

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

	2020	2021		2022	\$ Change over 2021 Budget
	Actual	Forecast	Budget	Estimate	
Expenditures by Category					
Salaries, Wages	1,387,908	1,461,465	1,431,831	1,510,920	79,089
Overtime	58,365	55,666	49,844	52,746	2,902
Benefits / Allowances					
Statutory	86,490	95,587	95,587	94,772	-815
OMERS	126,414	137,003	137,003	136,646	-357
Group Insurance	104,253	116,799	116,799	115,919	-880
Compensation	1,763,430	1,866,520	1,831,064	1,911,003	79,939
Material & Services	621,396	654,947	644,160	675,334	31,174
Transfers/Grants/Financial Charges	1,445,761	1,542,349	1,519,448	1,584,987	65,539
Fleet Costs	82,093	85,715	81,412	82,487	1,075
Program Facility Costs	115,754	132,048	132,448	137,878	5,430
Other Internal Costs	143,777	123,790	122,654	128,797	6,143
Gross Expenditures	4,172,211	4,405,369	4,331,186	4,520,485	189,299
Recoveries & Allocations	-419,989	-365,131	-359,684	-377,996	-18,312
Net Expenditure	3,752,222	4,040,238	3,971,501	4,142,488	170,987
Revenues by Category					
Federal	-94,440	-109,112	-92,491	-92,847	-357
Provincial	-786,704	-928,325	-790,990	-768,655	22,335
Own Funds	-99,609	-92,961	-95,211	-130,526	-35,316
Fees and Services	-713,811	-735,981	-821,597	-883,905	-62,308
Fines	-33,360	-41,959	-44,309	-52,684	-8,375
Other	-18,359	-16,590	-13,745	-14,532	-787
Property Taxes	-1,782,502	-1,874,397	-1,874,397	-1,961,577	-87,180
Investment Income	-54,639	-56,062	-56,062	-59,062	-3,000
Development Charges	-9,688	-7,009	-7,009	-7,009	0
Payment-in-lieu of taxation	-176,604	-173,691	-175,691	-171,691	4,000
Total Revenue	-3,769,716	-4,036,086	-3,971,501	-4,142,488	-170,987
Net Requirement	-17,494	4,152	0	0	0

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

	2020	2021		2022	\$ Change over 2021 Budget
	Actual	Forecast	Budget	Estimate	
Expenditures by Category					
Salaries, Wages & Benefits	1,643,960	1,747,559	1,718,634	1,792,623	73,989
Overtime	56,530	53,152	46,879	49,744	2,865
Material & Services	570,717	603,898	593,259	620,818	27,559
Transfers/Grants/Financial Charges	1,219,920	1,301,985	1,279,074	1,329,142	50,068
Fleet Costs	77,237	80,505	76,334	77,409	1,075
Program Facility Costs	115,754	132,048	132,448	137,878	5,430
Other Internal Costs	69,175	47,031	47,422	52,685	5,263
Gross Expenditures	3,753,293	3,966,178	3,894,050	4,060,298	166,248
Recoveries & Allocations	-397,915	-345,369	-342,269	-360,081	-17,812
Net Expenditure	3,355,378	3,620,809	3,551,780	3,700,216	148,436
Revenues by Category					
Federal	-94,440	-109,112	-92,491	-92,847	-357
Provincial	-786,485	-928,180	-790,845	-768,510	22,335
Municipal	0	0	0	0	0
Own Funds	-93,409	-86,766	-89,016	-125,151	-36,136
Fees and Services	-319,658	-320,773	-408,216	-447,153	-38,937
Fines	-33,360	-41,959	-44,309	-52,684	-8,375
Other	-18,359	-16,590	-13,745	-14,532	-787
Property Taxes	-1,782,502	-1,874,397	-1,874,397	-1,961,577	-87,180
Investment Income	-54,639	-56,062	-56,062	-59,062	-3,000
Development Charges	-9,688	-7,009	-7,009	-7,009	0
Payment-in-lieu of taxation	-176,604	-173,691	-175,691	-171,691	4,000
Total Revenue	-3,369,144	-3,614,538	-3,551,780	-3,700,216	-148,436
Net Requirement	-13,766	6,271	0	0	0

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

	2020	2021		2022	\$ Change over 2021 Budget
	Actual	Forecast	Budget	Estimate	
Expenditures by Category					
Salaries, Wages & Benefits	61,105	63,295	62,586	65,634	3,048
Overtime	1,835	2,514	2,965	3,002	37
Material & Services	50,679	51,049	50,901	54,516	3,615
Transfers/Grants/Financial Charges	225,841	240,364	240,374	255,845	15,471
Fleet Costs	4,856	5,210	5,078	5,078	0
Program Facility Costs	0	0	0	0	0
Other Internal Costs	74,602	76,759	75,232	76,112	880
Gross Expenditures	418,918	439,191	437,136	460,187	23,051
Recoveries & Allocations	-22,074	-19,762	-17,415	-17,915	-500
Net Expenditure	396,844	419,429	419,721	442,272	22,551
Revenues by Category					
Federal	0	0	0	0	0
Provincial	-219	-145	-145	-145	0
Municipal	0	0	0	0	0
Own Funds	-6,200	-6,195	-6,195	-5,375	820
Fees and Services	-394,153	-415,208	-413,381	-436,752	-23,371
Fines	0	0	0	0	0
Other	0	0	0	0	0
Property Taxes	0	0	0	0	0
Investment Income	0	0	0	0	0
Development Charges	0	0	0	0	0
Payment-in-lieu of taxation	0	0	0	0	0
Total Revenue	-400,572	-421,548	-419,721	-442,272	-22,551
Net Requirement	-3,728	-2,119	0	0	0

City of Ottawa
 Operating Summary by Committee
 In Thousands (\$000)

Net of Recoveries and After Inter-departmental Allocations

	2021						2022			\$ Change over 2021Net Budget
	Forecast			Budget			Estimate			
	Expense	Revenue	Net	Expense	Revenue	Net	Expense	Revenue	Net	
Agriculture & Rural Affairs Committee										
Development Review Process Rural	1,869	0	1,869	1,869	0	1,869	1,909	0	1,909	40
Rural Affairs	1,285	-195	1,090	1,090	0	1,090	1,105	0	1,105	15
Total	3,154	-195	2,959	2,959	0	2,959	3,014	0	3,014	55
Audit Committee										
Office of the Auditor General and External Audit Fees	2,389	0	2,389	2,389	0	2,389	2,725	0	2,725	336
Total	2,389	0	2,389	2,389	0	2,389	2,725	0	2,725	336

City of Ottawa
Operating Summary by Committee
In Thousands (\$000)

Document 1 - 2022 Draft Budget Operating Summaries

Net of Recoveries and After Inter-departmental Allocations

	2021						2022			\$ Change over 2021Net Budget
	Forecast			Budget			Estimate			
	Expense	Revenue	Net	Expense	Revenue	Net	Expense	Revenue	Net	
Community & Protective Services Committee										
GM's Office & Business & Technical Support Services - Emergency & Protective Services	7,862	-3,374	4,488	4,578	0	4,578	4,673	0	4,673	95
Public Safety Service	9,020	-330	8,690	8,960	-270	8,690	9,190	-270	8,920	230
Fire Services	175,173	-1,665	173,508	174,131	-1,623	172,508	178,398	-1,238	177,160	4,652
Paramedic Service	136,231	-89,861	46,370	120,220	-73,815	46,405	119,546	-69,350	50,196	3,791
By-law and Regulatory Services	23,115	-28,937	-5,822	23,645	-29,467	-5,822	25,147	-30,852	-5,705	117
Public Policy Development	869	0	869	799	0	799	1,574	0	1,574	775
GM's Office & Business Support Services - Community & Social Services	4,447	-350	4,097	4,740	-350	4,390	4,490	0	4,490	100
Employment and Social Services	207,578	-186,912	20,666	261,113	-233,142	27,971	265,599	-233,142	32,457	4,486
Children's Services	162,876	-142,704	20,172	167,836	-149,114	18,722	165,071	-145,084	19,987	1,265
Housing Services	270,570	-150,890	119,680	200,305	-88,314	111,991	209,654	-90,543	119,111	7,120
Long Term Care	97,494	-57,577	39,917	92,648	-66,358	26,290	98,603	-69,979	28,624	2,334
Gender & Race Equity, Inclusion, Indigenous Relations and Social Development	29,247	0	29,247	29,231	0	29,231	30,971	0	30,971	1,740
GM's Office & Business Support Services - Recreation, Cultural and Facility Services	28,218	-4,019	24,199	27,591	-3,193	24,398	27,675	-2,573	25,102	704
Community Recreation and Cultural Programs	61,738	-20,465	41,273	66,838	-24,965	41,873	66,976	-16,861	50,115	8,242
City Wide Programs, Aquatics and Specialized Services	66,402	-23,936	42,466	77,463	-35,840	41,623	71,877	-21,149	50,728	9,105
Parks & Facilities Planning	2,095	-365	1,730	2,195	-485	1,710	2,261	-485	1,776	66
Facility Operations Services	37,550	-3,527	34,023	36,459	-2,696	33,763	36,730	-1,918	34,812	1,049
Parks	40,930	-323	40,607	38,843	-2	38,841	40,288	-2	40,286	1,445
Total	1,361,415	-715,235	646,180	1,337,595	-709,634	627,961	1,358,723	-683,446	675,277	47,316

City of Ottawa
Operating Summary by Committee
In Thousands (\$000)

Document 1 - 2022 Draft Budget Operating Summaries

Net of Recoveries and After Inter-departmental Allocations

	2021						2022			\$ Change over 2021Net Budget
	Forecast			Budget			Estimate			
	Expense	Revenue	Net	Expense	Revenue	Net	Expense	Revenue	Net	
Standing Committee on Environmental Protection, Water and Waste Management										
Infrastructure Services	5,836	-16	5,820	5,836	-16	5,820	6,231	-16	6,215	395
Resiliency and Natural Systems Policy	1,912	0	1,912	1,912	0	1,912	1,942	0	1,942	30
Solid Waste Services	94,124	-71,760	22,364	92,502	-63,000	29,502	101,067	-69,874	31,193	1,691
Forestry Services	18,325	-1,280	17,045	19,889	-631	19,258	20,284	-631	19,653	395
Total	120,197	-73,056	47,141	120,139	-63,647	56,492	129,524	-70,521	59,003	2,511
Finance & Economic Development Committee										
Elected Officials	12,458	0	12,458	12,758	0	12,758	12,998	0	12,998	240
City Clerk	18,960	-649	18,311	19,640	-649	18,991	28,626	-9,074	19,552	561
Legal Services	9,743	0	9,743	9,773	0	9,773	10,035	0	10,035	262
City Manager's Office	2,135	0	2,135	2,160	0	2,160	2,205	0	2,205	45
Rail Construction Program Service	5	-5	0	5	-5	0	5	-5	0	0
GM's Office & Business Support and Technical Services - Planning, Infrastructure & Economic Development	2,431	0	2,431	2,981	0	2,981	3,151	0	3,151	170
Economic Development and Long Range Planning	9,914	-125	9,789	9,999	-125	9,874	9,724	0	9,724	-150
GM's Office & Business Support Services - Innovative Client Services	3,104	0	3,104	3,554	0	3,554	3,624	0	3,624	70
Service Transformation	2,960	0	2,960	3,485	0	3,485	3,480	0	3,480	-5
Public Information & Media Relations	3,919	-250	3,669	4,364	-250	4,114	4,344	0	4,344	230
Human Resources	15,785	-765	15,020	17,135	-765	16,370	18,322	-765	17,557	1,187
ServiceOttawa	14,432	-1,276	13,156	14,870	-1,304	13,566	15,130	-1,304	13,826	260
Chief Financial Officer/Treasurer & Business Support Services - Finance Services	2,607	0	2,607	2,607	0	2,607	2,688	0	2,688	81
Revenue Services	12,158	-8,257	3,901	12,158	-6,757	5,401	12,582	-7,107	5,475	74
Corporate Finance	15,130	0	15,130	15,130	0	15,130	15,818	0	15,818	688
Payroll, Pensions & Benefits Service	6,998	0	6,998	6,998	0	6,998	7,221	0	7,221	223
Supply Services	6,824	-1,985	4,839	5,624	-785	4,839	5,205	-785	4,420	-419
Corporate Real Estate Office	9,230	-329	8,901	9,630	-329	9,301	9,706	-339	9,367	66
Non Departmental	399,424	-2,275,518	-1,876,094	391,674	-2,267,768	-1,876,094	401,767	-2,371,273	-1,969,506	-93,412
Total	548,217	-2,289,159	-1,740,942	544,545	-2,278,737	-1,734,192	566,631	-2,390,652	-1,824,021	-89,829

City of Ottawa
Operating Summary by Committee
In Thousands (\$000)

Document 1 - 2022 Draft Budget Operating Summaries

Net of Recoveries and After Inter-departmental Allocations

	2021						2022			\$ Change over 2021Net Budget
	Forecast			Budget			Estimate			
	Expense	Revenue	Net	Expense	Revenue	Net	Expense	Revenue	Net	
Information Technology Sub-Committee										
Information Technology	71,864	-3,180	68,684	69,164	-480	68,684	72,689	0	72,689	4,005
Total	71,864	-3,180	68,684	69,164	-480	68,684	72,689	0	72,689	4,005
Planning Committee										
Right of Way, Heritage and Urban Design	13,651	-14,783	-1,132	13,521	-12,653	868	14,031	-12,708	1,323	455
Planning Services	10,083	-14,195	-4,112	10,383	-12,195	-1,812	12,763	-14,672	-1,909	-97
Building Code Services - OBC	28,091	-28,681	-590	28,091	-28,531	-440	28,721	-29,161	-440	0
Long Range Planning	2,814	-4	2,810	3,129	-4	3,125	3,199	-4	3,195	70
Affordable Housing	8,548	0	8,548	8,548	0	8,548	7,558	0	7,558	-990
Total	63,187	-57,663	5,524	63,672	-53,383	10,289	66,272	-56,545	9,727	-562
Transportation Committee										
GM's Office & Business Support Services - Public Works & Environmental Services	12,566	-440	12,126	12,936	-424	12,512	13,191	-424	12,767	255
Roads Services	120,999	-2,184	118,815	121,743	-1,161	120,582	124,788	-1,176	123,612	3,030
Parking Services	16,952	-16,952	0	16,952	-16,952	0	17,052	-17,052	0	0
Traffic Services	60,562	-1,952	58,610	61,805	-1,952	59,853	71,874	-17,748	54,126	-5,727
Transportation Planning	4,633	-142	4,491	4,546	-55	4,491	4,773	-142	4,631	140
Fleet Services	4,548	-754	3,794	4,343	-549	3,794	4,423	-549	3,874	80
Total	220,260	-22,424	197,836	222,325	-21,093	201,232	236,101	-37,091	199,010	-2,222
Total City Operations	2,390,683	-3,160,912	-770,229	2,362,788	-3,126,974	-764,187	2,435,679	-3,238,255	-802,577	-38,390
Boards, Agencies and Commissions										
Committee of Adjustment	1,420	-1,520	-100	1,520	-1,520	0	1,590	-1,590	0	0
Crime Prevention	1,154	0	1,154	1,154	0	1,154	1,194	0	1,194	40
Ottawa Public Health	159,996	-135,174	24,822	99,448	-74,626	24,822	122,679	-96,792	25,887	1,065
Ottawa Public Library	51,412	-1,622	49,790	56,081	-1,750	54,331	58,416	-1,750	56,666	2,335
Ottawa Police Service	369,566	-37,098	332,468	371,341	-38,873	332,468	385,393	-38,885	346,508	14,040
Transit Commission	646,578	-278,212	368,366	659,449	-308,037	351,412	695,266	-322,944	372,322	20,910
Total Boards, Agencies and Commissions	1,230,126	-453,626	776,500	1,188,992	-424,806	764,187	1,264,538	-461,961	802,577	38,390
Total Tax Supported Program	3,620,809	-3,614,538	6,271	3,551,780	-3,551,780	0	3,700,216	-3,700,216	0	0

Net of Recoveries and After Inter-departmental Allocations

	2021						2022			\$ Change over 2021Net Budget
	Forecast			Budget			Estimate			
	Expense	Revenue	Net	Expense	Revenue	Net	Expense	Revenue	Net	
Rate Supported Program										
Drinking Water Services	191,277	-194,775	-3,498	193,691	-193,691	0	199,343	-199,343	0	0
Wastewater Services	164,823	-161,995	2,828	161,982	-161,982	0	169,240	-169,240	0	0
Stormwater Services	63,329	-64,778	-1,449	64,048	-64,048	0	73,689	-73,689	0	0
Total Rate Supported Program	419,429	-421,548	-2,119	419,721	-419,721	0	442,272	-442,272	0	0
Total Tax and Rate Supported Program	4,040,238	-4,036,086	4,152	3,971,501	-3,971,501	0	4,142,488	-4,142,488	0	0

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

	2021 Baseline		2022 Adjustments							2022	\$ Change over 2021 Budget
	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	New Services	Growth	COVID-19	Service Initiatives / Savings	User Fees & Revenues	Estimate	
Agriculture & Rural Affairs Committee											
Development Review Process Rural	1,869	0	40	0	0	0	0	0	0	1,909	40
Rural Affairs	1,090	0	15	0	0	0	0	0	0	1,105	15
Total	2,959	0	55	0	0	0	0	0	0	3,014	55
Audit Committee											
Office of the Auditor General and External Audit Fees	2,389	0	125	0	0	211	0	0	0	2,725	336
Total	2,389	0	125	0	0	211	0	0	0	2,725	336
Community & Protective Services Committee											
GM's Office & Business & Technical Support Services - Emergency & Protective Services	4,578	0	95	0	0	0	0	0	0	4,673	95
Public Safety Service	8,690	-115	355	0	0	-10	0	0	0	8,920	230
Fire Services	172,508	0	4,517	0	150	0	0	0	-15	177,160	4,652
Paramedic Service	46,405	-240	2,471	0	0	2,170	0	0	-610	50,196	3,791
By-law and Regulatory Services	-5,822	310	532	0	0	-300	0	0	-425	-5,705	117
Public Policy Development	799	0	15	0	760	0	0	0	0	1,574	775
GM's Office & Business Support Services - Community & Social Services	4,390	0	100	0	0	0	0	0	0	4,490	100
Employment and Social Services	27,971	2,865	1,621	0	0	0	0	0	0	32,457	4,486
Children's Services	18,722	0	315	0	0	0	1,050	0	-100	19,987	1,265
Housing Services	111,991	0	2,320	0	4,800	0	0	0	0	119,111	7,120
Long Term Care	26,290	-94	2,809	0	322	0	0	0	-703	28,624	2,334
Gender & Race Equity, Inclusion, Indigenous Relations and Social Development	29,231	-550	565	0	0	1,725	0	0	0	30,971	1,740
GM's Office & Business Support Services - Recreation, Cultural and Facility Services	24,398	0	704	0	0	0	0	0	0	25,102	704
Community Recreation and Cultural Programs	41,873	400	1,362	0	0	0	6,600	0	-120	50,115	8,242
City Wide Programs, Aquatics and Specialized Services	41,623	100	1,270	0	0	0	8,200	0	-465	50,728	9,105
Parks & Facilities Planning	1,710	0	51	0	0	15	0	0	0	1,776	66
Facility Operations Services	33,763	0	1,016	0	0	33	0	0	0	34,812	1,049
Parks	38,841	320	575	0	0	550	0	0	0	40,286	1,445
Total	627,961	2,996	20,693	0	6,032	4,183	15,850	0	-2,438	675,277	47,316

City of Ottawa
 Operating Budget Changes
 In Thousands (\$000)

Net of Recoveries and After Inter-departmental Allocations

	2021 Baseline		2022 Adjustments							2022	\$ Change over 2021 Budget
	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	New Services	Growth	COVID-19	Service Initiatives / Savings	User Fees & Revenues	Estimate	
Standing Committee on Environmental Protection, Water and Waste Management											
Infrastructure Services	5,820	0	395	0	0	0	0	0	0	6,215	395
Resiliency and Natural Systems Policy	1,912	0	30	0	0	0	0	0	0	1,942	30
Solid Waste Services	29,502	855	4,306	0	100	-95	700	125	-4,300	31,193	1,691
Forestry Services	19,258	0	225	0	0	170	0	0	0	19,653	395
Total	56,492	855	4,956	0	100	75	700	125	-4,300	59,003	2,511
Finance & Economic Development Committee											
Elected Officials	12,758	0	240	0	0	0	0	0	0	12,998	240
City Clerk	18,991	0	456	0	0	105	0	0	0	19,552	561
Legal Services	9,773	0	262	0	0	0	0	0	0	10,035	262
City Manager's Office	2,160	0	45	0	0	0	0	0	0	2,205	45
Rail Construction Program Service	0	0	0	0	0	0	0	0	0	0	0
GM's Office & Business Support and Technical Services - Planning, Infrastructure & Economic Development	2,981	0	50	0	0	120	0	0	0	3,151	170
Economic Development and Long Range Planning	9,874	-185	35	0	0	0	0	0	0	9,724	-150
GM's Office & Business Support Services - Innovative Client Services	3,554	0	70	0	0	0	0	0	0	3,624	70
Service Transformation	3,485	0	-5	0	0	0	0	0	0	3,480	-5
Public Information & Media Relations	4,114	0	125	0	0	0	105	0	0	4,344	230
Human Resources	16,370	0	242	0	235	0	585	125	0	17,557	1,187
ServiceOttawa	13,566	0	260	0	0	0	0	0	0	13,826	260
Chief Financial Officer/Treasurer & Business Support Services - Finance Services	2,607	0	81	0	0	0	0	0	0	2,688	81
Revenue Services	5,401	0	424	0	0	0	0	0	-350	5,475	74
Corporate Finance	15,130	0	688	0	0	0	0	0	0	15,818	688
Payroll, Pensions & Benefits Service	6,998	0	223	0	0	0	0	0	0	7,221	223
Supply Services	4,839	0	181	0	0	0	0	-600	0	4,420	-419
Corporate Real Estate Office	9,301	0	76	0	0	0	0	0	-10	9,367	66
Non Departmental	-1,876,094	2,360	-49,122	-130	0	-30,195	-17,825	0	1,500	-1,969,506	-93,412
Total	-1,734,192	2,175	-45,669	-130	235	-29,970	-17,135	-475	1,140	-1,824,021	-89,829

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

	2021 Baseline		2022 Adjustments							2022	\$ Change over 2021 Budget
	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	New Services	Growth	COVID-19	Service Initiatives / Savings	User Fees & Revenues	Estimate	
Information Technology Sub-Committee											
Information Technology	68,684	0	3,690	0	0	0	315	0	0	72,689	4,005
Total	68,684	0	3,690	0	0	0	315	0	0	72,689	4,005
Planning Committee											
Right of Way, Heritage and Urban Design	868	-350	305	0	130	250	270	0	-150	1,323	455
Planning Services	-1,812	-2,000	1,140	0	0	1,240	0	0	-477	-1,909	-97
Building Code Services - OBC	-440	0	510	0	0	120	0	0	-630	-440	0
Long Range Planning	3,125	0	70	0	0	0	0	0	0	3,195	70
Affordable Housing	8,548	-2,000	1,010	0	0	0	0	0	0	7,558	-990
Total	10,289	-4,350	3,035	0	130	1,610	270	0	-1,257	9,727	-562
Transportation Committee											
GM's Office & Business Support Services - Public Works & Environmental Services	12,512	0	255	0	0	0	0	0	0	12,767	255
Roads Services	120,582	0	1,810	0	0	1,235	0	0	-15	123,612	3,030
Parking Services	0	0	100	0	0	0	0	0	-100	0	0
Traffic Services	59,853	-5,683	-149	0	0	125	0	0	-20	54,126	-5,727
Transportation Planning	4,491	0	227	0	0	0	0	0	-87	4,631	140
Fleet Services	3,794	0	80	0	0	0	0	0	0	3,874	80
Total	201,232	-5,683	2,323	0	0	1,360	0	0	-222	199,010	-2,222
Total City Operations	-764,187	-4,007	-10,792	-130	6,497	-22,531	0	-350	-7,077	-802,577	-38,390
Boards, Agencies and Commissions											
Committee of Adjustment	0	0	70	0	0	0	0	0	-70	0	0
Crime Prevention	1,154	0	40	0	0	0	0	0	0	1,194	40
Ottawa Public Health	24,822	0	1,065	0	0	0	0	0	0	25,887	1,065
Ottawa Public Library	54,331	205	1,440	0	0	690	0	0	0	56,666	2,335
Ottawa Police Service	332,468	0	14,710	0	5,175	0	0	-5,050	-795	346,508	14,040
Transit Commission	351,412	-6,525	31,847	0	0	1,008	0	0	-5,420	372,322	20,910
Total Boards, Agencies and Commissions	764,187	-6,320	49,172	0	5,175	1,698	0	-5,050	-6,285	802,577	38,390
Total Tax Supported Program	0	-10,327	38,380	-130	11,672	-20,833	0	-5,400	-13,362	0	0

City of Ottawa
 Operating Budget Changes
 In Thousands (\$000)

Net of Recoveries and After Inter-departmental Allocations

	2021 Baseline		2022 Adjustments							2022	\$ Change over 2021 Budget
	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	New Services	Growth	COVID-19	Service Initiatives / Savings	User Fees & Revenues	Estimate	
Rate Supported Program											
Drinking Water Services	0	0	5,945	0	290	-512	0	0	-5,723	0	0
Wastewater Services	0	400	5,940	0	290	-442	0	0	-6,188	0	0
Stormwater Services	0	0	9,641	0	0	-1,758	0	0	-7,883	0	0
Total Rate Supported Program	0	400	21,526	0	580	-2,712	0	0	-19,794	0	0
Total Tax and Rate Supported Program	0	-9,927	59,906	-130	12,252	-23,545	0	-5,400	-33,156	0	0

City of Ottawa
Full Time Equivalents Summary by Committee

	2021	2022	2022	2022
	Budget	Service Initiatives / Efficiencies	Adjustments	Estimate
Agriculture & Rural Affairs Committee				
Development Review Process Rural	15.00	0.00	0.00	15.00
Rural Affairs	2.00	0.00	0.00	2.00
Total	17.00	0.00	0.00	17.00
Audit Committee				
Office of the Auditor General and External Audit Fees	9.00	0.00	2.00	11.00
Total	9.00	0.00	2.00	11.00
Community & Protective Services Committee				
GM's Office & Business & Technical Support Services - Emergency & Protective Services	35.00	0.00	1.00	36.00
Public Safety Service	20.00	0.00	0.00	20.00
Fire Services	975.00	0.00	0.00	975.00
Paramedic Service	697.80	0.00	14.00	711.80
By-law and Regulatory Services	176.78	0.00	2.50	179.28
Public Policy Development	6.00	0.00	4.00	10.00
GM's Office & Business Support Services - Community & Social Services	36.00	0.00	0.00	36.00
Employment and Social Services	532.17	0.00	0.00	532.17
Children's Services	181.49	0.00	0.00	181.49
Housing Services	61.40	0.00	1.00	62.40
Long Term Care	629.81	0.00	1.63	631.44
Gender & Race Equity, Inclusion, Indigenous Relations and Youth Services	27.00	0.00	1.00	28.00
GM's Office & Business Support Services - Recreation, Cultural and Facility Services	80.59	0.00	1.00	81.59
Community Recreation and Cultural Programs	428.53	0.00	0.00	428.53
City Wide Programs, Aquatics and Specialized Services	603.94	0.00	0.00	603.94
Parks & Facilities Planning	15.00	0.00	0.00	15.00
Facility Operations Services	619.93	0.00	0.00	619.93
Parks	283.91	0.00	0.00	283.91
Total	5,410.35	0.00	26.13	5,436.48

City of Ottawa

Full Time Equivalents Summary by Committee

	2021	2022	2022	2022
	Budget	Service Initiatives / Efficiencies	Adjustments	Estimate
Standing Committee on Environmental Protection, Water and Waste Management				
Infrastructure Services	215.25	0.00	0.00	215.25
Resiliency and Natural Systems Policy	12.00	0.00	1.00	13.00
Solid Waste Services	75.40	0.00	0.00	75.40
Forestry Services	84.32	0.00	3.00	87.32
Total	386.97	0.00	4.00	390.97
Finance & Economic Development Committee				
Elected Officials	0.00	0.00	0.00	0.00
City Clerk	144.55	0.00	0.00	144.55
Legal Services	86.00	0.00	3.00	89.00
City Manager's Office	13.00	0.00	0.00	13.00
Rail Construction Program Service	12.00	0.00	0.00	12.00
GM's Office & Business Support and Technical Services - Planning, Infrastructure & Economic Development	37.00	0.00	1.00	38.00
Economic Development and Long Range Planning	17.00	0.00	0.00	17.00
GM's Office & Business Support Services - Innovative Client Services	26.00	0.00	0.00	26.00
Service Transformation	24.00	0.00	0.00	24.00
Public Information & Media Relations	33.00	0.00	0.00	33.00
Human Resources	114.80	0.00	1.00	115.80
ServiceOttawa	120.07	0.00	0.00	120.07
Chief Financial Officer/Treasurer & Business Support Services - Finance Services	18.00	0.00	0.00	18.00
Revenue Services	192.45	0.00	7.00	199.45
Corporate Finance	146.89	0.00	0.00	146.89
Payroll, Pensions & Benefits Service	66.33	0.00	0.00	66.33
Supply Services	65.99	0.00	0.00	65.99
Corporate Real Estate Office	40.50	0.00	0.00	40.50
Non Departmental	0.00	0.00	0.00	0.00
Total	1,157.58	0.00	12.00	1,169.58

City of Ottawa

Full Time Equivalents Summary by Committee

	2021 Budget	2022 Service Initiatives / Efficiencies	2022 Adjustments	2022 Estimate
Information Technology Sub-Committee				
Information Technology	295.00	0.00	1.00	296.00
Total	295.00	0.00	1.00	296.00
Planning Committee				
Right of Way, Heritage and Urban Design	157.76	0.00	1.00	158.76
Planning Services	86.03	0.00	0.00	86.03
Building Code Services - OBC	187.89	0.00	0.00	187.89
Long Range Planning	17.33	0.00	0.00	17.33
Affordable Housing	6.00	0.00	0.00	6.00
Total	455.01	0.00	1.00	456.01
Transportation Committee				
GM's Office & Business Support Services - Public Works & Environmental Services	116.98	0.00	0.00	116.98
Roads Services	503.35	0.00	0.00	503.35
Parking Services	15.00	0.00	4.00	19.00
Traffic Services	280.37	0.00	9.00	289.37
Transportation Planning	36.00	0.00	0.00	36.00
Fleet Services	194.00	0.00	0.00	194.00
Total	1,145.70	0.00	13.00	1,158.70
Total City Operations	8,876.61	0.00	59.13	8,935.74
Boards, Agencies and Commissions				
Committee of Adjustment	12.00	0.00	0.00	12.00
Crime Prevention	3.00	0.00	0.00	3.00
Ottawa Public Health	511.11	0.00	0.00	511.11
Ottawa Public Library	463.96	0.00	9.00	472.96
Ottawa Police Service	2,115.90	-20.00	20.00	2,115.90
Transit Commission	3,081.30	0.00	61.00	3,142.30
Total Boards, Agencies and Commissions	6,187.27	-20.00	90.00	6,257.27
Total Tax Supported Full Time Equivalents (FTE's)	15,063.88	-20.00	149.13	15,193.01

City of Ottawa

Full Time Equivalents Summary by Committee

	2021	2022	2022	2022
	Budget	Service Initiatives / Efficiencies	Adjustments	Estimate
Rate Supported Program				
Drinking Water Services	307.27	0.00	7.50	314.77
Wastewater Services	229.15	0.00	5.50	234.65
Stormwater Services	46.02	0.00	0.00	46.02
Total Rate Supported Program	582.44	0.00	13.00	595.44
Grand Total City Full Time Equivalents (FTE's)	15,646.32	-20.00	162.13	15,788.45

	2021 Baseline		2022 Adjustments				2022	Change over 2021 Budget
	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	COVID-19	Estimate	
Agriculture & Rural Affairs Committee								
Development Review Process Rural	15.00	0.00	0.00	0.00	0.00	0.00	15.00	0.00
Rural Affairs	2.00	0.00	0.00	0.00	0.00	0.00	2.00	0.00
Total	17.00	0.00	0.00	0.00	0.00	0.00	17.00	0.00
Audit Committee								
Office of the Auditor General and External Audit Fees	9.00	0.00	0.00	0.00	2.00	0.00	11.00	2.00
Total	9.00	0.00	0.00	0.00	2.00	0.00	11.00	2.00
Community & Protective Services Committee								
GM's Office & Business & Technical Support Services - Emergency & Protective Services	35.00	0.00	1.00	0.00	0.00	0.00	36.00	1.00
Public Safety Service	20.00	0.00	0.00	0.00	0.00	0.00	20.00	0.00
Fire Services	975.00	0.00	0.00	0.00	0.00	0.00	975.00	0.00
Paramedic Service	697.80	0.00	0.00	0.00	14.00	0.00	711.80	14.00
By-law and Regulatory Services	176.78	2.50	0.00	0.00	0.00	0.00	179.28	2.50
Public Policy Development	6.00	0.00	0.00	4.00	0.00	0.00	10.00	4.00
GM's Office & Business Support Services - Community & Social Services	36.00	0.00	0.00	0.00	0.00	0.00	36.00	0.00
Employment and Social Services	532.17	0.00	0.00	0.00	0.00	0.00	532.17	0.00
Children's Services	181.49	0.00	0.00	0.00	0.00	0.00	181.49	0.00
Housing Services	61.40	0.00	1.00	0.00	0.00	0.00	62.40	1.00
Long Term Care	629.81	0.00	0.00	1.63	0.00	0.00	631.44	1.63
Gender & Race Equity, Inclusion, Indigen	27.00	0.00	0.00	0.00	1.00	0.00	28.00	1.00
GM's Office & Business Support Services - Recreation, Cultural and Facility Services	80.59	0.00	1.00	0.00	0.00	0.00	81.59	1.00
Programs	428.53	0.00	0.00	0.00	0.00	0.00	428.53	0.00
City Wide Programs, Aquatics and Specialized Services	603.94	0.00	0.00	0.00	0.00	0.00	603.94	0.00
Parks & Facilities Planning	15.00	0.00	0.00	0.00	0.00	0.00	15.00	0.00
Facility Operations Services	619.93	0.00	0.00	0.00	0.00	0.00	619.93	0.00
Parks	283.91	0.00	0.00	0.00	0.00	0.00	283.91	0.00
Total	5,410.35	2.50	3.00	5.63	15.00	0.00	5,436.48	26.13

	2021 Baseline		2022 Adjustments				2022	Change over 2021 Budget
	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	COVID-19	Estimate	
Environment and Climate Protection Committee								
Infrastructure Services	215.25	0.00	0.00	0.00	0.00	0.00	215.25	0.00
Resiliency and Natural Systems Policy	12.00	0.00	1.00	0.00	0.00	0.00	13.00	1.00
Solid Waste Services	75.40	0.00	0.00	0.00	0.00	0.00	75.40	0.00
Forestry Services	84.32	0.00	0.00	0.00	3.00	0.00	87.32	3.00
Total	386.97	0.00	1.00	0.00	3.00	0.00	390.97	4.00
Finance & Economic Development Committee								
Elected Officials	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
City Clerk	144.55	0.00	0.00	0.00	0.00	0.00	144.55	0.00
Legal Services	86.00	3.00	0.00	0.00	0.00	0.00	89.00	3.00
City Manager's Office	13.00	0.00	0.00	0.00	0.00	0.00	13.00	0.00
Rail Construction Program Service	12.00	0.00	0.00	0.00	0.00	0.00	12.00	0.00
GM's Office & Business Support and Technical Services - Planning, Infrastructure & Economic Development	37.00	0.00	0.00	0.00	1.00	0.00	38.00	1.00
Economic Development and Long Range Planning	17.00	0.00	0.00	0.00	0.00	0.00	17.00	0.00
GM's Office & Business Support Services - Innovative Client Services	26.00	0.00	0.00	0.00	0.00	0.00	26.00	0.00
Service Transformation	24.00	0.00	0.00	0.00	0.00	0.00	24.00	0.00
Public Information & Media Relations	33.00	0.00	0.00	0.00	0.00	0.00	33.00	0.00
Human Resources	114.80	0.00	0.00	1.00	0.00	0.00	115.80	1.00
ServiceOttawa	120.07	0.00	0.00	0.00	0.00	0.00	120.07	0.00
Business Support Services - Finance Services	18.00	0.00	0.00	0.00	0.00	0.00	18.00	0.00
Revenue Services	192.45	7.00	0.00	0.00	0.00	0.00	199.45	7.00
Corporate Finance	146.89	0.00	0.00	0.00	0.00	0.00	146.89	0.00
Payroll, Pensions & Benefits Service	66.33	0.00	0.00	0.00	0.00	0.00	66.33	0.00
Supply Services	65.99	0.00	0.00	0.00	0.00	0.00	65.99	0.00
Corporate Real Estate Office	40.50	0.00	0.00	0.00	0.00	0.00	40.50	0.00
Non Departmental	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Total	1,157.58	10.00	0.00	1.00	1.00	0.00	1,169.58	12.00

	2021 Baseline		2022 Adjustments				2022	Change over 2021 Budget
	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	COVID-19	Estimate	
Information Technology Sub-								
Information Technology	295.00	1.00	0.00	0.00	0.00	0.00	296.00	1.00
Total	295.00	1.00	0.00	0.00	0.00	0.00	296.00	1.00
Planning Committee								
Right of Way, Heritage and Urban Desig	157.76	0.00	1.00	0.00	0.00	0.00	158.76	1.00
Planning Services	86.03	0.00	0.00	0.00	0.00	0.00	86.03	0.00
Building Code Services - OBC	187.89	0.00	0.00	0.00	0.00	0.00	187.89	0.00
Long Range Planning	17.33	0.00	0.00	0.00	0.00	0.00	17.33	0.00
Affordable Housing	6.00	0.00	0.00	0.00	0.00	0.00	6.00	0.00
Total	455.01	0.00	1.00	0.00	0.00	0.00	456.01	1.00
Transportation Committee								
Services - Public Works & Environmental Services	116.98	0.00	0.00	0.00	0.00	0.00	116.98	0.00
Roads Services	503.35	0.00	0.00	0.00	0.00	0.00	503.35	0.00
Parking Services	15.00	0.00	0.00	0.00	4.00	0.00	19.00	4.00
Traffic Services	280.37	8.00	1.00	0.00	0.00	0.00	289.37	9.00
Transportation Planning	36.00	0.00	0.00	0.00	0.00	0.00	36.00	0.00
Fleet Services	194.00	0.00	0.00	0.00	0.00	0.00	194.00	0.00
Total	1,145.70	8.00	1.00	0.00	4.00	0.00	1,158.70	13.00
Total City Operations	8,876.61	21.50	6.00	6.63	25.00	0.00	8,935.74	59.13
Boards, Agencies and Commissions								
Committee of Adjustment	12.00	0.00	0.00	0.00	0.00	0.00	12.00	0.00
Crime Prevention	3.00	0.00	0.00	0.00	0.00	0.00	3.00	0.00
Ottawa Public Health	511.11	0.00	0.00	0.00	0.00	0.00	511.11	0.00
Ottawa Public Library	463.96	0.00	0.00	0.00	9.00	0.00	472.96	9.00
Ottawa Police Service	2,115.90	0.00	2.00	18.00	0.00	0.00	2,115.90	0.00
Transit Commission	3,081.30	13.00	6.00	0.00	4.00	38.00	3,142.30	61.00
Total Boards, Agencies and	6,187.27	13.00	8.00	18.00	13.00	38.00	6,257.27	70.00
Total Tax Supported Full Time Equivalents (FTE's)	15,063.88	34.50	14.00	24.63	38.00	38.00	15,193.01	129.13
Percent of 2022 FTEs		0.2%	0.1%	0.2%	0.3%	0.3%	0.9%	

City of Ottawa
Full Time Equivalent Budget Changes

	2021 Baseline		2022 Adjustments				2022	Change over 2021 Budget
	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	COVID-19	Estimate	
Rate Supported Program								
Drinking Water Services	307.27	0.00	0.00	2.50	5.00	0.00	314.77	7.50
Wastewater Services	229.15	0.00	0.00	2.50	3.00	0.00	234.65	5.50
Stormwater Services	46.02	0.00	0.00	0.00	0.00	0.00	46.02	0.00
Total Rate Supported Program	582.44	0.00	0.00	5.00	8.00	0.00	595.44	13.00
Grand Total City Full Time Equivalents (FTE's)	15,646.32	34.50	14.00	29.63	46.00	38.00	15,788.45	142.13