

2023 Operating Budget Corporate Summary - Elected Officials, Office of the Auditor General

Thousands of dollars

	Budget			Actual			Surplus/(Deficit)		
	Annual Expense	Annual Revenue	Annual Net	Annual Expense	Annual Revenue	Annual Net	Annual Expense	Annual Revenue	Annual Net
Elected Officials	13,751	0	13,751	13,779	0	13,779	(28)	0	(28)
Office of the City Auditor General (OAG)	2,692	0	2,692	2,221	112	2,334	471	(112)	359
Total Elected Officials and Office of the Auditor General	16,443	0	16,443	16,001	112	16,113	443	(112)	330

Surplus driven by vacancies.

2023 Operating Budget Corporate Summary - City Clerk's Office

Thousands of dollars

	Budget			Actual			Surplus/(Deficit)		
	Annual Expense	Annual Revenue	Annual Net	Annual Expense	Annual Revenue	Annual Net	Annual Expense	Annual Revenue	Annual Net
Integrity Commissioner	150	0	150	199	0	199	(49)	0	(49)
City Clerk	459	0	459	496	1	498	(37)	(1)	(38)
Council & Committee Services	2,800	0	2,800	2,966	0	2,966	(167)	0	(167)
Policy & Technical Solution Services	3,973	0	3,973	4,151	0	4,151	(178)	0	(178)
Protocol	1,245	0	1,245	1,109	7	1,116	136	(7)	129
Legislative Services	7,356	(9)	7,347	7,134	(21)	7,112	222	12	235
French Language Services	3,351	0	3,351	3,789	0	3,789	(438)	0	(438)
Municipal Election Services	2,371	(1,873)	498	2,107	(1,608)	498	265	(265)	0
Total City Clerk	21,705	(1,882)	19,824	21,951	(1,622)	20,329	(245)	(260)	(506)

Higher than expected translation and interpretation costs driven by increased demand and inflation.

2023 Operating Budget Corporate Summary - Transportation Services Department

Thousands of dollars

	Budget			Actual			Surplus/(Deficit)		
	Annual Expense	Annual Revenue	Annual Net	Annual Expense	Annual Revenue	Annual Net	Annual Expense	Annual Revenue	Annual Net
Rail Construction Program Service	5	(5)	0	0	0	0	5	(5)	0
Total Transportation Services Department	5	(5)	0	0	0	0	5	(5)	0

No significant variance to report.

2023 Operating Budget Corporate Summary - Community and Social Services Department

Thousands of dollars

	Budget			Actual			Surplus/(Deficit)		
	Annual Expense	Annual Revenue	Annual Net	Annual Expense	Annual Revenue	Annual Net	Annual Expense	Annual Revenue	Annual Net
General Manager's Office	444	0	444	459	0	459	(15)	0	(15)
Business Support Services	3,465	0	3,465	3,537	(162)	3,375	(72)	162	90
Employment and Social Services	260,123	(229,966)	30,156	231,941	(204,883)	27,058	28,182	(25,084)	3,098
Children's Services	353,291	(333,835)	19,456	304,041	(283,097)	20,944	49,250	(50,737)	(1,487)
Long Term Care	101,688	(70,568)	31,120	99,360	(69,383)	29,977	2,328	(1,185)	1,143
Housing Services	215,048	(81,223)	133,825	237,513	(103,689)	133,825	(22,465)	22,465	0
GREIIRSD	33,274	0	33,274	34,626	(1,564)	33,062	(1,352)	1,564	212
Community Safety, Well-Being, Policy and Analytics	8,537	0	8,537	7,985	0	7,985	552	0	552
Human Needs Command Centre	0	0	0	641	(641)	0	(641)	641	0
Total Community and Social Services Department	975,870	(715,592)	260,278	920,103	(663,419)	256,684	55,768	(52,173)	3,594

The surplus of \$3.6 million is due to vacancies in Employment and Social Services and lower than expected COVID related expenditures in Long Term Care Services offset by lower than expected revenues and higher facility costs in municipal child care centres.

2023 Operating Budget Corporate Summary - Public Works

Thousands of dollars

	Budget			Actual			Surplus/(Deficit)		
	Annual Expense	Annual Revenue	Annual Net	Annual Expense	Annual Revenue	Annual Net	Annual Expense	Annual Revenue	Annual Net
General Manager's Office	217	0	217	228	0	228	(11)	0	(11)
Business and Technical Services Branch	6,479	(34)	6,445	6,378	(11)	6,367	101	(23)	79
Technical Operations Support Service	6,863	(344)	6,519	7,665	(354)	7,311	(802)	10	(792)
People Performance Operations	641	0	641	567	0	567	75	0	75
Parks	41,805	(2)	41,804	46,225	(95)	46,130	(4,420)	93	(4,327)
Forestry Services	20,944	(631)	20,312	25,479	(592)	24,887	(4,536)	(39)	(4,575)
Solid Waste Services - Tax	60,025	(18,268)	41,758	59,205	(17,024)	42,180	821	(1,243)	(422)
Solid Waste Services - Rate	46,250	(54,106)	(7,856)	46,089	(57,110)	(11,021)	162	3,004	3,165
Parking Services	17,178	(17,152)	26	17,483	(17,469)	14	(305)	316	12
Road Services	132,843	(2,070)	130,772	164,810	(2,955)	161,855	(31,967)	884	(31,083)
Traffic Services	73,593	(19,103)	54,490	72,702	(18,486)	54,216	891	(617)	274
Total Public Works	406,839	(111,711)	295,128	446,831	(114,097)	332,734	(39,992)	2,386	(37,606)

Business & Technical Support Service's surplus is due to lower compensation costs.

Technical Operations Support Service's deficit is due to higher compensation costs.

Parks Maintenance's deficit of \$4.3 million is due to April 5 ice storm response, the July 2023 tornado and continued residual clean-up costs related to the 2022 Derecho of \$1.7 million, higher fleet costs of \$2 million and higher material purchases of \$0.6 million to catch up on work that was postponed when resources were redirected to emergency response.

Forestry's deficit of \$4.6 million is due to the April 5 ice storm, the July 2023 tornado and the continued residual cost related to the 2022 Derecho response of \$2.6 million with the balance due mostly to catch up maintenance in areas where work was postponed during the emergency response.

The Solid Waste surplus of \$2.7 million is the net result of higher than budgeted fees and recoveries and lower vehicle costs which were offset by higher collection and processing costs for organic materials due to volume.

Parking Services' surplus is the net result of higher revenues from On and Off Street Parking and an HST credit which offset higher winter maintenance expenses and higher merchant fee costs.

The Roads deficit is a result of the January-April winter weather, the response to the April 5 ice storm, the cleanup for the July tornado and continued residual cleanup cost associated with the 2022 Derecho. The higher than normal winter weather resulted in snow accumulation of

221 cm, which was 26 per cent higher than the five-year average of 175 cm for the period of January to April and increased freezing rain hours, which were 73 per cent higher than the five-year average. These severe weather conditions resulted in significant operational costs associated with maintaining the road, sidewalk and pathway networks and the maintenance and repair of related vehicles, resulting in the Roads winter maintenance deficit of \$26.6 million. Non-Winter maintenance costs were \$1.8 million higher due to maintenance and repair of related vehicles and Liability Claims were \$3.6 million higher than budget.

Traffic Services' surplus is due to lower implementation costs due to delays in the Red Light Camera program and lower compensation costs due to vacancies which were partly offset by higher liability claims.

2023 Operating Budget Corporate Summary - City Manager's Office

Thousands of dollars

	Budget			Actual			Surplus/(Deficit)		
	Annual Expense	Annual Revenue	Annual Net	Annual Expense	Annual Revenue	Annual Net	Annual Expense	Annual Revenue	Annual Net
City Manager's Office	5,415	0	5,415	5,399	0	5,399	16	0	16
Legal Services	10,113	0	10,113	12,166	(7)	12,159	(2,052)	7	(2,046)
Public Information & Media Relations	4,462	0	4,462	4,264	8	17,558	199	(8)	191
City Manager's Office	19,991	0	19,991	21,829	1	21,830	(1,838)	(1)	(1,839)

Increase in legal fees and arbitration costs for various ongoing legal matters.

2023 Operating Budget Corporate Summary - Emergency & Protective Services

Thousands of dollars

	Budget			Actual			Surplus/(Deficit)		
	Annual Expense	Annual Revenue	Annual Net	Annual Expense	Annual Revenue	Annual Net	Annual Expense	Annual Revenue	Annual Net
General Manager Office	423	0	423	539	0	539	(116)	0	(116)
Business Support Services	4,311	0	4,311	4,294	(31)	4,263	17	31	48
Public Safety Service	9,789	(270)	9,519	8,895	(382)	8,514	893	112	1,005
Fire Services	182,651	(1,253)	181,398	186,788	(1,391)	185,397	(4,137)	138	(3,999)
Paramedic Service	132,827	(77,192)	55,635	139,694	(83,637)	56,057	(6,867)	6,445	(422)
By-Law & Regulatory Services	26,750	(32,092)	(5,341)	29,095	(35,051)	(5,956)	(2,345)	2,959	615
Public Policy Development	825	0	825	851	0	851	(27)	0	(27)
Total Emergency & Protective Services	357,575	(110,806)	246,769	370,157	(120,492)	249,665	(12,582)	9,686	(2,896)

The department's deficit of \$2.9 million is mainly due to higher compensation costs, driven by Workplace Safety and Insurance Board claims and overtime, and higher fleet repair and maintenance costs in Fire Services. The increased costs were partially offset by higher than budgeted parking revenues in By-Law and Regulatory Services, deferred spending in materials and services and recovery of one-time costs.

2023 Operating Budget Corporate Summary - Recreation, Cultural and Facility Services

Thousands of dollars

	Budget			Actual			Surplus/(Deficit)		
	Annual Expense	Annual Revenue	Annual Net	Annual Expense	Annual Revenue	Annual Net	Annual Expense	Annual Revenue	Annual Net
General Manager's Office	2,435	(540)	1,895	1,943	(1,364)	579	492	824	1,316
Community Recreation & Cultural Programs	74,755	(28,201)	46,554	72,337	(26,865)	45,472	2,418	(1,336)	1,083
CW Programs, Aquatics and Specialized Services	81,059	(36,669)	44,391	81,991	(33,451)	48,541	(932)	(3,218)	(4,150)
Parks & Facilities Planning	2,292	(485)	1,807	2,171	(196)	1,975	121	(289)	(168)
Business & Technical Support Services	26,476	(2,118)	24,357	27,327	(2,586)	24,741	(851)	468	(383)
Facility Operations Services	38,492	(2,059)	36,433	38,443	(2,361)	36,082	50	302	351
Total Recreation, Cultural and Facility Services	225,509	(70,072)	155,437	224,212	(66,823)	157,388	1,297	(3,249)	(1,951)

Shortage in membership, admission, and registration revenue offset with savings in compensation and program supplies.

2023 Operating Budget Corporate Summary - Finance and Corporate Services Department

Thousands of dollars

	Budget			Actual			Surplus/(Deficit)		
	Annual Expense	Annual Revenue	Annual Net	Annual Expense	Annual Revenue	Annual Net	Annual Expense	Annual Revenue	Annual Net
Chief Financial Officer/City Treasurer	435	0	435	423	0	423	13	0	13
Financial Strategies, Planning and CS	10,462	0	10,462	10,732	0	10,732	(270)	0	(270)
Business Support Services	3,855	0	3,855	3,920	0	3,920	(65)	0	(65)
Revenue Services	12,766	(7,407)	5,359	13,080	(8,069)	5,011	(315)	662	348
Corporate Finance	6,484	0	6,484	6,177	0	6,177	307	0	307
Payroll, Pensions & Benefits	7,784	(400)	7,384	8,135	(940)	7,196	(351)	540	189
Human Resources	18,905	(765)	18,140	18,883	(765)	18,118	21	0	21
Service Ottawa	14,865	(1,304)	13,561	15,155	(1,616)	13,540	(290)	312	21
Supply Services	5,941	(2,990)	2,951	6,447	(3,096)	3,351	(505)	106	(400)
Information Technology Services	75,269	(600)	74,669	75,542	(827)	74,715	(273)	227	(46)
Fleet Services	4,725	(849)	3,876	5,833	(1,957)	3,876	(1,108)	1,108	0
Total Finance and Corporate Services Department	161,491	(14,315)	147,176	164,328	(17,269)	147,059	(2,837)	2,954	118

Surplus in water and tax billing revenues as well as various other revenue fees.

2023 Operating Budget Corporate Summary - Planning, Real Estate & Economic Development

Thousands of dollars

	Budget			Actual			Surplus/(Deficit)		
	Annual Expense	Annual Revenue	Annual Net	Annual Expense	Annual Revenue	Annual Net	Annual Expense	Annual Revenue	Annual Net
General Manager's Office	347	0	347	249	0	249	98	0	98
Right of Way, Heritage and Urban Design	15,836	(15,574)	262	16,426	(15,668)	758	(590)	94	(496)
Planning Services	18,379	(18,379)	0	15,568	(13,807)	1,761	2,812	(4,573)	(1,761)
Building Code Services	30,964	(31,404)	(440)	27,244	(27,715)	(471)	3,719	(3,689)	31
Economic Development and Long-Range Planning	16,490	(4)	16,487	14,848	(413)	14,435	1,642	409	2,051
Business Support Services	2,759	0	2,759	2,178	0	2,178	581	0	581
Corporate Real Estate Office	9,901	(619)	9,282	8,154	(421)	7,733	1,747	(199)	1,549
Transportation Planning	4,900	(250)	4,650	4,660	(239)	4,422	240	(12)	228
Total Planning, Real Estate & Economic Development Department	99,577	(66,231)	33,346	89,328	(58,262)	31,066	10,249	(7,969)	2,280

The departmental expenditure surplus is largely due to staffing shortages and delays and purchased services savings. The revenue deficit is largely due to volumes lower than expected in planning application and building permit fees. The Building Code Services deficit was offset by a contribution from the Building Code Services Stabilization Reserve.

2023 Operating Budget Corporate Summary – Infrastructure and Water Services Department

Thousands of dollars

	Budget			Actual			Surplus/(Deficit)		
	Annual Expense	Annual Revenue	Annual Net	Annual Expense	Annual Revenue	Annual Net	Annual Expense	Annual Revenue	Annual Net
IWS GM Office	282	0	282	281	(1)	280	0	1	1
Infrastructure and Water BTSS	361	0	361	319	0	319	41	0	41
Infrastructure Services	4,040	(16)	4,024	3,681	(15)	3,666	359	(1)	358
Asset Management	3,030	0	3,030	2,856	0	2,856	174	0	174
Total Infrastructure and Water Services Department	7,713	(16)	7,697	7,138	(16)	7,122	575	0	575

Surplus is due to discretionary savings.

2023 Operating Budget Corporate Summary - Non-Departmental - Capital Formation Costs

Thousands of dollars

	Budget			Actual			Surplus/(Deficit)		
	Annual Expense	Annual Revenue	Annual Net	Annual Expense	Annual Revenue	Annual Net	Annual Expense	Annual Revenue	Annual Net
Corporate Benefit Provisions	6,723	0	6,723	6,728	(75)	6,653	(5)	75	70
Contributions to/from Capital Reserve Fund	171,267	0	171,267	171,267	0	171,267	0	0	0
Contributions to/from Tax Stabilization Reserve	17,456	(9,170)	8,286	17,456	(9,170)	8,286	0	0	0
Vacant Unit Tax	6,900	(6,900)	0	11,479	(11,479)	0	(4,579)	4,579	0
Endowment Fund	13,000	(13,000)	0	6,000	(6,000)	0	7,000	(7,000)	0
Ottawa Lands Development	5,000	(5,000)	0	0	0	0	5,000	(5,000)	0
Sale of Surplus Land	2,500	(2,500)	0	1,352	(2,562)	(1,210)	1,148	62	1,210
Debt Charges	90,035	(8,255)	81,780	93,648	(8,935)	84,713	(3,614)	680	(2,934)
100 Constellation Lease	6,413	0	6,413	6,411	0	6,411	2	0	2
Total Capital Formation Costs	312,570	(44,825)	267,745	307,612	(38,146)	269,466	4,958	(6,679)	(1,722)

Debt charges higher than anticipated as a result of higher short-term interest rates and higher short-term investment balances.

2023 Operating Budget Corporate Summary - Non-Departmental - Corporate Common Expenditures and Revenues

Thousands of dollars

	Budget			Actual			Surplus/(Deficit)		
	Annual Expense	Annual Revenue	Annual Net	Annual Expense	Annual Revenue	Annual Net	Annual Expense	Annual Revenue	Annual Net
Financial Charges	6,631	0	6,631	7,016	0	7,016	(385)	0	(385)
CW Cost Allocations	(62,967)	0	(62,967)	(62,967)	0	(62,967)	0	0	0
Total Corporate Common Expenditures	(56,336)	0	(56,336)	(55,951)	0	(55,951)	(385)	0	(385)
Penalty & Interest	0	(18,109)	(18,109)	2,268	(21,567)	(19,298)	(2,268)	3,458	1,189
Investment Income	326	(26,007)	(25,681)	326	(47,225)	(46,899)	0	21,218	21,218
Hydro Ottawa Dividends	0	(20,000)	(20,000)	0	(20,000)	(20,000)	0	0	0
Provincial Offences Act	137	(6,770)	(6,633)	671	(5,666)	(4,995)	(535)	(1,103)	(1,638)
Red Light Camera	0	(11,725)	(11,725)	0	(9,789)	(9,789)	0	(1,936)	(1,936)
Rideau Carleton Raceway	0	(6,000)	(6,000)	0	(6,778)	(6,778)	0	778	778
Lottery Fees	0	(1,004)	(1,004)	0	(292)	(292)	0	(713)	(713)
Municipal Accommodation Tax	18,000	(19,000)	(1,000)	17,323	(18,912)	(1,588)	677	(88)	588
Other Miscellaneous Revenue	4,489	(4,345)	144	791	(4,238)	(3,446)	3,698	(107)	3,591
Total Corporate Common Revenue	22,952	(112,960)	(90,008)	21,380	(134,467)	(113,086)	1,572	21,507	23,078

Corporate Common Expenditures and Revenues: The surplus is attributed to higher short term interest rates and larger short-term investment balances in investment income and slightly higher than expected financial charges.

2023 Operating Budget Corporate Summary - Non-Departmental - Tax Related Expenses and Revenues

Thousands of dollars

	Budget			Actual			Surplus/(Deficit)		
	Annual Expense	Annual Revenue	Annual Net	Annual Expense	Annual Revenue	Annual Net	Annual Expense	Annual Revenue	Annual Net
Supplemental Assessment	0	(19,092)	(19,092)	0	(22,620)	(22,620)	0	3,527	3,527
Payment-in-lieu of Taxation	0	(106,558)	(106,558)	0	(139,854)	(139,854)	0	33,296	33,296
Public Institutions	0	(4,441)	(4,441)	0	(4,466)	(4,466)	0	25	25
Tax Rebates & Remissions	15,473	0	15,473	20,424	0	20,424	(4,951)	0	(4,951)
Property Assessment	9,055	0	9,055	9,154	0	9,154	(99)	0	(99)
Property Tax Revenue	0	(1,251,758)	(1,251,758)	0	(1,251,658)	(1,251,658)	0	(100)	(100)
Total Tax Related Exp & Revenue	24,528	(1,381,850)	(1,357,322)	29,578	(1,418,598)	(1,389,019)	(5,050)	36,748	31,698

Payment-in-lieu of Taxation (PILT): The surplus is due to the receipt of a one-time Provincial funding for the Federal PILT payment shortfall on education taxes from 2021 – 2023.

Supplementary Assessment: This surplus is due to the residual growth increase in construction during COVID.

Tax Rebates and Remissions: The deficit is due to the ongoing value of annual appeals and delays in settlement.

2023 Operating Budget Corporate Summary - External Boards, Commissions and Agencies

Thousands of dollars

	Budget			Actual			Surplus/(Deficit)		
	Annual Expense	Annual Revenue	Annual Net	Annual Expense	Annual Revenue	Annual Net	Annual Expense	Annual Revenue	Annual Net
Committee of Adjustment	1,728	(1,728)	0	1,307	(1,283)	24	421	(445)	(24)
Public Health	129,230	(102,122)	27,108	107,019	(79,911)	27,108	22,211	(22,211)	0
Conservation Authority	14,480	(14,480)	0	14,687	(14,730)	(43)	(207)	250	43
Transit Services	826,948	(826,948)	0	800,459	(777,946)	22,513	26,488	(49,002)	(22,513)
Police Services	402,885	(402,885)	0	434,334	(440,610)	(6,276)	(31,449)	37,726	6,276
Library Services	60,495	(60,495)	0	58,925	(60,795)	(1,870)	1,570	300	1,870
Total External Boards, Commissions and Agencies	1,435,765	(1,408,657)	27,108	1,416,730	(1,375,275)	41,455	19,035	(33,382)	(14,347)

Committee of Adjustment: The deficit is due to lower than anticipated revenues offset partially by savings in spending.

Ottawa Public Health (OPH): Lower than anticipated expenditures due to declining demand for vaccination and gradual demobilization of COVID-19 program.

Transit Services: The Transit Services Department's operating budget, which falls under the Transit Commission's mandate, resulted in a \$29.505 million deficit in 2023. The deficit is made up of \$18.295 million revenue loss due to the impact of COVID-19, \$39 million revenue budgeted to come from senior levels of government for SRA funding but not received, offset by \$27.79 million in from normal operational savings. The normal operation surplus was mainly attributable to reduced compensation expenditures from vacancies, lower O-Train Line 1 maintenance costs mainly due to the performance deductions per the project agreement with Rideau Transit Group, lower fuel costs and the delay of the opening of O-Train Lines 2 and 4 which were partially offset by higher Para Transpo service and fleet maintenance costs. In 2023 the O-Train Line 1 performance deductions were \$15.1 million which was offset by R1 and R2 related costs of \$3.1 million. Once the various transit taxation related accounts are allocated to the business area, there is also an additional favourable offset of \$6.992 million.

Ottawa Police Services (OPS): The OPS planned and responded to numerous large events and demonstrations in 2023, including one-day and multi-day events. These events occurred consistently and steadily throughout the course of the year. In 2023, as in previous years, the OPS continued taking a more robust approach to the planning and deployment of police. This was evident during the major events that occurred in 2023, including Convoy 2.0, the visit by the President of the United States, the visit by President of Ukraine, and the 1 Million March 4 Children protest. Ongoing demonstrations related to the Israeli-Palestinian conflict and other Federal matters continue to draw on resources with a deployment almost every weekend. The OPS has continued to rely on partner agency police resources during larger scale events. Even with the utilization of these additional resources, deployment of OPS resources is largely managed by off-duty members on overtime and contributes to the deterioration of member wellness and organizational resiliency.

The OPS experienced \$30.1 million in pressures in 2023, largely due to costs incurred because of events and demonstrations and increased overtime costs. These costs were mitigated through cost recovery agreements with Public Safety Canada. The revenue from the federal government and the continued vacancies account for the majority of the \$6.276 million surplus for the year.

Ottawa Public Library (OPL) Services: The OPL operating budget, resulted in \$1.87 million surplus in 2023. The surplus is made up of \$2.3 million in reduced compensation due to vacancies throughout the year; \$800 thousand spending over budget for library materials and \$229 thousand unbudgeted revenue from donations.

2023 Operating Budget Corporate Summary - Rate Supported Programs

Thousands of dollars

	Budget			Actual			Surplus/(Deficit)		
	Annual Expense	Annual Revenue	Annual Net	Annual Expense	Annual Revenue	Annual Net	Annual Expense	Annual Revenue	Annual Net
Drinking Water Services	203,398	(203,398)	0	206,548	(207,058)	(510)	(3,150)	3,660	510
Wastewater Services	174,050	(174,050)	0	177,955	(176,822)	1,133	(3,905)	2,772	(1,133)
Stormwater Services	82,469	(82,469)	0	81,408	(81,573)	(165)	1,061	(896)	165
Total Rate Supported Program	459,917	(459,917)	0	465,911	(465,453)	459	(5,994)	5,536	(459)

Drinking Water Services: Inflationary increase in chemical costs offset with higher than anticipated permit revenues and water consumption.

Wastewater Services: Inflationary increase in chemical costs, maintenance activities and emergency response costs offset with higher than anticipated sewer use revenues and water consumption.

Stormwater Services: No significant variance to report.