>190</b>
<b>Percent of 2024 Net Requirement Budget</b>			<b>0.0%</b>	<b>4.4%</b>	<b>0.0%</b>	<b>2.3%</b>	<b>0.0%</b>	<b>-2.3%</b>	<b>0.0%</b>	<b>4.4%</b>	
<b>Full Time Equivalents (FTEs)</b>		31.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	<b>31.00</b>	<b>0.00</b>
<b>Percent of 2024 FTEs</b>			<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	



City of Ottawa

Finance and Corporate Services Department

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

In Thousands (\$000)

2023 Forecast vs. Budget Variance Explanation	Surplus / (Deficit)			
	Expense	Revenue	Net	
No significant variances to report.	0	0	0	
<b>Total Surplus / (Deficit)</b>	<b>0</b>	<b>0</b>	<b>0</b>	
Increase / (Decrease)				
2024 Pressure Category / Explanation	Expense	Revenue	Net 2024 Changes	FTE Impact
<b>Maintain Services</b>				
All programs include an adjustment for potential 2024 cost of living, increments and benefit adjustments.	190	0	190	0.00
<b>Total Maintain Services</b>	<b>190</b>	<b>0</b>	<b>190</b>	<b>0.00</b>
Increase / (Decrease)				
2024 Pressure Category / Explanation	Expense	Revenue	Net 2024 Changes	FTE Impact
<b>Growth</b>				
Resource required to support continuous improvement to the City's Enterprise Risk Management Program.	100	0	100	0.00
<b>Total Growth</b>	<b>100</b>	<b>0</b>	<b>100</b>	<b>0.00</b>
Increase / (Decrease)				
2024 Pressure Category / Explanation	Expense	Revenue	Net 2024 Changes	FTE Impact
<b>Service Initiatives / Savings</b>				
Discretionary savings & efficiencies.	(100)	0	(100)	0.00
<b>Total Service Initiatives / Savings</b>	<b>(100)</b>	<b>0</b>	<b>(100)</b>	<b>0.00</b>
<b>Total Budget Changes</b>	<b>190</b>	<b>0</b>	<b>190</b>	<b>0.00</b>

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

	2023 Baseline			2024 Adjustments						2024	\$ Change over 2023 Budget
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	COVID-19	Service Initiatives / Savings	User Fees & Revenues	Estimate	
<b>Expenditures by Program</b>											
FSPCS	11,299	11,299	0	705	90	0	0	0	0	12,094	795
<b>Gross Expenditure</b>	<b>11,299</b>	<b>11,299</b>	<b>0</b>	<b>705</b>	<b>90</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>12,094</b>	<b>795</b>
Recoveries & Allocations	(837)	(837)	0	(135)	(90)	0	0	0	0	(1,062)	(225)
Revenue	0	0	0	0	0	0	0	0	0	0	0
<b>Net Requirement</b>	<b>10,462</b>	<b>10,462</b>	<b>0</b>	<b>570</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>11,032</b>	<b>570</b>
<b>Expenditures by Type</b>											
Salaries, Wages & Benefits	11,151	11,151	0	705	90	0	0	0	0	11,946	795
Overtime	48	48	0	0	0	0	0	0	0	48	0
Material & Services	66	66	0	0	0	0	0	0	0	66	0
Transfers/Grants/Financial Charges	0	0	0	0	0	0	0	0	0	0	0
Fleet Costs	0	0	0	0	0	0	0	0	0	0	0
Program Facility Costs	0	0	0	0	0	0	0	0	0	0	0
Other Internal Costs	34	34	0	0	0	0	0	0	0	34	0
<b>Gross Expenditures</b>	<b>11,299</b>	<b>11,299</b>	<b>0</b>	<b>705</b>	<b>90</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>12,094</b>	<b>795</b>
Recoveries & Allocations	(837)	(837)	0	(135)	(90)	0	0	0	0	(1,062)	(225)
<b>Net Expenditure</b>	<b>10,462</b>	<b>10,462</b>	<b>0</b>	<b>570</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>11,032</b>	<b>570</b>
<b>Percent of 2024 Net Expenditure Budget</b>			<b>0.0%</b>	<b>5.4%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>5.4%</b>	
<b>Revenues By Type</b>											
Federal	0	0	0	0	0	0	0	0	0	0	0
Provincial	0	0	0	0	0	0	0	0	0	0	0
Own Funds	0	0	0	0	0	0	0	0	0	0	0
Fees and Services	0	0	0	0	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
<b>Total Revenue</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Percent of 2024 Revenue Budget</b>			<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	
<b>Net Requirement</b>	<b>10,462</b>	<b>10,462</b>	<b>0</b>	<b>570</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>11,032</b>	<b>570</b>
<b>Percent of 2024 Net Requirement Budget</b>			<b>0.0%</b>	<b>5.4%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>5.4%</b>	
<b>Full Time Equivalents (FTEs)</b>		108.35	0.00	0.00	0.00	0.00	0.00	0.00	0.00	<b>108.35</b>	<b>0.00</b>
<b>Percent of 2024 FTEs</b>			<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	

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

	<b>Surplus / (Deficit)</b>			
<b>2023 Forecast vs. Budget Variance Explanation</b>	<b>Expense</b>	<b>Revenue</b>	<b>Net</b>	
No significant variances to report.	0	0	0	
<b>Total Surplus / (Deficit)</b>	<b>0</b>	<b>0</b>	<b>0</b>	
	<b>Increase / (Decrease)</b>			
<b>2024 Pressure Category / Explanation</b>	<b>Expense</b>	<b>Revenue</b>	<b>Net 2024 Changes</b>	<b>FTE Impact</b>
<b>Maintain Services</b>				
All programs include an adjustment for potential 2024 cost of living, increments and benefit adjustments.	570	0	570	0.00
Temporary resource to administer the various infrastructure funding agreements requirements funded from capital programs.	135	0	135	0.00
Temporary resource to administer the various infrastructure funding agreements requirements funded from capital programs.	(135)	0	(135)	0.00
<b>Total Maintain Services</b>	<b>570</b>	<b>0</b>	<b>570</b>	<b>0.00</b>
	<b>Increase / (Decrease)</b>			
<b>2024 Pressure Category / Explanation</b>	<b>Expense</b>	<b>Revenue</b>	<b>Net 2024 Changes</b>	<b>FTE Impact</b>
<b>Provincial Legislated</b>				
Temporary resource to support legislative requirements, including Bill 109 More Homes for Everyone Act and Bill 23 More Homes Built Faster Act (ACS2023-PRE-GEN-0005). Funded by Planning Fees.	90	0	90	0.00
Temporary resource to support legislative requirements, including Bill 109 More Homes for Everyone Act and Bill 23 More Homes Built Faster Act (ACS2023-PRE-GEN-0005). Funded by Planning Fees.	(90)	0	(90)	0.00
<b>Total Provincial Legislated</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.00</b>
<b>Total Budget Changes</b>	<b>570</b>	<b>0</b>	<b>570</b>	<b>0.00</b>

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

	2023 Baseline			2024 Adjustments						2024	\$ Change over 2023 Budget
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	COVID-19	Service Initiatives / Savings	User Fees & Revenues	Estimate	
<b>Expenditures by Program</b>											
Revenue Services	26,403	26,403	0	625	0	1,500	0	0	0	28,528	2,125
<b>Gross Expenditure</b>	<b>26,403</b>	<b>26,403</b>	<b>0</b>	<b>625</b>	<b>0</b>	<b>1,500</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>28,528</b>	<b>2,125</b>
Recoveries & Allocations	(13,638)	(13,638)	0	(455)	0	(1,500)	0	0	0	(15,593)	(1,955)
Revenue	(7,607)	(7,407)	0	0	0	0	0	0	(200)	(7,607)	(200)
<b>Net Requirement</b>	<b>5,158</b>	<b>5,358</b>	<b>0</b>	<b>170</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(200)</b>	<b>5,328</b>	<b>(30)</b>
<b>Expenditures by Type</b>											
Salaries, Wages & Benefits	21,115	21,115	0	525	0	900	0	0	0	22,540	1,425
Overtime	22	22	0	0	0	0	0	0	0	22	0
Material & Services	4,708	4,708	0	100	0	600	0	0	0	5,408	700
Transfers/Grants/Financial Charges	130	130	0	0	0	0	0	0	0	130	0
Fleet Costs	272	272	0	0	0	0	0	0	0	272	0
Program Facility Costs	0	0	0	0	0	0	0	0	0	0	0
Other Internal Costs	156	156	0	0	0	0	0	0	0	156	0
<b>Gross Expenditures</b>	<b>26,403</b>	<b>26,403</b>	<b>0</b>	<b>625</b>	<b>0</b>	<b>1,500</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>28,528</b>	<b>2,125</b>
Recoveries & Allocations	(13,638)	(13,638)	0	(455)	0	(1,500)	0	0	0	(15,593)	(1,955)
<b>Net Expenditure</b>	<b>12,765</b>	<b>12,765</b>	<b>0</b>	<b>170</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>12,935</b>	<b>170</b>
<b>Percent of 2024 Net Expenditure Budget</b>			<b>0.0%</b>	<b>1.3%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>1.3%</b>	
<b>Revenues By Type</b>											
Federal	0	0	0	0	0	0	0	0	0	0	0
Provincial	0	0	0	0	0	0	0	0	0	0	0
Own Funds	0	0	0	0	0	0	0	0	0	0	0
Fees and Services	(7,607)	(7,407)	0	0	0	0	0	0	(200)	(7,607)	(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
<b>Total Revenue</b>	<b>(7,607)</b>	<b>(7,407)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(200)</b>	<b>(7,607)</b>	<b>(200)</b>
<b>Percent of 2024 Revenue Budget</b>			<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>2.7%</b>	<b>2.7%</b>	
<b>Net Requirement</b>	<b>5,158</b>	<b>5,358</b>	<b>0</b>	<b>170</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(200)</b>	<b>5,328</b>	<b>(30)</b>
<b>Percent of 2024 Net Requirement Budget</b>			<b>0.0%</b>	<b>3.2%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>-3.7%</b>	<b>-0.6%</b>	
<b>Full Time Equivalents (FTEs)</b>		212.45	0.00	0.00	0.00	9.00	0.00	0.00	0.00	<b>221.45</b>	<b>9.00</b>
<b>Percent of 2024 FTEs</b>			<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>4.2%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>4.2%</b>	

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

2023 Forecast vs. Budget Variance Explanation	Surplus / (Deficit)			
	Expense	Revenue	Net	
Higher than anticipated revenues from water and tax billing services.	0	200	200	
<b>Total Surplus / (Deficit)</b>	<b>0</b>	<b>200</b>	<b>200</b>	
2024 Pressure Category / Explanation	Increase / (Decrease)			
	Expense	Revenue	Net 2024 Changes	FTE Impact
<b>Maintain Services</b>				
All programs include an adjustment for potential 2024 cost of living, increments and benefit adjustments.	525	0	525	0.00
Annual support increase for ongoing sustainment of the Automated Speed Enforcement Program funded from program revenues.	(200)	0	(200)	0.00
Annual support increase for ongoing sustainment of the Vacant Unit Tax Program funded from program revenues.	(100)	0	(100)	0.00
Annual support increase for ongoing sustainment of the Water Billing System recovered from Water, Sewer and Stormwater funds.	(55)	0	(55)	0.00
Escalation of Water Billing Software and call centre annual licensing costs funded from Water, Sewer and Stormwater funds.	100	0	100	0.00
Escalation of Water Billing Software and call centre annual licensing costs funded from Water, Sewer and Stormwater funds.	(100)	0	(100)	0.00
<b>Total Maintain Services</b>	<b>170</b>	<b>0</b>	<b>170</b>	<b>0.00</b>

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

2024 Pressure Category / Explanation	Increase / (Decrease)			
	Expense	Revenue	Net 2024 Changes	FTE Impact
<b>Growth</b>				
Additional resources required to support the expansion of the Automated Speed Enforcement Program funded from program revenues.	500	0	500	5.00
Additional printing costs associated with the expansion of the Automated Speed Enforcement Program funded from program revenues.	600	0	600	0.00
Additional resources and printing costs required to support the expansion of the Automated Speed Enforcement Program funded from program revenues.	(1,100)	0	(1,100)	0.00
Permanent resources to support the water billing system funded from water rates revenue.	400	0	400	4.00
Permanent resources to support the water billing system funded from water rates revenue.	(400)	0	(400)	0.00
<b>Total Growth</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>9.00</b>
2024 Pressure Category / Explanation	(Increase) / Decrease			
	Expense	Revenue	Net 2024 Changes	FTE Impact
<b>User Fees &amp; Revenues</b>				
See following user fee schedule for details on the specific rates.	0	(200)	(200)	0.00
<b>Total User Fees &amp; Revenues</b>	<b>0</b>	<b>(200)</b>	<b>(200)</b>	<b>0.00</b>
<b>Total Budget Changes</b>	<b>170</b>	<b>(200)</b>	<b>(30)</b>	<b>9.00</b>

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

	2023 Baseline			2024 Adjustments						2024	\$ Change over 2023 Budget
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	COVID-19	Service Initiatives / Savings	User Fees & Revenues	Estimate	
<b>Expenditures by Program</b>											
Corporate Finance	6,810	6,810	0	160	0	0	0	0	0	6,970	160
<b>Gross Expenditure</b>	<b>6,810</b>	<b>6,810</b>	<b>0</b>	<b>160</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>6,970</b>	<b>160</b>
Recoveries & Allocations	(614)	(614)	0	0	0	0	0	0	0	(614)	0
Revenue	0	0	0	0	0	0	0	0	0	0	0
<b>Net Requirement</b>	<b>6,196</b>	<b>6,196</b>	<b>0</b>	<b>160</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>6,356</b>	<b>160</b>
<b>Expenditures by Type</b>											
Salaries, Wages & Benefits	6,231	6,231	0	160	0	0	0	0	0	6,391	160
Overtime	3	3	0	0	0	0	0	0	0	3	0
Material & Services	557	557	0	0	0	0	0	0	0	557	0
Transfers/Grants/Financial Charges	0	0	0	0	0	0	0	0	0	0	0
Fleet Costs	0	0	0	0	0	0	0	0	0	0	0
Program Facility Costs	0	0	0	0	0	0	0	0	0	0	0
Other Internal Costs	19	19	0	0	0	0	0	0	0	19	0
<b>Gross Expenditures</b>	<b>6,810</b>	<b>6,810</b>	<b>0</b>	<b>160</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>6,970</b>	<b>160</b>
Recoveries & Allocations	(614)	(614)	0	0	0	0	0	0	0	(614)	0
<b>Net Expenditure</b>	<b>6,196</b>	<b>6,196</b>	<b>0</b>	<b>160</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>6,356</b>	<b>160</b>
<b>Percent of 2024 Net Expenditure Budget</b>			<b>0.0%</b>	<b>2.6%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>2.6%</b>	
<b>Revenues By Type</b>											
Federal	0	0	0	0	0	0	0	0	0	0	0
Provincial	0	0	0	0	0	0	0	0	0	0	0
Own Funds	0	0	0	0	0	0	0	0	0	0	0
Fees and Services	0	0	0	0	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
<b>Total Revenue</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Percent of 2024 Revenue Budget</b>			<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	
<b>Net Requirement</b>	<b>6,196</b>	<b>6,196</b>	<b>0</b>	<b>160</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>6,356</b>	<b>160</b>
<b>Percent of 2024 Net Requirement Budget</b>			<b>0.0%</b>	<b>2.6%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>2.6%</b>	
<b>Full Time Equivalents (FTEs)</b>		54.54	0.00	0.00	0.00	0.00	0.00	0.00	0.00	<b>54.54</b>	<b>0.00</b>
<b>Percent of 2024 FTEs</b>			<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	

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

2023 Forecast vs. Budget Variance Explanation	Surplus / (Deficit)			
	Expense	Revenue	Net	
No significant variances to report.	0	0	0	
<b>Total Surplus / (Deficit)</b>	<b>0</b>	<b>0</b>	<b>0</b>	
2024 Pressure Category / Explanation	Increase / (Decrease)			
	Expense	Revenue	Net 2024 Changes	FTE Impact
<b>Maintain Services</b>				
All programs include an adjustment for potential 2024 cost of living, increments and benefit adjustments.	160	0	160	0.00
<b>Total Maintain Services</b>	<b>160</b>	<b>0</b>	<b>160</b>	<b>0.00</b>
<b>Total Budget Changes</b>	<b>160</b>	<b>0</b>	<b>160</b>	<b>0.00</b>



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

	2023 Baseline			2024 Adjustments						2024	\$ Change over 2023 Budget
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	COVID-19	Service Initiatives / Savings	User Fees & Revenues	Estimate	
<b>Expenditures by Program</b>											
Payroll	8,181	8,181	(400)	195	0	330	180	0	0	8,486	305
<b>Gross Expenditure</b>	<b>8,181</b>	<b>8,181</b>	<b>(400)</b>	<b>195</b>	<b>0</b>	<b>330</b>	<b>180</b>	<b>0</b>	<b>0</b>	<b>8,486</b>	<b>305</b>
Recoveries & Allocations	(396)	(396)	0	(120)	0	(110)	0	0	0	(626)	(230)
Revenue	(400)	(400)	400	0	0	0	(180)	0	0	(180)	220
<b>Net Requirement</b>	<b>7,385</b>	<b>7,385</b>	<b>0</b>	<b>75</b>	<b>0</b>	<b>220</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>7,680</b>	<b>295</b>
<b>Expenditures by Type</b>											
Salaries, Wages & Benefits	7,838	7,838	(400)	195	0	330	180	0	0	8,143	305
Overtime	20	20	0	0	0	0	0	0	0	20	0
Material & Services	210	210	0	0	0	0	0	0	0	210	0
Transfers/Grants/Financial Charges	0	0	0	0	0	0	0	0	0	0	0
Fleet Costs	0	0	0	0	0	0	0	0	0	0	0
Program Facility Costs	0	0	0	0	0	0	0	0	0	0	0
Other Internal Costs	113	113	0	0	0	0	0	0	0	113	0
<b>Gross Expenditures</b>	<b>8,181</b>	<b>8,181</b>	<b>(400)</b>	<b>195</b>	<b>0</b>	<b>330</b>	<b>180</b>	<b>0</b>	<b>0</b>	<b>8,486</b>	<b>305</b>
Recoveries & Allocations	(396)	(396)	0	(120)	0	(110)	0	0	0	(626)	(230)
<b>Net Expenditure</b>	<b>7,785</b>	<b>7,785</b>	<b>(400)</b>	<b>75</b>	<b>0</b>	<b>220</b>	<b>180</b>	<b>0</b>	<b>0</b>	<b>7,860</b>	<b>75</b>
<b>Percent of 2024 Net Expenditure Budget</b>			<b>-5.1%</b>	<b>1.0%</b>	<b>0.0%</b>	<b>2.8%</b>	<b>2.3%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>1.0%</b>	
<b>Revenues By Type</b>											
Federal	0	0	0	0	0	0	0	0	0	0	0
Provincial	(400)	(400)	400	0	0	0	(180)	0	0	(180)	220
Own Funds	0	0	0	0	0	0	0	0	0	0	0
Fees and Services	0	0	0	0	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
<b>Total Revenue</b>	<b>(400)</b>	<b>(400)</b>	<b>400</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(180)</b>	<b>0</b>	<b>0</b>	<b>(180)</b>	<b>220</b>
<b>Percent of 2024 Revenue Budget</b>			<b>-100.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>45.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>-55.0%</b>	
<b>Net Requirement</b>	<b>7,385</b>	<b>7,385</b>	<b>0</b>	<b>75</b>	<b>0</b>	<b>220</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>7,680</b>	<b>295</b>
<b>Percent of 2024 Net Requirement Budget</b>			<b>0.0%</b>	<b>1.0%</b>	<b>0.0%</b>	<b>3.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>4.0%</b>	
<b>Full Time Equivalents (FTEs)</b>		69.33	0.00	0.00	0.00	3.00	0.00	0.00	0.00	<b>72.33</b>	<b>3.00</b>
<b>Percent of 2024 FTEs</b>			<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>4.3%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>4.3%</b>	

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

2023 Forecast vs. Budget Variance Explanation	Surplus / (Deficit)			
	Expense	Revenue	Net	
No significant variances to report.	0	0	0	
<b>Total Surplus / (Deficit)</b>	<b>0</b>	<b>0</b>	<b>0</b>	
Increase / (Decrease)				
2023 Baseline Adjustment / Explanation	Expense	Revenue	Net 2024 Changes	FTE Impact
Removal of the 2023 one-time vaccine distribution costs and related provincial funding.	(400)	400	0	0.00
<b>Total Adjustments to Base Budget</b>	<b>(400)</b>	<b>400</b>	<b>0</b>	<b>0.00</b>
Increase / (Decrease)				
2024 Pressure Category / Explanation	Expense	Revenue	Net 2024 Changes	FTE Impact
<b>Maintain Services</b>				
All programs include an adjustment for potential 2024 cost of living, increments and benefit adjustments	75	0	75	0.00
Temporary resource to support Ottawa Police Services (OPS) Employee Central Project funded by OPS.	120	0	120	0.00
Temporary resource to support OPS Employee Central Project funded by OPS.	(120)	0	(120)	0.00
<b>Total Maintain Services</b>	<b>75</b>	<b>0</b>	<b>75</b>	<b>0.00</b>
Increase / (Decrease)				
2024 Pressure Category / Explanation	Expense	Revenue	Net 2024 Changes	FTE Impact
<b>Growth</b>				
Resource to support WSIB claims processing on behalf of OPS funded by OPS.	110	0	110	1.00
Resource to support WSIB claims processing on behalf of OPS funded by OPS.	(110)	0	(110)	0.00
Resources to support expanded workload, collective agreement settlements, and provincial legislative changes.	220	0	220	2.00
<b>Total Growth</b>	<b>220</b>	<b>0</b>	<b>220</b>	<b>3.00</b>

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

2024 Pressure Category / Explanation	Increase / (Decrease)			
	Expense	Revenue	Net 2024 Changes	FTE Impact
<b>COVID-19</b>				
Temporary resources to support the Ottawa Public Health post-pandemic recovery offset by provincial funding.	180	(180)	0	0.00
<b>Total COVID-19</b>	<b>180</b>	<b>(180)</b>	<b>0</b>	<b>0.00</b>
<b>Total Budget Changes</b>	<b>75</b>	<b>220</b>	<b>295</b>	<b>3.00</b>

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

	2023 Baseline			2024 Adjustments						2024	\$ Change over 2023 Budget
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	COVID-19	Service Initiatives / Savings	User Fees & Revenues	Estimate	
<b>Corporate Human Resource Provision</b>											
<b>Expenditure</b>											
Sick Leave Banks	3,020	3,020	0	0	0	0	0	0	0	3,020	0
Retiree Costs	2,500	2,500	0	0	0	0	0	0	0	2,500	0
Employee Benefits	1,128	1,128	0	0	0	0	0	0	0	1,128	0
Benefit Adjustments	75	75	0	0	0	0	0	0	0	75	0
<b>Net Expenditure</b>	<b>6,723</b>	<b>6,723</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>6,723</b>	<b>0</b>
<b>Net Corp HR Provision Requirement</b>	<b>6,723</b>	<b>6,723</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>6,723</b>	<b>0</b>
<b>Capital Formation Costs</b>											
<b>Expenditure</b>											
Contribution to City Wide Capital Reserve	171,267	171,267	0	12,350	0	1,000	0	0	0	184,617	13,350
Contribution to Tax Stabilization Reserve	17,456	17,456	(5,700)	0	0	0	0	0	0	11,756	(5,700)
Contribution to Gas Tax Reserve Fund	100,326	100,326	0	0	0	0	0	0	0	100,326	0
Transfer to CW Capital from Endowment Earnings	13,000	13,000	0	0	0	0	0	0	0	13,000	0
Transfer to Housing Reserve from Vacant Unit Tax	12,900	6,900	0	4,100	0	0	0	0	0	11,000	4,100
Transfer to CW Capital from OCLDC	7,000	5,000	0	0	0	0	0	0	0	5,000	0
Transfer to CW Capital from Sale of Surplus Land	3,000	2,500	0	0	0	0	0	0	0	2,500	0
City Wide Debt Charges	96,035	90,035	0	3,500	0	0	0	0	0	93,535	3,500
100 Constellation Lease	6,413	6,413	0	0	0	0	0	0	0	6,413	0
<b>Gross Expenditure</b>	<b>427,397</b>	<b>412,897</b>	<b>(5,700)</b>	<b>19,950</b>	<b>0</b>	<b>1,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>428,147</b>	<b>15,250</b>
Recoveries & Allocations	0	0	0	0	0	0	0	0	0	0	0
<b>Net Expenditure</b>	<b>427,397</b>	<b>412,897</b>	<b>(5,700)</b>	<b>19,950</b>	<b>0</b>	<b>1,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>428,147</b>	<b>15,250</b>
<b>Revenue</b>											
Contribution from Tax Stabilization Reserve	(9,170)	(9,170)	(570)	(2,325)	0	0	0	0	0	(12,065)	(2,895)
Vacant Unit Tax	(12,900)	(6,900)	0	(4,100)	0	0	0	0	0	(11,000)	(4,100)
Gas Tax Receipts	(100,326)	(100,326)	0	0	0	0	0	0	0	(100,326)	0
Endowment Fund Earnings	(13,000)	(13,000)	0	0	0	0	0	0	0	(13,000)	0
Ottawa Lands Development Corp (OCLDC)	(7,000)	(5,000)	0	0	0	0	0	0	0	(5,000)	0
Sale of Surplus Land	(3,000)	(2,500)	0	0	0	0	0	0	0	(2,500)	0
City Wide Debt Charge Funding	(8,255)	(8,255)	0	0	0	0	0	0	0	(8,255)	0
<b>Total Revenue</b>	<b>(153,651)</b>	<b>(145,151)</b>	<b>(570)</b>	<b>(6,425)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(152,146)</b>	<b>(6,995)</b>
<b>Net Capital Formation Costs Requirement</b>	<b>273,746</b>	<b>267,746</b>	<b>(6,270)</b>	<b>13,525</b>	<b>0</b>	<b>1,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>276,001</b>	<b>8,255</b>

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

	2023 Baseline			2024 Adjustments						2024	\$ Change over 2023 Budget
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	COVID-19	Service Initiatives / Savings	User Fees & Revenues	Estimate	
<b>Corporate Common Expenditures</b>											
<b>Expenditure</b>											
Financial Charges & Other	9,180	11,180	0	0	0	0	0	0	0	11,180	0
<b>Gross Expenditure</b>	<b>9,180</b>	<b>11,180</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>11,180</b>	<b>0</b>
Recoveries & Allocations	(49,277)	(49,277)	(875)	(580)	0	0	0	0	0	(50,732)	(1,455)
<b>Net Expenditure</b>	<b>(40,097)</b>	<b>(38,097)</b>	<b>(875)</b>	<b>(580)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(39,552)</b>	<b>(1,455)</b>
<b>Net Corporate Common Expenditures Requirement</b>	<b>(40,097)</b>	<b>(38,097)</b>	<b>(875)</b>	<b>(580)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(39,552)</b>	<b>(1,455)</b>
<b>Corporate Common Revenues</b>											
<b>Expenditure</b>											
Penalty & Interest	0	0	0	0	0	0	0	0	0	0	0
Investment Income	326	326	0	0	0	0	0	0	0	326	0
Provincial Offences Act	137	137	0	0	0	0	0	0	0	137	0
Hydro Ottawa Dividends	0	0	0	0	0	0	0	0	0	0	0
Municipal Accommodation Tax	16,000	18,000	0	2,300	0	0	0	0	0	20,300	2,300
<b>Net Expenditure</b>	<b>16,463</b>	<b>18,463</b>	<b>0</b>	<b>2,300</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>20,763</b>	<b>2,300</b>
<b>Revenue</b>											
Penalty & Interest	(19,009)	(18,109)	0	0	0	0	0	0	0	(18,109)	0
Investment Income	(39,007)	(26,007)	0	(2,000)	0	0	0	0	0	(28,007)	(2,000)
Hydro Ottawa Dividends	(20,000)	(20,000)	0	0	0	0	0	0	0	(20,000)	0
Provincial Offences Act	(6,770)	(6,770)	0	0	0	0	0	0	0	(6,770)	0
Red Light Camera	(11,725)	(11,725)	0	0	0	0	0	0	0	(11,725)	0
Rideau Carleton Raceway	(6,350)	(6,000)	0	0	0	0	0	0	0	(6,000)	0
Lottery Fees	(404)	(1,004)	0	0	0	0	0	0	0	(1,004)	0
Municipal Accommodation Tax	(17,000)	(19,000)	0	(4,800)	0	0	0	0	0	(23,800)	(4,800)
Other Miscellaneous Revenue	(5,345)	(4,345)	0	0	0	0	0	0	0	(4,345)	0
<b>Total Revenue</b>	<b>(125,610)</b>	<b>(112,960)</b>	<b>0</b>	<b>(6,800)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(119,760)</b>	<b>(6,800)</b>
<b>Net Corporate Common Revenues Requirement</b>	<b>(109,147)</b>	<b>(94,497)</b>	<b>0</b>	<b>(4,500)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(98,997)</b>	<b>(4,500)</b>

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

	2023 Baseline			2024 Adjustments						2024	\$ Change over 2023 Budget
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	COVID-19	Service Initiatives / Savings	User Fees & Revenues	Estimate	
<b>Tax Related Expenditures and Revenues</b>											
<b>Expenditure</b>											
Tax Rebates & Remissions	26,774	23,774	0	0	0	0	0	0	0	23,774	0
Municipal Property Assessment Corp	13,697	13,697	0	120	0	0	0	0	0	13,817	120
<b>Net Expenditure</b>	<b>40,471</b>	<b>37,471</b>	<b>0</b>	<b>120</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>37,591</b>	<b>120</b>
<b>Revenue</b>											
Supplemental Assessment	(29,434)	(29,434)	0	0	0	0	0	0	0	(29,434)	0
Payments-in-Lieu Taxation	(168,909)	(164,909)	4,000	(1,000)	0	0	0	0	0	(161,909)	3,000
Public Institutions	(6,800)	(6,800)	0	0	0	0	0	0	0	(6,800)	0
Property Tax Revenue	(2,014,935)	(2,014,935)	0	(51,230)	0	(34,250)	0	0	0	(2,100,415)	(85,480)
<b>Total Revenue</b>	<b>(2,220,078)</b>	<b>(2,216,078)</b>	<b>4,000</b>	<b>(52,230)</b>	<b>0</b>	<b>(34,250)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(2,298,558)</b>	<b>(82,480)</b>
<b>Net Tax Related Expenditures and Revenues</b>	<b>(2,179,607)</b>	<b>(2,178,607)</b>	<b>4,000</b>	<b>(52,110)</b>	<b>0</b>	<b>(34,250)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(2,260,967)</b>	<b>(82,360)</b>
<b>Total Net Requirement</b>	<b>(2,048,382)</b>	<b>(2,036,732)</b>	<b>(3,145)</b>	<b>(43,665)</b>	<b>0</b>	<b>(33,250)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(2,116,792)</b>	<b>(80,060)</b>

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

2023 Forecast vs. Budget Variance Explanation	Surplus / (Deficit)			
	Expense	Revenue	Net	
Vacant Unit Tax (VUT) - higher than expected revenue resulting in a higher contribution to fund housing expenditures.	(6,000)	6,000	0	
Ottawa Community Land Development Corporation - higher than expected land sales resulting in a higher contribution to reserves to fund capital expenditures.	(2,000)	2,000	0	
Investment income increase as a result of increased short-term interest rates and larger short-term investment balances.	(4,000)	13,000	9,000	
Sale of Surplus Land - higher than projected sales resulting in higher than contribution to the reserves to fund capital expenditures.	(500)	500	0	
Lower than expected Municipal Accommodation Tax (MAT) revenue directed to Ottawa Tourism to promote and develop Ottawa as a tourist destination.	2,000	(2,000)	0	
Higher than anticipated MAT revenue from AirBnB.	0	1,000	1,000	
Lower than expected lottery revenues.	0	(600)	(600)	
Penalties and Interest - growth in fees collected and other revenue.	0	900	900	
Red Light Camera revenue higher than anticipated.	0	350	350	
Payments in Lieu of Taxation, Tax Rebates and Remissions are projected to be in a combined surplus of \$1M.	(3,000)	4,000	1,000	
<b>Total Surplus / (Deficit)</b>	<b>(13,500)</b>	<b>25,150</b>	<b>11,650</b>	
	Increase / (Decrease)			
2023 Baseline Adjustment / Explanation	Expense	Revenue	Net 2024 Changes	FTE Impact
Removal of 2023 Council approved items funded from the Tax Stabilization Reserve and other miscellaneous funding adjustments.	(5,700)	3,430	(2,270)	0.00
Program support related to land ambulance service.	(875)	0	(875)	0.00
<b>Total Adjustments to Base Budget</b>	<b>(6,575)</b>	<b>3,430</b>	<b>(3,145)</b>	<b>0.00</b>

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

2024 Pressure Category / Explanation	Increase / (Decrease)			
	Expense	Revenue	Net 2024 Changes	FTE Impact
<b>Maintain Services</b>				
Contribution to Capital - Long Range Financial Plan (LRFP), inflationary adjustments, overhead.	11,770	(1,000)	10,770	0.00
Increase in VUT Program revenues offset by program costs and a contribution to Affordable Housing reserve.	4,100	(4,100)	0	0.00
Increase in MAT revenue directed to Ottawa Tourism to promote and develop Ottawa as a tourist destination.	2,300	(4,800)	(2,500)	0.00
Debt Servicing.	3,500	0	3,500	0.00
Items funded from the One-Time & Unforeseen Provision Account have been reflected in various 2024 draft departmental submissions.	0	(2,325)	(2,325)	0.00
Increase in Investment Earnings.	0	(2,000)	(2,000)	0.00
Increase in the costs for the Municipal Property Assessment Corporation services.	120	0	120	0.00
Tax increase for City/Police/Transit Services as approved by Council in report (ACS2023-FCS-FSP-0011).	0	(51,230)	(51,230)	0.00
<b>Total Maintain Services</b>	<b>21,790</b>	<b>(65,455)</b>	<b>(43,665)</b>	<b>0.00</b>
2024 Pressure Category / Explanation	Increase / (Decrease)			
Expense	Revenue	Net 2024 Changes	FTE Impact	
<b>Growth</b>				
Contribution to Capital as per the LRFP funding strategy to recognize growth in the asset base and provide for early cost effective renewal interventions (ACS2017-CSD-FIN-0017).	1,000	0	1,000	0.00
Additional tax revenue for City services from assessment growth (including Police and Transit).	0	(34,250)	(34,250)	0.00
<b>Total Growth</b>	<b>1,000</b>	<b>(34,250)</b>	<b>(33,250)</b>	<b>0.00</b>
<b>Total Budget Changes</b>	<b>16,215</b>	<b>(96,275)</b>	<b>(80,060)</b>	<b>0.00</b>



# Capital Budget

**City of Ottawa**  
**2024 Draft Capital Budget**  
**Finance and Corporate Services Committee**  
**In Thousands (\$000)**

Service Area: General Government											
Category	2024 Draft Capital Budget	Revenues	Tax Supported/ Dedicated Reserves	Rate Supported Reserves	Develop. Charges	Gas Tax	Debt				
							Tax/ Dedicated	Rate	Develop. Charges	Gas Tax	Total Debt
Renewal of City Assets	3,400	0	2,400	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	440	0	240	0	0	0	200	0	0	0	200
<b>Total</b>	<b>3,840</b>	<b>0</b>	<b>2,640</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,200</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,200</b>

**City of Ottawa**  
**2024 Draft Capital Budget**  
**Service Area: General Government**  
**In Thousands (\$000)**

Program Information			Financial Details																																										
<b>Buildings-General Government</b>			<b>Class of Estimate: C) Planning</b>																																										
Dept: Infrastructure & Water Services Department	Category: Renewal of City Assets		Ward: Multiple		Year of Completion: Various																																								
Reduces greenhouse gases?	No		<b>2024 Request</b>		<b>3,400</b>		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. 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. 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 border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: left;">Service Area</th> <th style="text-align: right;">Buildings</th> <th style="text-align: right;">Parks</th> </tr> </thead> <tbody> <tr><td>By-Law Services</td><td style="text-align: right;">470</td><td></td></tr> <tr><td>Child Care Services</td><td style="text-align: right;">350</td><td></td></tr> <tr><td>Cultural Services</td><td style="text-align: right;">1,960</td><td></td></tr> <tr><td>Fire Services</td><td style="text-align: right;">2,600</td><td></td></tr> <tr><td>General Government</td><td style="text-align: right;">3,400</td><td></td></tr> <tr><td>Library</td><td style="text-align: right;">2,000</td><td></td></tr> <tr><td>Long Term Care</td><td style="text-align: right;">1,425</td><td></td></tr> <tr><td>Parks &amp; Recreation</td><td style="text-align: right;">29,190</td><td style="text-align: right;">6,600</td></tr> <tr><td>Roads Services</td><td style="text-align: right;">3,665</td><td></td></tr> <tr><td>Social Services</td><td style="text-align: right;">2,300</td><td></td></tr> <tr><td>Transit Services</td><td style="text-align: right;">3,600</td><td></td></tr> <tr><td><b>Total</b></td><td style="text-align: right;"><b>50,960</b></td><td style="text-align: right;"><b>6,600</b></td></tr> </tbody> </table>			Service Area	Buildings	Parks	By-Law Services	470		Child Care Services	350		Cultural Services	1,960		Fire Services	2,600		General Government	3,400		Library	2,000		Long Term Care	1,425		Parks & Recreation	29,190	6,600	Roads Services	3,665		Social Services	2,300		Transit Services	3,600		<b>Total</b>	<b>50,960</b>	<b>6,600</b>	Tax Supported/ Dedicated	2,400	Tax Supported/ Dedicated Debt	1,000
			Service Area	Buildings	Parks																																								
			By-Law Services	470																																									
			Child Care Services	350																																									
			Cultural Services	1,960																																									
			Fire Services	2,600																																									
General Government	3,400																																												
Library	2,000																																												
Long Term Care	1,425																																												
Parks & Recreation	29,190	6,600																																											
Roads Services	3,665																																												
Social Services	2,300																																												
Transit Services	3,600																																												
<b>Total</b>	<b>50,960</b>	<b>6,600</b>																																											
			Rate Supported	0	Rate Supported Debt	0																																							
			Develop. Charges	0	Develop. Charges Debt	0																																							
			Gas Tax	0	Gas Tax Debt	0																																							
			<b>Forecast</b>		<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>																																					
			Authority	3,400	1,130	1,150	1,170																																						
			Spending Plan	1,700	1,585	1,594	1,156																																						
			FTEs	0	0	0	0																																						
			Operating Impact	0	0	0	0																																						

**City of Ottawa**  
**2024 Draft Capital Budget**  
**Service Area: General Government**  
 In Thousands (\$000)

Project Information			Location/Description	\$000's
<b>911258 2024 Buildings-General Government</b>			<b>Class of Estimate: C) Planning</b>	<b>3,400</b>
Category: Renewal of City Assets		Ward: CW	Year of Completion: 2027	
<p>This program provides for lifecycle renewal and replacement works to existing building assets and is a component of the corporate Buildings and Parks Program.</p>				
Ward	Location	Description		
05	West Carleton Community Complex	Replace Caulking		
08	Ben Franklin Place	Replace Cooling Tower 1 & 2, Replace Building Automation System		
08	Ben Franklin Place	Scrape & Paint Exterior Concrete Architectural Feature		
14	Ottawa City Hall	Washroom Remediation Ph 2, Short Masonry Block Wall Review		
14	Ottawa City Hall - Heritage Building	Roof Repairs, Repair Eave Cornice/Gutters & Soffits		
15	Bayview Complex: Licensing Office (Bldg Five)	Investigation - Lateral Ties		
17	Lansdowne Park Complex: TD Place	Type II Building Condition Audit		
CW	City Wide: General Government Facilities	Unscheduled Works: General Gov't, General Buildings		
CW	City Wide: General Government Facilities	Unscheduled Works: General Gov't, Heritage Buildings		
CW	City Wide: General Government Facilities	City Wide: Condition Audits/Designated Substance Review		
CW	City Wide: General Government Facilities	City Wide: Project Validation/Advance Design		

**City of Ottawa**  
**2024 Draft Capital Budget**  
**Service Area: General Government**  
 In Thousands (\$000)

Program Information			Financial Details																						
<b>Accessibility - General Government</b>			<b>Class of Estimate: C) Planning</b>																						
Dept: Infrastructure & Water Services Department	Category: Service Enhancements	Ward: Multiple	Year of Completion: Various																						
Reduces greenhouse gases?	No	<b>2024 Request</b>		<b>440</b>	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 border="1" style="margin-left: 20px;"> <thead> <tr> <th>Service Area</th> <th></th> </tr> </thead> <tbody> <tr> <td>Child Care Services</td> <td>60</td> </tr> <tr> <td>Cultural Services</td> <td>125</td> </tr> <tr> <td>General Government</td> <td>440</td> </tr> <tr> <td>Library</td> <td>505</td> </tr> <tr> <td>Long Term Care</td> <td>110</td> </tr> <tr> <td>Parks &amp; Recreation</td> <td>1,200</td> </tr> <tr> <td>Social Services</td> <td>60</td> </tr> <tr> <td><b>Total</b></td> <td><b>2,500</b></td> </tr> </tbody> </table>		Service Area		Child Care Services	60	Cultural Services	125	General Government	440	Library	505	Long Term Care	110	Parks & Recreation	1,200	Social Services	60	<b>Total</b>	<b>2,500</b>	Tax Supported/ Dedicated	240	Tax Supported/ Dedicated Debt	200		
		Service Area																							
		Child Care Services	60																						
		Cultural Services	125																						
		General Government	440																						
Library	505																								
Long Term Care	110																								
Parks & Recreation	1,200																								
Social Services	60																								
<b>Total</b>	<b>2,500</b>																								
		Rate Supported	0	Rate Supported Debt				0																	
		Develop. Charges	0	Develop. Charges Debt				0																	
		Gas Tax	0	Gas Tax Debt				0																	
		<b>Forecast</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>																			
		Authority	440	740	750	760																			
		Spending Plan	220	502	685	753																			
		FTEs	0	0	0	0																			
		Operating Impact	0	0	0	0																			

**City of Ottawa**  
**2024 Draft Capital Budget**  
**Service Area: General Government**  
 In Thousands (\$000)

Project Information		Location/Description	\$000's
<b>911267 2024 Accessibility - General Government</b>		<b>Class of Estimate: C) Planning</b>	<b>440</b>
Category: Service Enhancements	Ward: CW	Year of Completion: 2027	
<p>This program provides for barrier removal works to existing building assets and is a component of the corporate Buildings and Parks program.</p>			
Ward	Location	Description	
05	West Carleton Community Complex	Accessibility Audit	
08	Ben Franklin Place	Design - Accessible Washrooms	
CW	City Wide: General Government Facilities	Unscheduled Works: Accessibility, General Government Facilities	
CW	City Wide: General Government Facilities	City Wide: Accessibility Audits/Rating Tool	

**City of Ottawa**  
**2024 Draft Capital Budget**  
**Finance and Corporate Services Committee**  
**In Thousands (\$000)**

Service Area: Information Technology											
Category	2024 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	14,033	0	11,033	3,000	0	0	0	0	0	0	0
Growth	0	0	0	0	0	0	0	0	0	0	0
Regulatory	0	0	0	0	0	0	0	0	0	0	0
Service Enhancements	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>14,033</b>	<b>0</b>	<b>11,033</b>	<b>3,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**City of Ottawa**  
**2024 Draft Capital Budget**  
**Service Area: Information Technology**  
 In Thousands (\$000)

Project Information			Financial Details					
<b>911376 Technology Infrastructure - 2024</b>			<b>Class of Estimate: Not Applicable</b>					
Dept:	Finance and Corporate Services Department	Category: Renewal of City Assets	Ward: CW	Year of Completion: 2027				
Reduces greenhouse gases?		No	<b>2024 Request</b>		<b>6,536</b>	Projected Yearend Unspent Bal.		0
Builds climate resiliency?		No	Revenues	0	Debt			
<p>This program funds the replacement and growth of the City's infrastructure. ITS has been working with the organization to implement enterprise platforms to help manage cost, complexity and security concerns and create a more integrated, enterprise view of our client and employee experiences. This work is well underway and will continue over the next 3 - 5 years as we replace older, highly customized systems with modern systems based on best industry best practices. Specifically in 2024, these funds will be used for: servers, network switches, storage devices, modernization of data centre infrastructure. The funds will be used for our critical building block for digital first to use and understand our newest asset – data – to improve service, while keeping our client , employee and business information private and secure. This is the backbone of any digital experience and critical to maintaining public trust. Each year investments must also be made to replace aging infrastructure to ensure continuous vendor support and availability of security patches, and upgrade network capacity to accommodate increasing use of technology in City operations.</p>			Tax Supported/ Dedicated	6,536	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	
			<b>Forecast</b>		<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>
			Authority	6,536	7,400	8,156	8,929	
			Spending Plan	6,536	7,400	8,156	8,929	
FTEs	0	0	0	0				
Operating Impact	0	0	0	0				
<b>911377 ITS Managed - 2024</b>			<b>Class of Estimate: Not Applicable</b>					
Dept:	Finance and Corporate Services Department	Category: Renewal of City Assets	Ward: CW	Year of Completion: 2027				
Reduces greenhouse gases?		No	<b>2024 Request</b>		<b>7,497</b>	Projected Yearend Unspent Bal.		0
Builds climate resiliency?		No	Revenues	0	Debt			
<p>Many aspects of city operations are increasingly relying upon technology to run their operations and deliver their services. Initiatives that have a high degree of technology component will be managed by ITS to execute technology transformations in HR, Supply and various other service lines.</p>			Tax Supported/ Dedicated	4,497	Tax Supported/ Dedicated Debt		0	
			Rate Supported	3,000	Rate Supported Debt		0	
			Develop. Charges	0	Develop. Charges Debt		0	
			Gas Tax	0	Gas Tax Debt		0	
			<b>Forecast</b>		<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>
			Authority	7,497	8,500	10,500	12,000	
			Spending Plan	7,497	8,500	10,500	12,000	
FTEs	0	0	0	0				
Operating Impact	0	0	0	0				



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

Project Description	2024	2025	2026	2027	Total
<b>General Government</b>					
Renewal of City Assets					
911258 2024 Buildings-General Government	3,400	1,130	1,150	1,170	6,850
<b>Renewal of City Assets Total</b>	<b>3,400</b>	<b>1,130</b>	<b>1,150</b>	<b>1,170</b>	<b>6,850</b>
Service Enhancements					
911267 2024 Accessibility - General Government	440	740	750	760	2,690
<b>Service Enhancements Total</b>	<b>440</b>	<b>740</b>	<b>750</b>	<b>760</b>	<b>2,690</b>
<b>General Government Total</b>	<b>3,840</b>	<b>1,870</b>	<b>1,900</b>	<b>1,930</b>	<b>9,540</b>
<b>Information Technology</b>					
Renewal of City Assets					
911376 Technology Infrastructure - 2024	6,536	7,400	8,156	8,929	31,021
911377 ITS Managed - 2024	7,497	8,500	10,500	12,000	38,497
<b>Renewal of City Assets Total</b>	<b>14,033</b>	<b>15,900</b>	<b>18,656</b>	<b>20,929</b>	<b>69,518</b>
<b>Information Technology Total</b>	<b>14,033</b>	<b>15,900</b>	<b>18,656</b>	<b>20,929</b>	<b>69,518</b>
<b>Grand Total</b>	<b>17,873</b>	<b>17,770</b>	<b>20,556</b>	<b>22,859</b>	<b>79,058</b>

**City Of Ottawa**  
**Capital Works-In-Progress as at September 30, 2023**  
**Finance and Corporate Services Committee**  
**In Thousands \$(000's)**

Project Description	Authority	Expenditures	Unspent Cash Balance	Total Contractual Obligations	Unspent Balance including Contractual Obligations
<b>City Manager's Office</b>					
910371 Lansdowne Park Revitalization 2.0	875	461	414	10	404
910926 Lansdowne Park Revitalization	332,600	2,573	330,027	328	329,699
<b>City Manager's Office Total</b>	<b>333,475</b>	<b>3,033</b>	<b>330,442</b>	<b>338</b>	<b>330,104</b>
<b>Corporate Real Estate Office</b>					
904066 Kanata Town Centre Roads	724	291	433	0	433
910331 1010 Somerset Master Concept Plan	400	141	259	14	245
910707 Stonebridge Golf Course	7,000	141	6,859	0	6,859
<b>Corporate Real Estate Office Total</b>	<b>8,124</b>	<b>573</b>	<b>7,551</b>	<b>14</b>	<b>7,536</b>
<b>Finance</b>					
907220 Hosted Enterprise Payments	643	387	256	0	256
908025 AMI IT Application Upgrade & SvcContract	1,211	1,136	76	78	(2)
909738 Point of Sale Software	1,300	307	993	652	341
<b>Finance Total</b>	<b>3,155</b>	<b>1,830</b>	<b>1,325</b>	<b>729</b>	<b>595</b>
<b>General Government</b>					
908924 2018 Buildings-General Government	2,045	1,542	503	402	101
909241 2019 Accessibility - General Government	725	473	252	241	11
909364 2019 Buildings-General Government	6,125	5,578	547	78	469
909675 2020 Buildings- General Government	1,925	1,454	471	4	466
909686 2020 Accessibility - General Government	350	192	158	139	18
910059 2021 Buildings-General Government	3,775	2,851	924	676	248
910070 2021 Accessibility - General Government	175	0	175	0	175
910286 ICIP-MB - Building Envelope & Window Upg	1,245	417	828	780	48
910300 ICIP-EXT - New Boys & Girls Club Facility	5,000	4,825	175	0	175
910403 2022 Buildings-General Government	4,085	2,078	2,007	434	1,573
910415 2022 Accessibility - General Government	375	0	375	0	375

**City Of Ottawa**  
**Capital Works-In-Progress as at September 30, 2023**  
**Finance and Corporate Services Committee**  
**In Thousands \$(000's)**

Project Description	Authority	Expenditures	Unspent Cash Balance	Total Contractual Obligations	Unspent Balance including Contractual Obligations
910809 2023 Buildings-General Government	3,130	24	3,106	1,006	2,100
910821 2023 Accessibility - General Government	375	0	375	0	375
<b>General Government Total</b>	<b>29,330</b>	<b>19,433</b>	<b>9,896</b>	<b>3,761</b>	<b>6,136</b>
<b>Information Technology</b>					
909474 IT Systems Renewal	3,855	3,825	30	30	(0)
909621 Technology Infrastructure - 2020	4,900	4,876	24	24	0
909622 ITS Managed - 2020	9,450	8,952	498	498	0
910007 Technology Infrastructure - 2021	4,735	4,735	0	0	0
910008 ITS Managed - 2021	6,200	5,842	358	330	28
910299 ICIP-HB - Digital Connectivity	104	83	21	0	21
910494 Technology Infrastructure - 2022	5,493	5,407	86	86	0
910495 ITS Managed - 2022	5,652	5,626	26	26	0
910788 Technology Infrastructure - 2023	5,900	4,852	1,048	131	917
910789 ITS Managed - 2023	7,719	3,256	4,463	9,385	(4,922)
<b>Information Technology Total</b>	<b>54,008</b>	<b>47,453</b>	<b>6,554</b>	<b>10,510</b>	<b>(3,956)</b>
<b>Library</b>					
909293 OPL - LAC Joint Facility	305,457	105,983	199,473	172,108	27,366
909294 OPL Central Library Parking Facility	27,793	10,071	17,722	15,924	1,798
910639 Recoverable Change Orders	5,400	275	5,125	5,125	0
<b>Library Total</b>	<b>338,649</b>	<b>116,329</b>	<b>222,320</b>	<b>193,157</b>	<b>29,163</b>
<b>Parks, Recreation &amp; Culture</b>					
907567 Arts Court	48,987	49,618	(631)	0	(631)
<b>Parks, Recreation &amp; Culture Total</b>	<b>48,987</b>	<b>49,618</b>	<b>(631)</b>	<b>0</b>	<b>(631)</b>
<b>Planning &amp; Development</b>					
911168 Richmond Hydro Corridor	1,038	1,038	(1)	0	(1)
<b>Planning &amp; Development Total</b>	<b>1,038</b>	<b>1,038</b>	<b>(1)</b>	<b>0</b>	<b>(1)</b>

**City Of Ottawa**  
**Capital Works-In-Progress as at September 30, 2023**  
**Finance and Corporate Services Committee**  
**In Thousands \$(000's)**

Project Description	Authority	Expenditures	Unspent Cash Balance	Total Contractual Obligations	Unspent Balance including Contractual Obligations
<b>Roads Services</b>					
910949 Roads Equipment Replacement 2023	210	0	210	0	210
<b>Roads Services Total</b>	<b>210</b>	<b>0</b>	<b>210</b>	<b>0</b>	<b>210</b>
<b>Transit Services</b>					
905176 Confederation Line	2,095,600	2,103,345	(7,745)	0	(7,745)
906569 SouthWest Twy (Baseline to Norice)	1,497	1,490	7	0	7
907143 Confederation Line Contingency	115,000	107,637	7,363	916	6,447
908752 PTIF 001 Mann Ave Transit Structure Repl	4,392	4,392	0	0	0
909155 PTIF 010Booth Bike JohnAMacDonald-Albert	1,956	1,956	0	0	0
<b>Transit Services Total</b>	<b>2,218,445</b>	<b>2,218,820</b>	<b>(375)</b>	<b>916</b>	<b>(1,291)</b>
<b>Transit Services Stage 2 LRT</b>					
907926 Stage 2 LRT	3,800,444	2,674,940	1,125,504	1,057,442	68,062
908650 Stage 2 LRT - RTG MOU	476,184	400,697	75,487	72,830	2,658
908709 PTIF 026 Acquisition of 2 train sets	40,000	37,135	2,865	0	2,865
908771 PTIF 028 LRT Stage2 - Bridge VIA/O-Train	2,500	172	2,328	0	2,328
908772 PTIF 030 Aboriginal Consultation	200	200	0	0	0
909586 Trillium Line Ext. Vehicles & Deferred C	246,994	108,472	138,522	138,522	0
909587 Trillium Line Rehabilitation	91,123	67,000	24,123	24,123	0
910750 Utilities-Stage 2 LRT	35,000	18,848	16,152	9,803	6,349
910751 Contingency-Stage 2 LRT	25,000	12,562	12,438	0	12,438
<b>Transit Services Stage 2 LRT Total</b>	<b>4,717,445</b>	<b>3,320,026</b>	<b>1,397,420</b>	<b>1,302,720</b>	<b>94,700</b>
<b>Grand Total</b>	<b>7,752,864</b>	<b>5,778,153</b>	<b>1,974,711</b>	<b>1,512,145</b>	<b>462,566</b>