



Draft **BUDGET** 2022

Pathway to recovery:
Investing in our people
and communities

Community &
Protective
Services Committee

Tabled November 3, 2021



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Community and Protective Services Committee

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Community and Social Services Department

2022 Service Area Summary – Department Overview

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

Programs/Services Offered

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

- Children's Services
- Employment and Social Services
- Gender and Race Equity, Inclusion, Indigenous Relations and Social Development Service
- Housing Services
- Human Needs Command Centre
- Long-term care Services

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

| | 2020 | 2021 | | 2022 | \$ Change over 2021 Budget |
|---------------------------------------|--------------|--------------|--------------|--------------|-------------------------------|
| | Actual | Forecast | Budget | Estimate | |
| Expenditures by Program | | | | | |
| General Manager's Office | 414 | 429 | 429 | 439 | 10 |
| Social Policy, Research and Analytics | 673 | 649 | 605 | 619 | 14 |
| Business Support Services | 3,339 | 3,369 | 3,706 | 3,432 | -274 |
| Gross Expenditure | 4,426 | 4,447 | 4,740 | 4,490 | -250 |
| Recoveries & Allocations | -35 | 0 | 0 | 0 | 0 |
| Revenue | -131 | -350 | -350 | 0 | 350 |
| Net Requirement | 4,260 | 4,097 | 4,390 | 4,490 | 100 |
| Expenditures by Type | | | | | |
| Salaries, Wages & Benefits | 4,088 | 4,366 | 4,638 | 4,388 | -250 |
| Overtime | 113 | 0 | 0 | 0 | 0 |
| Material & Services | 68 | 71 | 92 | 92 | 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 | 157 | 10 | 10 | 10 | 0 |
| Gross Expenditures | 4,426 | 4,447 | 4,740 | 4,490 | -250 |
| Recoveries & Allocations | -35 | 0 | 0 | 0 | 0 |
| Net Expenditure | 4,391 | 4,447 | 4,740 | 4,490 | -250 |
| Revenues By Type | | | | | |
| Federal | -131 | -350 | -350 | 0 | 350 |
| Provincial | 0 | 0 | 0 | 0 | 0 |
| Own Funds | 0 | 0 | 0 | 0 | 0 |
| Fees and Services | 0 | 0 | 0 | 0 | 0 |
| Fines | 0 | 0 | 0 | 0 | 0 |
| Other | 0 | 0 | 0 | 0 | 0 |
| Total Revenue | -131 | -350 | -350 | 0 | 350 |
| Net Requirement | 4,260 | 4,097 | 4,390 | 4,490 | 100 |
| Full Time Equivalents | | | 36.00 | 36.00 | 0.00 |

Community and Social Services Department 2022 Service Area Summary - Employment and Social Services

Employment and Social Services provides financial and employment assistance, along with social supports to families and individuals in need to increase self-reliance and improve their social and economic well-being, in collaboration with our community partners.

The service area:

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

Programs/Services Offered

Each month, approximately:

- 13,665* households receive assistance from the Ontario Works program
- 1,400 households receive assistance from the Essential Health and Social Supports program
- 1380 residents receive light housekeeping services from the Home Support Services program

Annually, 13,700 individuals access employment, information, and resources, as well as programs and services through the City of Ottawa Employment Ontario Centre.

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

| | 2020 | 2021 | | 2022 | \$ Change over 2021 Budget |
|--|-----------------|-----------------|-----------------|-----------------|-------------------------------|
| | Actual | Forecast | Budget | Estimate | |
| Expenditures by Program | | | | | |
| Ontario Works Program | 230,664 | 208,088 | 259,863 | 261,069 | 1,206 |
| Essential Health and Social Supports Program | 2,494 | 2,255 | 2,185 | 2,185 | 0 |
| Home Support Program | 2,962 | 2,960 | 3,000 | 3,000 | 0 |
| Provincial Employment Programs | 3,817 | 7,087 | 7,087 | 7,087 | 0 |
| Community Bus Passes and EquiPass Program | 5,036 | 4,973 | 6,763 | 10,043 | 3,280 |
| Gross Expenditure | 244,973 | 225,363 | 278,898 | 283,384 | 4,486 |
| Recoveries & Allocations | -20,796 | -17,785 | -17,785 | -17,785 | 0 |
| Revenue | -196,907 | -186,912 | -233,142 | -233,142 | 0 |
| Net Requirement | 27,270 | 20,666 | 27,971 | 32,457 | 4,486 |
| Expenditures by Type | | | | | |
| Salaries, Wages & Benefits | 48,456 | 47,211 | 49,906 | 50,996 | 1,090 |
| Overtime | 35 | 0 | 0 | 0 | 0 |
| Material & Services | 795 | 1,926 | 1,856 | 1,856 | 0 |
| Transfers/Grants/Financial Charges | 189,561 | 169,005 | 220,035 | 223,315 | 3,280 |
| Fleet Costs | 0 | 0 | 0 | 0 | 0 |
| Program Facility Costs | 4,505 | 4,653 | 4,533 | 4,649 | 116 |
| Other Internal Costs | 1,621 | 2,568 | 2,568 | 2,568 | 0 |
| Gross Expenditures | 244,973 | 225,363 | 278,898 | 283,384 | 4,486 |
| Recoveries & Allocations | -20,796 | -17,785 | -17,785 | -17,785 | 0 |
| Net Expenditure | 224,177 | 207,578 | 261,113 | 265,599 | 4,486 |
| Revenues By Type | | | | | |
| Federal | 0 | 0 | 0 | 0 | 0 |
| Provincial | -196,907 | -186,912 | -233,142 | -233,142 | 0 |
| Own Funds | 0 | 0 | 0 | 0 | 0 |
| Fees and Services | 0 | 0 | 0 | 0 | 0 |
| Fines | 0 | 0 | 0 | 0 | 0 |
| Other | 0 | 0 | 0 | 0 | 0 |
| Total Revenue | -196,907 | -186,912 | -233,142 | -233,142 | 0 |
| Net Requirement | 27,270 | 20,666 | 27,971 | 32,457 | 4,486 |
| Full Time Equivalents | | | 532.17 | 532.17 | 0.00 |

Community and Social Services Department 2022 Service Area Summary - Children's Services

Children's Services, together with community partners, provides high-quality child care and early years' services that are accessible, inclusive and affordable to families and is committed to serving our most vulnerable residents. Child care is the caring for and supervision of children (ages 0-12) in licensed settings (home-based or centre-based) as well as before and after school programs. Fee subsidies are available to assist families with the cost of child care. Early years services are free-of-charge programs that provide opportunities for children (ages 0 to 6) to participate in play and inquiry-based programs with parents / caregivers in attendance. Programming includes playgroups, workshops and pre- and post-natal supports that assist parents / caregivers in their roles and facilitate access to information and specialized services.

Programs/Services Offered

- Support approximately 8,200 subsidized child care placements in the community
- Provide general operating funding to non-profit child care agencies to support about 34,000 licensed spaces
- Provide wage enhancement funding to non-profit child care agencies to support greater employment and income security to approximately 3,750 child care employees
- Provide special needs funding to help support approximately 1,300 children in licensed child care
- Provide funding to help support approximately 28,500 children access early years programs and services, including Indigenous-led programming.
- Directly operate 10 municipal child care centres offering 393 licensed child care spaces
- Manage the Child Care Registry and Waitlist to assist parents looking for licensed child care
- Responsible for the planning and management of a local child care and early years system that responds to local needs and aligns with the Province's vision

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

| | 2020 | 2021 | | 2022 | \$ Change over 2021 Budget |
|--|----------------|----------------|----------------|----------------|-------------------------------|
| | Actual | Forecast | Budget | Estimate | |
| Expenditures by Program | | | | | |
| Legislated Programs | | | | | |
| Core Services | | | | | |
| <i>Fee Subsidy</i> | 43,440 | 62,629 | 82,929 | 81,119 | -1,810 |
| <i>General Operating</i> | 22,452 | 51,787 | 34,287 | 34,287 | 0 |
| <i>Program Delivery</i> | 7,145 | 8,824 | 8,824 | 7,554 | -1,270 |
| Special Needs Resourcing | 2,892 | 5,259 | 5,259 | 5,259 | 0 |
| Special Purpose | 764 | 1,106 | 1,106 | 1,106 | 0 |
| Wage Enhancement | 9,537 | 14,401 | 17,401 | 17,401 | 0 |
| Sustainability, Reopening & Safe Restart | 62,808 | 0 | 0 | 0 | 0 |
| Early Years Child and Family Centres | 7,521 | 10,536 | 10,536 | 10,536 | 0 |
| Municipal Investments | | | | | |
| Municipal Child Care Centres | 10,121 | 11,559 | 11,269 | 11,452 | 183 |
| Special Needs Resourcing | 945 | 912 | 912 | 912 | 0 |
| Early Years Child and Family Centres | 994 | 994 | 0 | 0 | 0 |
| Other Municipal Funding | 959 | 750 | 3,994 | 4,126 | 132 |
| Gross Expenditure | 169,578 | 168,757 | 176,517 | 173,752 | -2,765 |
| Recoveries & Allocations | -5,790 | -5,881 | -8,681 | -8,681 | 0 |
| Revenue | -146,091 | -142,704 | -149,114 | -145,084 | 4,030 |
| Net Requirement | 17,697 | 20,172 | 18,722 | 19,987 | 1,265 |
| Expenditures by Type | | | | | |
| Salaries, Wages & Benefits | 15,454 | 16,062 | 15,772 | 16,062 | 290 |
| Overtime | 82 | 0 | 0 | 0 | 0 |
| Material & Services | 1,196 | 3,495 | 3,495 | 2,225 | -1,270 |
| Transfers/Grants/Financial Charges | 152,081 | 148,374 | 156,424 | 154,614 | -1,810 |
| Fleet Costs | 0 | 0 | 0 | 0 | 0 |
| Program Facility Costs | 680 | 756 | 756 | 781 | 25 |
| Other Internal Costs | 85 | 70 | 70 | 70 | 0 |
| Gross Expenditures | 169,578 | 168,757 | 176,517 | 173,752 | -2,765 |
| Recoveries & Allocations | -5,790 | -5,881 | -8,681 | -8,681 | 0 |
| Net Expenditure | 163,788 | 162,876 | 167,836 | 165,071 | -2,765 |

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

| | 2020 | 2021 | | 2022 | \$ Change over 2021 Budget |
|------------------------------|-----------------|-----------------|-----------------|-----------------|-------------------------------|
| | Actual | Forecast | Budget | Estimate | |
| Revenues By Type | | | | | |
| Federal | 0 | 0 | 0 | 0 | 0 |
| Provincial | -138,515 | -137,368 | -139,598 | -136,518 | 3,080 |
| Own Funds | -959 | -750 | -3,000 | -3,000 | 0 |
| Fees and Services | -6,617 | -4,586 | -6,516 | -6,616 | -100 |
| Fines | 0 | 0 | 0 | 0 | 0 |
| Other | 0 | 0 | 0 | 1,050 | 1,050 |
| Total Revenue | -146,091 | -142,704 | -149,114 | -145,084 | 4,030 |
| Net Requirement | 17,697 | 20,172 | 18,722 | 19,987 | 1,265 |
| Full Time Equivalents | | | 181.49 | 181.49 | 0.00 |

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

| | 2020 Rate \$ | 2021 Rate \$ | 2022 Rate \$ | % Change Over 2021 | % Change Over 2020 | Effective Date | 2022 Revenue (\$000) |
|---------------------------|--------------------|--------------------|--------------------|-----------------------|-----------------------|-------------------|----------------------------|
| Child Care | | | | | | | |
| Infant | - | - | - | 0.0% | 0.0% | | |
| Toddler | 61.05 | 62.27 | 63.52 | 2.0% | 4.0% | | -24 |
| Preschool | 43.96 | 44.84 | 45.74 | 2.0% | 4.0% | | -76 |
| Total Departmental | | | | | | | -100 |

Community and Social Services Department

2022 Service Area Summary- Housing Services

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

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

The Community and Protective Services Committee oversees the Community and Social Services department, except for the Affordable Housing Branch which is overseen by the Planning Committee.

Programs/Services Offered

- There are currently 17,122 rent geared to income units in Ottawa, as well as 5,116 households in receipt of other housing benefits such as Housing Allowances or Rent Supplements.
- Approximately 12,714 households are on the Centralized Wait List for rent-geared-to-income assistance
- Provide funding for approximately 1043 permanent emergency shelter and transitional housing program beds (singles, youth & families), which includes 176 beds (44 rooms) directly operated by the City of Ottawa
- Provide funding to 13 Housing First organizations supporting upwards of 1,300 people at any time
- Provide operating funding to 26 organizations providing homelessness programs

Budget pressures identified for 2022 related to the Human Needs Command Centre have been included within the budget templates for Housing Services.

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

| | 2020 | 2021 | | 2022 | \$ Change over 2021 Budget |
|--|-----------------|-----------------|----------------|----------------|-------------------------------|
| | Actual | Forecast | Budget | Estimate | |
| Expenditures by Program | | | | | |
| Manager's Office | 426 | 543 | 572 | 584 | 12 |
| Housing Programs | 108,734 | 107,592 | 101,312 | 106,420 | 5,108 |
| Community Homelessness Prevention Initiative | 62,857 | 60,516 | 52,716 | 54,416 | 1,700 |
| Home for Good | 4,374 | 4,732 | 4,732 | 4,732 | 0 |
| Housing and Homelessness Investment Plan | 14,155 | 14,695 | 14,695 | 14,995 | 300 |
| Reaching Home | 9,296 | 16,934 | 16,934 | 16,934 | 0 |
| COVID-19 | 24,408 | 65,969 | 9,755 | 11,984 | 2,229 |
| Gross Expenditure | 224,250 | 270,981 | 200,716 | 210,065 | 9,349 |
| Recoveries & Allocations | -1,386 | -411 | -411 | -411 | 0 |
| Revenue | -111,780 | -150,890 | -88,314 | -90,543 | -2,229 |
| Net Requirement | 111,084 | 119,680 | 111,991 | 119,111 | 7,120 |
| Expenditures by Type | | | | | |
| Salaries, Wages & Benefits | 8,542 | 7,894 | 7,894 | 8,189 | 295 |
| Overtime | 101 | 60 | 60 | 60 | 0 |
| Material & Services | 2,588 | 1,582 | 1,611 | 1,611 | 0 |
| Transfers/Grants/Financial Charges | 210,408 | 259,573 | 189,279 | 198,313 | 9,034 |
| Fleet Costs | 6 | 7 | 7 | 7 | 0 |
| Program Facility Costs | 1,054 | 1,076 | 1,076 | 1,096 | 20 |
| Other Internal Costs | 1,551 | 789 | 789 | 789 | 0 |
| Gross Expenditures | 224,250 | 270,981 | 200,716 | 210,065 | 9,349 |
| Recoveries & Allocations | -1,386 | -411 | -411 | -411 | 0 |
| Net Expenditure | 222,864 | 270,570 | 200,305 | 209,654 | 9,349 |
| Revenues By Type | | | | | |
| Federal | -31,912 | -49,127 | -32,506 | -32,506 | 0 |
| Provincial | -79,136 | -101,763 | -55,808 | -58,037 | -2,229 |
| Own Funds | 0 | 0 | 0 | 0 | 0 |
| Fees and Services | 0 | 0 | 0 | 0 | 0 |
| Fines | 0 | 0 | 0 | 0 | 0 |
| Other | -732 | 0 | 0 | 0 | 0 |
| Total Revenue | -111,780 | -150,890 | -88,314 | -90,543 | -2,229 |
| Net Requirement | 111,084 | 119,680 | 111,991 | 119,111 | 7,120 |
| Full Time Equivalents | | | 61.40 | 62.40 | 1.00 |

Community and Social Services Department

2022 Service Area Summary - Long-Term Care Services

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

Programs/Services Offered

- Nursing and personal care
- Medical services
- Physiotherapy and activation services
- Nutrition and food preparation
- Housekeeping and laundry services
- Recreational activities
- Spiritual care and social supports
- Two adult day programs offer supervised programming and services to support individuals living in the community. Due to the COVID-19 pandemic, the two adult day programs have been cancelled since March 15, 2020. Reopening these programs will depend on direction from the province.

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

| | 2020 | 2021 | | 2022 | \$ Change over 2021 Budget |
|------------------------------------|----------------|----------------|----------------|----------------|-------------------------------|
| | Actual | Forecast | Budget | Estimate | |
| Expenditures by Program | | | | | |
| Nursing & Personal Care | 64,989 | 68,695 | 63,849 | 68,781 | 4,932 |
| Program & Support Services | 3,481 | 3,562 | 3,562 | 3,596 | 34 |
| Food Purchases | 2,627 | 2,627 | 2,627 | 2,627 | 0 |
| Accommodation | 23,000 | 22,646 | 22,646 | 23,514 | 868 |
| Daycentre Programs | 590 | 592 | 592 | 713 | 121 |
| Gross Expenditure | 94,687 | 98,122 | 93,276 | 99,231 | 5,955 |
| Recoveries & Allocations | -2,867 | -628 | -628 | -628 | 0 |
| Revenue | -68,522 | -57,577 | -66,358 | -69,979 | -3,621 |
| Net Requirement | 23,298 | 39,917 | 26,290 | 28,624 | 2,334 |
| Expenditures by Type | | | | | |
| Salaries, Wages & Benefits | 74,196 | 77,743 | 75,165 | 79,774 | 4,609 |
| Overtime | 659 | 500 | 500 | 500 | 0 |
| Material & Services | 14,237 | 15,361 | 13,093 | 14,363 | 1,270 |
| Transfers/Grants/Financial Charges | 1,333 | 0 | 0 | 0 | 0 |
| Fleet Costs | 0 | 0 | 0 | 0 | 0 |
| Program Facility Costs | 4,068 | 4,435 | 4,435 | 4,511 | 76 |
| Other Internal Costs | 194 | 83 | 83 | 83 | 0 |
| Gross Expenditures | 94,687 | 98,122 | 93,276 | 99,231 | 5,955 |
| Recoveries & Allocations | -2,867 | -628 | -628 | -628 | 0 |
| Net Expenditure | 91,820 | 97,494 | 92,648 | 98,603 | 5,955 |
| Revenues By Type | | | | | |
| Federal | 0 | 0 | 0 | 0 | 0 |
| Provincial | -50,956 | -41,309 | -49,043 | -51,239 | -2,196 |
| Own Funds | 0 | 0 | 0 | 0 | 0 |
| Fees and Services | -17,566 | -16,268 | -17,315 | -17,315 | 0 |
| Fines | 0 | 0 | 0 | 0 | 0 |
| Other | 0 | 0 | 0 | -1,425 | -1,425 |
| Total Revenue | -68,522 | -57,577 | -66,358 | -69,979 | -3,621 |
| Net Requirement | 23,298 | 39,917 | 26,290 | 28,624 | 2,334 |
| Full Time Equivalent | | | 629.81 | 631.44 | 1.63 |

Community and Social Services Department

2022 Service Area Summary - Gender and Race Equity, Inclusion, Indigenous Relations and Social Development Service

Gender and Race Equity, Inclusion, Indigenous Relations and Social Development Service works with internal and community stakeholders to respond to current and emerging needs to promote equitable, inclusive and sustainable service access for a diverse population. This includes funding and capacity building to support and strengthen community agencies; coordinating engagement strategies, action plans and partnerships; conducting social research and policy analysis to aid in strategic planning and to address service gaps and barriers; and developing and leading City-wide initiatives on behalf of the City and Council. Gender and Race Equity, Inclusion, Indigenous Relations and Social Development Service has two distinct branches: Social Development and Funding, and Gender and Race Equity, Indigenous Relations, Diversity and Inclusion.

Programs/Services Offered

- Strengthening relationships between the City and the local First Nations, Inuit, and Metis community, while leading the implementation of the City's Reconciliation Action Plan. This plan includes commitments derived from the final reports of the Truth and Reconciliation Commission and will address actions within the National Inquiry into Missing and Murdered Indigenous Women and Girls. This work is supported through our Aboriginal partners, service providers and multiple City services.
- The Community Funding Framework allocates \$24.2 million of 100 per cent municipal funding to improve community well-being by investing financial and capacity building resources in the non-profit social services sector to address the root causes of poverty and increase equitable access to services for residents facing the greatest needs and barriers in our community. The Integrated Services Neighbourhood Team (INST) leverages municipal services, programs, facilities and other infrastructures, and relationships with community partners to increase equitable access and respond to needs in priority neighbourhoods.
- The Anti-Racism Secretariat (ARS) targets systemic racism by applying an anti-racist approach to the way the City develops policies, makes decisions, evaluates programs, and measures outcomes, and is responsible for developing

the first Anti-Racism Strategy for the City of Ottawa. The Anti-Racism Strategy will be informed by a broad and comprehensive multi-phase engagement plan. Phase II of the engagement plan is now completed, with external action planning sessions and an Engage Ottawa survey. To date, 852 Ottawa residents have participated in Phase I & II of the engagement plan, which addresses six key priority areas previously identified by the community— employment equity, housing, governance, economic development, health outcomes, and youth development.

- The Older Adult Plan (OAP) works to plan and implement concrete actions to assist the City to effectively serve and be responsive to the specific needs of older adults today and in the future. The OAP 2020-2022 commits to 24 actions and aligns along four (4) main strategic areas that are consistent with the provision of City services for older adults: Aging with Choice, Transportation and Mobility, Wellbeing, and Communication.
- The Women and Gender Equity Strategy was developed to ensure that the City of Ottawa’s services, strategies and plans integrate a women and gender lens and promote women and gender equity. The strategy works to remove systemic barriers faced by women and gender diverse people in Ottawa by implementing concrete actionable items to ensure equitable access to City services. The strategy includes a framework that sets municipal targets and priorities for the first phase of its implementation in 2021 and 2022.
- The Corporate Diversity and Inclusion Plan sets an example to all residents and municipalities across the country, demonstrating its commitment to equity, diversity, and inclusion. It strives to ensure that its workforce is reflective of the population that it serves and nurtures a respectful and inclusive culture where all employees experience a sense of belonging. The Corporate Diversity and Inclusion Plan includes LEAD IT (Leverage Equity and Achieve Diversity and Inclusion Targets) which is a strategic and transparent hiring initiative, a refreshed 'Count Me In' employee self-identification survey to obtain accurate data for strategy development, and new learning modules to increase staff awareness, such as the launch of “The Path”—a series of Indigenous awareness learning modules.

City of Ottawa

Community & Social Services

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

In Thousands (\$000)

| | 2020 | 2021 | | 2022 | \$ Change over 2021 Budget |
|------------------------------------|---------------|---------------|---------------|---------------|-------------------------------|
| | Actual | Forecast | Budget | Estimate | |
| Expenditures by Program | | | | | |
| Manager's Office | 185 | 294 | 294 | 300 | 6 |
| Client Service Strategies | 1,279 | 1,957 | 1,941 | 2,048 | 107 |
| Community Funding | 25,756 | 26,996 | 26,996 | 28,623 | 1,627 |
| Gross Expenditure | 27,220 | 29,247 | 29,231 | 30,971 | 1,740 |
| Recoveries & Allocations | -40 | 0 | 0 | 0 | 0 |
| Revenue | -676 | 0 | 0 | 0 | 0 |
| Net Requirement | 26,504 | 29,247 | 29,231 | 30,971 | 1,740 |
| Expenditures by Type | | | | | |
| Salaries, Wages & Benefits | 2,356 | 3,199 | 3,199 | 3,394 | 195 |
| Overtime | 75 | 0 | 0 | 0 | 0 |
| Material & Services | 461 | 629 | 613 | 563 | -50 |
| Transfers/Grants/Financial Charges | 24,255 | 25,414 | 25,414 | 27,009 | 1,595 |
| Fleet Costs | 0 | 0 | 0 | 0 | 0 |
| Program Facility Costs | 0 | 0 | 0 | 0 | 0 |
| Other Internal Costs | 73 | 5 | 5 | 5 | 0 |
| Gross Expenditures | 27,220 | 29,247 | 29,231 | 30,971 | 1,740 |
| Recoveries & Allocations | -40 | 0 | 0 | 0 | 0 |
| Net Expenditure | 27,180 | 29,247 | 29,231 | 30,971 | 1,740 |
| Revenues By Type | | | | | |
| Federal | -676 | 0 | 0 | 0 | 0 |
| Provincial | 0 | 0 | 0 | 0 | 0 |
| Own Funds | 0 | 0 | 0 | 0 | 0 |
| Fees and Services | 0 | 0 | 0 | 0 | 0 |
| Fines | 0 | 0 | 0 | 0 | 0 |
| Other | 0 | 0 | 0 | 0 | 0 |
| Total Revenue | -676 | 0 | 0 | 0 | 0 |
| Net Requirement | 26,504 | 29,247 | 29,231 | 30,971 | 1,740 |
| Full Time Equivalents | | | 27.00 | 28.00 | 1.00 |

City of Ottawa
 Emergency & Protective Services
 GM's Office & Business Support Services - Operating Resource Requirement
 In Thousands (\$000)

| | 2020 | 2021 | | 2022 | \$ Change over 2021 Budget |
|---------------------------------------|--------------|---------------|--------------|--------------|-------------------------------|
| | Actual | Forecast | Budget | Estimate | |
| Expenditures by Program | | | | | |
| General Manager's Office | 4,359 | 7,862 | 4,578 | 4,673 | 95 |
| Business & Technical Support Services | 0 | 0 | 0 | 0 | 0 |
| Gross Expenditure | 4,359 | 7,862 | 4,578 | 4,673 | 95 |
| Recoveries & Allocations | -66 | 0 | 0 | 0 | 0 |
| Revenue | -66 | -3,374 | 0 | 0 | 0 |
| Net Requirement | 4,227 | 4,488 | 4,578 | 4,673 | 95 |
| Expenditures by Type | | | | | |
| Salaries, Wages & Benefits | 4,292 | 6,263 | 4,431 | 4,526 | 95 |
| Overtime | 17 | 869 | 7 | 7 | 0 |
| Material & Services | 37 | 727 | 137 | 137 | 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 | 13 | 3 | 3 | 3 | 0 |
| Gross Expenditures | 4,359 | 7,862 | 4,578 | 4,673 | 95 |
| Recoveries & Allocations | -66 | 0 | 0 | 0 | 0 |
| Net Expenditure | 4,293 | 7,862 | 4,578 | 4,673 | 95 |
| Revenues By Type | | | | | |
| Federal | 0 | 0 | 0 | 0 | 0 |
| Provincial | -65 | -3,370 | 0 | 0 | 0 |
| Own Funds | 0 | 0 | 0 | 0 | 0 |
| Fees and Services | 0 | -4 | 0 | 0 | 0 |
| Fines | 0 | 0 | 0 | 0 | 0 |
| Other | -1 | 0 | 0 | 0 | 0 |
| Total Revenue | -66 | -3,374 | 0 | 0 | 0 |
| Net Requirement | 4,227 | 4,488 | 4,578 | 4,673 | 95 |
| Full Time Equivalents | | | 35.00 | 36.00 | 1.00 |

Emergency and Protective Services Department

2022 Service Area Summary - Public Safety Service

The Public Safety Service is responsible for providing a safe and secure environment for residents and visitors to the City of Ottawa. This includes:

- Leading the coordination of City services to prevent, mitigate, prepare, respond and recover from emergency situations and to support planned events
- Delivering corporate security services
- Managing the City's corporate radio system, as well as the 9-1-1 service agreement with the Ottawa Police Services Board

Programs/Services Offered:

- Maintaining the Municipal Emergency Plan, as well as all requirements under the *Emergency Management and Civil Protection Act* legislation and Emergency Management Accreditation Program standards
- Providing public education through the "Are You Ready?" campaign; delivering Emergency Management training to staff and external stakeholders
- Managing corporate physical security (access control, alarms, CCTV) systems, the 24/7 Security Operations Centre, and Guard Services at City Administrative facilities
- Providing Photo Identification services and security related education/ training to staff (Protective Measures Program)
- Managing over 6,200 radios and ensuring that the City has a reliable, public safety-grade radio service available for first responders and other City users
- Providing oversight of the 9-1-1 service agreement, which includes items related to performance management, reporting processes, testing of back up equipment, staff training, staffing levels and contract management.

City of Ottawa
Emergency & Protective Services
Public Safety Service - Operating Resource Requirement
In Thousands (\$000)

| | 2020 | 2021 | | 2022 | \$ Change over 2021 Budget |
|---|---------------|---------------|---------------|---------------|-------------------------------|
| | Actual | Forecast | Budget | Estimate | |
| Expenditures by Program | | | | | |
| Public Safety Service - Operating Resource Requirement Analysis | 11,048 | 11,622 | 11,411 | 11,841 | 430 |
| 9.1.1 | 2,082 | 2,146 | 2,146 | 2,191 | 45 |
| Gross Expenditure | 13,130 | 13,768 | 13,557 | 14,032 | 475 |
| Recoveries & Allocations | -4,970 | -4,748 | -4,597 | -4,842 | -245 |
| Revenue | -526 | -330 | -270 | -270 | 0 |
| Net Requirement | 7,634 | 8,690 | 8,690 | 8,920 | 230 |
| Expenditures by Type | | | | | |
| Salaries, Wages & Benefits | 2,425 | 2,711 | 2,306 | 2,676 | 370 |
| Overtime | 31 | 7 | 7 | 7 | 0 |
| Material & Services | 8,544 | 8,904 | 9,098 | 9,158 | 60 |
| 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 | 2,130 | 2,146 | 2,146 | 2,191 | 45 |
| Gross Expenditures | 13,130 | 13,768 | 13,557 | 14,032 | 475 |
| Recoveries & Allocations | -4,970 | -4,748 | -4,597 | -4,842 | -245 |
| Net Expenditure | 8,160 | 9,020 | 8,960 | 9,190 | 230 |
| Revenues By Type | | | | | |
| Federal | 0 | 0 | 0 | 0 | 0 |
| Provincial | -238 | -60 | 0 | 0 | 0 |
| Own Funds | 0 | 0 | 0 | 0 | 0 |
| Fees and Services | -288 | -270 | -270 | -270 | 0 |
| Fines | 0 | 0 | 0 | 0 | 0 |
| Other | 0 | 0 | 0 | 0 | 0 |
| Total Revenue | -526 | -330 | -270 | -270 | 0 |
| Net Requirement | 7,634 | 8,690 | 8,690 | 8,920 | 230 |
| Full Time Equivalents | | | 20.00 | 20.00 | 0.00 |

City of Ottawa
Emergency & Protective Services
Public Safety Service - User Fees

| | 2020 Rate \$ | 2021 Rate \$ | 2022 Rate \$ | % Change Over 2021 | % Change Over 2020 | Effective Date | 2022 Revenue (\$000) |
|--|--------------------|--------------------|--------------------|-----------------------|-----------------------|-------------------|----------------------------|
| Emergency Management course fees | | | | | | | |
| Emergency Management course fee- External participant * ¹ | 100.00 | 100.00 | 100.00 | 0.0% | 0.0% | 01-Jan-22 | |
| Emergency Management course cancellation fee - Internal participant * ¹ | 100.00 | 100.00 | 100.00 | 0.0% | 0.0% | 01-Jan-22 | |
| Emergency Management course cancellation fee - External participant | 100.00 | 100.00 | 100.00 | 0.0% | 0.0% | 01-Jan-22 | |
| Total Departmental | | | | | | | 0 |

Notes:

* Fees calculated per day + HST applicable.

1 Permission from Office of the Fire Marshal and Emergency Management to charge fees for cost recovery.

Emergency and Protective Services Department

2022 Service Area Summary - Ottawa Fire Service

Ottawa Fire Services (OFS) protects the lives, property and environment for the citizens of and visitors to the City of Ottawa. OFS provides services from 45 stations located across the City of Ottawa. Collectively, these stations provide service to approximately 1,018,000 residents across 2,796 square kilometres. The OFS team is comprised of career firefighters, volunteer firefighters, as well as inspection, education, safety, training, communications, maintenance and administration personnel. OFS personnel provide many valuable services to the community beyond fighting fires, including:

- Fire Prevention and Public Fire Safety Education services which include fire prevention inspections, code enforcement, determination of cause and origin of fires, attendance at public events, fire safety presentations and dissemination of public fire safety educational materials
- Fire Suppression services which include fire rescue, tiered medical response, training, communications and incident management
- Special Operations includes Vehicle and Machinery Extrication, Rope and Confined Space Rescue, Trench/Collapse and Urban Search and Rescue, Fire Support Unit - Rescue Task Force, Hazmat/Chemical, Biological, Radiological, Nuclear and Explosive, Wildland Fires, Light Rail Transit Rescue, Water/Ice Rescue, Specialized Foam Suppression

In order to provide these services, the OFS team operates from six divisions: Office of the Fire Chief; Urban and Special Operations; Rural Operations; Community Standards and Communications; Training and Safety; and Operational Support Services.

In 2020, OFS recorded 63,784 apparatus responses to 22,582 incidents including fire, hazardous material, rescue, medical and mutual aid agreement incidents. OFS Communications Center received 86,744 calls and Ottawa Fire Prevention conducted 2,716 inspections and participated in 49 public education events.

City of Ottawa
 Emergency & Protective Services
 Fire Services - Operating Resource Requirement
 In Thousands (\$000)

| | 2020 | 2021 | | 2022 | \$ Change over 2021 Budget |
|------------------------------------|----------------|----------------|----------------|----------------|-------------------------------|
| | Actual | Forecast | Budget | Estimate | |
| Expenditures by Program | | | | | |
| Chief's Office | 505 | 523 | 523 | 531 | 8 |
| Operations | 150,784 | 154,369 | 153,789 | 157,815 | 4,026 |
| Prevention | 6,266 | 6,791 | 6,791 | 6,914 | 123 |
| Communications | 5,944 | 6,324 | 6,324 | 6,741 | 417 |
| Operational Support | 6,119 | 7,166 | 6,704 | 6,397 | -307 |
| Gross Expenditure | 169,618 | 175,173 | 174,131 | 178,398 | 4,267 |
| Recoveries & Allocations | -38 | 0 | 0 | 0 | 0 |
| Revenue | -1,775 | -1,665 | -1,623 | -1,238 | 385 |
| Net Requirement | 167,805 | 173,508 | 172,508 | 177,160 | 4,652 |
| Expenditures by Type | | | | | |
| Salaries, Wages & Benefits | 148,035 | 153,855 | 153,705 | 157,839 | 4,134 |
| Overtime | 3,928 | 3,279 | 3,279 | 3,345 | 66 |
| Material & Services | 4,925 | 4,649 | 3,983 | 3,653 | -330 |
| Transfers/Grants/Financial Charges | 0 | 0 | 0 | 0 | 0 |
| Fleet Costs | 8,824 | 8,784 | 8,558 | 8,708 | 150 |
| Program Facility Costs | 2,750 | 3,459 | 3,459 | 3,531 | 72 |
| Other Internal Costs | 1,156 | 1,147 | 1,147 | 1,322 | 175 |
| Gross Expenditures | 169,618 | 175,173 | 174,131 | 178,398 | 4,267 |
| Recoveries & Allocations | -38 | 0 | 0 | 0 | 0 |
| Net Expenditure | 169,580 | 175,173 | 174,131 | 178,398 | 4,267 |
| Revenues By Type | | | | | |
| Federal | -150 | 0 | 0 | 0 | 0 |
| Provincial | -722 | -400 | -400 | 0 | 400 |
| Own Funds | 0 | 0 | 0 | 0 | 0 |
| Fees and Services | -903 | -1,265 | -1,223 | -1,238 | -15 |
| Fines | 0 | 0 | 0 | 0 | 0 |
| Other | 0 | 0 | 0 | 0 | 0 |
| Total Revenue | -1,775 | -1,665 | -1,623 | -1,238 | 385 |
| Net Requirement | 167,805 | 173,508 | 172,508 | 177,160 | 4,652 |
| Full Time Equivalent | | | 975.00 | 975.00 | 0.00 |

City of Ottawa
Emergency & Protective Services
Fire Services - User Fees

| | 2020 Rate \$ | 2021 Rate \$ | 2022 Rate \$ | % Change Over 2021 | % Change Over 2020 | Effective Date | 2022 Revenue (\$000) |
|---|--------------------|--------------------|--------------------|-----------------------|-----------------------|-------------------|----------------------------|
| Hazmat Fees and Charges (minimum charge of 1 hour) | | | | | | | |
| Hazmat Vehicle & Techs* | 735.00 | 750.00 | 765.00 | 2.0% | 4.1% | 01-Apr-22 | -15 |
| Pump & Crew* | 938.00 | 957.00 | 976.00 | 2.0% | 4.1% | 01-Apr-22 | |
| Ladder, Aerial, Platform & Crew* | 695.00 | 709.00 | 723.00 | 2.0% | 4.0% | 01-Apr-22 | |
| Incident Commander & Vehicle* | 467.00 | 476.00 | 486.00 | 2.1% | 4.1% | 01-Apr-22 | |
| Safety Officer & Vehicle* | 422.00 | 430.00 | 439.00 | 2.1% | 4.0% | 01-Apr-22 | |
| Water Rescue & Vehicle* | 364.00 | 371.00 | 378.00 | 1.9% | 3.8% | 01-Apr-22 | |
| Hose Tender* | 584.00 | 596.00 | 608.00 | 2.0% | 4.1% | 01-Apr-22 | |
| Supply Tender* | 345.00 | 352.00 | 359.00 | 2.0% | 4.1% | 01-Apr-22 | |
| Foam Tender* | 345.00 | 352.00 | 359.00 | 2.0% | 4.1% | 01-Apr-22 | |
| Heavy Rescue* | 695.00 | 709.00 | 723.00 | 2.0% | 4.0% | 01-Apr-22 | |
| Tanker* | 345.00 | 352.00 | 359.00 | 2.0% | 4.1% | 01-Apr-22 | |
| Command RV Vehicle* | 344.00 | 352.00 | 359.00 | 2.0% | 4.4% | 01-Apr-22 | |
| Service Vehicle* | 174.00 | 177.00 | 181.00 | 2.3% | 4.0% | 01-Apr-22 | |
| Maintenance Vehicle* | 174.00 | 177.00 | 181.00 | 2.3% | 4.0% | 01-Apr-22 | |
| Hazmat Support Vehicle* | 174.00 | 177.00 | 181.00 | 2.3% | 4.0% | 01-Apr-22 | |
| Rehab Vehicle* | 174.00 | 177.00 | 181.00 | 2.3% | 4.0% | 01-Apr-22 | |
| Heavy Equipment Rental* | Cost + 15% | Cost + 15% | Cost + 15% | | | 01-Apr-22 | |
| Initial Hazard Assessment Team* | 332.00 | 339.00 | 346.00 | 2.1% | 4.2% | 01-Apr-22 | |
| Consumable Materials* | Cost + 15% | Cost + 15% | Cost + 15% | | | 01-Apr-22 | |

City of Ottawa
Emergency & Protective Services
Fire Services - User Fees

| | 2020 Rate \$ | 2021 Rate \$ | 2022 Rate \$ | % Change Over 2021 | % Change Over 2020 | Effective Date | 2022 Revenue (\$000) |
|--|--------------------|--------------------|--------------------|-----------------------|-----------------------|-------------------|----------------------------|
| Fire Prevention | | | | | | | |
| 1) File Search (only) Fees | | | | | | | |
| Residential* | 109.00 | 111.00 | 113.00 | 1.8% | 3.7% | 01-Apr-22 | |
| Non-Residential* | 219.00 | 223.00 | 227.00 | 1.8% | 3.7% | 01-Apr-22 | |
| Replacement Documentation* | 88.00 | 90.00 | 92.00 | 2.2% | 4.5% | 01-Apr-22 | |
| 2) General Fire Inspections Fees | | | | | | | |
| Inspections: less than 3 storeys, warehouses and other industrial buildings under 5,000 sq. ft.* | 433.00 | 442.00 | 451.00 | 2.0% | 4.2% | 01-Apr-22 | |
| Inspections: for 4-6 storeys, warehouses and other industrial buildings between 5,000 - 15,000 sq. ft.* | 694.00 | 708.00 | 722.00 | 2.0% | 4.0% | 01-Apr-22 | |
| Inspections: for 7-12 storeys, warehouses and other industrial buildings over 15,000 sq. ft.* | 868.00 | 885.00 | 903.00 | 2.0% | 4.0% | 01-Apr-22 | |
| Inspections: for 13 storeys or higher, or an especially large complex.* | 1,128.00 | 1,151.00 | 1,174.00 | 2.0% | 4.1% | 01-Apr-22 | |
| Daycares/Nurseries Inspections* | 115.00 | 117.00 | 119.00 | 1.7% | 3.5% | 01-Apr-22 | |
| Group Home Inspections (Max 4 residents)* | | | 119.00 | 0.0% | 0.0% | 01-Apr-22 | |
| Fire Summary Reports* | 88.00 | 90.00 | 92.00 | 2.2% | 4.5% | 01-Apr-22 | |
| Fire Safety Plan - Includes application, document review and site inspection.* | 172.00 | 175.00 | 179.00 | 2.3% | 4.1% | 01-Apr-22 | |
| Fire Safety Plan - Includes application, document review and site inspection - Multiple building (3 or more) property.* | 498.00 | 508.00 | 518.00 | 2.0% | 4.0% | 01-Apr-22 | |

City of Ottawa
Emergency & Protective Services
Fire Services - User Fees

| | 2020 Rate \$ | 2021 Rate \$ | 2022 Rate \$ | % Change Over 2021 | % Change Over 2020 | Effective Date | 2022 Revenue (\$000) |
|---|--------------------|--------------------|--------------------|-----------------------|-----------------------|-------------------|----------------------------|
| Risk Safety Management Plan Review: | | | | | | | |
| Level 1* | 575.00 | 587.00 | 599.00 | 2.0% | 4.2% | 01-Apr-22 | |
| Level 2* | 1,150.00 | 1,173.00 | 1,196.00 | 2.0% | 4.0% | 01-Apr-22 | |
| Re-Inspection Fee - Applicable to the third visit to any property for non-compliance.* | 115.00 | 117.00 | 119.00 | 1.7% | 3.5% | 01-Apr-22 | |
| Marijuana Grow-Op Inspections (MGO) - Investigation and compliance.* | 575.00 | 587.00 | 599.00 | 2.0% | 4.2% | 01-Apr-22 | |
| Fire Drill and Safety Planning Review - On-Site drill assessment and safety plan review (vulnerable occupancies are excluded).* | 253.00 | 258.00 | 263.00 | 1.9% | 4.0% | 01-Apr-22 | |
| Open Air Fire Permits | 14.00 | 14.00 | 14.00 | 0.0% | 0.0% | 01-Apr-22 | |
| Inspection: Specific Event Open Air Fire Permits* | 53.00 | 54.00 | 55.00 | 1.9% | 3.8% | 01-Apr-22 | |
| Agency Letter* | 102.00 | 104.00 | 106.00 | 1.9% | 3.9% | 01-Apr-22 | |
| Recruitment Fees: | | - | | | | | |
| Competition User Fee* | 236.00 | 241.00 | 246.00 | 2.1% | 4.2% | 01-Apr-22 | |
| Canadian Physical Ability Testing (CPAT)* | 480.00 | 490.00 | 500.00 | 2.0% | 4.2% | 01-Apr-22 | |
| Special Events Fee: | | | | | | | |
| Fire Apparatus Unit (4 Firefighters plus Truck)-Base Rate ^{1*} | 1,396.00 | 1,424.00 | 1,452.00 | 2.0% | 4.0% | 01-Apr-22 | |
| Fire Apparatus Unit (4 Firefighters plus Truck)-Hourly Rate ^{2*} | 465.00 | 474.00 | 483.00 | 1.9% | 3.9% | 01-Apr-22 | |
| Additional Firefighter(s)-Base Rate ^{1*} | 247.00 | 252.00 | 257.00 | 2.0% | 4.0% | 01-Apr-22 | |
| Additional Firefighter(s)-Hourly Rate ^{2*} | 83.00 | 85.00 | 87.00 | 2.4% | 4.8% | 01-Apr-22 | |
| Fire Prevention Officer-Base Rate ^{1*} | 323.00 | 329.00 | 336.00 | 2.1% | 4.0% | 01-Apr-22 | |
| Fire Prevention Officer-Hourly Rate ^{2*} | 109.00 | 111.00 | 113.00 | 1.8% | 3.7% | 01-Apr-22 | |
| Chief Officer-Base Rate ^{1*} | 365.00 | 372.00 | 379.00 | 1.9% | 3.8% | 01-Apr-22 | |
| Chief Officer-Hourly Rate ^{2*} | 121.00 | 123.00 | 125.00 | 1.6% | 3.3% | 01-Apr-22 | |
| Total Departmental | | | | | | | -15 |

Notes:

* HST applicable

¹ Base rate includes the minimum requirement of three hours of on-site event coverage.

² The hourly rate is charged in addition to the Base Rate for events that exceed three hours.

Emergency & Protective Services Department

2022 Service Area Summary - Ottawa Paramedic Service

The Ottawa Paramedic Service provides out-of-hospital patient care in Ottawa, while the Ottawa Central Ambulance Communications Centre provides call-taking and dispatching services to eastern Ontario including Ottawa; the United Counties of Prescott-Russell; and Cornwall and Stormont, Dundas, and Glengarry. The Paramedic Service delivers high quality medical services to more than one million residents.

The Paramedic Service provides home-based health care to patients with complex medical needs through various Community Paramedicine Programs. In addition, specialty services including marine paramedics for waterways, tactical paramedics for police operations, and bike paramedics for special events are provided. The Paramedic Service also delivers public education programs for City staff and stakeholders, manages medical equipment purchases for the City, and oversees the Public Access Defibrillator Program, which places automatic external defibrillators in public and private buildings.

Programs/Services Offered

- The Paramedic Service is 50% funded by the Ministry of Health
- Programs and Services funded 100% by the Province of Ontario and delivered by the Paramedic Service:
 - Central Ambulance Communications Centre
 - Offload Nurse Program
 - Neonatal Transport Unit
 - High Intensity Supports at Home Program
 - Long-Term Care Program
 - Palliative care
- Public Education Programs that promote public safety, prevention, and awareness and are cost recovery

City of Ottawa
 Emergency & Protective Services
 Paramedic Service - Operating Resource Requirement
 In Thousands (\$000)

| | 2020 | 2021 | | 2022 | \$ Change over 2021 Budget |
|------------------------------------|----------------|----------------|----------------|----------------|-------------------------------|
| | Actual | Forecast | Budget | Estimate | |
| Expenditures by Program | | | | | |
| Paramedic Service | 105,412 | 121,713 | 106,477 | 105,803 | -674 |
| CACC (Dispatch) | 10,441 | 12,373 | 11,598 | 11,598 | 0 |
| Program Support | 0 | 2,310 | 2,310 | 2,310 | 0 |
| Gross Expenditure | 115,853 | 136,396 | 120,385 | 119,711 | -674 |
| Recoveries & Allocations | 1,811 | -165 | -165 | -165 | 0 |
| Revenue | -70,286 | -89,861 | -73,815 | -69,350 | 4,465 |
| Net Requirement | 47,378 | 46,370 | 46,405 | 50,196 | 3,791 |
| Expenditures by Type | | | | | |
| Salaries, Wages & Benefits | 85,862 | 98,969 | 91,594 | 91,761 | 167 |
| Overtime | 4,562 | 4,252 | 2,252 | 2,240 | -12 |
| Material & Services | 14,742 | 19,391 | 12,855 | 11,850 | -1,005 |
| Transfers/Grants/Financial Charges | 0 | 0 | 0 | 0 | 0 |
| Fleet Costs | 7,676 | 8,693 | 8,593 | 8,743 | 150 |
| Program Facility Costs | 2,390 | 2,531 | 2,531 | 2,557 | 26 |
| Other Internal Costs | 621 | 2,560 | 2,560 | 2,560 | 0 |
| Gross Expenditures | 115,853 | 136,396 | 120,385 | 119,711 | -674 |
| Recoveries & Allocations | 1,811 | -165 | -165 | -165 | 0 |
| Net Expenditure | 117,664 | 136,231 | 120,220 | 119,546 | -674 |
| Revenues By Type | | | | | |
| Federal | -279 | 0 | 0 | 0 | 0 |
| Provincial | -68,731 | -88,901 | -72,855 | -68,280 | 4,575 |
| Own Funds | 0 | 0 | 0 | 0 | 0 |
| Fees and Services | -1,276 | -960 | -960 | -1,070 | -110 |
| Fines | 0 | 0 | 0 | 0 | 0 |
| Other | 0 | 0 | 0 | 0 | 0 |
| Total Revenue | -70,286 | -89,861 | -73,815 | -69,350 | 4,465 |
| Net Requirement | 47,378 | 46,370 | 46,405 | 50,196 | 3,791 |
| Full Time Equivalents | | | 697.80 | 711.80 | 14.00 |

City of Ottawa
 Emergency & Protective Services
 Paramedic Service - User Fees

| | 2020 Rate \$ | 2021 Rate \$ | 2022 Rate \$ | % Change Over 2021 | % Change Over 2020 | Effective Date | 2022 Revenue (\$000) |
|---|--------------------|--------------------|--------------------|-----------------------|-----------------------|-------------------|----------------------------|
| Program Fees | | | | | | | |
| Standard First Aid Certification (two day course)* | 135.00 | 137.70 | 140.45 | 2.0% | 4.0% | 01-Apr-22 | 10 |
| Standard First Aid Recertification (one day course)* | 89.10 | 90.90 | 92.70 | 2.0% | 4.0% | 01-Apr-22 | |
| Emergency First Aid Recertification (one day course)* | 89.10 | 90.90 | 92.70 | 2.0% | 4.0% | 01-Apr-22 | |
| Cardiopulmonary Resuscitation (CPR) "C" and Automated External Defibrillator (AED) (half day course)* | 53.40 | 54.50 | 55.60 | 2.0% | 4.1% | 01-Apr-22 | |
| Health Care Provider CPR "C"/AED (half day course)* | 68.70 | 70.10 | 71.50 | 2.0% | 4.1% | 01-Apr-22 | |
| Oxygen Therapy and Airway Management (half day course)* | 68.70 | 70.10 | 71.50 | 2.0% | 4.1% | 01-Apr-22 | |
| First Aid Instructor Certification (two day course)* | 230.00 | 234.60 | 239.30 | 2.0% | 4.0% | 01-Apr-22 | |
| First Aid Instructor Cross-Over Clinic (half day course)* | 117.50 | 119.85 | 122.25 | 2.0% | 4.0% | 01-Apr-22 | |
| Training off-site fee (one day course)* | 51.00 | 52.00 | 53.00 | 1.9% | 3.9% | 01-Apr-22 | |
| Training off-site fee (two day course)* | 76.50 | 78.05 | 79.60 | 2.0% | 4.1% | 01-Apr-22 | |
| Special Events Fees | | | | | | | |
| Two Person Paramedic Resource - Hourly Rate* | 255.00 | 260.10 | 265.30 | 2.0% | 4.0% | 01-Apr-22 | |
| Single Paramedic Resource - Hourly Rate* | 127.50 | 130.05 | 132.65 | 2.0% | 4.0% | 01-Apr-22 | |
| Total Departmental | | | | | | | 10 |

Notes:

* HST applicable.

1 A minimum charge of 4.5 hours will be applied, which includes 3 hours on-site + 1.5 hours for preparation and travel.

2 The hourly rate divided in half in the event that only a single resource is required.

Emergency & Protective Services Department

2022 Service Area Summary - By-law & Regulatory Services

The mandate of By-law & Regulatory Services is to protect and serve residents, businesses and visitors through education on, and administration and enforcement of, regulations that address public health and safety, nuisance control and consumer protection. The Service Area is responsible for ensuring compliance with city-wide regulatory by-laws and provincial legislation that address a wide range of municipal community issues. By-law & Regulatory Services accomplishes those objectives through:

- Animal Care and Control, including pet registration and transport of sick/injured domestic and small wild animals
- Noise control
- Parking Enforcement, including the Private Parking Enforcement Agency Program
- Property Standards, Property Maintenance, and Zoning enforcement
- Smoke Free Ontario and municipal smoke-free regulation enforcement
- Enforcement of various other regulations including Fences, Parks & Facilities, Use and Care of Roads, Clothing Donation Boxes, Shopping Carts, Graffiti
- Vehicle-for-Hire By-law administration, enforcement and inspections (taxis, limousines, private transportation companies)
- Rental Housing Property Management By-law administration, enforcement and inspections
- Development of administration and enforcement policies and procedures in support of by-laws
- Promotion, education and awareness of by-laws
- Business licensing, administration and enforcement of 34 Business License Categories and Lottery Licensing, the regulation of temporary signs, and the coordination of appeals committees
- Management of the Spay/Neuter Clinic, and the Municipal Animal Shelter Services Agreement
- Coordination of Large Wild Mammal Emergency Response Service

By-law & Regulatory Services consists of five main areas to achieve this mandate: the Director's Office, By-law Enforcement, Licensing Administration and Enforcement, Operational Support and Regulatory Services, and Parking Enforcement and Logistics.

City of Ottawa
 Emergency & Protective Services
 By-law and Regulatory Services - Operating Resource Requirement
 In Thousands (\$000)

| | 2020 | 2021 | | 2022 | \$ Change over 2021 Budget |
|------------------------------------|----------------|----------------|----------------|----------------|-------------------------------|
| | Actual | Forecast | Budget | Estimate | |
| Expenditures by Program | | | | | |
| Operations | 21,647 | 22,425 | 22,435 | 24,672 | 2,237 |
| Spay Neuter Clinic | 556 | 523 | 523 | 533 | 10 |
| Municipal Animal Shelter Services | 1,179 | 1,162 | 1,182 | 1,232 | 50 |
| Gross Expenditure | 23,382 | 24,110 | 24,140 | 26,437 | 2,297 |
| Recoveries & Allocations | -954 | -995 | -495 | -1,290 | -795 |
| Revenue | -29,192 | -28,937 | -29,467 | -30,852 | -1,385 |
| Net Requirement | -6,764 | -5,822 | -5,822 | -5,705 | 117 |
| Expenditures by Type | | | | | |
| Salaries, Wages & Benefits | 17,416 | 17,839 | 17,839 | 19,904 | 2,065 |
| Overtime | 313 | 271 | 271 | 271 | 0 |
| Material & Services | 3,728 | 4,038 | 4,568 | 4,768 | 200 |
| Transfers/Grants/Financial Charges | 576 | 501 | 1 | 1 | 0 |
| Fleet Costs | 882 | 981 | 981 | 1,011 | 30 |
| Program Facility Costs | 61 | 68 | 68 | 70 | 2 |
| Other Internal Costs | 406 | 412 | 412 | 412 | 0 |
| Gross Expenditures | 23,382 | 24,110 | 24,140 | 26,437 | 2,297 |
| Recoveries & Allocations | -954 | -995 | -495 | -1,290 | -795 |
| Net Expenditure | 22,428 | 23,115 | 23,645 | 25,147 | 1,502 |
| Revenues By Type | | | | | |
| Federal | 0 | 0 | 0 | 0 | 0 |
| Provincial | -10,616 | -4,970 | -4,000 | 0 | 4,000 |
| Own Funds | 0 | 0 | 0 | 0 | 0 |
| Fees and Services | -18,576 | -23,967 | -25,467 | -30,852 | -5,385 |
| Fines | 0 | 0 | 0 | 0 | 0 |
| Other | 0 | 0 | 0 | 0 | 0 |
| Total Revenue | -29,192 | -28,937 | -29,467 | -30,852 | -1,385 |
| Net Requirement | -6,764 | -5,822 | -5,822 | -5,705 | 117 |
| Full Time Equivalents | | | 176.78 | 179.28 | 2.50 |

City of Ottawa

Emergency & Protective Services

By-law and Regulatory Services - User Fees

| | 2020 Rate \$ | 2021 Rate \$ | 2022 Rate \$ | % Change Over 2021 | % Change Over 2020 | Effective Date | 2022Revenue (\$000) |
|--|--------------------|--------------------|--------------------|-----------------------|-----------------------|----------------|------------------------|
| Business Licensing | | | | | | | |
| Application Processing Fee | 57.00 | 57.00 | 57.00 | 0.0% | 0.0% | 01-Jan-22 | |
| Canada Day Lottery Fee | 100.00 | 100.00 | 100.00 | 0.0% | 0.0% | 01-Jan-22 | |
| Duplicate Permit Fee | 50.00 | 50.00 | 50.00 | 0.0% | 0.0% | 01-Jan-22 | |
| Renewal late fee | 57.00 | 57.00 | 57.00 | 0.0% | 0.0% | 01-Jan-22 | |
| Adult Entertainment Parlour (Owner) ¹ | 7,109.00 | 7,109.00 | 7,251.00 | 2.0% | 2.0% | 01-Jan-22 | |
| Adult Entertainment Parlour (Operator) ¹ | 1,346.00 | 1,346.00 | 1,373.00 | 2.0% | 2.0% | 01-Jan-22 | |
| Adult Entertainment Stores A ¹ | 689.00 | 689.00 | 703.00 | 2.0% | 2.0% | 01-Jan-22 | |
| Adult Entertainment Stores B ¹ | 67.00 | 67.00 | 68.00 | 1.5% | 1.5% | 01-Jan-22 | |
| All Night Dance Events ¹ | 312.00 | 312.00 | 318.00 | 1.9% | 1.9% | 01-Jan-22 | |
| Amusement Places ¹ | 190.00 | 190.00 | 194.00 | 2.1% | 2.1% | 01-Jan-22 | |
| Auctioneer A (Annual) ¹ | 465.00 | 465.00 | 474.00 | 1.9% | 1.9% | 01-Jan-22 | |
| Auctioneer B (Per Event) ¹ | 157.00 | 157.00 | 160.00 | 1.9% | 1.9% | 01-Jan-22 | |
| Body Rub Parlour ¹ | 1,346.00 | 1,346.00 | 1,371.00 | 1.9% | 1.9% | 01-Jan-22 | |
| Driving School (Owner/Operator) ¹ | 456.00 | 456.00 | 465.00 | 2.0% | 2.0% | 01-Jan-22 | |
| Driving School (Instructor) ¹ | 165.00 | 165.00 | 168.00 | 1.8% | 1.8% | 01-Jan-22 | |
| Driving School (Initial vehicle inspection) ¹ | 53.00 | 53.00 | 54.00 | 1.9% | 1.9% | 01-Jan-22 | |
| Exhibitions (per event) ¹ | 279.00 | 279.00 | 284.00 | 1.8% | 1.8% | 01-Jan-22 | |
| Exhibitions (each additional day) | 53.00 | 53.00 | 54.00 | 1.9% | 1.9% | 01-Jan-22 | |
| Exotic Animal Entertainment ¹ | 279.00 | 279.00 | 284.00 | 1.8% | 1.8% | 01-Jan-22 | |
| Exotic Animal Rescue Establishments ¹ | 140.00 | 140.00 | 143.00 | 2.1% | 2.1% | 01-Jan-22 | |
| Flea Markets (C-Annual) ¹ | 2,046.00 | 2,046.00 | 2,084.00 | 1.9% | 1.9% | 01-Jan-22 | |
| Flea Markets (A-day) ¹ | 279.00 | 279.00 | 284.00 | 1.8% | 1.8% | 01-Jan-22 | |
| Food Premises ¹ | 208.00 | 208.00 | 212.00 | 1.9% | 1.9% | 01-Jan-22 | |
| Group Home Old Nepean and Old Gloucester ¹ | 133.00 | 133.00 | 136.00 | 2.3% | 2.3% | 01-Jan-22 | |
| Group Home Cumberland (New) ¹ | 123.00 | 123.00 | 126.00 | 2.4% | 2.4% | 01-Jan-22 | |
| Group Home Cumberland (Renewal) | 35.00 | 35.00 | 36.00 | 2.9% | 2.9% | 01-Jan-22 | |
| Kennel - Boarding ¹ | 114.00 | 114.00 | 116.00 | 1.8% | 1.8% | 01-Jan-22 | |
| Kennel - In-Home Breeding | 82.00 | 82.00 | 84.00 | 2.4% | 2.4% | 01-Jan-22 | |
| Kennel - Recreational | 82.00 | 82.00 | 84.00 | 2.4% | 2.4% | 01-Jan-22 | |
| Payday Loan Establishment ¹ | 550.00 | 550.00 | 561.00 | 2.0% | 2.0% | 01-Jan-22 | |
| Payday Loan Establishment poster or replacement | 20.00 | 20.00 | 20.00 | 0.0% | 0.0% | 01-Jan-22 | |

City of Ottawa
 Emergency & Protective Services
 By-law and Regulatory Services - User Fees

| | 2020 Rate \$ | 2021 Rate \$ | 2022 Rate \$ | % Change Over 2021 | % Change Over 2020 | Effective Date | 2022Revenue (\$000) |
|---|--------------------|--------------------|--------------------|-----------------------|-----------------------|----------------|------------------------|
| Business Licensing cont'd | | | | | | | |
| Pet Shop ¹ | 117.00 | 117.00 | 119.00 | 1.7% | 1.7% | 01-Jan-22 | |
| Public Garage ¹ | 208.00 | 208.00 | 212.00 | 1.9% | 1.9% | 01-Jan-22 | |
| Rickshaw Operators | 51.00 | 51.00 | 52.00 | 2.0% | 2.0% | 01-Jan-22 | |
| Rickshaw Owners | 97.00 | 97.00 | 99.00 | 2.1% | 2.1% | 01-Jan-22 | |
| Rooming House Owner 4-10 rooming units ¹ | 196.00 | 196.00 | 200.00 | 2.0% | 2.0% | 01-Jan-22 | |
| Rooming House Owner 11-20 rooming units ¹ | 261.00 | 261.00 | 266.00 | 1.9% | 1.9% | 01-Jan-22 | |
| Rooming House Owner 21-30 rooming units ¹ | 332.00 | 332.00 | 339.00 | 2.1% | 2.1% | 01-Jan-22 | |
| Rooming House Owner 31-40 rooming units ¹ | 393.00 | 393.00 | 401.00 | 2.0% | 2.0% | 01-Jan-22 | |
| Rooming House Owner 41-50 rooming units ¹ | 465.00 | 465.00 | 474.00 | 1.9% | 1.9% | 01-Jan-22 | |
| Rooming House Owner 51-60 rooming units ¹ | 528.00 | 528.00 | 538.00 | 1.9% | 1.9% | 01-Jan-22 | |
| Rooming House Owner over 60 rooming units ¹ | 557.00 | 557.00 | 568.00 | 2.0% | 2.0% | 01-Jan-22 | |
| Salvage Yards ¹ | 172.00 | 172.00 | 175.00 | 1.7% | 1.7% | 01-Jan-22 | |
| Second-hand Goods Shops ¹ | 172.00 | 172.00 | 175.00 | 1.7% | 1.7% | 01-Jan-22 | |
| Snow Plow Contractors ¹ | 286.00 | 286.00 | 292.00 | 2.1% | 2.1% | 01-Jan-22 | |
| Snow Plow Vehicles | 35.00 | 35.00 | 36.00 | 2.9% | 2.9% | 01-Jan-22 | |
| Temporary Sign Lessors ¹ | 408.00 | 408.00 | 416.00 | 2.0% | 2.0% | 01-Jan-22 | |
| Tobacco Vendors ¹ | 871.00 | 871.00 | 889.00 | 2.1% | 2.1% | 01-Jan-22 | |
| Private Parking Enforcement Agency ¹ | 333.00 | 333.00 | 340.00 | 2.1% | 2.1% | 01-Jan-22 | |
| Refreshment Vendors | | | | | | | |
| Mobile Refreshment Vehicle - Urban | | | | | | | |
| Licence "A" Annual ¹ | 3,366.00 | 3,366.00 | 3,433.00 | 2.0% | 2.0% | 01-Jan-22 | |
| Licence "B" six months ¹ | 2,176.00 | 2,176.00 | 2,219.00 | 2.0% | 2.0% | 01-Jan-22 | |
| Licence "C" monthly ¹ | 332.00 | 332.00 | 339.00 | 2.1% | 2.1% | 01-Jan-22 | |
| Licence "D" special event (1-21 days) ¹ | 265.00 | 265.00 | 270.00 | 1.9% | 1.9% | 01-Jan-22 | |
| Licence "E" special event per day (1-4 days) ¹ | 195.00 | 195.00 | 199.00 | 2.1% | 2.1% | 01-Jan-22 | |
| Licence "F" roadway annual ¹ | 3,366.00 | 3,366.00 | 3,433.00 | 2.0% | 2.0% | 01-Jan-22 | |
| Licence "G" roadway six months ¹ | 2,176.00 | 2,176.00 | 2,219.00 | 2.0% | 2.0% | 01-Jan-22 | |
| Licence "H" roadway monthly ¹ | 332.00 | 332.00 | 339.00 | 2.1% | 2.1% | 01-Jan-22 | |
| Licence "I" Canada Day ¹ | 175.00 | 175.00 | 179.00 | 2.3% | 2.3% | 01-Jan-22 | |

City of Ottawa
 Emergency & Protective Services
 By-law and Regulatory Services - User Fees

| | 2020 Rate \$ | 2021 Rate \$ | 2022 Rate \$ | % Change Over 2021 | % Change Over 2020 | Effective Date | 2022Revenue (\$000) |
|---|--------------------|--------------------|--------------------|-----------------------|-----------------------|----------------|------------------------|
| Refreshment Vendors cont'd | | | | | | | |
| Mobile Canteen - Urban | | | | | | | |
| Licence "A" Annual ¹ | 726.00 | 726.00 | 740.00 | 1.9% | 1.9% | 01-Jan-22 | |
| Licence "B" Six months ¹ | 528.00 | 528.00 | 538.00 | 1.9% | 1.9% | 01-Jan-22 | |
| Licence "C" Monthly ¹ | 262.00 | 262.00 | 267.00 | 1.9% | 1.9% | 01-Jan-22 | |
| Licence "D" Special Event (1-21 days) ¹ | 230.00 | 230.00 | 235.00 | 2.2% | 2.2% | 01-Jan-22 | |
| Licence "E" Special Event per day (1-4 days) ¹ | 195.00 | 195.00 | 199.00 | 2.1% | 2.1% | 01-Jan-22 | |
| Mobile Refreshment Cart - Urban | | | | | | | |
| Licence "A" Annual ¹ | 590.00 | 590.00 | 601.00 | 1.9% | 1.9% | 01-Jan-22 | |
| Licence "B" Six months ¹ | 393.00 | 393.00 | 401.00 | 2.0% | 2.0% | 01-Jan-22 | |
| Licence "C" Monthly ¹ | 262.00 | 262.00 | 267.00 | 1.9% | 1.9% | 01-Jan-22 | |
| Licence "D" Special Event (1-21 days) ¹ | 230.00 | 230.00 | 235.00 | 2.2% | 2.2% | 01-Jan-22 | |
| Licence "E" Special Event per day (1-4 days) ¹ | 195.00 | 195.00 | 199.00 | 2.1% | 2.1% | 01-Jan-22 | |
| Licence "F" Sidewalk Annual ¹ | 590.00 | 590.00 | 601.00 | 1.9% | 1.9% | 01-Jan-22 | |
| Licence "G" Sidewalk Six Months ¹ | 393.00 | 393.00 | 401.00 | 2.0% | 2.0% | 01-Jan-22 | |
| Licence "H" Sidewalk Monthly ¹ | 262.00 | 262.00 | 267.00 | 1.9% | 1.9% | 01-Jan-22 | |
| Licence "I" Canada Day ¹ | 175.00 | 175.00 | 179.00 | 2.3% | 2.3% | 01-Jan-22 | |
| Refreshment Stand - Urban | | | | | | | |
| Licence "A" Annual ¹ | 789.00 | 789.00 | 805.00 | 2.0% | 2.0% | 01-Jan-22 | |
| Licence "B" Six Months ¹ | 528.00 | 528.00 | 538.00 | 1.9% | 1.9% | 01-Jan-22 | |
| Licence "C" Monthly ¹ | 262.00 | 262.00 | 267.00 | 1.9% | 1.9% | 01-Jan-22 | |
| Licence "D" Special Event (1-21 days) ¹ | 230.00 | 230.00 | 235.00 | 2.2% | 2.2% | 01-Jan-22 | |
| Licence "E" Special Event per day (1-4 days) ¹ | 175.00 | 175.00 | 179.00 | 2.3% | 2.3% | 01-Jan-22 | |

City of Ottawa

Emergency & Protective Services

By-law and Regulatory Services - User Fees

| | 2020 Rate \$ | 2021 Rate \$ | 2022 Rate \$ | % Change Over 2021 | % Change Over 2020 | Effective Date | 2022Revenue (\$000) |
|---|--------------------|--------------------|--------------------|-----------------------|-----------------------|----------------|------------------------|
| Refreshment Vendors cont'd | | | | | | | |
| Itinerant Seller - Urban | | | | | | | |
| Licence "A" Annual ¹ | 528.00 | 528.00 | 538.00 | 1.9% | 1.9% | 01-Jan-22 | |
| Licence "B" Six Months ¹ | 332.00 | 332.00 | 339.00 | 2.1% | 2.1% | 01-Jan-22 | |
| Licence "C" Monthly ¹ | 293.00 | 293.00 | 299.00 | 2.0% | 2.0% | 01-Jan-22 | |
| Licence "D" Special Event (1-21 days) ¹ | 265.00 | 265.00 | 270.00 | 1.9% | 1.9% | 01-Jan-22 | |
| Licence "E" Special Event per day (1-4 days) ¹ | 175.00 | 175.00 | 179.00 | 2.3% | 2.3% | 01-Jan-22 | |
| Licence "F" Sidewalk Annual ¹ | 528.00 | 528.00 | 538.00 | 1.9% | 1.9% | 01-Jan-22 | |
| Licence "G" Sidewalk Six Months ¹ | 332.00 | 332.00 | 339.00 | 2.1% | 2.1% | 01-Jan-22 | |
| Licence "H" Sidewalk Monthly ¹ | 293.00 | 293.00 | 299.00 | 2.0% | 2.0% | 01-Jan-22 | |
| Licence "I" Canada Day ¹ | 175.00 | 175.00 | 179.00 | 2.3% | 2.3% | 01-Jan-22 | |
| Mobile Refreshment Vehicle - Rural | | | | | | | |
| Licence "A" Annual ¹ | 494.00 | 494.00 | 504.00 | 2.0% | 2.0% | 01-Jan-22 | |
| Licence "B" Eight Months ¹ | 310.00 | 310.00 | 316.00 | 1.9% | 1.9% | 01-Jan-22 | |
| Licence "C" Special Event per day (1-30 days) ¹ | 123.00 | 123.00 | 125.00 | 1.6% | 1.6% | 01-Jan-22 | |
| Itinerant Seller - Rural | | | | | | | |
| Licence "A" Annual ¹ | 371.00 | 371.00 | 378.00 | 1.9% | 1.9% | 01-Jan-22 | |
| Licence "B" Eight Months ¹ | 246.00 | 246.00 | 251.00 | 2.0% | 2.0% | 01-Jan-22 | |
| Licence "C" Special Event per day (1-30 days) ¹ | 123.00 | 123.00 | 125.00 | 1.6% | 1.6% | 01-Jan-22 | |
| Annual Designated Space | | | | | | | |
| Roadway - Removal Zone 1 (Schedule B) ¹ | 4,327.00 | 4,327.00 | 4,413.00 | 2.0% | 2.0% | 01-Jan-22 | |
| Roadway - Removal Zone 2 (Schedule F) ¹ | 1,978.00 | 1,978.00 | 2,017.00 | 2.0% | 2.0% | 01-Jan-22 | |
| Roadway - Removal Zone 3 (Schedule I) ¹ | 1,978.00 | 1,978.00 | 2,017.00 | 2.0% | 2.0% | 01-Jan-22 | |
| Sidewalk - Removal Zone 1 (Schedule C) ¹ | 1,853.00 | 1,853.00 | 1,890.00 | 2.0% | 2.0% | 01-Jan-22 | |
| Sidewalk - Removal Zone 2 (Schedule G) ¹ | 926.00 | 926.00 | 944.00 | 1.9% | 1.9% | 01-Jan-22 | |
| Sidewalk - Removal Zone 3 (Schedule J) ¹ | 926.00 | 926.00 | 944.00 | 1.9% | 1.9% | 01-Jan-22 | |
| Towing | | | | | | | |
| Tow Service Operator Licence (Annual) ¹ | N/A | N/A | 1,300.00 | N/A | N/A | 01-Jan-22 | |
| Licence for each additional Tow Truck in Operator's Fleet (A) | N/A | N/A | 550.00 | N/A | N/A | 01-Jan-22 | |
| Tow Truck Driver Licence (Annual) ¹ | N/A | N/A | 450.00 | N/A | N/A | 01-Jan-22 | |
| Vehicle Storage Facility Operator Licence (Annual) ¹ | N/A | N/A | 1,300.00 | N/A | N/A | 01-Jan-22 | |
| Replacement Tow Service Plate ¹ | N/A | N/A | 30.00 | N/A | N/A | 01-Jan-22 | |
| Replacement Plate Renewal Sticker ¹ | N/A | N/A | 20.00 | N/A | N/A | 01-Jan-22 | |

City of Ottawa

Emergency & Protective Services

By-law and Regulatory Services - User Fees

| | 2020 Rate \$ | 2021 Rate \$ | 2022 Rate \$ | % Change Over 2021 | % Change Over 2020 | Effective Date | 2022Revenue (\$000) |
|---|--------------------|--------------------|--------------------|-----------------------|-----------------------|----------------|------------------------|
| Portable Signs | | | | | | | |
| Temporary Sign (30 day) | 130.00 | 130.00 | 133.00 | 2.3% | 2.3% | 01-Jan-22 | |
| Temporary Sign Inflatable (7 days) | 80.00 | 80.00 | 82.00 | 2.5% | 2.5% | 01-Jan-22 | |
| Fireworks Permit | 56.00 | 56.00 | 57.00 | 1.8% | 1.8% | 01-Jan-22 | |
| Residential Murals | | | | | | | |
| Each residential mural at one municipal address | N/A | 150.00 | 150.00 | 0.0% | N/A | 01-Jan-22 | |
| Each additional residential mural at same municipal address | N/A | 50.00 | 50.00 | 0.0% | N/A | 01-Jan-22 | |
| Pet Registration and Pound Redemption | | | | | | | |
| Kitten/puppy (under 6 months) | 22.00 | 22.00 | 22.00 | 0.0% | 0.0% | 01-Jan-22 | |
| Dog/cat (over 6 months) - sterilized | 22.00 | 22.00 | 22.00 | 0.0% | 0.0% | 01-Jan-22 | |
| Dog/cat (over 6 months) - unsterilized | 42.00 | 42.00 | 42.00 | 0.0% | 0.0% | 01-Jan-22 | |
| Vicious dog | 102.00 | 102.00 | 104.00 | 2.0% | 2.0% | 01-Jan-22 | |
| Service Animal | - | - | - | 0.0% | 0.0% | 01-Jan-22 | |
| Tag Replacement (after first re-issue) | 10.00 | 10.00 | 10.00 | 0.0% | 0.0% | 01-Jan-22 | |
| Dog redeemed per day for each day | 52.00 | 52.00 | 52.00 | 0.0% | 0.0% | 01-Jan-22 | |
| Cat redeemed per day for each day | 40.00 | 40.00 | 40.00 | 0.0% | 0.0% | 01-Jan-22 | |

City of Ottawa
 Emergency & Protective Services
 By-law and Regulatory Services - User Fees

| | 2020 Rate \$ | 2021 Rate \$ | 2022 Rate \$ | % Change Over 2021 | % Change Over 2020 | Effective Date | 2022Revenue (\$000) |
|--|--------------------|--------------------|--------------------|-----------------------|-----------------------|----------------|------------------------|
| Spay Neuter Clinic | | | | | | | |
| Female Dogs | | | | | | | |
| Small - under 10kg.* | 311.00 | 318.00 | 324.00 | 1.9% | 4.2% | 01-Jan-22 | |
| Medium - 10 - 20 kg.* | 321.00 | 328.00 | 335.00 | 2.1% | 4.4% | 01-Jan-22 | |
| Large - 21 - 40 kg.* | 362.00 | 370.00 | 377.00 | 1.9% | 4.1% | 01-Jan-22 | |
| X-large - over 40 kg.* | 413.00 | 423.00 | 430.00 | 1.7% | 4.1% | 01-Jan-22 | |
| Male Dogs | | | | | | | |
| Small - under 10kg.* | 281.00 | 287.00 | 293.00 | 2.1% | 4.3% | 01-Jan-22 | |
| Medium - 10 - 20 kg.* | 296.00 | 303.00 | 309.00 | 2.0% | 4.4% | 01-Jan-22 | |
| Large - over 20 kg.* | 316.00 | 323.00 | 330.00 | 2.2% | 4.4% | 01-Jan-22 | |
| Female Cats* | 189.00 | 193.00 | 197.00 | 2.1% | 4.2% | 01-Jan-22 | |
| Male Cats* | 148.00 | 151.00 | 154.00 | 2.0% | 4.1% | 01-Jan-22 | |
| Other | | | | | | | |
| Surgery deposit (dog or cat) | 75.00 | 75.00 | 75.00 | 0.0% | 0.0% | 01-Jan-22 | |
| Medical Supplies* | 9.74 | 9.96 | 10.20 | 2.4% | N/A | 01-Jan-22 | |
| Rabies vaccination* | 26.00 | 27.00 | 28.00 | 3.7% | N/A | 01-Jan-22 | |
| Microchip insertion* | 31.00 | 32.00 | 33.00 | 3.1% | N/A | 01-Jan-22 | |
| Surcharges | | | | | | | |
| Pregnant (dog or cat)* | 41.00 | 42.00 | 43.00 | 2.4% | 4.9% | 01-Jan-22 | |
| Medical complication (dog or cat)* | 50.00 | 51.00 | 55.00 | 7.8% | 10.0% | 01-Jan-22 | |
| Each inguinal testicle (cryptorchid dog)* | 82.00 | 84.00 | 86.00 | 2.4% | 4.9% | 01-Jan-22 | |
| Each abdominal testicle (cryptorchid dog)* | 153.00 | 157.00 | 225.00 | 43.3% | N/A | 01-Jan-22 | |
| Cryptorchid (cat)* | 82.00 | 84.00 | 86.00 | 2.4% | N/A | 01-Jan-22 | |
| Non-resident female (dog or cat)* | 26.00 | 27.00 | 28.00 | 3.7% | 7.7% | 01-Jan-22 | |
| Non-resident male (dog or cat)* | 26.00 | 27.00 | 28.00 | 3.7% | 7.7% | 01-Jan-22 | |
| Elizabethan collar* | 9.74 | 9.96 | 10.20 | 2.4% | 4.7% | 01-Jan-22 | |
| Board/care per day fee* | 20.00 | 20.00 | 20.40 | 2.0% | 2.0% | 01-Jan-22 | |
| Special Events | | | | | | | |
| By-law Enforcement Officer* ² | 70.00 | 70.00 | 72.00 | 2.9% | 2.9% | 01-Jan-22 | |
| Parking Control Officer* ² | 65.00 | 65.00 | 67.00 | 3.1% | 3.1% | 01-Jan-22 | |
| Property Standards Officer* ² | 75.00 | 75.00 | 77.00 | 2.7% | 2.7% | 01-Jan-22 | |
| Supervisor* ² | 80.00 | 80.00 | 83.00 | 3.8% | 3.8% | 01-Jan-22 | |

City of Ottawa
 Emergency & Protective Services
 By-law and Regulatory Services - User Fees

| | 2020 Rate \$ | 2021 Rate \$ | 2022 Rate \$ | % Change Over 2021 | % Change Over 2020 | Effective Date | 2022Revenue (\$000) |
|--|---|---|---|-----------------------|-----------------------|----------------|------------------------|
| Noise By-law | | | | | | | |
| Exemption Application fee | 60.00 | 60.00 | 75.00 | 25.0% | 25.0% | 01-Jan-22 | |
| Inspection/Monitoring fee (per hour) | 70.00 | 70.00 | 75.00 | 7.1% | 7.1% | 01-Jan-22 | |
| Property Standards By-law (PSB) | | | | | | | |
| Property Standards Committee Appeal processing fee | 225.00 | 225.00 | 230.00 | 2.2% | 2.2% | 01-Jan-22 | |
| Property Standards By-law - Compliance report - Residential, Multiple Commercial, Industrial | | | | | | | |
| 1-2 units/unit | 56.00 | 56.00 | 57.00 | 1.8% | 1.8% | 01-Jan-22 | |
| More than 2, not more than 5 units/unit | 41.00 | 41.00 | 42.00 | 2.4% | 2.4% | 01-Jan-22 | |
| More than 5, not more than 15 units/unit | 208.00 + 15.00 per unit above the 5th unit | 208.00 + 15.00 per unit above the 5th unit | 212.00 + 15.00 per unit above the 5th unit | 0.0% | N/A | 01-Jan-22 | |
| More than 15, not more than 25 units/unit | 312.00 + 10.00 per unit above the 15th unit | 312.00 + 10.00 per unit above the 15th unit | 318.00 + 10.00 per unit above the 15th unit | 0.0% | N/A | 01-Jan-22 | |
| More than 25 units/unit | 416.00 + 5.00 per unit above the 25th unit | 416.00 + 5.00 per unit above the 25th unit | 424.00 + 5.00 per unit above the 25th unit | 0.0% | N/A | 01-Jan-22 | |
| Property Standards By-law - Compliance report - Residential, Multiple Commercial, Industrial | | | | | | | |
| Free Standing Industrial, Commercial Buildings (single occu | 50.00 / 98 sq. m., 200.00 min. | 50.00 / 98 sq. m., 200.00 min. | 50.00 / 98 sq. m., 200.00 min. | 0.0% | N/A | 01-Jan-22 | |
| Vacant and Derelict Property | 104.00 | 104.00 | 106.00 | 1.9% | 1.9% | 01-Jan-22 | |
| Property Standards By-law - Re-inspection Fee | | | | | | | |
| For first hour or part thereof/ property | 104.00 | Repealed | - | 0.0% | 0.0% | 01-Jan-22 | |
| For each subsequent hour or part thereof/ property | 52.00 | Repealed | - | 0.0% | 0.0% | 01-Jan-22 | |
| Re-inspection fee where the timeframe provided in a Notice of Violation or Order to Comply has elapsed and the deficiency or violation remains | N/A | 500.00 | 510.00 | 2.0% | N/A | 01-Jan-22 | |
| Administration and overhead charge | N/A | 15% | 15% | 0.0% | N/A | 01-Jan-22 | |

City of Ottawa

Emergency & Protective Services

By-law and Regulatory Services - User Fees

| | 2020 Rate \$ | 2021 Rate \$ | 2022 Rate \$ | % Change Over 2021 | % Change Over 2020 | Effective Date | 2022Revenue (\$000) |
|---|--------------------|--------------------|--------------------|-----------------------|-----------------------|----------------|------------------------|
| Short-Term Rentals | | | | | | | |
| Host permit fee (2 year) ¹ | | 53.00 | 53.00 | 0.0% | N/A | 01-Jan-22 | |
| Replacement of copy of host permit | | 20.00 | 20.00 | 0.0% | N/A | 01-Jan-22 | |
| Short-term rental property manager registration fee (1 year) ¹ | | 143.00 | 143.00 | 0.0% | N/A | 01-Jan-22 | |
| Short-term rental platform registration - Tier 1 - < 100 listings (3 year) ¹ | | 1,000.00 | 1,000.00 | 0.0% | N/A | 01-Jan-22 | |
| Short-term rental platform registration - Tier 2 - 101-500 listings (3 year) ¹ | | 2,500.00 | 2,500.00 | 0.0% | N/A | 01-Jan-22 | |
| Short-term rental platform registration - Tier 3 - > 500 listings (3 year) ¹ | | 5,000.00 | 5,000.00 | 0.0% | N/A | 01-Jan-22 | |
| Register a prohibition against a short-term rental, per residential unit ¹ | | 5.00 | 5.00 | 0.0% | N/A | 01-Jan-22 | |
| Remove a prohibition against a short-term rental, per residential unit ¹ | | 5.00 | 5.00 | 0.0% | N/A | 01-Jan-22 | |
| Vehicles-for Hire - Taxis - New Application¹ | | | | | | | |
| Taxicab Driver - Standard | 100.00 | 100.00 | 100.00 | 0.0% | 0.0% | 01-Jan-22 | |
| Taxicab Driver - Accessible | - | - | - | 0.0% | 0.0% | 01-Jan-22 | |
| Taxi Plate Holder - Standard Taxicab | 578.00 | 578.00 | 578.00 | 0.0% | 0.0% | 01-Jan-22 | |
| Taxi Plate Holder - Accessible Taxicab | 578.00 | 578.00 | 578.00 | 0.0% | 0.0% | 01-Jan-22 | |
| Taxicab Broker - 1 to 24 taxicabs | 856.00 | 856.00 | 856.00 | 0.0% | 0.0% | 01-Jan-22 | |
| Taxicab Broker - 25 to 99 taxicabs | 2,619.00 | 2,619.00 | 2,619.00 | 0.0% | 0.0% | 01-Jan-22 | |
| Taxicab Broker - 100 or more taxicabs | 7,696.00 | 7,696.00 | 7,696.00 | 0.0% | 0.0% | 01-Jan-22 | |
| New Licence application for Standard or Accessible Taxicab Driver with no less than 10 yrs experience, who's Licence had lapsed | 318.00 | 318.00 | 318.00 | 0.0% | 0.0% | 01-Jan-22 | |

City of Ottawa

Emergency & Protective Services

By-law and Regulatory Services - User Fees

| | 2020 Rate \$ | 2021 Rate \$ | 2022 Rate \$ | % Change Over 2021 | % Change Over 2020 | Effective Date | 2022Revenue (\$000) |
|---|--------------------|--------------------|--------------------|-----------------------|-----------------------|----------------|------------------------|
| Vehicles-for Hire - Taxis - Renewal Application¹ | | | | | | 01-Jan-22 | |
| Taxicab Driver - Standard | 100.00 | 100.00 | 100.00 | 0.0% | 0.0% | 01-Jan-22 | |
| Taxicab Driver - Accessible | - | - | - | 0.0% | 0.0% | 01-Jan-22 | |
| Taxi Plate Holder - Standard Taxicab | 578.00 | 578.00 | 578.00 | 0.0% | 0.0% | 01-Jan-22 | |
| Taxi Plate Holder - Accessible Taxicab | 578.00 | 578.00 | 578.00 | 0.0% | 0.0% | 01-Jan-22 | |
| Taxicab Broker - 1 to 24 taxicabs | 856.00 | 856.00 | 856.00 | 0.0% | 0.0% | 01-Jan-22 | |
| Taxicab Broker - 25 to 99 taxicabs | 2,619.00 | 2,619.00 | 2,619.00 | 0.0% | 0.0% | 01-Jan-22 | |
| Taxicab Broker - 100 or more taxicabs | 7,696.00 | 7,696.00 | 7,696.00 | 0.0% | 0.0% | 01-Jan-22 | |
| Late fee (additional) - Taxicab Driver, Taxicab Broker | 56.00 | 56.00 | 56.00 | 0.0% | 0.0% | 01-Jan-22 | |
| Late fee (additional) - Taxi Plate Holder - Standard & Accessible | 102.00 | 102.00 | 102.00 | 0.0% | 0.0% | 01-Jan-22 | |
| Vehicles-for Hire - Taxis - Licence Transfer Fees¹ | | | | | | | |
| Transfer Taxi Plate Holder to Taxi Plate Holder | 4,196.00 | 4,196.00 | 4,196.00 | 0.0% | 0.0% | 00-Jan-00 | |
| Transfer Taxi Plate Holder - deceased Taxicab Owner to legal spouse/child within 12 months of death | 312.00 | 312.00 | 312.00 | 0.0% | 0.0% | 01-Jan-22 | |
| Two Taxi Plates or more upon Death of Plate Holder (per plate) | 3,953.00 | 3,953.00 | 3,953.00 | 0.0% | 0.0% | 01-Jan-22 | |
| Vehicle to replacement vehicle | 56.00 | 56.00 | 56.00 | 0.0% | 0.0% | 01-Jan-22 | |
| Vehicles-for Hire - Taxis - Replacement of Duplicate Fees | | | | | | | |
| Licence Plate | 31.00 | 31.00 | 31.00 | 0.0% | 0.0% | 01-Jan-22 | |
| Licence Certificate | 20.00 | 20.00 | 20.00 | 0.0% | 0.0% | 01-Jan-22 | |
| Change to Certificate | 10.00 | 10.00 | 10.00 | 0.0% | 0.0% | 01-Jan-22 | |
| Photo Identification | 20.00 | 20.00 | 20.00 | 0.0% | 0.0% | 01-Jan-22 | |
| Tariff Card | 10.00 | 10.00 | 10.00 | 0.0% | 0.0% | 01-Jan-22 | |

City of Ottawa
 Emergency & Protective Services
 By-law and Regulatory Services - User Fees

| | 2020 Rate \$ | 2021 Rate \$ | 2022 Rate \$ | % Change Over 2021 | % Change Over 2020 | Effective Date | 2022Revenue (\$000) |
|---|-------------------------|-------------------------|-------------------------|-----------------------|-----------------------|----------------|------------------------|
| Vehicles-for Hire - Taxis - Inspection fee per vehicle | | | | | | | |
| Meter check after initial check | 55.00 | 55.00 | 55.00 | 0.0% | 0.0% | 01-Jan-22 | |
| Vehicle re-inspection | 55.00 | 55.00 | 55.00 | 0.0% | 0.0% | 01-Jan-22 | |
| Renewal to Priority List | 55.00 | 55.00 | 55.00 | 0.0% | 0.0% | 01-Jan-22 | |
| Addition to Priority List | 55.00 | 55.00 | 55.00 | 0.0% | 0.0% | 01-Jan-22 | |
| Vehicles-for Hire - Limousines | | | | | | | |
| Owner/Operator ³ | 999.00 | 999.00 | 999.00 | 0.0% | 0.0% | 01-Jan-22 | |
| Each Vehicle (except auxiliary service vehicles) | 578.00 | 578.00 | 578.00 | 0.0% | 0.0% | 01-Jan-22 | |
| Each temporary vehicle (30 days) | 61.00 | 61.00 | 61.00 | 0.0% | 0.0% | 01-Jan-22 | |
| Limousines - Licence Transfer Fee | | | | | | | |
| Change of named Licencee | 55.00 | 55.00 | 55.00 | 0.0% | 0.0% | 01-Jan-22 | |
| Change of premise location | 104.00 | 104.00 | 104.00 | 0.0% | 0.0% | 01-Jan-22 | |
| Change of named Licencee to another partner | 55.00 | 55.00 | 55.00 | 0.0% | 0.0% | 01-Jan-22 | |
| Replacement vehicle | 55.00 | 55.00 | 55.00 | 0.0% | 0.0% | 01-Jan-22 | |
| Vehicles-for Hire - Private Transportation Companies (PTC) 1 | | | | | | | |
| PTC - 1 to 24 affiliated vehicles | 856.00 + 0.11/trip | 856.00 + 0.11/trip | 856.00 + 0.11/trip | 0.0% | 0.0% | 01-Jan-22 | |
| PTC - 25 to 99 affiliated vehicles | 2,619.00 + 0.11/trip | 2,619.00 + 0.11/trip | 2,619.00 + 0.11/trip | 0.0% | 0.0% | 01-Jan-22 | |
| PTC - 100 or more affiliated vehicles | 7,696.00 + 0.11/trip | 7,696.00 + 0.11/trip | 7,696.00 + 0.11/trip | 0.0% | 0.0% | 01-Jan-22 | |
| Total Departmental | | | | | | | -485 |

- Notes:**
- ¹ Fees subject to Application processing, Canada Day Lottery Fee, Duplicate Permit Fee and Renewal late fee, as applicable.
 - ² Fee per hour; a minimum charge of 3 hours will be applied, which includes on-site time, preparation and travel.
 - ³ Processing fee applies to each application by limousine Licencee regardless of number of temporary vehicles.
 - * HST applicable.

Emergency & Protective Services Department

2022 Service Area Summary - Public Policy Development

The Public Policy Development Service Area is responsible for recommending public policy for regulatory matters within the purview of the Emergency and Protective Services Department (EPS), and for developing and drafting corresponding regulatory by-laws including amendments to existing by-laws. The Service supports other City departments with the development of their by-laws where there is an intersection with EPS. The service area is also responsible for developing Ottawa's Community Safety and Well-Being Plan.

Programs/Services Offered

- Providing strategic, policy, and regulatory advice and recommendations to EPS and other Departments, Committee and Council regarding the development and/or amendment of relevant EPS by-laws and policies
- Developing and implementing a by-law review workplan for each term of Council, in accordance with the Council-approved By-law Review Framework
- Undertaking by-law review projects for existing regulations or emerging areas, including conducting public engagement and stakeholder consultation, research, and drafting as required
- Monitoring the activities of other levels of government to determine impacts on EPS by-laws and regulations
- Leading development of the legislatively-required Community Safety and Well-Being Plan including research, public and stakeholder engagement, evaluation and performance measures, and reporting to Committee and Council on the Plan development as required

City of Ottawa
 Emergency & Protective Services
 Public Policy Development - Operating Resource Requirement
 In Thousands (\$000)

| | 2020 | 2021 | | 2022 | \$ Change over 2021 Budget |
|------------------------------------|--------------|--------------|-------------|--------------|-------------------------------|
| | Actual | Forecast | Budget | Estimate | |
| Expenditures by Program | | | | | |
| Public Policy Development | 1,181 | 1,364 | 799 | 1,574 | 775 |
| Gross Expenditure | 1,181 | 1,364 | 799 | 1,574 | 775 |
| Recoveries & Allocations | -206 | -495 | 0 | 0 | 0 |
| Revenue | 0 | 0 | 0 | 0 | 0 |
| Net Requirement | 975 | 869 | 799 | 1,574 | 775 |
| Expenditures by Type | | | | | |
| Salaries, Wages & Benefits | 1,013 | 1,273 | 778 | 1,303 | 525 |
| Overtime | 0 | 0 | 0 | 0 | 0 |
| Material & Services | 164 | 91 | 21 | 271 | 250 |
| Transfers/Grants/Financial Charges | 0 | 0 | 0 | 0 | 0 |
| Fleet Costs | 0 | 0 | 0 | 0 | 0 |
| Program Facility Costs | 0 | 0 | 0 | 0 | 0 |
| Other Internal Costs | 4 | 0 | 0 | 0 | 0 |
| Gross Expenditures | 1,181 | 1,364 | 799 | 1,574 | 775 |
| Recoveries & Allocations | -206 | -495 | 0 | 0 | 0 |
| Net Expenditure | 975 | 869 | 799 | 1,574 | 775 |
| Revenues By Type | | | | | |
| Federal | 0 | 0 | 0 | 0 | 0 |
| Provincial | 0 | 0 | 0 | 0 | 0 |
| Own Funds | 0 | 0 | 0 | 0 | 0 |
| Fees and Services | 0 | 0 | 0 | 0 | 0 |
| Fines | 0 | 0 | 0 | 0 | 0 |
| Other | 0 | 0 | 0 | 0 | 0 |
| Total Revenue | 0 | 0 | 0 | 0 | 0 |
| Net Requirement | 975 | 869 | 799 | 1,574 | 775 |
| Full Time Equivalents | | | 6.00 | 10.00 | 4.00 |

Recreation, Cultural and Facility Services Department

2022 Service Area Summary - Business & Technical Support Services (BTSS)

Business and Technical Support Services (BTSS) provides the department with critical business support to frontline operations, including business analysis and project management. It provides logistical support and expertise to the General Manager and to operational staff within RCFS. The BTSS takes a primary role in the implementation of corporate initiatives and ensures consistent and efficient practices through collaboration with BSS teams in all departments.

The BTSS also provides technical expertise in areas that are unique to the department. These areas include developing and delivering cultural initiatives and public art programs, overseeing advertising, sponsorship, and donation opportunities, and managing community recreation and cultural funding programs on behalf of the department. It also oversees the department's employee administration and training unit and the marketing and communications of all departmental programs and services.

Programs/Services Offered

The Business & Technical Support Services Branch:

- Oversees, maintains, and operates RCFS's facility booking and program registration system
- Plans and delivers promotional campaigns for recreation and cultural offerings
- Manages content for RCFS websites including Ottawa.ca and Shenkman and Meridian at Centrepointhe Theatre websites
- Manages the corporate Commemorative Naming Program
- Undertakes the department's human resources planning and development including the recruitment and hiring of up to 4000 part-time and seasonal staff

- Develops and coordinates the delivery of employee training strategies
- Integrates artwork into public spaces through public art commissions / residencies / mentorships in LRT, buildings, streetscapes, and parks and through exhibitions at Karsh-Masson Gallery & City Hall Art Gallery
- Conservation and stewardship of the City Art Collection that circulates in 170 buildings across the City
- Implements cultural partnership and development initiatives
- Conducts cultural planning, mapping, and research
- Develops cultural policy and facility development
- Oversees cultural funding through peer-assessed arts, heritage, festivals and fairs funding and awards programs
- Administers recreation funding programs and supports recreation associations with the community development process
- Develops new and maintains existing corporate sponsorship, advertising, and donation opportunities
- Provides business, financial, statistical, and demographic analysis
- Coordinates departmental strategic planning & risk management
- Manages and provides analysis on GIS mapping requests
- Oversees the department's Public Private Partnership (P3) agreements, i.e. Lansdowne Park, and the Sensplexes
- Provides professional guidance with the City's Project Management Methodology and Framework
- Oversees and coordinates the department's operating and capital budget process
- Provides support to the General Manager with legislative agenda, inquiry management and accessibility planning & reporting
- Liaises with Council, other City departments and key stakeholders to support City-wide initiatives

City of Ottawa
Recreation, Cultural and Facility Services
GM's Office & Business Support Services - Operating Resource Requirement
In Thousands (\$000)

| | 2020 | 2021 | | 2022 | \$ Change over 2021 Budget |
|---------------------------------------|----------------|---------------|---------------|---------------|-------------------------------|
| | Actual | Forecast | Budget | Estimate | |
| Expenditures by Program | | | | | |
| General Manager's Office | 5,405 | 3,817 | 2,190 | 1,597 | -593 |
| Business & Technical Support Services | 26,144 | 24,781 | 25,781 | 26,458 | 677 |
| Gross Expenditure | 31,549 | 28,598 | 27,971 | 28,055 | 84 |
| Recoveries & Allocations | -2,519 | -380 | -380 | -380 | 0 |
| Revenue | -19,332 | -4,019 | -3,193 | -2,573 | 620 |
| Net Requirement | 9,698 | 24,199 | 24,398 | 25,102 | 704 |
| Expenditures by Type | | | | | |
| Salaries, Wages & Benefits | 12,323 | 9,561 | 9,349 | 9,782 | 433 |
| Overtime | 138 | 5 | 5 | 5 | 0 |
| Material & Services | 5,043 | 4,573 | 4,158 | 3,538 | -620 |
| Transfers/Grants/Financial Charges | 12,564 | 13,165 | 13,165 | 13,430 | 265 |
| Fleet Costs | 0 | 0 | 0 | 0 | 0 |
| Program Facility Costs | 273 | 363 | 363 | 369 | 6 |
| Other Internal Costs | 1,208 | 931 | 931 | 931 | 0 |
| Gross Expenditures | 31,549 | 28,598 | 27,971 | 28,055 | 84 |
| Recoveries & Allocations | -2,519 | -380 | -380 | -380 | 0 |
| Net Expenditure | 29,030 | 28,218 | 27,591 | 27,675 | 84 |
| Revenues By Type | | | | | |
| Federal | -1,417 | -540 | -540 | -540 | 0 |
| Provincial | -16,769 | -2,276 | -650 | 0 | 650 |
| Own Funds | 0 | 0 | 0 | 0 | 0 |
| Fees and Services | -1,146 | -1,203 | -2,003 | -2,033 | -30 |
| Fines | 0 | 0 | 0 | 0 | 0 |
| Other | 0 | 0 | 0 | 0 | 0 |
| Total Revenue | -19,332 | -4,019 | -3,193 | -2,573 | 620 |
| Net Requirement | 9,698 | 24,199 | 24,398 | 25,102 | 704 |
| Full Time Equivalents | | | 80.59 | 81.59 | 1.00 |

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

| | 2020 Rate \$ | 2021 Rate \$ | 2022 Rate \$ | % Change Over 2021 | % Change Over 2020 | Effective Date | 2022 Revenue (\$000) |
|--|--------------------|--------------------|--------------------|-----------------------|-----------------------|-------------------|----------------------------|
| Rentals | | | | | | | |
| Arena - Adult | 295.92 | 309.28 | 315.49 | 2.0% | 6.6% | 01-Jan-22 | |
| Arena - Commercial | 304.60 | 318.34 | 324.73 | 2.0% | 6.6% | 01-Jan-22 | |
| Arena - Minor | 177.38 | 185.40 | 189.12 | 2.0% | 6.6% | 01-Jan-22 | |
| Arena - Non-Prime Time | 138.00 | 144.22 | 147.12 | 2.0% | 6.6% | 01-Jan-22 | |
| Arena - Cancellation Fees | 25% to 100% | 25% to 100% | 25% to 100% | 0.0% | 0.0% | 01-Jan-22 | |
| Arena - Other | 69-304.6 | 72.11-318.34 | 73.56-324.73 | 2.0% | 6.6% | 01-Jan-22 | |
| Marketing Fees | | | | | | | |
| Display Ad | 128.13 | 131.33 | 133.96 | 2.0% | 4.6% | 01-Jan-22 | |
| Homepage Banner | 153.75 | 157.59 | 160.74 | 2.0% | 4.5% | 01-Jan-22 | |
| Package 1 - 954 Seats | 256.25 | 262.66 | 267.91 | 2.0% | 4.6% | 01-Jan-22 | |
| Package 2 - 954 Seats | 461.25 | 472.78 | 482.24 | 2.0% | 4.6% | 01-Jan-22 | |
| Package 3 - 954 Seats | 922.50 | 945.56 | 964.47 | 2.0% | 4.5% | 01-Jan-22 | |
| Print at home ticket ad | 102.50 | 105.06 | 107.16 | 2.0% | 4.5% | 01-Jan-22 | |
| Coming Up Event E-Blast - Meridian | 102.50 | 105.06 | 107.16 | 2.0% | 4.5% | 01-Jan-22 | |
| Designing | 51.25 | 52.53 | 53.58 | 2.0% | 4.5% | 01-Jan-22 | |
| Coming Up Event E-Blast (per e-subscriber) | 0.03 | 0.03 | 0.03 | 0.0% | 0.0% | 01-Jan-22 | |
| Package 1 - 500 Seats | 128.13 | 131.33 | 133.96 | 2.0% | 4.6% | 01-Jan-22 | |
| Package 2 - 500 Seats | 333.13 | 341.45 | 348.28 | 2.0% | 4.5% | 01-Jan-22 | |
| Package 3 - 500 Seats | 686.75 | 703.92 | 718.00 | 2.0% | 4.6% | 01-Jan-22 | |
| Coming Up Event E-Blast - Shenkman | 51.25 | 52.53 | 53.58 | 2.0% | 4.5% | 01-Jan-22 | |
| Coming Up at Shenkman Rack Flyer | 153.75 | 157.59 | 160.74 | 2.0% | 4.5% | 01-Jan-22 | |
| Other | | | | | | | |
| NSF Charge | 43.00 | 43.00 | 43.00 | 0.0% | 0.0% | 01-Jan-22 | |
| Refund Administration Fee | 15.00 | 15.00 | 15.00 | 0.0% | 0.0% | 01-Jan-22 | |
| 2022 fees include a temporary charge of 1.95% for recovery of costs as a result of COVID 19. | | | | | | | |
| Total Departmental | | | | | | | 0 |

Recreation, Cultural and Facility Services Department

2022 Service Area Summary - Community Recreation, Cultural and Sport Programs

Community Recreation, Cultural and Sport Programs oversees a variety of community programs and rentals across the city. Community based programs are offered to facilitate participatory activities for children, youth, adults, older adults, and other priority and/or disadvantaged populations. The services are organized both geographically and in areas of specialization, Cultural Heritage Programs and Spaces, Priority Neighbourhoods, Centralized Initiatives and Community Partnerships. In addition, this service area works closely with partners such as Ottawa Sport and Entertainment Group, Ottawa Art Gallery, and the University of Ottawa to program multifaceted spaces such as Arts Court and Lansdowne Park.

Programs and services are delivered in community centres, arenas, sports fields, four municipally run senior centres, five museum and historic sites, arts galleries, Meridian Theatre, Shenkman Arts Centre, Arts Court, Lansdowne Park and City Hall.

Programs/Services Offered

The Community Recreation, Cultural and Sport Programs Service Area:

- Develops and delivers recreation, cultural and sport programs in arenas, pools, parks, sports fields, recreation and cultural facilities, community centres, and field houses. Programs include camps, sports, fitness, visual & performing arts, after school, and general interest
- Operates municipal museums and is responsible for the delivery of heritage programs
- Oversees the allocations of indoor arena ice time, sports fields, ball diamonds, parks as well as other community gathering places such as halls, meeting rooms, gymnasiums, and other venues
- Offers public skating, and other sport drop-in programs at recreation facilities to diverse citizens of all ages, abilities, and socio-economic status
- Delivers a wide variety of Before and After School Programs, Summer and March Break camps for children and youth

- Operates and programs spaces at City Hall, Marion Dewar Plaza, and the Rink of Dreams
- Provides programming and access to Ottawa's arts, culture, and heritage facilities
- Works with community recreation, sport, and cultural groups to maximize access and opportunities for recreation, cultural, and heritage programs/activities
- Researches, develops, and delivers local museum educational programs to meet school curriculum requirements
- Delivers city-wide heritage events such as Doors Open Ottawa, Heritage Day, Culture Days, etc.

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

| | 2020 | 2021 | | 2022 | \$ Change over 2021 Budget |
|--|----------------|----------------|----------------|----------------|-------------------------------|
| | Actual | Forecast | Budget | Estimate | |
| Expenditures by Program | | | | | |
| Community Recreation and Cultural Programs | 54,300 | 62,815 | 67,915 | 68,053 | 138 |
| Gross Expenditure | 54,300 | 62,815 | 67,915 | 68,053 | 138 |
| Recoveries & Allocations | -384 | -1,077 | -1,077 | -1,077 | 0 |
| Revenue | -10,246 | -20,465 | -24,965 | -16,861 | 8,104 |
| Net Requirement | 43,670 | 41,273 | 41,873 | 50,115 | 8,242 |
| Expenditures by Type | | | | | |
| Salaries, Wages & Benefits | 19,805 | 21,422 | 25,522 | 24,887 | -635 |
| Overtime | 35 | 151 | 151 | 154 | 3 |
| Material & Services | 1,136 | 3,096 | 4,096 | 4,096 | 0 |
| Transfers/Grants/Financial Charges | 174 | 311 | 311 | 311 | 0 |
| Fleet Costs | 89 | 117 | 117 | 117 | 0 |
| Program Facility Costs | 32,575 | 37,140 | 37,140 | 37,910 | 770 |
| Other Internal Costs | 486 | 578 | 578 | 578 | 0 |
| Gross Expenditures | 54,300 | 62,815 | 67,915 | 68,053 | 138 |
| Recoveries & Allocations | -384 | -1,077 | -1,077 | -1,077 | 0 |
| Net Expenditure | 53,916 | 61,738 | 66,838 | 66,976 | 138 |
| Revenues By Type | | | | | |
| Federal | -225 | -61 | -61 | -61 | 0 |
| Provincial | -295 | -16,169 | -16,169 | -289 | 15,880 |
| Own Funds | 0 | 0 | 0 | 0 | 0 |
| Fees and Services | -9,726 | -4,235 | -8,735 | -16,511 | -7,776 |
| Fines | 0 | 0 | 0 | 0 | 0 |
| Other | 0 | 0 | 0 | 0 | 0 |
| Total Revenue | -10,246 | -20,465 | -24,965 | -16,861 | 8,104 |
| Net Requirement | 43,670 | 41,273 | 41,873 | 50,115 | 8,242 |
| Full Time Equivalents | | | 428.53 | 428.53 | 0.00 |

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

| | 2020 Rate \$ | 2021 Rate \$ | 2022 Rate \$ | % Change Over 2021 | % Change Over 2020 | Effective Date | 2022 Revenue (\$000) |
|----------------------------------|--------------------|--------------------|--------------------|-----------------------|-----------------------|-------------------|----------------------------|
| Rentals | | | | | | | |
| Arena - Adult | 295.92 | 309.28 | 315.49 | 2.0% | 6.6% | 01-Jan-22 | |
| Arena - Commercial | 304.60 | 318.34 | 324.73 | 2.0% | 6.6% | 01-Jan-22 | |
| Arena - Minor | 177.38 | 185.40 | 189.12 | 2.0% | 6.6% | 01-Jan-22 | |
| Arena - Non-Prime Time | 138.00 | 144.22 | 147.12 | 2.0% | 6.6% | 01-Jan-22 | |
| Arena - Cancellation Fees | 25% to 100% | 25% to 100% | 25% to 100% | 0.0% | 0.0% | 01-Jan-22 | |
| Arena - Other | 69.00-304.60 | 72.11-318.34 | 73.56-324.73 | 2.0% | 6.6% | 01-Jan-22 | |
| Arena Slab - Adult | 52.61 | 54.98 | 56.11 | 2.1% | 6.7% | 01-Jan-22 | |
| Arena Slab - Commercial | 61.15 | 63.91 | 65.22 | 2.0% | 6.7% | 01-Jan-22 | |
| Arena Slab - Minor | 32.74 | 34.23 | 34.96 | 2.1% | 6.8% | 01-Jan-22 | |
| Artificial Turf - Adult | 124.51 | 130.14 | 132.79 | 2.0% | 6.7% | 01-Jan-22 | |
| Artificial Turf - Commercial | 134.51 | 140.56 | 143.41 | 2.0% | 6.6% | 01-Jan-22 | |
| Artificial Turf - Minor | 73.31 | 76.64 | 78.19 | 2.0% | 6.7% | 01-Jan-22 | |
| Artificial Turf - Non-Prime Time | 60.04 | 62.74 | 64.03 | 2.1% | 6.6% | 01-Jan-22 | |
| Artificial Turf - Other | 53.36-73.31 | 55.80-76.64 | 56.95-78.19 | 2.0% | 6.6%-6.7% | 01-Jan-22 | |
| Art Centres | 5.79-528.27 | 6.09-552.06 | 6.24-563.14 | 1.8%-2.4% | 6.6%-7.8% | 01-Jan-22 | |
| Basketball Court (Outdoor) | 7.25-16.41 | 7.47-16.85 | 7.65-17.21 | 2.1%-2.4% | 4.9%-5.5% | 01-Jan-22 | |
| Bleacher (Delivery) | 457.03 | 477.63 | 487.21 | 2.0% | 6.6% | 01-Jan-22 | |
| Hall | 3.14-242.16 | 3.29-253.07 | 3.36-258.14 | 1.2%-2.1% | 6.6%-7.8% | 01-Jan-22 | |
| Hall-Commercial | 17.74-171.32 | 18.54-179.03 | 18.93-182.65 | 1.9%-2.1% | 6.6%-6.8% | 01-Jan-22 | |
| Hall-NFP | 3.40-76.94 | 3.56-80.43 | 3.67-82.08 | 1.8%-2.5% | 6.6%-7.9% | 01-Jan-22 | |
| Hall-Private | 13.58-134.24 | 14.20-140.29 | 14.51-143.14 | 1.8%-2.1% | 6.6%-6.9% | 01-Jan-22 | |
| Lansdowne | 13.00-7322.69 | 13.62-7652.15 | 13.94-7805.22 | 1.9%-2.3% | 6.6%-7.2% | 01-Jan-22 | |
| Lansdowne Special Exhibit Daily | n/a | 884.96 | 902.65 | 2.0% | n/a | 01-Jan-22 | |
| Lansdowne Extra Fees | 1.30-770.11 | 1.36-804.76 | 1.39-820.87 | 1.8%-2.2% | 3.7%-4.9% | 01-Jan-22 | |
| Museum | 33.36-282.96 | 34.87-295.7 | 35.58-301.62 | 1.9%-2.0% | 6.6%-6.8% | 01-Jan-22 | |
| Nepean Sportsplex | 6.34-3649.07 | 6.63-3813.24 | 6.77-3889.51 | 1.8%-2.1% | 6.6%-6.9% | 01-Jan-22 | |
| Nepean Sportsplex Extra Fees | 0.19-1861.04 | 0.20-1944.77 | 0.22-1983.67 | 1.8%-4.8% | 4.0%-10% | 01-Jan-22 | |
| Ottawa Stadium | 37.74-3927.43 | 39.46-4104.11 | 39.51-4104.16 | 2.0% | 4.6%-6.6% | 01-Jan-22 | |
| Ottawa Stadium Lights | 45.76 | 47.59 | 52.35 | 10.0% | 14.4% | 01-Jan-22 | |
| Outdoor Lighting Fee | 13.58-27.20 | 14.13-28.29 | 15.58-31.15 | 10.1%-10.3% | 10.1%-10.3% | 01-Jan-22 | |
| Park | 26.50-422.96 | 27.16-433.53 | 27.74-442.21 | 2.0%-2.1% | 4.6%-4.7% | 01-Jan-22 | |
| Park - B-Roll Film Full Day | n/a | 216.81 | 221.15 | 2.0% | n/a | 01-Jan-22 | |

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

| | 2020 Rate \$ | 2021 Rate \$ | 2022 Rate \$ | % Change Over 2021 | % Change Over 2020 | Effective Date | 2022 Revenue (\$000) |
|--|--------------------|--------------------|--------------------|-----------------------|-----------------------|-------------------|----------------------------|
| Park - B-Roll Film Hourly | n/a | 27.08 | 27.65 | 2.1% | n/a | 01-Jan-22 | |
| Park - Film Hourly | n/a | 54.20 | 55.31 | 2.0% | n/a | 01-Jan-22 | |
| Parking Lot | 3.31-1001.59 | 3.46-1046.65 | 3.53-1067.61 | 1.8%-2.1% | 6.6%-7.0% | 01-Jan-22 | |
| Pool | 6.41-1958.49 | 6.72-2046.62 | 6.86-2087.57 | 1.9%-2.0% | 6.6%-7.3% | 01-Jan-22 | |
| Sports Fields / Ball Diamonds - Adult | 18.58-44.46 | 19.07-45.61 | 19.47-46.55 | 2.0%-2.1% | 4.6%-4.8% | 01-Jan-22 | |
| Sports Fields / Ball Diamonds - Commercial | 31.41-46.63 | 32.21-47.83 | 32.88-48.81 | 2.0%-2.1% | 4.6%-4.7% | 01-Jan-22 | |
| Sports Fields / Ball Diamonds - Minor | 5.84-8.62 | 6.01-8.84 | 6.15-9.03 | 2.0%-2.5% | 4.8%-5.3% | 01-Jan-22 | |
| Sports Fields / Ball Diamonds - Premium | 37.74-116.37 | 38.71-119.29 | 39.51-121.68 | 2.0% | 4.6%-4.7% | 01-Jan-22 | |
| Theater | 7.65-356.54 | 8.02-372.61 | 8.23-8869.56 | 1.9%-2.3% | 6.6%-7.6% | 01-Jan-22 | |
| Theater Extra Fees | 15.26-1740.39 | 15.94-1818.69 | 16.26-1855.06 | 0-2.3% | 4.6%-6.8% | 01-Jan-22 | |
| Miscellaneous Extra Fees | 0.10-370.08 | 0.11-386.74 | 0.13-261.7 | 1.7%-8.3% | 2.3%-10.0% | 01-Jan-22 | |
| Point of Sale | | | | | | | |
| Administrative Charge | 4.73-94.38 | 4.86-96.76 | 5.04-100.66 | 1.6%-2.3% | 4.6%-6.9% | 01-Jan-22 | |
| Electric Vehicle Charging | 1.90-4.73 | 1.99-4.86 | 2.04-5.04 | 1.3%-2.5% | 5.9%-7.4% | 01-Jan-22 | |
| Event Admission | 3.76-22.78 | 4.06-23.68 | 3.98-24.34 | 0.0%-3.3% | 0.0%-17.5% | 01-Jan-22 | |
| Fitness Admission | 3.98-11.72 | 4.28-12.17 | 4.20-12.39 | 0.0%-3.0% | 5.5%-59.3% | 01-Jan-22 | |
| General Admission | 0.88-19.91 | 0.9-20.97 | 0.88-21.24 | 0.0%-12.4% | 0.0%-19.8% | 01-Jan-22 | |
| Merchandise | 0.04-425.00 | 0.04-425 | 0.04-425 | 0.0% | 0.0% | 01-Jan-22 | |
| Museum Admission | 3.53-17.92 | 3.83-18.72 | 3.76-19.03 | 0.0%-3.0% | 4.3%-7.5% | 01-Jan-22 | |
| Museum Event Admission | 5.08-44.24 | 5.4-46.23 | 5.31-47.35 | 0.0%-3.0% | 4.3%-7.5% | 01-Jan-22 | |
| Public Skating | 1.76-6.85 | 1.79-7.21 | 1.99-7.30 | 0.0% | 6.4%-12.4% | 01-Jan-22 | |
| Public Skating - Specialty | 2.65-5.97 | 2.7-6.31 | 2.88-6.42 | 0.0%-3.7% | 7.5%-8.7% | 01-Jan-22 | |
| Public Swim | 2.21-5.30 | 2.25-5.64 | 2.43-5.75 | 0.0%-10.0% | 5.2%-13.3% | 01-Jan-22 | |
| Public Swim - Vitality | 4.20-5.97 | 4.28-6.09 | 4.42-6.19 | 0.0% | 3.7%-5.2% | 01-Jan-22 | |
| Public Swim - Wave | 5.30-8.18 | 5.64-8.56 | 5.75-8.85 | 0.0%-4.0% | 6.2%-8.3% | 01-Jan-22 | |
| Memberships | | | | | | | |
| Aquafitness | 48.23-788.05 | 50.52-823.72 | 51.55-840.27 | 1.8%-2.1% | 6.6%-7.1% | 01-Jan-22 | |
| Fitness | 21.90-903.53 | 23.00-944.38 | 23.67-939.6 | 1.8%-4.0% | 6.6%-8.1% | 01-Jan-22 | |
| Multi Visit | 1.81-9.69 | 1.94-10.14 | 1.99-10.35 | 1.6%-5.4% | 6.8%-9.9% | 01-Jan-22 | |

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

| | 2020 Rate \$ | 2021 Rate \$ | 2022 Rate \$ | % Change Over 2021 | % Change Over 2020 | Effective Date | 2022 Revenue (\$000) |
|--|--------------------|--------------------|--------------------|-----------------------|-----------------------|-------------------|----------------------------|
| Museum | 34.44 | 35.99 | 36.71 | 2.0% | 6.6% | 01-Jan-22 | |
| Personal Training | 20.57-58.40 | 21.64-61.12 | 22.12-62.39 | 1.8%-2.1% | 6.7%-7.8% | 01-Jan-22 | |
| Seniors Centres | 19.24-24.55 | 20.30-25.71 | 20.80-26.33 | 1.7%-2.2% | 7.2%-8.1% | 01-Jan-22 | |
| Swim | 21.46-567.47 | 22.55-593.20 | 23.01-605.09 | 1.8%-4.0% | 6.6%-7.2% | 01-Jan-22 | |
| Swim - Wave | 43.58-690.70 | 45.56-721.99 | 46.68-736.5 | 1.8%-4.1% | 6.6%-7.1% | 01-Jan-22 | |
| Specialized | 5.30-670.35 | 5.64-700.56 | 13.72-714.6 | 1.3%-2.6% | 6.6%-8.8% | 01-Jan-22 | |
| Skating | 9.73-296.23 | 10.37-309.68 | 10.62-315.93 | 1.8%-2.2% | 6.6%-9.1% | 01-Jan-22 | |
| Skating - Specialized | 18.80-147.78 | 19.84-154.50 | 20.35-157.74 | 1.8%-2.2% | 6.7%-8.2% | 01-Jan-22 | |
| All-Inclusive Class B Yearly Adult Membership | 472.57 | 494.03 | 521.90 | 5.6% | 10.4% | 01-Jan-22 | |
| Program Registrations (Hourly) | | | | | | | |
| Aquatics - Learn To Swim | 4.72-28.69 | 4.93-29.98 | 5.03-30.58 | 2.0% | 6.6% | 01-Mar-22 | |
| Certification | 0.83-24.90 | 0.87-26.02 | 0.89-26.54 | 2.0% | 6.6% | 01-Mar-22 | |
| Day Camps | 1.69-16.00 | 1.76-16.72 | 1.8-17.05 | 2.0% | 6.6% | 01-Mar-22 | |
| Fitness | 0.16-15.04 | 0.16-15.72 | 0.16-16.03 | 2.0% | 6.6% | 01-Mar-22 | |
| General Interest | 1.11-67.99 | 1.16-71.05 | 1.18-72.47 | 2.0% | 6.6% | 01-Mar-22 | |
| Inclusive Recreation | 2.01-28.69 | 2.10-29.98 | 0.60-30.58 | 2.0% | 6.6% | 01-Mar-22 | |
| Museum Program | 3.09-50.00 | 3.37-52.32 | 4.42-53.32 | 0.0%-5.2% | 4.3%-11.1% | 01-Mar-22 | |
| Museum Program - School & Summer | 0.66-44.24 | 0.67-46.23 | 1.33-47.35 | 0.0%-5.2% | 4.7%-19.8% | 01-Mar-22 | |
| Performing Arts | 4.02-26.77 | 4.20-27.98 | 4.28-28.54 | 2.0% | 6.6% | 01-Mar-22 | |
| Skating - Learn To Skate | 12.32-26.68 | 12.88-27.88 | 13.14-28.44 | 2.0% | 6.6% | 01-Mar-22 | |
| Specialty | 7.68-13.66 | 8.02-14.27 | 8.18-26.48 | 2.0% | 6.6% | 01-Mar-22 | |
| Sports | 2.23-79.32 | 2.33-82.89 | 0.56-84.55 | 2.0% | 6.6% | 01-Mar-22 | |
| Visual Arts | 2.01-31.14 | 2.10-32.54 | 2.14-33.19 | 2.0% | 6.6% | 01-Mar-22 | |
| Private Programs and Services | 29.92-73.74 | 31.27-77.05 | 31.9-78.59 | 2.0% | 6.6% | 01-Mar-22 | |
| Hockey League (per Game) | 231.48 | 243.36 | 248.23 | 2.0% | 7.2% | 01-Mar-22 | |
| Rock, Rattle and Roll Camp | 33.21 | 40.50 | 41.33 | 2.0% | 24.5% | 01-Mar-22 | |
| Cultural Services, Rentals & Related Fees | | | | | | | |
| Box Office | 0.03-826.47 | 0.03-863.65 | 0.03-864.05 | 0.0%-2.0% | 0.0%-6.6% | 01-Jan-22 | |
| Capital Ren/aal Fund (Flat) | 50-200 | 50-200 | 50-200 | 0.0% | 0.0% | 01-Jan-22 | |
| Capital Ren/aal Fund (Per Ticket) | 0.75-2 | 0.75-2.00 | 0.75-2.00 | 0.0% | 0.0% | 01-Jan-22 | |

City of Ottawa

Recreation, Cultural and Facility Services

Community, Recreation, Culture and Sports Programs - User Fees

| | 2020 Rate \$ | 2021 Rate \$ | 2022 Rate \$ | % Change Over 2021 | % Change Over 2020 | Effective Date | 2022 Revenue (\$000) |
|---|--------------------|--------------------|--------------------|-----------------------|-----------------------|-------------------|----------------------------|
| Pouring | 2.55-29.07 | 2.55-29.07 | 2.55-29.07 | 0.0% | 0.0% | 01-Jan-22 | |
| Other | | | | | | | |
| Exclusive Use Recreation Rentals | 10/sq ft | 10/sq ft | 10/sq ft | 0.0% | 0.0% | 01-Jan-22 | |
| Non-Resident Surcharge | 25% | 25% | 25% | 0.0% | 0.0% | 01-Jan-22 | |
| Older Adult Registration Discount | 10% | 10% | 10% | 0.0% | 0.0% | 01-Jan-22 | |
| Fee Assistance | 180.00 | 200.00 | 200.00 | 0.0% | 11.1% | 01-Jan-22 | |
| 2022 fees includes a temporary charge of 1.95% for recovery of costs as a result of COVID 19. | | | | | | | |
| Total Departmental | | | | | | | -120 |

Recreation, Cultural and Facility Services Department

2022 Service Area Summary - Complexes, Aquatics and Specialized Services (CASS)

Complexes, Aquatics and Specialized Services (CASS) delivers quality recreation programs and services to its residents at recreation complexes, aquatic venues and seasonal spaces, including the City's beaches, indoor and outdoor pools, wading pools, splash pads, outdoor rinks and sledding hills. Seasonal Recreation oversees operations at the City's wading pools, splash pads, sledding hills, and outdoor rinks and Inclusive Recreation gives children, youth, and adults with special needs the opportunity to participate in community recreation. This Service Area also provides interdepartmental oversight and direction from subject matter experts in Aquatics, Physical Activity and Fitness, Recreation, Program Development, Health and Safety, and Inclusive Recreation

This Service Area also certifies youth and young adults in advanced aquatic certifications to be active lifeguards and water safety Instructors ready for employment and provides interdepartmental oversight and direction from subject matter experts in Aquatics, Physical Activity and Fitness, Recreation, Program Development, Health and Safety, and Inclusive Recreation, while supporting large scale events that utilize recreation services and facilities.

Programs/Services Offered

Complexes, Aquatics and Specialized Services:

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

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

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

| | 2020 | 2021 | | 2022 | \$ Change over 2021 Budget |
|---|----------------|----------------|----------------|----------------|-------------------------------|
| | Actual | Forecast | Budget | Estimate | |
| Expenditures by Program | | | | | |
| City Wide Programs, Aquatics and Specialized Services | 58,764 | 67,038 | 78,099 | 72,513 | -5,586 |
| Gross Expenditure | 58,764 | 67,038 | 78,099 | 72,513 | -5,586 |
| Recoveries & Allocations | -384 | -636 | -636 | -636 | 0 |
| Revenue | -11,130 | -23,936 | -35,840 | -21,149 | 14,691 |
| Net Requirement | 47,250 | 42,466 | 41,623 | 50,728 | 9,105 |
| Expenditures by Type | | | | | |
| Salaries, Wages & Benefits | 26,023 | 24,594 | 35,055 | 28,823 | -6,232 |
| Overtime | 89 | 91 | 91 | 93 | 2 |
| Material & Services | 1,248 | 2,183 | 2,783 | 2,783 | 0 |
| Transfers/Grants/Financial Charges | 865 | 857 | 857 | 857 | 0 |
| Fleet Costs | 22 | 27 | 27 | 27 | 0 |
| Program Facility Costs | 30,388 | 39,073 | 39,073 | 39,717 | 644 |
| Other Internal Costs | 129 | 213 | 213 | 213 | 0 |
| Gross Expenditures | 58,764 | 67,038 | 78,099 | 72,513 | -5,586 |
| Recoveries & Allocations | -384 | -636 | -636 | -636 | 0 |
| Net Expenditure | 58,380 | 66,402 | 77,463 | 71,877 | -5,586 |
| Revenues By Type | | | | | |
| Federal | -331 | -36 | -36 | -36 | 0 |
| Provincial | -1,072 | -4,947 | -4,947 | -977 | 3,970 |
| Own Funds | 0 | 0 | 0 | 0 | 0 |
| Fees and Services | -9,727 | -18,953 | -30,857 | -20,136 | 10,721 |
| Fines | 0 | 0 | 0 | 0 | 0 |
| Other | 0 | 0 | 0 | 0 | 0 |
| Total Revenue | -11,130 | -23,936 | -35,840 | -21,149 | 14,691 |
| Net Requirement | 47,250 | 42,466 | 41,623 | 50,728 | 9,105 |
| Full Time Equivalents | | | 603.94 | 603.94 | 0.00 |

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

| | 2020 Rate \$ | 2021 Rate \$ | 2022 Rate \$ | % Change Over 2021 | % Change Over 2020 | Effective Date | 2022 Revenue (\$000) |
|-----------------------------|--------------------|--------------------|--------------------|-----------------------|-----------------------|-------------------|----------------------------|
| Rentals | | | | | | | |
| Beach Equipment | 1.91-49.89 | 2.00-52.14 | 2.10-54.16 | 1.9%-2.4% | 4.1%-9.7% | 01-Jan-22 | |
| Hall | 3.14-242.16 | 3.29-253.07 | 3.36-258.14 | 1.2%-2.1% | 6.6%-7.8% | 01-Jan-22 | |
| Hall-Commercial | 17.74-171.32 | 18.54-179.03 | 18.93-182.65 | 1.9%-2.1% | 6.6%-6.8% | 01-Jan-22 | |
| Hall-NFP | 3.40-76.94 | 3.56-80.43 | 3.67-82.08 | 1.8%-2.5% | 6.6%-7.9% | 01-Jan-22 | |
| Hall-Private | 13.58-134.24 | 14.20-140.29 | 14.51-143.14 | 1.8%-2.1% | 6.6%-6.9% | 01-Jan-22 | |
| Outdoor Rink Slab | 3.62-23.49 | 3.76-24.11 | 3.85-24.6 | 2.0%-2.5% | 4.7%-6.4% | 01-Jan-22 | |
| Outdoor Rink Slab Lighting | 3.13 | 3.26 | 3.58 | 9.8% | 14.4% | 01-Jan-22 | |
| Pool | 6.41-1958.49 | 6.72-2046.62 | 6.86-2087.57 | 1.9%-2.0% | 6.6%-7.3% | 01-Jan-22 | |
| Tennis Court | 7.25-16.41 | 7.47-16.85 | 7.65-17.21 | 2.1%-2.4% | 4.9%-5.5% | 01-Jan-22 | |
| Terry Fox Athletic Facility | 5.97-429.24 | 6.27-448.58 | 6.42-457.57 | 2.0%-2.2% | 6.6%-7.5% | 01-Jan-22 | |
| Miscellaneous Extra Fees | 0.10-370.08 | 0.11-386.74 | 0.13-261.7 | 1.7%-8.3% | 2.3%-10.0% | 01-Jan-22 | |
| Admissions | | | | | | | |
| Administrative Charge | 4.73-94.38 | 4.86-96.76 | 5.04-100.66 | 1.6%-2.3% | 4.6%-6.9% | 01-Jan-22 | |
| Event Admission | 3.76-22.78 | 4.06-23.68 | 3.98-24.34 | 0.0%-3.3% | 0.0%-17.5% | 01-Jan-22 | |
| Fitness Admission | 3.98-11.72 | 4.28-12.17 | 4.20-12.39 | 0.0%-3.0% | 5.5%-59.3% | 01-Jan-22 | |
| General Admission | 0.88-19.91 | 0.90-20.97 | 0.88-21.24 | 0.0%-12.4% | 0.0%-19.8% | 01-Jan-22 | |
| Merchandise | 0.04-425.00 | 0.04-425 | 0.04-425.00 | 0.0% | 0.0% | 01-Jan-22 | |
| Public Skating | 1.76-6.85 | 1.79-7.21 | 1.99-7.30 | 0.0% | 6.4%-12.4% | 01-Jan-22 | |
| Public Skating - Specialty | 2.65-5.97 | 2.70-6.31 | 2.88-6.42 | 0.0%-3.7% | 7.5%-8.7% | 01-Jan-22 | |
| Public Swim | 2.21-5.30 | 2.25-5.64 | 2.43-5.75 | 0.0%-10.0% | 5.2%-13.3% | 01-Jan-22 | |
| Public Swim - Vitality | 4.20-5.97 | 4.28-6.09 | 4.42-6.19 | 0.0% | 3.7%-5.2% | 01-Jan-22 | |
| Public Swim - Wave | 5.30-8.18 | 5.64-8.56 | 5.75-8.85 | 0.0%-4.0% | 6.2%-8.3% | 01-Jan-22 | |
| Memberships | | | | | | | |
| Aquafitness | 48.23-788.05 | 50.52-823.72 | 51.55-840.27 | 1.8%-2.1% | 6.6%-7.1% | 01-Jan-22 | |
| Fitness | 21.90-903.53 | 23.00-944.38 | 23.67-939.6 | 1.8%-4.0% | 6.6%-8.1% | 01-Jan-22 | |
| Multi Visit | 1.81-9.69 | 1.94-10.14 | 1.99-10.35 | 1.6%-5.4% | 6.8%-9.9% | 01-Jan-22 | |
| Personal Training | 20.57-58.40 | 21.64-61.12 | 22.12-62.39 | 1.8%-2.1% | 6.7%-7.8% | 01-Jan-22 | |
| Swim | 21.46-567.47 | 22.55-593.20 | 23.01-605.09 | 1.8%-4.0% | 6.6%-7.2% | 01-Jan-22 | |
| Swim - Wave | 43.58-690.70 | 45.56-721.99 | 46.68-736.5 | 1.8%-4.1% | 6.6%-7.1% | 01-Jan-22 | |
| Specialized | 5.30-670.35 | 5.64-700.56 | 13.72-714.6 | 1.3%-2.6% | 6.6%-8.8% | 01-Jan-22 | |
| Skating | 9.73-296.23 | 10.37-309.68 | 10.62-315.93 | 1.8%-2.2% | 6.6%-9.1% | 01-Jan-22 | |

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

| | 2020 Rate \$ | 2021 Rate \$ | 2022 Rate \$ | % Change Over 2021 | % Change Over 2020 | Effective Date | 2022 Revenue (\$000) |
|--|--------------------|--------------------|--------------------|-----------------------|-----------------------|-------------------|----------------------------|
| Skating - Specialized | 18.80-147.78 | 19.84-154.50 | 20.35-157.74 | 1.8%-2.2% | 6.7%-8.2% | 01-Jan-22 | |
| Special Needs | 8.40-40.04 | 8.79-41.95 | 9.07-42.92 | 2.0%-2.5% | 7.2%-7.8% | 01-Jan-22 | |
| All-Inclusive Class B Yearly Adult | 472.57 | 494.03 | 521.90 | 5.6% | 10.4% | 01-Jan-22 | |
| Program Registration (Hourly) | | | | | | | |
| Aquatics - Learn To Swim | 4.72-28.69 | 4.93-29.98 | 5.03-30.58 | 2.0% | 6.6% | 01-Mar-22 | |
| Certification | 0.83-24.90 | 0.87-26.02 | 0.89-26.54 | 2.0% | 6.6% | 01-Mar-22 | |
| Day Camps | 1.69-16.00 | 1.76-16.72 | 1.8-17.05 | 2.0% | 6.6% | 01-Mar-22 | |
| Fitness | 0.16-15.04 | 0.16-15.72 | 0.16-16.03 | 2.0% | 6.6% | 01-Mar-22 | |
| General Interest | 1.11-67.99 | 1.16-71.05 | 1.18-72.47 | 2.0% | 6.6% | 01-Mar-22 | |
| Inclusive Recreation | 2.01-28.69 | 2.10-29.98 | 0.60-30.58 | 2.0% | 6.6% | 01-Mar-22 | |
| Inclusive Recreation - Integration Fee (per week of camp) | 42.70 | 44.62 | 45.52 | 2.0% | 6.6% | 01-Mar-22 | |
| Performing Arts | 4.02-26.77 | 4.20-27.98 | 4.28-28.54 | 2.0% | 6.6% | 01-Mar-22 | |
| Skating - Learn To Skate | 12.32-26.68 | 12.88-27.88 | 13.14-28.44 | 2.0% | 6.6% | 01-Mar-22 | |
| Specialty | 7.68-13.66 | 8.02-14.27 | 8.18-26.48 | 2.0% | 6.6% | 01-Mar-22 | |
| Sports | 2.23-79.32 | 2.33-82.89 | 0.56-84.55 | 2.0% | 6.6% | 01-Mar-22 | |
| Visual Arts | 2.01-31.14 | 2.10-32.54 | 2.14-33.19 | 2.0% | 6.6% | 01-Mar-22 | |
| One-on-one Instruction | 29.92-73.74 | 31.27-77.05 | 31.9-78.59 | 2.0% | 6.6% | 01-Mar-22 | |
| Hockey League (per Game) | 231.48 | 243.36 | 248.23 | 2.0% | 7.2% | 01-Mar-22 | |
| Rock, Rattle and Roll Camp | 33.21 | 40.50 | 41.33 | 2.0% | 24.5% | 01-Mar-22 | |

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

| | 2020 Rate \$ | 2021 Rate \$ | 2022 Rate \$ | % Change Over 2021 | % Change Over 2020 | Effective Date | 2022 Revenue (\$000) |
|---|--------------------|--------------------|--------------------|-----------------------|-----------------------|-------------------|----------------------------|
| Parking | | | | | | | |
| Mooney's Bay - Vehicle (30 min) | 1.00 | 1.00 | 1.25 | 25.0% | 25.0% | 01-Jan-22 | |
| Petrie - Season Pass | 28.76 | 28.76 | 29.34 | 2.0% | 2.0% | | |
| Petrie - Vehicle (30 min) | 0.75 | 0.75 | 1.00 | 33.3% | 33.3% | 01-Jan-22 | |
| Other | | | | | | | |
| Non-Resident Surcharge | 25% | 25% | 25% | 0.0% | 0.0% | 01-Jan-22 | |
| Older Adult Registration Discount | 10% | 10% | 10% | 0.0% | 0.0% | 01-Jan-22 | |
| Fee Assistance | 180.00 | 200.00 | 200.00 | 0.0% | 11.1% | 01-Jan-22 | |
| 2022 fees includes a temporary charge of 1.95% for recovery of costs as a result of COVID 19. | | | | | | | |
| Total Departmental | | | | | | | -465 |

Recreation, Cultural and Facility Services Department

2022 Service Area Summary - Parks and Facilities Planning (PFP)

Parks and Facilities Planning Services are responsible for the planning, development, redevelopment, and modernization of all city parklands, recreational and cultural facilities. The Service Area supports capital initiatives triggered by growth in collaboration with Planning, Infrastructure and Economic Development. In addition, PFP Services are the departmental lead for capital planning, development of facility and park design standards, and strategic planning for facility delivery throughout the City.

Programs/Services Offered

The Parks and Facilities Planning Service Area:

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

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

| | 2020 | 2021 | | 2022 | \$ Change over 2021 Budget |
|------------------------------------|--------------|--------------|--------------|--------------|-------------------------------|
| | Actual | Forecast | Budget | Estimate | |
| Expenditures by Program | | | | | |
| Parks & Facilities Planning | 2,096 | 2,095 | 2,195 | 2,261 | 66 |
| Gross Expenditure | 2,096 | 2,095 | 2,195 | 2,261 | 66 |
| Recoveries & Allocations | -127 | 0 | 0 | 0 | 0 |
| Revenue | -363 | -365 | -485 | -485 | 0 |
| Net Requirement | 1,606 | 1,730 | 1,710 | 1,776 | 66 |
| Expenditures by Type | | | | | |
| Salaries, Wages & Benefits | 1,970 | 1,963 | 1,960 | 2,011 | 51 |
| Overtime | 0 | 2 | 2 | 2 | 0 |
| Material & Services | 123 | 130 | 233 | 248 | 15 |
| 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 | 3 | 0 | 0 | 0 | 0 |
| Gross Expenditures | 2,096 | 2,095 | 2,195 | 2,261 | 66 |
| Recoveries & Allocations | -127 | 0 | 0 | 0 | 0 |
| Net Expenditure | 1,969 | 2,095 | 2,195 | 2,261 | 66 |
| Revenues By Type | | | | | |
| Federal | 0 | 0 | 0 | 0 | 0 |
| Provincial | 0 | 0 | 0 | 0 | 0 |
| Own Funds | 0 | 0 | 0 | 0 | 0 |
| Fees and Services | -363 | -365 | -485 | -485 | 0 |
| Fines | 0 | 0 | 0 | 0 | 0 |
| Other | 0 | 0 | 0 | 0 | 0 |
| Total Revenue | -363 | -365 | -485 | -485 | 0 |
| Net Requirement | 1,606 | 1,730 | 1,710 | 1,776 | 66 |
| Full Time Equivalents | | | 15.00 | 15.00 | 0.00 |

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

| | 2020 Rate \$ | 2021 Rate \$ | 2022 Rate \$ | % Change Over 2021 | % Change Over 2020 | Effective Date | 2022 Revenue (\$000) |
|------------------------------|--------------------|--------------------|--------------------|-----------------------|-----------------------|-------------------|----------------------------|
| Park Review & Inspection Fee | | | | | | | |
| Estimated value of work | 4% | 4% | 4% | 0.0% | 0.0% | 1-Jan-22 | |
| Total Departmental | | | | | | | 0 |

Recreation, Cultural and Facility Services Department

2022 Service Area Summary - Facility Operations Service

The Facility Operations Service is responsible for the mechanical operation of City buildings (excluding Transportation Services and Water Treatment facilities), ensuring facility cleanliness and upkeep, regular and preventative maintenance and minor repairs, facility related service desk operations, facility equipment inventory, operation and maintenance of various equipment, energy management, and implementation of energy saving projects. The Service is organized into three geographical areas, East, West and Central Branches and three specialized areas, Special Operations Branch, Maintenance Management Branch, and the Building Engineering and Energy Management (BEEM) Branch.

Programs/Services Offered

Facility Operations Service:

- Maintains municipal buildings including paramedic, police and fire stations, administrative buildings, libraries, equipment garages, workshops and yards, storage buildings, salt domes, day care centres, recreational and sport complexes, community centers, cultural facilities, family shelters and emergency housing, as well as long-term care facilities,
- Responsible for the upkeep and maintenance of major recreation complexes, community centres/field houses, indoor and outdoor pools, senior centres, wading pools, splash pads and beaches
- Operates the facility mechanical systems and ensures the cleanliness and good repair of municipal buildings
- Adheres to clear service standards and delivers services based on client and community needs
- Ensures that legislative and safety requirements related to facility operations are implemented and adhered to
- Responds to facility related client service requests (including program and special event support)
- 24/7 Emergency (on call) coverage for the operation and maintenance of City buildings

- Provides specialized trade services to municipal facilities and parks, including carpentry, electrical, HVAC and plumbing services
- Custodial services (e.g. - housekeeping, annual maintenance, snow removal)
- Preventative maintenance
- Operates and maintains various equipment, including ice resurfacers, and tractors, and specialized facility mechanical systems including high efficiency boilers and refrigeration systems for arenas and swimming pool filtration systems
- Identifies and implements energy conservation projects including facility LED lighting conversions, building automation integration and energy efficient mechanical retrofits
- Responsible for the development of a building automation system (integrator) that allows remote access to components of building mechanical systems through a common front end
- Track and monitor facility utility use and related costs
- Schedules and coordinates public use of City Hall interior and exterior spaces, including support to user groups for public events and the annual set-up, operation, maintenance and take-down of the Rink of Dreams

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

| | 2020 | 2021 | | 2022 | \$ Change over 2021 Budget |
|------------------------------------|---------------|---------------|---------------|---------------|-------------------------------|
| | Actual | Forecast | Budget | Estimate | |
| Expenditures by Program | | | | | |
| Facility Operations Services | 86,818 | 90,413 | 89,322 | 90,475 | 1,153 |
| Gross Expenditure | 86,818 | 90,413 | 89,322 | 90,475 | 1,153 |
| Recoveries & Allocations | -50,548 | -52,863 | -52,863 | -53,745 | -882 |
| Revenue | -1,727 | -3,527 | -2,696 | -1,918 | 778 |
| Net Requirement | 34,543 | 34,023 | 33,763 | 34,812 | 1,049 |
| Expenditures by Type | | | | | |
| Salaries, Wages & Benefits | 55,270 | 58,610 | 58,610 | 59,816 | 1,206 |
| Overtime | 723 | 911 | 911 | 929 | 18 |
| Material & Services | 21,243 | 24,715 | 23,624 | 23,422 | -202 |
| Transfers/Grants/Financial Charges | 460 | 364 | 364 | 364 | 0 |
| Fleet Costs | 899 | 660 | 660 | 760 | 100 |
| Program Facility Costs | -756 | -756 | -756 | -756 | 0 |
| Other Internal Costs | 8,979 | 5,909 | 5,909 | 5,940 | 31 |
| Gross Expenditures | 86,818 | 90,413 | 89,322 | 90,475 | 1,153 |
| Recoveries & Allocations | -50,548 | -52,863 | -52,863 | -53,745 | -882 |
| Net Expenditure | 36,270 | 37,550 | 36,459 | 36,730 | 271 |
| Revenues By Type | | | | | |
| Federal | 0 | 0 | 0 | 0 | 0 |
| Provincial | 0 | -1,756 | -550 | 0 | 550 |
| Own Funds | 0 | 0 | 0 | 0 | 0 |
| Fees and Services | -1,727 | -1,771 | -2,146 | -1,918 | 228 |
| Fines | 0 | 0 | 0 | 0 | 0 |
| Other | 0 | 0 | 0 | 0 | 0 |
| Total Revenue | -1,727 | -3,527 | -2,696 | -1,918 | 778 |
| Net Requirement | 34,543 | 34,023 | 33,763 | 34,812 | 1,049 |
| Full Time Equivalents | | | 619.93 | 619.93 | 0.00 |

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

| | 2020 Rate \$ | 2021 Rate \$ | 2022 Rate \$ | % Change Over 2021 | % Change Over 2020 | Effective Date | 2022 Revenue (\$000) |
|---|--------------------|--------------------|--------------------|-----------------------|-----------------------|-------------------|----------------------------|
| City Hall Services | | | | | | | |
| Room Booking - For Profit Organizations | | | | | | | |
| A.S. Haydon Hall | 555.00 | 580.00 | 592.00 | 2.1% | 6.7% | 01-Jan-22 | |
| Jean Pigott Place | 1,538.00 | 1,607.00 | 1,639.00 | 2.0% | 6.6% | 01-Jan-22 | |
| Champlain Room | 317.00 | 331.00 | 338.00 | 2.1% | 6.6% | 01-Jan-22 | |
| Keefer Room | 245.00 | 256.00 | 261.00 | 2.0% | 6.5% | 01-Jan-22 | |
| Councillor Lounge | 371.00 | 387.00 | 395.00 | 2.1% | 6.5% | 01-Jan-22 | |
| Festival Plaza | 1,600.00 | 1,672.00 | 1,705.00 | 2.0% | 6.6% | 01-Jan-22 | |
| Festival Control | 311.00 | 325.00 | 332.00 | 2.2% | 6.8% | 01-Jan-22 | |
| Festival Boardroom | 185.00 | 194.00 | 198.00 | 2.1% | 7.0% | 01-Jan-22 | |
| Colonel By Room | 245.00 | 256.00 | 261.00 | 2.0% | 6.5% | 01-Jan-22 | |
| Richmond Room | 185.00 | 194.00 | 198.00 | 2.1% | 7.0% | 01-Jan-22 | |
| Honeywell Room | 185.00 | 194.00 | 198.00 | 2.1% | 7.0% | 01-Jan-22 | |
| Billing Room | 185.00 | 194.00 | 198.00 | 2.1% | 7.0% | 01-Jan-22 | |
| Caucus Room | 62.00 | 65.00 | 66.00 | 1.5% | 6.5% | 01-Jan-22 | |
| Lisgar Field | 358.00 | 374.00 | 381.00 | 1.9% | 6.4% | 01-Jan-22 | |
| Room Booking - For Non-Profit Organizations | | | | | | | |
| A.S. Haydon Hall | 185.00 | 194.00 | 198.00 | 2.1% | 7.0% | 01-Jan-22 | |
| Jean Pigott Place | 185.00 | 194.00 | 198.00 | 2.1% | 7.0% | 01-Jan-22 | |
| Champlain Room | 185.00 | 194.00 | 198.00 | 2.1% | 7.0% | 01-Jan-22 | |
| Keefer Room | 185.00 | 194.00 | 198.00 | 2.1% | 7.0% | 01-Jan-22 | |
| Councillor Lounge | 246.00 | 257.00 | 262.00 | 1.9% | 6.5% | 01-Jan-22 | |
| Festival Plaza | 834.00 | 872.00 | 889.00 | 1.9% | 6.6% | 01-Jan-22 | |
| Festival Control | 246.00 | 257.00 | 262.00 | 1.9% | 6.5% | 01-Jan-22 | |
| Festival Boardroom | 62.00 | 65.00 | 66.00 | 1.5% | 6.5% | 01-Jan-22 | |
| Colonel By Room | 62.00 | 65.00 | 66.00 | 1.5% | 6.5% | 01-Jan-22 | |
| Richmond Room | 62.00 | 65.00 | 66.00 | 1.5% | 6.5% | 01-Jan-22 | |
| Honeywell Room | 62.00 | 65.00 | 66.00 | 1.5% | 6.5% | 01-Jan-22 | |
| Billing Room | 62.00 | 65.00 | 66.00 | 1.5% | 6.5% | 01-Jan-22 | |
| Caucus Room | 39.00 | 41.00 | 42.00 | 2.4% | 7.7% | 01-Jan-22 | |
| Lisgar Field | 177.00 | 185.00 | 189.00 | 2.2% | 6.8% | 01-Jan-22 | |
| 2022 fees includes a charge of 1.95% for recovery of costs as a result of COVID 19. | | | | | | | |
| Total Departmental | | | | | | | 0 |

Public Works & Environmental Services Department

2022 Service Area Summary - Parks Services

Parks Services provides centralized management of 4,285 hectares of parkland with 525 sports fields (Soccer, Football, Field Hockey, Rugby, Cricket and Ultimate), 294 diamonds in both schools and City parks, 318 parks with playcourts (Tennis, Pickleball, Basketball, Volleyball, Bocce and Lawn Bowling), 429 outdoor rinks, 58 toboggan hills, 387 parking lots, over 885 play structures, 145 spray pads and 56 wading pools.

Programs/Services Offered

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

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

| | 2020 | 2021 | | 2022 | \$ Change over 2021 Budget |
|------------------------------------|---------------|---------------|---------------|---------------|-------------------------------|
| | Actual | Forecast | Budget | Estimate | |
| Expenditures by Program | | | | | |
| Parks | 39,315 | 41,563 | 39,476 | 40,921 | 1,445 |
| Gross Expenditure | 39,315 | 41,563 | 39,476 | 40,921 | 1,445 |
| Recoveries & Allocations | -1,292 | -633 | -633 | -633 | 0 |
| Revenue | 28 | -323 | -2 | -2 | 0 |
| Net Requirement | 38,051 | 40,607 | 38,841 | 40,286 | 1,445 |
| Expenditures by Type | | | | | |
| Salaries, Wages & Benefits | 21,038 | 21,603 | 22,653 | 23,143 | 490 |
| Overtime | 500 | 715 | 594 | 604 | 10 |
| Material & Services | 8,746 | 10,189 | 8,101 | 8,971 | 870 |
| Transfers/Grants/Financial Charges | 0 | 0 | 0 | 0 | 0 |
| Fleet Costs | 7,691 | 7,966 | 7,338 | 7,413 | 75 |
| Program Facility Costs | 0 | 0 | 0 | 0 | 0 |
| Other Internal Costs | 1,340 | 1,090 | 790 | 790 | 0 |
| Gross Expenditures | 39,315 | 41,563 | 39,476 | 40,921 | 1,445 |
| Recoveries & Allocations | -1,292 | -633 | -633 | -633 | 0 |
| Net Expenditure | 38,023 | 40,930 | 38,843 | 40,288 | 1,445 |
| Revenues By Type | | | | | |
| Federal | 0 | 0 | 0 | 0 | 0 |
| Provincial | 76 | 0 | 0 | 0 | 0 |
| Own Funds | 0 | 0 | 0 | 0 | 0 |
| Fees and Services | -48 | -323 | -2 | -2 | 0 |
| Fines | 0 | 0 | 0 | 0 | 0 |
| Other | 0 | 0 | 0 | 0 | 0 |
| Total Revenue | 28 | -323 | -2 | -2 | 0 |
| Net Requirement | 38,051 | 40,607 | 38,841 | 40,286 | 1,445 |
| Full Time Equivalents | | | 283.91 | 283.91 | 0.00 |

City Of Ottawa
2022 Draft Capital Budget
Community & Protective Services Committee
Capital Funding Summary
In Thousands \$(000's)

| Project Description | Revenues | Gas Tax | Tax Supported/ Dedicated | Develop. Charges | Develop. Charges Debt | Tax Supported/ Dedicated Debt | Grand Total |
|---|----------|----------|-----------------------------|---------------------|--------------------------|----------------------------------|--------------|
| By-Law & Regulatory Services | | | | | | | |
| Renewal of City Assets | | | | | | | |
| 909118 By-law Ballistic Vest Replacement | 0 | 0 | 20 | 0 | 0 | 0 | 20 |
| 910405 2022 Buildings-By-Law Services | 0 | 0 | 350 | 0 | 0 | 0 | 350 |
| 910514 Bylaw Equipment Replacement (2022) | 0 | 0 | 64 | 0 | 0 | 0 | 64 |
| 910569 Bylaw-Retrofit Industrial Ave Facil 2022 | 0 | 0 | 460 | 0 | 0 | 0 | 460 |
| Renewal of City Assets Total | 0 | 0 | 894 | 0 | 0 | 0 | 894 |
| By-Law & Regulatory Services Total | 0 | 0 | 894 | 0 | 0 | 0 | 894 |
| Child Care | | | | | | | |
| Renewal of City Assets | | | | | | | |
| 910400 2022 Buildings-Child Care Services | 0 | 0 | 338 | 0 | 0 | 0 | 338 |
| 910643 2022 Municipal Child Care Centre upgrade | 0 | 0 | 100 | 0 | 0 | 0 | 100 |
| Renewal of City Assets Total | 0 | 0 | 438 | 0 | 0 | 0 | 438 |
| Service Enhancements | | | | | | | |
| 910413 2022 Accessibility - Child Care Services | 0 | 0 | 60 | 0 | 0 | 0 | 60 |
| Service Enhancements Total | 0 | 0 | 60 | 0 | 0 | 0 | 60 |
| Child Care Total | 0 | 0 | 498 | 0 | 0 | 0 | 498 |
| Fire Services | | | | | | | |
| Renewal of City Assets | | | | | | | |
| 910402 2022 Buildings-Fire Services | 0 | 0 | 1,743 | 0 | 0 | 0 | 1,743 |
| 910503 Fire Tech. Development & Equipment-2022 | 0 | 0 | 475 | 0 | 0 | 0 | 475 |
| 910504 Specialty Fire Equip. Replacement-2022 | 0 | 0 | 475 | 0 | 0 | 0 | 475 |
| 910505 Fire Equipment Replacement Prog.-2022 | 0 | 0 | 475 | 0 | 0 | 0 | 475 |
| 910506 Fire Safety Equipment Replacement-2022 | 0 | 0 | 475 | 0 | 0 | 0 | 475 |
| 910507 Fire Facility Equipment Replacement-2022 | 0 | 0 | 495 | 0 | 0 | 0 | 495 |
| 910508 Fire Next Generation 9-1-1 Upgrade | 0 | 0 | 300 | 0 | 0 | 0 | 300 |
| Renewal of City Assets Total | 0 | 0 | 4,438 | 0 | 0 | 0 | 4,438 |
| Growth | | | | | | | |
| 906832 Fire Vehicles & Equipment | 0 | 0 | 50 | 450 | 0 | 0 | 500 |
| 910476 Fire Training Centre Study | 0 | 0 | 25 | 75 | 0 | 0 | 100 |
| Growth Total | 0 | 0 | 75 | 525 | 0 | 0 | 600 |

City Of Ottawa
2022 Draft Capital Budget
Community & Protective Services Committee
Capital Funding Summary
In Thousands \$(000's)

| Project Description | Revenues | Gas Tax | Tax Supported/ Dedicated | Develop. Charges | Develop. Charges Debt | Tax Supported/ Dedicated Debt | Grand Total |
|---|------------|----------|-----------------------------|---------------------|--------------------------|----------------------------------|---------------|
| Service Enhancements | | | | | | | |
| 910509 CBRN Grant-2022 | 150 | 0 | 0 | 0 | 0 | 0 | 150 |
| 910510 USAR Grant-2022 | 400 | 0 | 0 | 0 | 0 | 0 | 400 |
| Service Enhancements Total | 550 | 0 | 0 | 0 | 0 | 0 | 550 |
| Fire Services Total | 550 | 0 | 4,513 | 525 | 0 | 0 | 5,588 |
| Long Term Care | | | | | | | |
| Renewal of City Assets | | | | | | | |
| 909857 Call Bell System | 0 | 0 | 250 | 0 | 0 | 0 | 250 |
| 910406 2022 Buildings-Long Term Care | 0 | 0 | 5,700 | 0 | 0 | 1,500 | 7,200 |
| 910642 2022 Furniture & Equip. - Long Term Care | 0 | 0 | 311 | 0 | 0 | 0 | 311 |
| 910645 2022 Minor Capital Program - LTC | 198 | 0 | 0 | 0 | 0 | 0 | 198 |
| 910646 Air Conditioning - Long Term Care | 0 | 0 | 2,100 | 0 | 0 | 0 | 2,100 |
| Renewal of City Assets Total | 198 | 0 | 8,361 | 0 | 0 | 1,500 | 10,059 |
| Service Enhancements | | | | | | | |
| 910417 2022 Accessibility - Long Term Care | 0 | 0 | 110 | 0 | 0 | 0 | 110 |
| Service Enhancements Total | 0 | 0 | 110 | 0 | 0 | 0 | 110 |
| Long Term Care Total | 198 | 0 | 8,471 | 0 | 0 | 1,500 | 10,169 |
| Paramedic Service | | | | | | | |
| Renewal of City Assets | | | | | | | |
| 910589 Paramedic Defibrillator Replacement 2022 | 0 | 0 | 2,300 | 0 | 0 | 0 | 2,300 |
| 910590 Paramedic Equipment Replacement (2022) | 0 | 0 | 277 | 0 | 0 | 0 | 277 |
| 910591 Paramedic Facilities Equipment Replace | 0 | 0 | 140 | 0 | 0 | 0 | 140 |
| 910592 Paramedic Technology & Equipment (2022) | 0 | 0 | 350 | 0 | 0 | 0 | 350 |
| Renewal of City Assets Total | 0 | 0 | 3,067 | 0 | 0 | 0 | 3,067 |
| Growth | | | | | | | |
| 909076 Paramedic West End Deployment Facility | 0 | 0 | 163 | 338 | 0 | 0 | 500 |
| 910588 Paramedic Vehicles & Equipment (2022) | 0 | 0 | 75 | 442 | 0 | 0 | 517 |
| Growth Total | 0 | 0 | 238 | 780 | 0 | 0 | 1,017 |
| Paramedic Service Total | 0 | 0 | 3,305 | 780 | 0 | 0 | 4,084 |

City Of Ottawa
2022 Draft Capital Budget
Community & Protective Services Committee
Capital Funding Summary
In Thousands \$(000's)

| Project Description | Revenues | Gas Tax | Tax Supported/ Dedicated | Develop. Charges | Develop. Charges Debt | Tax Supported/ Dedicated Debt | Grand Total |
|---------------------|----------|---------|-----------------------------|---------------------|--------------------------|----------------------------------|-------------|
|---------------------|----------|---------|-----------------------------|---------------------|--------------------------|----------------------------------|-------------|

| Parks, Buildings, & Grounds | | | | | | | |
|-------------------------------------|----------|----------|--------------|----------|----------|--------------|--------------|
| Renewal of City Assets | | | | | | | |
| 910412 2022 Parks - Parks & Rec | 0 | 0 | 5,000 | 0 | 0 | 1,000 | 6,000 |
| Renewal of City Assets Total | 0 | 0 | 5,000 | 0 | 0 | 1,000 | 6,000 |

| | | | | | | | |
|--|----------|----------|--------------|----------|----------|--------------|--------------|
| Parks, Buildings, & Grounds Total | 0 | 0 | 5,000 | 0 | 0 | 1,000 | 6,000 |
|--|----------|----------|--------------|----------|----------|--------------|--------------|

| Parks, Recreation & Culture | | | | | | | |
|---|----------|----------|---------------|----------|----------|--------------|---------------|
| Renewal of City Assets | | | | | | | |
| 909104 Beach Pavillion Upgrade/Renewal | 0 | 0 | 921 | 0 | 0 | 0 | 921 |
| 909107 Facility Minor Cap Front of House Repair | 0 | 0 | 300 | 0 | 0 | 0 | 300 |
| 910129 Park Pathway Lighting 2022 | 0 | 0 | 250 | 0 | 0 | 0 | 250 |
| 910185 Outdoor Sports Court Redevelopment 2022 | 0 | 0 | 200 | 0 | 0 | 0 | 200 |
| 910192 Infrastruct Support - Outdoor Rinks 2022 | 0 | 0 | 400 | 0 | 0 | 0 | 400 |
| 910194 Signage for City Assets | 0 | 0 | 10 | 0 | 0 | 0 | 10 |
| 910401 2022 Buildings-Cultural Services | 0 | 0 | 803 | 0 | 0 | 0 | 803 |
| 910407 2022 Buildings-Parks & Rec | 0 | 0 | 12,224 | 0 | 0 | 3,000 | 15,224 |
| 910524 Minor Park Improvement 2022 | 0 | 0 | 250 | 0 | 0 | 0 | 250 |
| 910560 Infrastructure Upgrades 2022 | 0 | 0 | 645 | 0 | 0 | 0 | 645 |
| 910561 Outdoor Pool Security Upgrades 2022 | 0 | 0 | 150 | 0 | 0 | 0 | 150 |
| 910562 Cultural Building & Equip 2022 | 0 | 0 | 125 | 0 | 0 | 0 | 125 |
| 910563 Museum Sustainability Plan 2022 | 0 | 0 | 200 | 0 | 0 | 0 | 200 |
| 910565 Artifact & Art Collect Rest & Maint 2022 | 0 | 0 | 60 | 0 | 0 | 0 | 60 |
| Renewal of City Assets Total | 0 | 0 | 16,538 | 0 | 0 | 3,000 | 19,538 |

| Growth | | | | | | | |
|---|--------------|----------|--------------|---------------|-----------|----------|---------------|
| 908532 Carp Airport Community Park | 0 | 0 | 26 | 474 | 0 | 0 | 500 |
| 908536 Fernbank District Park - Richcraft | 0 | 0 | 123 | 522 | 0 | 0 | 645 |
| 908538 Humanics Linear Park | 0 | 0 | 141 | 0 | 0 | 0 | 141 |
| 908542 Ogilvie Cummings Parkette | 0 | 0 | 47 | 222 | 44 | 0 | 313 |
| 908543 Tom Schonberg Park | 0 | 0 | 247 | 0 | 0 | 0 | 247 |
| 908545 Quinn Farm Park: Cadieux Land & Farm Sub | 0 | 0 | 206 | 878 | 0 | 0 | 1,084 |
| 909490 Jockvale River District Park | 0 | 0 | 357 | 1,522 | 0 | 0 | 1,879 |
| 909839 Community Centre - East (EUC) | 153 | 0 | 0 | 897 | 0 | 0 | 1,050 |
| 909841 Comm. Ctr Space Upgrd Sawmill Cr, & Alex | 6,368 | 0 | 82 | 6,322 | 0 | 0 | 12,772 |
| 910189 Greystone Village Forecourt | 0 | 0 | 161 | 947 | 0 | 0 | 1,108 |
| 910580 552 Booth Street - Urban Park | 0 | 0 | 9 | 38 | 0 | 0 | 47 |
| 910582 1770 Heatherington Road - Urban Park | 0 | 0 | 118 | 503 | 0 | 0 | 621 |
| 910583 Heron Gate - 2 Urban Parks | 0 | 0 | 67 | 283 | 0 | 0 | 350 |
| 910584 Riverside South Recreation Pool | 0 | 0 | 250 | 2,250 | 0 | 0 | 2,500 |
| Growth Total | 6,521 | 0 | 1,834 | 14,858 | 44 | 0 | 23,257 |

City Of Ottawa
2022 Draft Capital Budget
Community & Protective Services Committee
Capital Funding Summary
In Thousands \$(000's)

| Project Description | Revenues | Gas Tax | Tax Supported/ Dedicated | Develop. Charges | Develop. Charges Debt | Tax Supported/ Dedicated Debt | Grand Total |
|---|--------------|----------|-----------------------------|---------------------|--------------------------|----------------------------------|---------------|
| Service Enhancements | | | | | | | |
| 910414 2022 Accessibility - Cultural Services | 0 | 0 | 60 | 0 | 0 | 0 | 60 |
| 910418 2022 Accessibility - Parks & Rec | 0 | 0 | 1,775 | 0 | 0 | 0 | 1,775 |
| 910566 Major Capital Partnership 2022 | 0 | 0 | 730 | 0 | 0 | 0 | 730 |
| 910567 Minor Capital Partnership 2022 | 0 | 0 | 300 | 0 | 0 | 0 | 300 |
| Service Enhancements Total | 0 | 0 | 2,865 | 0 | 0 | 0 | 2,865 |
| Parks, Recreation & Culture Total | 6,521 | 0 | 21,237 | 14,858 | 44 | 3,000 | 45,660 |
| Public Safety Service | | | | | | | |
| Renewal of City Assets | | | | | | | |
| 909832 Emergency Operations Centre Upgrade | 0 | 0 | 50 | 0 | 0 | 0 | 50 |
| 910511 IMCMS Equipment (2022) | 0 | 0 | 50 | 0 | 0 | 0 | 50 |
| 910512 Security Operations Equip Replace (2022) | 0 | 0 | 350 | 0 | 0 | 0 | 350 |
| 910513 Emergency Operations Equip Replace 2022 | 0 | 0 | 100 | 0 | 0 | 0 | 100 |
| Renewal of City Assets Total | 0 | 0 | 550 | 0 | 0 | 0 | 550 |
| Public Safety Service Total | 0 | 0 | 550 | 0 | 0 | 0 | 550 |
| Social Services | | | | | | | |
| Renewal of City Assets | | | | | | | |
| 910409 2022 Buildings-Social Services | 0 | 0 | 450 | 0 | 0 | 0 | 450 |
| Renewal of City Assets Total | 0 | 0 | 450 | 0 | 0 | 0 | 450 |
| Service Enhancements | | | | | | | |
| 910419 2022 Accessibility - Social Services | 0 | 0 | 60 | 0 | 0 | 0 | 60 |
| Service Enhancements Total | 0 | 0 | 60 | 0 | 0 | 0 | 60 |
| Social Services Total | 0 | 0 | 510 | 0 | 0 | 0 | 510 |
| Grand Total | 7,269 | 0 | 44,977 | 16,162 | 44 | 5,500 | 73,953 |

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

| | 2021 Baseline | | | 2022 Adjustments | | | | 2022 | \$ Change over 2021 Budget |
|---|---------------|--------------|---------------------|-------------------|-------------|-------------|----------------------|----------------|----------------------------|
| | Forecast | Budget | Adj. to Base Budget | Maintain Services | Growth | COVID-19 | User Fees & Revenues | Estimate | |
| Expenditures by Program | | | | | | | | | |
| General Manager's Office | 429 | 429 | 0 | 10 | 0 | 0 | 0 | 439 | 10 |
| Social Policy, Research and Analytics | 649 | 605 | 0 | 14 | 0 | 0 | 0 | 619 | 14 |
| Business Support Services | 3,369 | 3,706 | -350 | 76 | 0 | 0 | 0 | 3,432 | -274 |
| Gross Expenditure | 4,447 | 4,740 | -350 | 100 | 0 | 0 | 0 | 4,490 | -250 |
| Recoveries & Allocations | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Revenue | -350 | -350 | 350 | 0 | 0 | 0 | 0 | 0 | 350 |
| Net Requirement | 4,097 | 4,390 | 0 | 100 | 0 | 0 | 0 | 4,490 | 100 |
| Expenditures by Type | | | | | | | | | |
| Salaries, Wages & Benefits | 4,366 | 4,638 | -350 | 100 | 0 | 0 | 0 | 4,388 | -250 |
| Overtime | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Material & Services | 71 | 92 | 0 | 0 | 0 | 0 | 0 | 92 | 0 |
| Transfers/Grants/Financial Charges | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fleet Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Program Facility Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other Internal Costs | 10 | 10 | 0 | 0 | 0 | 0 | 0 | 10 | 0 |
| Gross Expenditures | 4,447 | 4,740 | -350 | 100 | 0 | 0 | 0 | 4,490 | -250 |
| Recoveries & Allocations | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Net Expenditure | 4,447 | 4,740 | -350 | 100 | 0 | 0 | 0 | 4,490 | -250 |
| Percent of 2022 Net Expenditure Budget | | | -7.4% | 2.1% | 0.0% | 0.0% | 0.0% | -5.3% | |
| Revenues By Type | | | | | | | | | |
| Federal | -350 | -350 | 350 | 0 | 0 | 0 | 0 | 0 | 350 |
| Provincial | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Own Funds | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fees and Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fines | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Revenue | -350 | -350 | 350 | 0 | 0 | 0 | 0 | 0 | 350 |
| Percent of 2022 Revenue Budget | | | -100.0% | 0.0% | 0.0% | 0.0% | 0.0% | -100.0% | |
| Net Requirement | 4,097 | 4,390 | 0 | 100 | 0 | 0 | 0 | 4,490 | 100 |
| Percent of 2022 Net Requirement Budget | | | 0.0% | 2.3% | 0.0% | 0.0% | 0.0% | 2.3% | |
| Full Time Equivalents (FTE's) | | 36.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 36.00 | 0.00 |
| Percent of 2022 FTE's | | | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | |

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

| 2021 Forecast vs. Budget Variance Explanation | Surplus / (Deficit) | | | | |
|--|-----------------------|---------------------|------------------|-------------|--|
| | Expense | Revenue | Net | | |
| Lower Compensation due to Vacancies | 293 | 0 | 293 | | |
| Total Surplus / (Deficit) | 293 | 0 | 293 | | |
| 2021 Baseline Adjustment / Explanation | Increase / (Decrease) | | | | |
| | Expense | Revenue | Net 2022 Changes | FTE Impact | |
| Reversal of 2021's one-time additional costs and temporary resources required for compensation for staff to support COVID communication and project support across CSSD. | Increase/(Decrease) | Increase/(Decrease) | | | |
| | -350 | 0 | -350 | 0.00 | |
| Reversal of 2021 One-time government funding required to fund additional COVID costs and pressures in 2021. | 0 | 350 | 350 | 0.00 | |
| Total Adjustments to Base Budget | -350 | 350 | 0 | 0.00 | |
| 2022 Pressure Category / Explanation | Increase / (Decrease) | | | | |
| | Expense | Revenue | Net 2022 Changes | FTE Impact | |
| Maintain Services All programs include an adjustment for potential 2022 cost of living, increments, and benefit adjustments. | | | | | |
| | 100 | 0 | 100 | 0.00 | |
| Total Maintain Services | 100 | 0 | 100 | 0.00 | |
| Total Budget Changes | -250 | 350 | 100 | 0.00 | |

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

| | 2021 Baseline | | | 2022 Adjustments | | | | 2022 | \$ Change over 2021 Budget |
|---|----------------|----------------|---------------------|-------------------|-------------|-------------|----------------------|----------------|----------------------------|
| | Forecast | Budget | Adj. to Base Budget | Maintain Services | Growth | COVID-19 | User Fees & Revenues | Estimate | |
| Expenditures by Program | | | | | | | | | |
| Ontario Works Program | 208,088 | 259,863 | 0 | 1,206 | 0 | 0 | 0 | 261,069 | 1,206 |
| Essential Health and Social Supports Program | 2,255 | 2,185 | 0 | 0 | 0 | 0 | 0 | 2,185 | 0 |
| Home Support Program | 2,960 | 3,000 | 0 | 0 | 0 | 0 | 0 | 3,000 | 0 |
| Provincial Employment Programs | 7,087 | 7,087 | 0 | 0 | 0 | 0 | 0 | 7,087 | 0 |
| Community Bus Passes and EquiPass Program | 4,973 | 6,763 | 2,865 | 415 | 0 | 0 | 0 | 10,043 | 3,280 |
| Gross Expenditure | 225,363 | 278,898 | 2,865 | 1,621 | 0 | 0 | 0 | 283,384 | 4,486 |
| Recoveries & Allocations | -17,785 | -17,785 | 0 | 0 | 0 | 0 | 0 | -17,785 | 0 |
| Revenue | -186,912 | -233,142 | 0 | 0 | 0 | 0 | 0 | -233,142 | 0 |
| Net Requirement | 20,666 | 27,971 | 2,865 | 1,621 | 0 | 0 | 0 | 32,457 | 4,486 |
| Expenditures by Type | | | | | | | | | |
| Salaries, Wages & Benefits | 47,211 | 49,906 | 0 | 1,090 | 0 | 0 | 0 | 50,996 | 1,090 |
| Overtime | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Material & Services | 1,926 | 1,856 | 0 | 0 | 0 | 0 | 0 | 1,856 | 0 |
| Transfers/Grants/Financial Charges | 169,005 | 220,035 | 2,865 | 415 | 0 | 0 | 0 | 223,315 | 3,280 |
| Fleet Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Program Facility Costs | 4,653 | 4,533 | 0 | 116 | 0 | 0 | 0 | 4,649 | 116 |
| Other Internal Costs | 2,568 | 2,568 | 0 | 0 | 0 | 0 | 0 | 2,568 | 0 |
| Gross Expenditures | 225,363 | 278,898 | 2,865 | 1,621 | 0 | 0 | 0 | 283,384 | 4,486 |
| Recoveries & Allocations | -17,785 | -17,785 | 0 | 0 | 0 | 0 | 0 | -17,785 | 0 |
| Net Expenditure | 207,578 | 261,113 | 2,865 | 1,621 | 0 | 0 | 0 | 265,599 | 4,486 |
| Percent of 2022 Net Expenditure Budget | | | 1.1% | 0.6% | 0.0% | 0.0% | 0.0% | 1.7% | |

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

| | 2021 Baseline | | | 2022 Adjustments | | | | 2022 | \$ Change over 2021 Budget |
|---|-----------------|-----------------|---------------------|-------------------|-------------|-------------|----------------------|-----------------|----------------------------|
| | Forecast | Budget | Adj. to Base Budget | Maintain Services | Growth | COVID-19 | User Fees & Revenues | Estimate | |
| Revenues By Type | | | | | | | | | |
| Federal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Provincial | -186,912 | -233,142 | 0 | 0 | 0 | 0 | 0 | -233,142 | 0 |
| Own Funds | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fees and Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fines | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Revenue | -186,912 | -233,142 | 0 | 0 | 0 | 0 | 0 | -233,142 | 0 |
| Percent of 2022 Revenue Budget | | | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | |
| Net Requirement | 20,666 | 27,971 | 2,865 | 1,621 | 0 | 0 | 0 | 32,457 | 4,486 |
| Percent of 2022 Net Requirement Budget | | | 10.2% | 5.8% | 0.0% | 0.0% | 0.0% | 16.0% | |
| Full Time Equivalents (FTE's) | | 532.17 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 532.17 | 0.00 |
| Percent of 2022 FTE's | | | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | |

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

| 2021 Forecast vs. Budget Variance Explanation | Surplus / (Deficit) | | |
|---|---------------------|----------------|--------------|
| | Expense | Revenue | Net |
| Lower expenditures on employment related expense benefits. | 2,900 | 0 | 2,900 |
| Lower Compensation due to vacancies. | 2,695 | 0 | 2,695 |
| Lower expenditures on ODSP Community bus passes and EquiPass products due to COVID decrease in transit ridership. | 1,830 | 0 | 1,830 |
| Higher Facilities costs | -120 | 0 | -120 |
| Lower expenditures on Financial Assistance benefits that are 100% provincially funded. | 46,230 | -46,230 | 0 |
| Total Surplus / (Deficit) | 53,535 | -46,230 | 7,305 |

| 2021 Baseline Adjustment / Explanation | Increase / (Decrease) | | | |
|---|-----------------------|----------|------------------|-------------|
| | Expense | Revenue | Net 2022 Changes | FTE Impact |
| Reversal of 2021's one-time savings from lower demand for ODSP Community bus passes and EquiPass products due to COVID related decrease in transit ridership in 2021. | 2,865 | 0 | 2,865 | 0.00 |
| Total Adjustments to Base Budget | 2,865 | 0 | 2,865 | 0.00 |

| 2022 Pressure Category / Explanation | Increase / (Decrease) | | | |
|---|-----------------------|----------|------------------|-------------|
| | Expense | Revenue | Net 2022 Changes | FTE Impact |
| Maintain Services | | | | |
| All programs include an adjustment for potential 2022 cost of living, increments and benefit adjustments. | 1,090 | 0 | 1,090 | 0.00 |
| Subsidy for bus fare freeze (ODSP and EquiPass) | 415 | 0 | 415 | 0.00 |
| Increase in Facility costs related to inflation on compensation contracts, water and heating increases, leases and maintenance contracts. | 116 | 0 | 116 | 0.00 |
| Total Maintain Services | 1,621 | 0 | 1,621 | 0.00 |
| Total Budget Changes | 4,486 | 0 | 4,486 | 0.00 |

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

| | 2021 Baseline | | | 2022 Adjustments | | | | 2022 | \$ Change over 2021 Budget |
|---|----------------|----------------|---------------------|-------------------|-------------|--------------|----------------------|----------------|----------------------------|
| | Forecast | Budget | Adj. to Base Budget | Maintain Services | Growth | COVID-19 | User Fees & Revenues | Estimate | |
| Expenditures by Program | | | | | | | | | |
| Legislated Programs | | | | | | | | | |
| <u>Core Services</u> | | | | | | | | | |
| <i>Fee Subsidy</i> | 62,629 | 82,929 | 0 | -1,810 | 0 | 0 | 0 | 81,119 | -1,810 |
| <i>General Operating</i> | 51,787 | 34,287 | 0 | 0 | 0 | 0 | 0 | 34,287 | 0 |
| <i>Program Delivery</i> | 8,824 | 8,824 | 0 | -1,270 | 0 | 0 | 0 | 7,554 | -1,270 |
| Special Needs Resourcing | 5,259 | 5,259 | 0 | 0 | 0 | 0 | 0 | 5,259 | 0 |
| Special Purpose | 1,106 | 1,106 | 0 | 0 | 0 | 0 | 0 | 1,106 | 0 |
| Wage Enhancement | 14,401 | 17,401 | 0 | 0 | 0 | 0 | 0 | 17,401 | 0 |
| Sustainability, Reopening & Safe Restart | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Early Years Child and Family Centres | 10,536 | 10,536 | 0 | | | | | 10,536 | |
| Municipal Investments | | | | | | 0 | | | |
| Municipal Child Care Centres | 11,559 | 11,269 | -1,050 | 183 | 0 | 1,050 | 0 | 11,452 | 183 |
| Special Needs Resourcing | 912 | 912 | 0 | 0 | 0 | 0 | 0 | 912 | 0 |
| Early Years Child and Family Centres | 994 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other Municipal Funding | 750 | 3,994 | 0 | 132 | 0 | 0 | 0 | 4,126 | 132 |
| Gross Expenditure | 168,757 | 176,517 | -1,050 | -2,765 | 0 | 1,050 | 0 | 173,752 | -2,765 |
| Recoveries & Allocations | -5,881 | -8,681 | 0 | 0 | 0 | 0 | 0 | -8,681 | 0 |
| Revenue | -142,704 | -149,114 | 1,050 | 3,080 | 0 | 0 | -100 | -145,084 | 4,030 |
| Net Requirement | 20,172 | 18,722 | 0 | 315 | 0 | 1,050 | -100 | 19,987 | 1,265 |
| Expenditures by Type | | | | | | | | | |
| Salaries, Wages & Benefits | 16,062 | 15,772 | -790 | 290 | 0 | 790 | 0 | 16,062 | 290 |
| Overtime | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Material & Services | 3,495 | 3,495 | -260 | -1,270 | 0 | 260 | 0 | 2,225 | -1,270 |
| Transfers/Grants/Financial Charges | 148,374 | 156,424 | 0 | -1,810 | 0 | 0 | 0 | 154,614 | -1,810 |
| Fleet Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Program Facility Costs | 756 | 756 | 0 | 25 | 0 | 0 | 0 | 781 | 25 |
| Other Internal Costs | 70 | 70 | 0 | 0 | 0 | 0 | 0 | 70 | 0 |
| Gross Expenditures | 168,757 | 176,517 | -1,050 | -2,765 | 0 | 1,050 | 0 | 173,752 | -2,765 |
| Recoveries & Allocations | -5,881 | -8,681 | 0 | 0 | 0 | 0 | 0 | -8,681 | 0 |
| Net Expenditure | 162,876 | 167,836 | -1,050 | -2,765 | 0 | 1,050 | 0 | 165,071 | -2,765 |
| Percent of 2022 Net Expenditure Budget | | | -0.6% | -1.6% | 0.0% | 0.6% | 0.0% | -1.6% | |

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

| | 2021 Baseline | | | 2022 Adjustments | | | | 2022 | \$ Change over 2021 Budget |
|---|-----------------|-----------------|---------------------|-------------------|-------------|--------------|----------------------|-----------------|----------------------------|
| | Forecast | Budget | Adj. to Base Budget | Maintain Services | Growth | COVID-19 | User Fees & Revenues | Estimate | |
| Revenues By Type | | | | | | | | | |
| Federal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Provincial | -137,368 | -139,598 | 0 | 3,080 | 0 | 0 | 0 | -136,518 | 3,080 |
| Own Funds | -750 | -3,000 | 0 | 0 | 0 | 0 | 0 | -3,000 | 0 |
| Fees and Services | -4,586 | -6,516 | 0 | 0 | 0 | 0 | -100 | -6,616 | -100 |
| Fines | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 0 | 0 | 1,050 | 0 | 0 | 0 | 0 | 1,050 | 1,050 |
| Total Revenue | -142,704 | -149,114 | 1,050 | 3,080 | 0 | 0 | -100 | -145,084 | 4,030 |
| Percent of 2022 Revenue Budget | | | -0.7% | -2.1% | 0.0% | 0.0% | 0.1% | -2.7% | |
| Net Requirement | 20,172 | 18,722 | 0 | 315 | 0 | 1,050 | -100 | 19,987 | 1,265 |
| Percent of 2022 Net Requirement Budget | | | 0.0% | 1.7% | 0.0% | 5.6% | -0.5% | 6.8% | |
| Full Time Equivalents (FTE's) | | 181.49 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 181.49 | 0.00 |
| Percent of 2022 FTE's | | | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | |

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

| 2021 Forecast vs. Budget Variance Explanation | Surplus / (Deficit) | | | |
|--|-----------------------|---------------|------------------|-------------|
| | Expense | Revenue | Net | |
| Year-end variance is forecasted to be mostly attributable to Provincial Wage Enhancement program (\$3M) due to less application from child care service providers and the offsetting provincial revenue. The Municipal Child Care Centres is forecasting a revenue deficit as a result of lower enrollment from families as a result of the pandemic which is expected to be partially mitigated by additional Safe Restart and Provincial funding. Other Municipal investments funded from City reserves are forecasted to be deferred in 2021 as a result of additional Provincial flexibility to support service providers with the financial viability to provide additional time to implement the 2021-2022 Council approved workplan items. These funds will be returned to the tax stabilization reserve and are committed to Children's Services Service Plan and associated workplan. | | | | |
| | 4,960 | -6,410 | -1,450 | |
| Total Surplus / (Deficit) | 4,960 | -6,410 | -1,450 | |
| 2021 Baseline Adjustment / Explanation | Increase / (Decrease) | | | |
| | Expense | Revenue | Net 2022 Changes | FTE Impact |
| Reversal of Municipal Child Care Centres: One-time additional costs and temporary resources required to provide sufficient staffing requirements in order to prioritize the health and safety of children, families and staff and ensure services adhere to Provincial and local health guidelines. | -790 | 0 | -790 | 0.00 |
| Reversal of Municipal Child Care Centres: One-time additional costs required to address personal protective equipment requirements in order to prioritize the health and safety of children, families and staff and ensure services adhere to Provincial and local health guidelines. | -260 | | -260 | 0.00 |
| Reversal of Revenues-Other: Anticipated one-time government funding required to fund additional COVID costs and pressures in 2021 | 0 | 1,050 | 1,050 | 0.00 |
| Total Adjustments to Base Budget | -1,050 | 1,050 | 0 | 0.00 |

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

| 2022 Pressure Category / Explanation | Increase / (Decrease) | | | |
|---|-----------------------|--------------|------------------|-------------|
| | Expense | Revenue | Net 2022 Changes | FTE Impact |
| Maintain Services | | | | |
| Program Delivery & Municipal Child Care Centres: Adjustment for potential 2022 cost of living, increments and benefit adjustments. | 290 | 0 | 290 | 0.00 |
| Program Delivery / Fee Subsidy: Changed Provincial threshold for program delivery / administration funding program delivery from 10% to 5% and at a rate of 50/50. As presented in Council report ACS2021-CSS-GEN-0009, the pandemic related responsibilities of the Services System Manager have drastically increased, which is in addition to the regular system management under provincial legislation and guidelines. It is anticipated that the pandemic response and recovery actions will continue to be needed for the duration of 2021 and well into 2022. This has significantly increased the requirements for both service system managers and service providers and this reduction would impact the System Planning work outlined in the Council report aligned with supporting service providers and families. Given the uncertainty of a National Child Care and Early Years Plan, an extensive 2021-2022 workplan to support the sector in addressing the impacts and meeting the needs of families, and potentially other additional Provincial initiatives the City will use one-time Provincial funds to delay resource reductions and the increased City net requirement until more information is known. The Provincial change will also impact fee subsidies available to families as the City has only used approximately 7% of the available funding on program delivery with the remaining amount to directly support families with additional fee subsidies. The Provincial revenue loss will result in approx. 180 less children having access to fee subsidy. | -3,080 | 3,080 | 0 | 0.00 |
| Increase in Facility costs related to inflation on compensation contracts, water and heating increases, leases and maintenance contracts. | 25 | 0 | 25 | 0.00 |
| Total Maintain Services | -2,765 | 3,080 | 315 | 0.00 |

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

| 2022 Pressure Category / Explanation | Increase / (Decrease) | | | |
|---|-----------------------|--------------|------------------|-------------|
| | Expense | Revenue | Net 2022 Changes | FTE Impact |
| COVID-19 | | | | |
| Municipal Child Care Centres: One-time additional costs and temporary resources required to provide sufficient staffing requirements in order to prioritize the health and safety of children, families and staff and ensure services adhere to Provincial and local health guidelines. | 790 | 0 | 790 | 0.00 |
| Municipal Child Care Centres: One-time additional costs required to address personal protective equipment requirements in order to prioritize the health and safety of children, families and staff and ensure services adhere to Provincial and local health guidelines. | 260 | 0 | 260 | 0.00 |
| Total COVID-19 | 1,050 | 0 | 1,050 | 0.00 |
| User Fees & Revenues | | | | |
| See following user fee schedule for details on the specific rates. | 0 | -100 | -100 | 0.00 |
| Total User Fees & Revenues | 0 | -100 | -100 | 0.00 |
| Total Budget Changes | -2,765 | 4,030 | 1,265 | 0.00 |

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

| | 2021 Baseline | | | 2022 Adjustments | | | | | 2022 | \$ Change over 2021 Budget |
|---|----------------|----------------|---------------------|-------------------|-----------------------|-------------|---------------|----------------------|----------------|----------------------------|
| | Forecast | Budget | Adj. to Base Budget | Maintain Services | Provincial Legislated | Growth | COVID-19 | User Fees & Revenues | Estimate | |
| Expenditures by Program | | | | | | | | | | |
| Manager's Office | 543 | 572 | 0 | 12 | 0 | 0 | 0 | 0 | 584 | 12 |
| Housing Programs | 107,592 | 101,312 | 0 | 308 | 4,800 | 0 | 0 | 0 | 106,420 | 5,108 |
| Community Homelessness Prevention Initiative | 60,516 | 52,716 | 0 | 1,700 | 0 | 0 | 0 | 0 | 54,416 | 1,700 |
| Home for Good | 4,732 | 4,732 | 0 | 0 | 0 | 0 | 0 | 0 | 4,732 | 0 |
| Housing and Homelessness Investment Plan | 14,695 | 14,695 | 0 | 300 | 0 | 0 | 0 | 0 | 14,995 | 300 |
| Reaching Home | 16,934 | 16,934 | 0 | 0 | 0 | 0 | 0 | 0 | 16,934 | 0 |
| COVID-19 | 65,969 | 9,755 | -9,755 | 0 | 0 | 0 | 11,984 | 0 | 11,984 | 2,229 |
| Gross Expenditure | 270,981 | 200,716 | -9,755 | 2,320 | 4,800 | 0 | 11,984 | 0 | 210,065 | 9,349 |
| Recoveries & Allocations | -411 | -411 | 0 | 0 | 0 | 0 | 0 | 0 | -411 | 0 |
| Revenue | -150,890 | -88,314 | 9,755 | 0 | 0 | 0 | -11,984 | 0 | -90,543 | -2,229 |
| Net Requirement | 119,680 | 111,991 | 0 | 2,320 | 4,800 | 0 | 0 | 0 | 119,111 | 7,120 |
| Expenditures by Type | | | | | | | | | | |
| Salaries, Wages & Benefits | 7,894 | 7,894 | 0 | 295 | 0 | 0 | 0 | 0 | 8,189 | 295 |
| Overtime | 60 | 60 | 0 | 0 | 0 | 0 | 0 | 0 | 60 | 0 |
| Material & Services | 1,582 | 1,611 | 0 | 0 | 0 | 0 | 0 | 0 | 1,611 | 0 |
| Transfers/Grants/Financial Charges | 259,573 | 189,279 | -9,755 | 2,005 | 4,800 | 0 | 11,984 | 0 | 198,313 | 9,034 |
| Fleet Costs | 7 | 7 | 0 | 0 | 0 | 0 | 0 | 0 | 7 | 0 |
| Program Facility Costs | 1,076 | 1,076 | 0 | 20 | 0 | 0 | 0 | 0 | 1,096 | 20 |
| Other Internal Costs | 789 | 789 | 0 | 0 | 0 | 0 | 0 | 0 | 789 | 0 |
| Gross Expenditures | 270,981 | 200,716 | -9,755 | 2,320 | 4,800 | 0 | 11,984 | 0 | 210,065 | 9,349 |
| Recoveries & Allocations | -411 | -411 | 0 | 0 | 0 | 0 | 0 | 0 | -411 | 0 |
| Net Expenditure | 270,570 | 200,305 | -9,755 | 2,320 | 4,800 | 0 | 11,984 | 0 | 209,654 | 9,349 |
| Percent of 2022 Net Expenditure Budget | | | -4.9% | 1.2% | 2.4% | 0.0% | 6.0% | 0.0% | 4.7% | |

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

| | 2021 Baseline | | | 2022 Adjustments | | | | | 2022 | \$ Change over 2021 Budget |
|---|-----------------|----------------|---------------------|-------------------|-----------------------|-------------|----------------|----------------------|----------------|----------------------------|
| | Forecast | Budget | Adj. to Base Budget | Maintain Services | Provincial Legislated | Growth | COVID-19 | User Fees & Revenues | Estimate | |
| Revenues By Type | | | | | | | | | | |
| Federal | -49,127 | -32,506 | 0 | 0 | 0 | 0 | 0 | 0 | -32,506 | 0 |
| Provincial | -101,763 | -55,808 | 9,755 | 0 | 0 | 0 | -11,984 | 0 | -58,037 | -2,229 |
| Own Funds | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fees and Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fines | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Revenue | -150,890 | -88,314 | 9,755 | 0 | 0 | 0 | -11,984 | 0 | -90,543 | -2,229 |
| Percent of 2022 Revenue Budget | | | -11.0% | 0.0% | 0.0% | 0.0% | 13.6% | 0.0% | 2.5% | |
| Net Requirement | 119,680 | 111,991 | 0 | 2,320 | 4,800 | 0 | 0 | 0 | 119,111 | 7,120 |
| Percent of 2022 Net Requirement Budget | | | 0.0% | 2.1% | 4.3% | 0.0% | 0.0% | 0.0% | 6.4% | |
| Full Time Equivalents (FTE's) | | 61.40 | 0.00 | 1.00 | 0.00 | 0.00 | 0.00 | 0.00 | 62.40 | 1.00 |
| Percent of 2022 FTE's | | | 0.0% | 1.6% | 0.0% | 0.0% | 0.0% | 0.0% | 1.6% | |

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

| 2021 Forecast vs. Budget Variance Explanation | Surplus / (Deficit) | | |
|---|---------------------|---------------|---------------|
| | Expense | Revenue | Net |
| Higher costs in non-COVID Shelters. | -7,800 | 0 | -7,800 |
| Costs in 100% provincially-funded Social Infrastructure Fund (not COVID-related). | -6,280 | 6,280 | 0 |
| Lower Discretionary costs. | 29 | 0 | 29 |
| Higher COVID-19 costs offset by Provincial Funding. | -49,773 | 39,675 | -10,098 |
| Higher COVID-19 costs offset by Federal Funding. | -8,333 | 16,621 | 8,288 |
| Lower OW/ODSP supports due in part to COVID-related Federal support programs. | 1,892 | 0 | 1,892 |
| Total Surplus / (Deficit) | -70,265 | 62,576 | -7,689 |

| 2021 Baseline Adjustment / Explanation | Increase / (Decrease) | | | |
|--|-----------------------|--------------|------------------|-------------|
| | Expense | Revenue | Net 2022 Changes | FTE Impact |
| Reversal of 2021's one-time COVID-related Isolation and Distancing Centres. | -2,055 | 515 | -1,540 | 0.00 |
| Reversal of 2021's one-time COVID-related Expansion and Extension of Day Programs. | -820 | 205 | -615 | 0.00 |
| Reversal of 2021's one-time PPE needs in housing and community agencies. | -1,600 | 400 | -1,200 | 0.00 |
| Reversal of 2021's additional costs in emergency shelters, homelessness programs and congregate care settings. | -4,000 | 1,000 | -3,000 | 0.00 |
| Reversal of 2021's assumed COVID funding from senior levels of government. | 0 | 7,635 | 7,635 | 0.00 |
| Reversal of 2021's additional cost that was required for a provincially legislated revenue index to support social housing providers. This cost is not expected in 2022. | -1,280 | 0 | -1,280 | 0.00 |
| Total Adjustments to Base Budget | -9,755 | 9,755 | 0 | 0.00 |

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

| 2022 Pressure Category / Explanation | Increase / (Decrease) | | | |
|---|-----------------------|----------------|------------------|-------------|
| | Expense | Revenue | Net 2022 Changes | FTE Impact |
| Maintain Services | | | | |
| All programs include an adjustment for potential 2022 cost of living, increments and benefit adjustments. | 170 | 0 | 170 | 0.00 |
| Community Homelessness Prevention Initiative (CHPI) - Inflationary increases of 2% on City portion of agency contribution funding for Homelessness Support and Social Supports to Housing (100% City Funded). | 290 | 0 | 290 | 0.00 |
| Housing and Homelessness Investment Plan (HHIP) programs - Inflationary increase of 2% on the programs and for the service agencies. | 300 | 0 | 300 | 0.00 |
| Transition to Block Funding instead of Per Diem funding for Emergency Shelters. | 765 | 0 | 765 | 0.00 |
| Federal Operating Agreements expiry. | 250 | 0 | 250 | 0.00 |
| Additional resources and compensation to support housing and homelessness programs in line with the 10-Year Financial Plan for Housing. | 525 | 0 | 525 | 1.00 |
| Increase in Facility costs related to inflation on compensation contracts, water and heating increases, leases, and maintenance contracts. | 20 | 0 | 20 | 0.00 |
| Total Maintain Services | 2,320 | 0 | 2,320 | 1.00 |
| | Increase / (Decrease) | | | |
| 2022 Pressure Category / Explanation | Expense | Revenue | Net 2022 Changes | FTE Impact |
| Provincial Legislated | | | | |
| Social Housing cost indices net of Reconciliations. | 4,800 | 0 | 4,800 | 0.00 |
| Total Provincial Legislated | 4,800 | 0 | 4,800 | 0.00 |
| COVID-19 | | | | |
| One-time COVID-related costs in Q1 2022 for Isolation & Distancing centres, the Expansion / Extension of Day Programs, PPE costs in housing and community agencies, and additional expenses in emergency shelters, homelessness programs and congregate care settings offset by funding from the Provincial Social Services Relief Fund (SSRF) Phase 4. | 11,984 | -11,984 | 0 | 0.00 |
| Total COVID-19 | 11,984 | -11,984 | 0 | 0 |
| Total Budget Changes | 9,349 | -2,229 | 7,120 | 1.00 |

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

| | 2021 Baseline | | | 2022 Adjustments | | | | | 2022 | \$ Change over 2021 Budget |
|---|----------------|----------------|---------------------|-------------------|-----------------------|-------------|----------------|----------------------|----------------|----------------------------|
| | Forecast | Budget | Adj. to Base Budget | Maintain Services | Provincial Legislated | Growth | COVID-19 | User Fees & Revenues | Estimate | |
| Expenditures by Program | | | | | | | | | | |
| Nursing & Personal Care | 68,695 | 63,849 | -14,725 | 2,295 | 1,607 | 0 | 15,755 | 0 | 68,781 | 4,932 |
| Program & Support Services | 3,562 | 3,562 | 0 | 34 | 0 | 0 | 0 | 0 | 3,596 | 34 |
| Food Purchases | 2,627 | 2,627 | 0 | 0 | 0 | 0 | 0 | 0 | 2,627 | 0 |
| Accommodation | 22,646 | 22,646 | -290 | 473 | 0 | 0 | 685 | 0 | 23,514 | 868 |
| Daycentre Programs | 592 | 592 | 0 | 7 | 114 | 0 | 0 | 0 | 713 | 121 |
| Gross Expenditure | 98,122 | 93,276 | -15,015 | 2,809 | 1,721 | 0 | 16,440 | 0 | 99,231 | 5,955 |
| Recoveries & Allocations | -628 | -628 | 0 | 0 | 0 | 0 | 0 | 0 | -628 | 0 |
| Revenue | -57,577 | -66,358 | 14,921 | 0 | -1,399 | 0 | -16,440 | -703 | -69,979 | -3,621 |
| Net Requirement | 39,917 | 26,290 | -94 | 2,809 | 322 | 0 | 0 | -703 | 28,624 | 2,334 |
| Expenditures by Type | | | | | | | | | | |
| Salaries, Wages & Benefits | 77,743 | 75,165 | -10,935 | 2,483 | 1,721 | 0 | 11,340 | 0 | 79,774 | 4,609 |
| Overtime | 500 | 500 | 0 | 0 | 0 | 0 | 0 | 0 | 500 | 0 |
| Material & Services | 15,361 | 13,093 | -4,080 | 250 | 0 | 0 | 5,100 | 0 | 14,363 | 1,270 |
| Transfers/Grants/Financial Charges | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fleet Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Program Facility Costs | 4,435 | 4,435 | 0 | 76 | 0 | 0 | 0 | 0 | 4,511 | 76 |
| Other Internal Costs | 83 | 83 | 0 | 0 | 0 | 0 | 0 | 0 | 83 | 0 |
| Gross Expenditures | 98,122 | 93,276 | -15,015 | 2,809 | 1,721 | 0 | 16,440 | 0 | 99,231 | 5,955 |
| Recoveries & Allocations | -628 | -628 | 0 | 0 | 0 | 0 | 0 | 0 | -628 | 0 |
| Net Expenditure | 97,494 | 92,648 | -15,015 | 2,809 | 1,721 | 0 | 16,440 | 0 | 98,603 | 5,955 |
| Percent of 2022 Net Expenditure Budget | | | -16.2% | 3.0% | 1.9% | 0.0% | 17.7% | 0.0% | 6.4% | |
| Revenues By Type | | | | | | | | | | |
| Federal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Provincial | -41,309 | -49,043 | -94 | 0 | -1,399 | 0 | 0 | -703 | -51,239 | -2,196 |
| Own Funds | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fees and Services | -16,268 | -17,315 | 0 | 0 | 0 | 0 | 0 | 0 | -17,315 | 0 |
| Fines | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 0 | 0 | 15,015 | 0 | 0 | 0 | -16,440 | 0 | -1,425 | -1,425 |
| Total Revenue | -57,577 | -66,358 | 14,921 | 0 | -1,399 | 0 | -16,440 | -703 | -69,979 | -3,621 |
| Percent of 2022 Revenue Budget | | | -22.5% | 0.0% | 2.1% | 0.0% | 24.8% | 1.1% | 5.5% | |
| Net Requirement | 39,917 | 26,290 | -94 | 2,809 | 322 | 0 | 0 | -703 | 28,624 | 2,334 |
| Percent of 2022 Net Requirement Budget | | | -0.4% | 10.7% | 1.2% | 0.0% | 0.0% | -2.7% | 8.9% | |
| Full Time Equivalents (FTE's) | 0.00 | 629.81 | 0.00 | 0.00 | 1.63 | 0.00 | 0.00 | 0.00 | 631.44 | 1.63 |
| Percent of 2022 FTE's | | | 0.0% | 0.0% | 0.3% | 0.0% | 0.0% | 0.0% | 0.3% | |

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

| 2021 Forecast vs. Budget Variance Explanation | Surplus / (Deficit) | | | |
|---|-----------------------|---------------|------------------|-------------|
| | Expense | Revenue | Net | |
| One-time COVID-related costs partly offset by one-time provincial COVID revenues. | -4,846 | -8,781 | -13,627 | |
| Total Surplus / (Deficit) | -4,846 | -8,781 | -13,627 | |
| 2021 Baseline Adjustment / Explanation | Increase / (Decrease) | | | FTE Impact |
| | Expense | Revenue | Net 2022 Changes | |
| Increase in Provincial per diem funding. | 0 | -94 | -94 | 0.00 |
| Removal of 2021 one-time COVID-19 expenditures/funding for Staffing needs. | -10,110 | 10,110 | 0 | 0.00 |
| Removal of 2021 one-time COVID-19 expenditures/funding for compensation of Infection Prevention and Control management. | -535 | 535 | 0 | 0.00 |
| Removal of 2021 one-time COVID-19 expenditures/funding for PPE needs. | -4,080 | 4,080 | 0 | 0.00 |
| Removal of 2021 one-time COVID-19 expenditures/funding for additional costs and temporary resources required for operations support. | -290 | 290 | 0 | 0.00 |
| Total Adjustments to Base Budget | -15,015 | 14,921 | -94 | 0.00 |
| 2022 Pressure Category / Explanation | Increase / (Decrease) | | | FTE Impact |
| | Expense | Revenue | Net 2022 Changes | |
| Maintain Services | | | | |
| All programs include an adjustment for potential 2022 cost of living, increments and benefit adjustments. | 1,088 | 0 | 1,088 | 0.00 |
| Inflationary contracted services and maintenance agreement increases. | 150 | 0 | 150 | 0.00 |
| Increase in compensation due to Job Evaluation Review Notice for Personal Support Workers (PSWs) that resulted in the increase of one Pay Grade. | 1,395 | 0 | 1,395 | 0.00 |
| Increase in Facility costs related to inflation on compensation contracts, water and heating increases, leases and maintenance contracts. | 76 | 0 | 76 | 0.00 |
| LTC Dementia Strategy Framework consultant and initial training cost related to the Person-Centre Care model. As per report #ACS2021-CSS-GEN-015. | 100 | 0 | 100 | 0.00 |
| Total Maintain Services | 2,809 | 0 | 2,809 | 0.00 |

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

| 2022 Pressure Category / Explanation | Increase / (Decrease) | | | |
|---|-----------------------|------------------|------------------|-------------|
| | Expense | Revenue | Net 2022 Changes | FTE Impact |
| Provincial Legislated | | | | |
| Temporary resources and compensation costs for increased hours of care to meet Provincial requirement of 3.0 hours of care by March 31, 2022. Provincial funding will be required to deliver this care. | 1,607 | -1,285 | 322 | 0.00 |
| Provincially-funded permanent resources and compensation costs for the Day Program in Long-Term Care. | 114 | -114 | 0 | 1.63 |
| Total Provincial Legislated | 1,721 | -1,399 | 322 | 1.63 |
| 2022 Pressure Category / Explanation | Increase / (Decrease) | | | |
| Expense | Revenue | Net 2022 Changes | FTE Impact | |
| COVID-19 | | | | |
| One-time additional costs and temporary resources required for compensation to provide COVID-19 related resident care. | 10,110 | 0 | 10,110 | 0.00 |
| One-time PPE costs in the City's four Long-Term Care Homes due to COVID-19. | 5,100 | 0 | 5,100 | 0.00 |
| One-time temporary resources and compensation costs for Infection Prevention and Control management in line with the Commission Report on Long-Term Care. | 545 | 0 | 545 | 0.00 |
| One-time COVID-related additional costs and temporary resources required for operations support in 2022. | 685 | 0 | 685 | 0.00 |
| Required provincial funding for one-time COVID response costs in the City's four Long-Term Care Homes. | 0 | -16,440 | -16,440 | 0.00 |
| Total COVID-19 | 16,440 | -16,440 | 0 | 0.00 |
| User Fees & Revenues | | | | |
| Increase in Provincial per diem funding. | 0 | -703 | -703 | 0.00 |
| Total User Fees & Revenues | 0 | -703 | -703 | 0.00 |
| Total Budget Changes | 5,955 | -3,621 | 2,334 | 1.63 |

City of Ottawa

Community & Social Services

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

In Thousands (\$000)

| | 2021 Baseline | | | 2022 Adjustments | | | | 2022 | \$ Change over 2021 Budget |
|---|---------------|---------------|---------------------|-------------------|--------------|-------------|----------------------|---------------|----------------------------|
| | Forecast | Budget | Adj. to Base Budget | Maintain Services | Growth | COVID-19 | User Fees & Revenues | Estimate | |
| Expenditures by Program | | | | | | | | | |
| Manager's Office | 294 | 294 | 0 | 6 | 0 | 0 | 0 | 300 | 6 |
| Client Service Strategies | 1,957 | 1,941 | -50 | 32 | 125 | 0 | 0 | 2,048 | 107 |
| Community Funding | 26,996 | 26,996 | -500 | 527 | 1,600 | 0 | 0 | 28,623 | 1,627 |
| Gross Expenditure | 29,247 | 29,231 | -550 | 565 | 1,725 | 0 | 0 | 30,971 | 1,740 |
| Recoveries & Allocations | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Revenue | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Net Requirement | 29,247 | 29,231 | -550 | 565 | 1,725 | 0 | 0 | 30,971 | 1,740 |
| Expenditures by Type | | | | | | | | | |
| Salaries, Wages & Benefits | 3,199 | 3,199 | 0 | 70 | 125 | 0 | 0 | 3,394 | 195 |
| Overtime | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Material & Services | 629 | 613 | -50 | 0 | 0 | 0 | 0 | 563 | -50 |
| Transfers/Grants/Financial Charges | 25,414 | 25,414 | -500 | 495 | 1,600 | 0 | 0 | 27,009 | 1,595 |
| Fleet Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Program Facility Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other Internal Costs | 5 | 5 | 0 | 0 | 0 | 0 | 0 | 5 | 0 |
| Gross Expenditures | 29,247 | 29,231 | -550 | 565 | 1,725 | 0 | 0 | 30,971 | 1,740 |
| Recoveries & Allocations | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Net Expenditure | 29,247 | 29,231 | -550 | 565 | 1,725 | 0 | 0 | 30,971 | 1,740 |
| Percent of 2022 Net Expenditure Budget | | | -1.9% | 1.9% | 5.9% | 0.0% | 0.0% | 6.0% | |
| Revenues By Type | | | | | | | | | |
| Federal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Provincial | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Own Funds | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fees and Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fines | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Revenue | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Percent of 2022 Revenue Budget | | | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | |
| Net Requirement | 29,247 | 29,231 | -550 | 565 | 1,725 | 0 | 0 | 30,971 | 1,740 |
| Percent of 2022 Net Requirement Budget | | | -1.9% | 1.9% | 5.9% | 0.0% | 0.0% | 6.0% | |
| Full Time Equivalents (FTE's) | | 27.00 | 0.00 | 0.00 | 1.00 | 0.00 | 0.00 | 28.00 | 1.00 |
| Percent of 2022 FTE's | | | 0.0% | 0.0% | 3.7% | 0.0% | 0.0% | 3.7% | |

City of Ottawa

Community & Social Services

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

| 2021 Forecast vs. Budget Variance Explanation | Surplus / (Deficit) | | |
|---|---------------------|----------|------------|
| | Expense | Revenue | Net |
| Lower discretionary costs. | -16 | 0 | -16 |
| Total Surplus / (Deficit) | -16 | 0 | -16 |

| 2021 Baseline Adjustment / Explanation | Increase / (Decrease) | | | |
|---|-----------------------|----------|------------------|-------------|
| | Expense | Revenue | Net 2022 Changes | FTE Impact |
| Adjust expenditures on one-time transitional costs for the revised funding framework to reflect Covid-related delays in program implementation. | -500 | 0 | -500 | 0.00 |
| Adjust expenditures on one-time implementation costs for the Anti-Racism Equity Strategy to reflect Covid-related delays in program implementation. | -50 | 0 | -50 | 0.00 |
| Total Adjustments to Base Budget | -550 | 0 | -550 | 0.00 |

| 2022 Pressure Category / Explanation | Increase / (Decrease) | | | |
|---|-----------------------|----------|------------------|-------------|
| | Expense | Revenue | Net 2022 Changes | FTE Impact |
| Maintain Services | | | | |
| All programs include an adjustment for potential 2022 cost of living, increments and benefit adjustments. | 70 | 0 | 70 | 0.00 |
| Renewable Funding - Inflationary increase of 2% in funding to community agencies. | 495 | 0 | 495 | 0.00 |
| Total Maintain Services | 565 | 0 | 565 | 0.00 |
| Growth | | | | |
| Additional compensation and resource to support Diversity and Equity-related programs. | 125 | 0 | 125 | 1.00 |
| Permanent funding for costs related to outcomes of the new Community Funding | 800 | 0 | 800 | 0.00 |
| One-time funding for costs related to outcomes of the new Community Funding Framework. | 800 | 0 | 800 | 0.00 |
| Total Growth | 1,725 | 0 | 1,725 | 1.00 |
| Total Budget Changes | 1,740 | 0 | 1,740 | 1.00 |

City of Ottawa
 Emergency & Protective Services
 GM's Office & Business Support Services- Operating Resource Requirement Analysis
 In Thousands (\$000)

| | 2021 Baseline | | | 2022 Adjustments | | | | 2022 | \$ Change over 2021 Budget |
|---|---------------|--------------|---------------------|-------------------|-------------|-------------|----------------------|--------------|----------------------------|
| | Forecast | Budget | Adj. to Base Budget | Maintain Services | Growth | COVID-19 | User Fees & Revenues | Estimate | |
| Expenditures by Program | | | | | | | | | |
| General Manager's Office | 7,862 | 4,578 | 0 | 95 | 0 | 0 | 0 | 4,673 | 95 |
| Business & Technical Support Services | | | 0 | | 0 | 0 | 0 | 0 | 0 |
| Gross Expenditure | 7,862 | 4,578 | 0 | 95 | 0 | 0 | 0 | 4,673 | 95 |
| Recoveries & Allocations | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Revenue | -3,374 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Net Requirement | 4,488 | 4,578 | 0 | 95 | 0 | 0 | 0 | 4,673 | 95 |
| Expenditures by Type | | | | | | | | | |
| Salaries, Wages & Benefits | 6,263 | 4,431 | 0 | 95 | 0 | 0 | 0 | 4,526 | 95 |
| Overtime | 869 | 7 | 0 | 0 | 0 | 0 | 0 | 7 | 0 |
| Material & Services | 727 | 137 | 0 | 0 | 0 | 0 | 0 | 137 | 0 |
| Transfers/Grants/Financial Charges | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fleet Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Program Facility Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other Internal Costs | 3 | 3 | 0 | 0 | 0 | 0 | 0 | 3 | 0 |
| Gross Expenditures | 7,862 | 4,578 | 0 | 95 | 0 | 0 | 0 | 4,673 | 95 |
| Recoveries & Allocations | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Net Expenditure | 7,862 | 4,578 | 0 | 95 | 0 | 0 | 0 | 4,673 | 95 |
| Percent of 2022 Net Expenditure Budget | | | 0.0% | 2.1% | 0.0% | 0.0% | 0.0% | 2.1% | |
| Revenues By Type | | | | | | | | | |
| Federal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Provincial | -3,370 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Own Funds | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fees and Services | -4 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fines | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Revenue | -3,374 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Percent of 2022 Revenue Budget | | | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | |
| Net Requirement | 4,488 | 4,578 | 0 | 95 | 0 | 0 | 0 | 4,673 | 95 |
| Percent of 2022 Net Requirement Budget | | | 0.0% | 2.1% | 0.0% | 0.0% | 0.0% | 2.1% | |
| Full Time Equivalents (FTE's) | | 35.00 | 0.00 | 1.00 | 0.00 | 0.00 | 0.00 | 36.00 | 1.00 |
| Percent of 2022 FTE's | | | 0.0% | 2.9% | 0.0% | 0.0% | 0.0% | 2.9% | |

City of Ottawa

Emergency & Protective Services

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

In Thousands (\$000)

| 2021 Forecast vs. Budget Variance Explanation | Surplus / (Deficit) | | |
|---|---------------------|--------------|-----------|
| | Expense | Revenue | Net |
| Additional costs due to COVID 19 impacts and vaccination program costs offset by Provincial funding | -3,370 | 3,370 | 0 |
| One time compensation savings as a result of staffing delays due to COVID 19 and one-time savings from deferred projects as a result of COVID-19. | 86 | 4 | 90 |
| Total Surplus / (Deficit) | -3,284 | 3,374 | 90 |

| 2022 Pressure Category / Explanation | Increase / (Decrease) | | | |
|--|-----------------------|----------|------------------|-------------|
| | Expense | Revenue | Net 2022 Changes | FTE Impact |
| Maintain Services | | | | |
| All programs include an adjustment for potential 2022 cost of living, increments and benefit adjustments. | 95 | 0 | 95 | 0.00 |
| Special Events and Film Advisor position to address the needs of the film industry (ACS2020-PIE-EDP-0005). | 0 | 0 | 0 | 1.00 |
| Total Maintain Services | 95 | 0 | 95 | 1.00 |
| Total Budget Changes | 95 | 0 | 95 | 1.00 |

City of Ottawa
 Emergency & Protective Services
 Public Safety Service - Operating Resource Requirement Analysis
 In Thousands (\$000)

| | 2021 Baseline | | | 2022 Adjustments | | | | 2022 | \$ Change over 2021 Budget |
|---|---------------|---------------|---------------------|-------------------|--------------|-------------|----------------------|---------------|----------------------------|
| | Forecast | Budget | Adj. to Base Budget | Maintain Services | Growth | COVID-19 | User Fees & Revenues | Estimate | |
| Expenditures by Program | | | | | | | | | |
| Public Safety Service - Operating Resource Requirement Analysis | 11,622 | 11,411 | -115 | 340 | 205 | 0 | 0 | 11,841 | 430 |
| 9.1.1 | 2,146 | 2,146 | 0 | 45 | 0 | 0 | 0 | 2,191 | 45 |
| Gross Expenditure | 13,768 | 13,557 | -115 | 385 | 205 | 0 | 0 | 14,032 | 475 |
| Recoveries & Allocations | -4,748 | -4,597 | 0 | -30 | -215 | 0 | 0 | -4,842 | -245 |
| Revenue | -330 | -270 | 0 | 0 | 0 | 0 | 0 | -270 | 0 |
| Net Requirement | 8,690 | 8,690 | -115 | 355 | -10 | 0 | 0 | 8,920 | 230 |
| Expenditures by Type | | | | | | | | | |
| Salaries, Wages & Benefits | 2,711 | 2,306 | 0 | 165 | 205 | 0 | 0 | 2,676 | 370 |
| Overtime | 7 | 7 | 0 | 0 | 0 | 0 | 0 | 7 | 0 |
| Material & Services | 8,904 | 9,098 | -115 | 175 | 0 | 0 | 0 | 9,158 | 60 |
| Transfers/Grants/Financial Charges | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fleet Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Program Facility Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other Internal Costs | 2,146 | 2,146 | 0 | 45 | 0 | 0 | 0 | 2,191 | 45 |
| Gross Expenditures | 13,768 | 13,557 | -115 | 385 | 205 | 0 | 0 | 14,032 | 475 |
| Recoveries & Allocations | -4,748 | -4,597 | 0 | -30 | -215 | 0 | 0 | -4,842 | -245 |
| Net Expenditure | 9,020 | 8,960 | -115 | 355 | -10 | 0 | 0 | 9,190 | 230 |
| Percent of 2022 Net Expenditure Budget | | | -1.3% | 4.0% | -0.1% | 0.0% | 0.0% | 2.6% | |
| Revenues By Type | | | | | | | | | |
| Federal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Provincial | -60 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Own Funds | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fees and Services | -270 | -270 | 0 | 0 | 0 | 0 | 0 | -270 | 0 |
| Fines | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Revenue | -330 | -270 | 0 | 0 | 0 | 0 | 0 | -270 | 0 |
| Percent of 2022 Revenue Budget | | | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | |
| Net Requirement | 8,690 | 8,690 | -115 | 355 | -10 | 0 | 0 | 8,920 | 230 |
| Percent of 2022 Net Requirement Budget | | | -1.3% | 4.1% | -0.1% | 0.0% | 0.0% | 2.6% | |
| Full Time Equivalents (FTE's) | | 20.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 20.00 | 0.00 |
| Percent of 2022 FTE's | | | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | |

City of Ottawa
 Emergency & Protective Services
 Public Safety Service - Operating Resource Requirement Explanatory Notes
 In Thousands (\$000)

| 2021 Forecast vs. Budget Variance Explanation | Surplus / (Deficit) | | | |
|---|---------------------|-----------|----------|--|
| | Expense | Revenue | Net | |
| Compensation pressure for Corporate Radio program and security supervisor position partially offset by recovery | -254 | | -254 | |
| Increased costs associated with COVID-19 which is offset by funding from the Safe Restart Fund | -60 | 60 | 0 | |
| One-time savings from deferred projects as a result of COVID-19. | 254 | | 254 | |
| Total Surplus / (Deficit) | -60 | 60 | 0 | |

| 2021 Baseline Adjustment / Explanation | Increase / (Decrease) | | | |
|--|-----------------------|----------|------------------|-------------|
| | Expense | Revenue | Net 2022 Changes | FTE Impact |
| Transfer of supervisor of Security Operations Centre in-house to mitigate security risks related to use of contracted services. Budget transferred from contracted services to compensation. | -115 | 0 | -115 | 0.00 |
| Total Adjustments to Base Budget | -115 | 0 | -115 | 0.00 |

| 2022 Pressure Category / Explanation | Increase / (Decrease) | | | |
|---|-----------------------|----------|------------------|-------------|
| | Expense | Revenue | Net 2022 Changes | FTE Impact |
| Maintain Services | | | | |
| All programs include an adjustment for potential 2022 cost of living, increments and benefit adjustments. | 50 | 0 | 50 | 0.00 |
| Inflationary increases on contracted services, maintenance agreements and materials and supplies. | 175 | 0 | 175 | 0.00 |
| Corporate Security Supervisor position to provide in-house supervision of Security Operations Centre in line with recommendation in Audit of Corporate Security (Audit Committee, April 2019). Compensation cost to be offset by transfer of contract budget. | 115 | 0 | 115 | 0.00 |
| Inflationary increase related to the Corporate Radio system charges allocated to Police Services. | -30 | 0 | -30 | 0.00 |
| Inflationary increase related to 9-1-1 service level agreement with Police Services. | 45 | 0 | 45 | 0.00 |
| Total Maintain Services | 355 | 0 | 355 | 0.00 |

City of Ottawa
 Emergency & Protective Services
 Public Safety Service - Operating Resource Requirement Explanatory Notes
 In Thousands (\$000)

| 2022 Pressure Category / Explanation | Increase / (Decrease) | | | |
|--|-----------------------|----------|------------------|-------------|
| | Expense | Revenue | Net 2022 Changes | FTE Impact |
| Growth | | | | |
| Two positions to support increasing workload associated with expanded Corporate Radio program. | 205 | 0 | 205 | 0.00 |
| Administrative fees from expanded Corporate Radio program | -215 | 0 | -215 | 0.00 |
| Total Growth | -10 | 0 | -10 | 0.00 |
| 2022 Pressure Category / Explanation | Expense | Revenue | Net 2022 Changes | FTE Impact |
| User Fees & Revenues | | | | |
| See following user fee schedule for details on the specific rates. | 0 | 0 | 0 | 0.00 |
| Total User Fees & Revenues | 0 | 0 | 0 | 0.00 |
| Total Budget Changes | 230 | 0 | 230 | 0.00 |

City of Ottawa
 Emergency & Protective Services
 Fire Services - Operating Resource Requirement Analysis
 In Thousands (\$000)

| | 2021 Baseline | | | 2022 Adjustments | | | | 2022 | \$ Change over 2021 Budget |
|---|----------------|----------------|---------------------|-------------------|-----------------------|-------------|----------------------|----------------|----------------------------|
| | Forecast | Budget | Adj. to Base Budget | Maintain Services | Provincial Legislated | COVID-19 | User Fees & Revenues | Estimate | |
| Expenditures by Program | | | | | | | | | |
| Chief's Office | 523 | 523 | 0 | 8 | 0 | 0 | 0 | 531 | 8 |
| Operations | 154,369 | 153,789 | 0 | 4,026 | 0 | 0 | 0 | 157,815 | 4,026 |
| Prevention | 6,791 | 6,791 | 0 | 123 | 0 | 0 | 0 | 6,914 | 123 |
| Communications | 6,324 | 6,324 | 0 | 267 | 150 | 0 | 0 | 6,741 | 417 |
| Operational Support | 7,166 | 6,704 | -400 | 93 | 0 | 0 | 0 | 6,397 | -307 |
| Gross Expenditure | 175,173 | 174,131 | -400 | 4,517 | 150 | 0 | 0 | 178,398 | 4,267 |
| Recoveries & Allocations | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Revenue | -1,665 | -1,623 | 400 | 0 | 0 | 0 | -15 | -1,238 | 385 |
| Net Requirement | 173,508 | 172,508 | 0 | 4,517 | 150 | 0 | -15 | 177,160 | 4,652 |
| Expenditures by Type | | | | | | | | | |
| Salaries, Wages & Benefits | 153,855 | 153,705 | 0 | 4,134 | 0 | 0 | 0 | 157,839 | 4,134 |
| Overtime | 3,279 | 3,279 | 0 | 66 | 0 | 0 | 0 | 3,345 | 66 |
| Material & Services | 4,649 | 3,983 | -400 | 70 | 0 | 0 | 0 | 3,653 | -330 |
| Transfers/Grants/Financial Charges | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fleet Costs | 8,784 | 8,558 | 0 | 150 | 0 | 0 | 0 | 8,708 | 150 |
| Program Facility Costs | 3,459 | 3,459 | 0 | 72 | 0 | 0 | 0 | 3,531 | 72 |
| Other Internal Costs | 1,147 | 1,147 | 0 | 25 | 150 | 0 | 0 | 1,322 | 175 |
| Gross Expenditures | 175,173 | 174,131 | -400 | 4,517 | 150 | 0 | 0 | 178,398 | 4,267 |
| Recoveries & Allocations | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Net Expenditure | 175,173 | 174,131 | -400 | 4,517 | 150 | 0 | 0 | 178,398 | 4,267 |
| Percent of 2022 Net Expenditure Budget | | | -0.2% | 2.6% | 0.1% | 0.0% | 0.0% | 2.5% | |

City of Ottawa
 Emergency & Protective Services
 Fire Services - Operating Resource Requirement Analysis
 In Thousands (\$000)

| | 2021 Baseline | | | 2022 Adjustments | | | | 2022 | \$ Change over 2021 Budget |
|---|----------------|----------------|---------------------|-------------------|-----------------------|-------------|----------------------|----------------|----------------------------|
| | Forecast | Budget | Adj. to Base Budget | Maintain Services | Provincial Legislated | COVID-19 | User Fees & Revenues | Estimate | |
| Revenues By Type | | | | | | | | | |
| Federal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Provincial | -400 | -400 | 400 | 0 | 0 | 0 | 0 | 0 | 400 |
| Own Funds | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fees and Services | -1,265 | -1,223 | 0 | 0 | 0 | 0 | -15 | -1,238 | -15 |
| Fines | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Revenue | -1,665 | -1,623 | 400 | 0 | 0 | 0 | -15 | -1,238 | 385 |
| Percent of 2022 Revenue Budget | | | -24.6% | 0.0% | 0.0% | 0.0% | 0.9% | -23.7% | |
| Net Requirement | 173,508 | 172,508 | 0 | 4,517 | 150 | 0 | -15 | 177,160 | 4,652 |
| Percent of 2022 Net Requirement Budget | | | 0.0% | 2.6% | 0.1% | 0.0% | 0.0% | 2.7% | |
| Full Time Equivalents (FTE's) | | 975.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 975.00 | 0.00 |
| Percent of 2022 FTE's | | | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | |

City of Ottawa
 Emergency & Protective Services
 Fire Services - Operating Resource Requirement Explanatory Notes
 In Thousands (\$000)

| 2021 Forecast vs. Budget Variance Explanation | Surplus / (Deficit) | | |
|--|---------------------|-----------|---------------|
| | Expense | Revenue | Net |
| Increased in Compensation mainly due to higher Workplace Safety and Insurance Board (WSIB) charges. | -150 | 0 | -150 |
| Higher Materials and Services mainly due to increased Liability Claims, Uniform Cleaning, and Janitorial and Supplies | -390 | 0 | -390 |
| Ottawa Hospital Research Institute (OHRI) Collaborative Research Service Agreement with the Ottawa Hospital, which is offset by Federal Revenue from Defence Research and Development Canada (DRDC). | -276 | 276 | 0 |
| Fleet costs exceed budget resulting from increased repairs and maintenance charges. | -226 | 0 | -226 |
| Revenue shortfall mainly due to lower Recruitment and unrealized Alarm Compliance (False Alarm) revenue. | 0 | -234 | -234 |
| Total Surplus / (Deficit) | -1,042 | 42 | -1,000 |

| 2021 Baseline Adjustment / Explanation | Increase / (Decrease) | | | |
|---|-----------------------|------------|------------------|-------------|
| | Expense | Revenue | Net 2022 Changes | FTE Impact |
| Reversal of 2021 One-time additional costs required for additional safety supplies and personal protective equipment. | -400 | 0 | -400 | 0.00 |
| Reversal of 2021 One-time government funding required to fund additional COVID costs and pressures in 2021 | 0 | 400 | 400 | 0.00 |
| Total Adjustments to Base Budget | -400 | 400 | 0 | 0.00 |

City of Ottawa
Emergency & Protective Services
Fire Services - Operating Resource Requirement Explanatory Notes
In Thousands (\$000)

| 2022 Pressure Category / Explanation | Increase / (Decrease) | | | |
|--|-----------------------|------------|------------------|-------------|
| | Expense | Revenue | Net 2022 Changes | FTE Impact |
| Maintain Services | | | | |
| All programs include an adjustment for potential 2022 cost of living, increments and benefit adjustments. | 4,200 | 0 | 4,200 | 0.00 |
| Inflationary increases on contracted services, maintenance agreements, materials and supplies. | 70 | 0 | 70 | 0.00 |
| Increase in Fleet costs related to inflation on compensation contracts, parts, fuel, contribution to capital reserve and maintenance. | 150 | 0 | 150 | 0.00 |
| Increase in Facility costs related to inflation on compensation contracts, hydro increases, security and maintenance contracts | 72 | 0 | 72 | 0.00 |
| Increase in the service level agreement with Police Services in support of the Fire computer-aided dispatch system. | 25 | | 25 | 0.00 |
| Total Maintain Services | 4,517 | 0 | 4,517 | 0.00 |
| Provincial Legislated | | | | |
| The Canadian Radio-Television and Telecommunications Commission (CRTC) is mandating 9-1-1 stakeholders to complete the necessary system upgrades to prepare for Next Generation 9-1-1. | 150 | 0 | 150 | 0 |
| Total Provincial Legislated | 150 | 0 | 150 | 0.00 |
| | Increase / (Decrease) | | | |
| 2022 Pressure Category / Explanation | Expense | Revenue | Net 2022 Changes | FTE Impact |
| User Fees & Revenues | | | | |
| See following user fee schedule for details on the specific rates. | 0 | -15 | -15 | 0.00 |
| Total User Fees & Revenues | 0 | -15 | -15 | 0.00 |
| Total Budget Changes | 4,267 | 385 | 4,652 | 0.00 |

City of Ottawa
 Emergency & Protective Services
 Paramedic Service - Operating Resource Requirement Analysis
 In Thousands (\$000)

| | 2021 Baseline | | | 2022 Adjustments | | | | 2022 | \$ Change over 2021 Budget |
|---|----------------|----------------|---------------------|-------------------|--------------|-------------|----------------------|----------------|----------------------------|
| | Forecast | Budget | Adj. to Base Budget | Maintain Services | Growth | COVID-19 | User Fees & Revenues | Estimate | |
| Expenditures by Program | | | | | | | | | |
| Paramedic Service | 121,713 | 106,477 | -5,315 | 2,471 | 2,170 | 0 | 0 | 105,803 | -674 |
| CACC (Dispatch) | 12,373 | 11,598 | 0 | 0 | 0 | 0 | 0 | 11,598 | 0 |
| Program Support | 2,310 | 2,310 | 0 | 0 | 0 | 0 | 0 | 2,310 | 0 |
| Gross Expenditure | 136,396 | 120,385 | -5,315 | 2,471 | 2,170 | 0 | 0 | 119,711 | -674 |
| Recoveries & Allocations | -165 | -165 | 0 | 0 | 0 | 0 | 0 | -165 | 0 |
| Revenue | -89,861 | -73,815 | 5,075 | 0 | 0 | 0 | -610 | -69,350 | 4,465 |
| Net Requirement | 46,370 | 46,405 | -240 | 2,471 | 2,170 | 0 | -610 | 50,196 | 3,791 |
| Expenditures by Type | | | | | | | | | |
| Salaries, Wages & Benefits | 98,969 | 91,594 | -2,853 | 1,995 | 1,025 | 0 | 0 | 91,761 | 167 |
| Overtime | 4,252 | 2,252 | -12 | 0 | 0 | 0 | 0 | 2,240 | -12 |
| Material & Services | 19,391 | 12,855 | -2,450 | 300 | 1,145 | 0 | 0 | 11,850 | -1,005 |
| Transfers/Grants/Financial Charges | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fleet Costs | 8,693 | 8,593 | 0 | 150 | 0 | 0 | 0 | 8,743 | 150 |
| Program Facility Costs | 2,531 | 2,531 | 0 | 26 | 0 | 0 | 0 | 2,557 | 26 |
| Other Internal Costs | 2,560 | 2,560 | 0 | 0 | 0 | 0 | 0 | 2,560 | 0 |
| Gross Expenditures | 136,396 | 120,385 | -5,315 | 2,471 | 2,170 | 0 | 0 | 119,711 | -674 |
| Recoveries & Allocations | -165 | -165 | 0 | 0 | 0 | 0 | 0 | -165 | 0 |
| Net Expenditure | 136,231 | 120,220 | -5,315 | 2,471 | 2,170 | 0 | 0 | 119,546 | -674 |
| Percent of 2022 Net Expenditure Budget | | | -4.4% | 2.1% | 1.8% | 0.0% | 0.0% | -0.6% | |
| Revenues By Type | | | | | | | | | |
| Federal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Provincial | -88,901 | -72,855 | 5,075 | 0 | 0 | 0 | -500 | -68,280 | 4,575 |
| Own Funds | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fees and Services | -960 | -960 | 0 | 0 | 0 | 0 | -110 | -1,070 | -110 |
| Fines | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Revenue | -89,861 | -73,815 | 5,075 | 0 | 0 | 0 | -610 | -69,350 | 4,465 |
| Percent of 2022 Revenue Budget | | | -6.9% | 0.0% | 0.0% | 0.0% | 0.8% | -6.0% | |
| Net Requirement | 46,370 | 46,405 | -240 | 2,471 | 2,170 | 0 | -610 | 50,196 | 3,791 |
| Percent of 2022 Net Requirement Budget | | | -0.5% | 5.3% | 4.7% | 0.0% | -1.3% | 8.2% | |
| Full Time Equivalents (FTE's) | | 697.80 | 0.00 | 0.00 | 14.00 | 0.00 | 0.00 | 711.80 | 14.00 |
| Percent of 2022 FTE's | | | 0.0% | 0.0% | 2.0% | 0.0% | 0.0% | 2.0% | |

City of Ottawa
 Emergency & Protective Services
 Paramedic Service - Operating Resource Requirement Explanatory Notes
 In Thousands (\$000)

| 2021 Forecast vs. Budget Variance Explanation | Surplus / (Deficit) | | | |
|--|-----------------------|---------------|------------------|-------------|
| | Expense | Revenue | Net | |
| Increased expenditures related to the COVID-19 pandemic and the Vaccination Distribution Program including additional temporary resources, changes in infection prevention and control measures, and the acquisition of Personal Protective Equipment (PPE) and medical supplies. 100% reimbursement from the Ministry of Health is anticipated. | -11,100 | 11,100 | 0 | |
| Increased expenditures related to the one-time 4-year Community Paramedicine for Long-Term Care Program Agreement is funded by the Ministry of Long-Term Care. | -3,750 | 3,750 | 0 | |
| Additional one-time funding from the Ministry of Health will offset the ambulance cost required for the Inter-facility Transports Program for critically ill neonatal and pediatric patients program. | -250 | 250 | 0 | |
| Additional one-time funding from the Ministry of Health for one-time technology upgrades at the Central Ambulance Communication Centre (CACC). | -775 | 775 | 0 | |
| Increased one-time federal revenue for Defence Research and Development Canada funded project. | -136 | 171 | 35 | |
| Total Surplus / (Deficit) | -16,011 | 16,046 | 35 | |
| 2021 Baseline Adjustment / Explanation | Increase / (Decrease) | | | |
| | Expense | Revenue | Net 2022 Changes | FTE Impact |
| Annualization of previous years' growth, per Council approved Paramedic Service Review report ACS2016-EPS-GEN-0005. | 735 | -975 | -240 | 0.00 |
| Removal of 2021 One-time incremental costs and related funding for additional staffing resources, safety supplies and personal protective equipment due to COVID-19. | -6,050 | 6,050 | 0 | 0.00 |
| Total Adjustments to Base Budget | -5,315 | 5,075 | -240 | 0.00 |

City of Ottawa
 Emergency & Protective Services
 Paramedic Service - Operating Resource Requirement Explanatory Notes
 In Thousands (\$000)

| 2022 Pressure Category / Explanation | Expense | Revenue | Net 2022 Changes | FTE Impact |
|--|--------------|----------|------------------|-------------|
| Maintain Services | | | | |
| All programs include an adjustment for potential 2022 cost of living, increments and benefit adjustments. | 1,995 | 0 | 1,995 | 0.00 |
| Inflationary increases on contracted services, maintenance agreements and materials and supplies. | 200 | 0 | 200 | 0.00 |
| Increase in Fleet costs related to inflation on compensation contracts, parts, fuel, contribution to capital reserve and maintenance. | 150 | 0 | 150 | 0.00 |
| Increase in building lease costs for additional space to accommodate increase in public education training offset by increased training revenue. | 100 | 0 | 100 | 0.00 |
| Increase in Facility costs related to inflation on compensation contracts, hydro increases, security and maintenance contracts. | 26 | 0 | 26 | 0.00 |
| Total Maintain Services | 2,471 | 0 | 2,471 | 0.00 |

City of Ottawa
 Emergency & Protective Services
 Paramedic Service - Operating Resource Requirement Explanatory Notes
 In Thousands (\$000)

| 2022 Pressure Category / Explanation | Increase / (Decrease) | | | |
|---|-----------------------|--------------|------------------|--------------|
| | Expense | Revenue | Net 2022 Changes | FTE Impact |
| Growth | | | | |
| Increase of 14 Paramedic FTEs, phased-in June 2022, including 2 vehicles, required to maintain Council-approved response times. | 1,270 | 0 | 1,270 | 14.00 |
| Increase in Fleet costs related to 12 new ambulances added to the Paramedic Service fleet. | 900 | 0 | 900 | 0.00 |
| Total Growth | 2,170 | 0 | 2,170 | 14.00 |
| 2022 Pressure Category / Explanation | Increase / (Decrease) | | | |
| | Expense | Revenue | Net 2022 Changes | FTE Impact |
| User Fees & Revenues | | | | |
| Anticipated increase in provincial revenue in land ambulance service to reflect 50/50 funding. | 0 | -500 | -500 | 0.00 |
| Increase in public education training revenues due to increased demand. | 0 | -100 | -100 | 0.00 |
| See following user fee schedule for details on the specific rates. | 0 | -10 | -10 | 0.00 |
| Total User Fees & Revenues | 0 | -610 | -610 | 0.00 |
| Total Budget Changes | -674 | 4,465 | 3,791 | 14.00 |

City of Ottawa
Emergency & Protective Services
By-law and Regulatory Services - Operating Resource Requirement Analysis
In Thousands (\$000)

| | 2021 Baseline | | | 2022 Adjustments | | | | 2022 | \$ Change over 2021 Budget |
|---|----------------|----------------|---------------------|-------------------|--------------|-------------|----------------------|----------------|----------------------------|
| | Forecast | Budget | Adj. to Base Budget | Maintain Services | Growth | COVID-19 | User Fees & Revenues | Estimate | |
| Expenditures by Program | | | | | | | | | |
| Operations | 22,425 | 22,435 | 310 | 472 | 1,455 | 0 | 0 | 24,672 | 2,237 |
| Spay Neuter Clinic | 523 | 523 | 0 | 10 | 0 | 0 | 0 | 533 | 10 |
| Municipal Animal Shelter Services | 1,162 | 1,182 | 0 | 50 | 0 | 0 | 0 | 1,232 | 50 |
| Gross Expenditure | 24,110 | 24,140 | 310 | 532 | 1,455 | 0 | 0 | 26,437 | 2,297 |
| Recoveries & Allocations | -995 | -495 | 0 | 0 | -795 | 0 | 0 | -1,290 | -795 |
| Revenue | -28,937 | -29,467 | 0 | 0 | -960 | 0 | -425 | -30,852 | -1,385 |
| Net Requirement | -5,822 | -5,822 | 310 | 532 | -300 | 0 | -425 | -5,705 | 117 |
| Expenditures by Type | | | | | | | | | |
| Salaries, Wages & Benefits | 17,839 | 17,839 | 310 | 390 | 1,365 | 0 | 0 | 19,904 | 2,065 |
| Overtime | 271 | 271 | 0 | 0 | 0 | 0 | 0 | 271 | 0 |
| Material & Services | 4,038 | 4,568 | 0 | 110 | 90 | 0 | 0 | 4,768 | 200 |
| Transfers/Grants/Financial Charges | 501 | 1 | 0 | 0 | 0 | 0 | 0 | 1 | 0 |
| Fleet Costs | 981 | 981 | 0 | 30 | 0 | 0 | 0 | 1,011 | 30 |
| Program Facility Costs | 68 | 68 | 0 | 2 | 0 | 0 | 0 | 70 | 2 |
| Other Internal Costs | 412 | 412 | 0 | 0 | 0 | 0 | 0 | 412 | 0 |
| Gross Expenditures | 24,110 | 24,140 | 310 | 532 | 1,455 | 0 | 0 | 26,437 | 2,297 |
| Recoveries & Allocations | -995 | -495 | 0 | 0 | -795 | 0 | 0 | -1,290 | -795 |
| Net Expenditure | 23,115 | 23,645 | 310 | 532 | 660 | 0 | 0 | 25,147 | 1,502 |
| Percent of 2022 Net Expenditure Budget | | | 1.3% | 2.2% | 2.8% | 0.0% | 0.0% | 6.4% | |
| Revenues By Type | | | | | | | | | |
| Federal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Provincial | -4,970 | -4,000 | 4,000 | 0 | 0 | 0 | 0 | 0 | 4,000 |
| Own Funds | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fees and Services | -23,967 | -25,467 | -4,000 | 0 | -960 | 0 | -425 | -30,852 | -5,385 |
| Fines | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Revenue | -28,937 | -29,467 | 0 | 0 | -960 | 0 | -425 | -30,852 | -1,385 |
| Percent of 2022 Revenue Budget | | | 0.0% | 0.0% | 3.3% | 0.0% | 1.4% | 4.7% | |
| Net Requirement | -5,822 | -5,822 | 310 | 532 | -300 | 0 | -425 | -5,705 | 117 |
| Percent of 2022 Net Requirement Budget | | | -5.3% | -9.1% | 5.2% | 0.0% | 7.3% | -2.0% | |
| Full Time Equivalents (FTE's) | | 176.78 | 2.50 | 0.00 | 0.00 | 0.00 | 0.00 | 179.28 | 2.50 |
| Percent of 2022 FTE's | | | 1.4% | 0.0% | 0.0% | 0.0% | 0.0% | 1.4% | |

City of Ottawa
Emergency & Protective Services
By-law and Regulatory Services - Operating Resource Requirement Explanatory Notes
In Thousands (\$000)

| 2021 Forecast vs. Budget Variance Explanation | Surplus / (Deficit) | | | |
|---|---------------------|-------------|------------------|-------------|
| | Expense | Revenue | Net | |
| One-time additional revenue reduction in Parking Fines, Business and Taxi Licenses, Spay Neuter Clinic surgeries and operational savings associated with deputization costs due to impacts of COVID-19. | 1,100 | -2,000 | -900 | |
| One-time additional costs required for additional safety supplies and personal protective equipment. | -70 | 0 | -70 | |
| COVID-19 Phase 1 funding from the Safe Restart Fund | 0 | 970 | 970 | |
| Voluntary payments from Private Transportation Companies related to Accessibility offset by a contribution to the Accessibility reserve. | -500 | 500 | 0 | |
| Total Surplus / (Deficit) | 530 | -530 | 0 | |
| Increase / (Decrease) | | | | |
| 2021 Baseline Adjustment / Explanation | Expense | Revenue | Net 2022 Changes | FTE Impact |
| By-law and Regulatory Services positions to administer and enforce the new licensing regime for towing services (ACS2021-EPS-PPD-0002) offset by new user fees. | 310 | 0 | 310 | 2.50 |
| Reversal of 2021 one-time reduction in parking fine revenues due to COVID-19 impact. | | -4,000 | -4,000 | 0.00 |
| Reversal of 2021 one-time government funding required to fund reduced parking fine revenue in 2021 due to COVID-19. | | 4,000 | 4,000 | 0.00 |
| Total Adjustments to Base Budget | 310 | 0 | 310 | 2.50 |
| Increase / (Decrease) | | | | |
| 2022 Pressure Category / Explanation | Expense | Revenue | Net 2022 Changes | FTE Impact |
| Maintain Services | | | | |
| All programs include an adjustment for potential 2021 cost of living, increments and benefit adjustments. | 390 | 0 | 390 | 0.00 |
| Inflationary increases on contracted services, maintenance agreements and materials and supplies. | 110 | 0 | 110 | 0.00 |
| Increase in Fleet costs related to inflation on compensation contracts, fuel, contribution to capital reserve and maintenance. | 30 | 0 | 30 | 0.00 |
| Increase in Facility costs related to inflation on compensation and lease contracts, and hydro, heating and water increases. | 2 | 0 | 2 | 0.00 |
| Total Maintain Services | 532 | 0 | 532 | 0.00 |

City of Ottawa
 Emergency & Protective Services
 By-law and Regulatory Services - Operating Resource Requirement Explanatory Notes
 In Thousands (\$000)

| 2022 Pressure Category / Explanation | Expense | Revenue | Net 2022 Changes | FTE Impact |
|---|--------------|---------------|------------------|-------------|
| Growth | | | | |
| Compensation costs for seven Bylaw and Regulatory Services staff required to respond to growing number of service calls (ACS2021-EPS-BLR-0001 By-law and Regulatory Services 2019 and 2020 Annual Report) offset by inflationary increases in fines. | 600 | -900 | -300 | 0.00 |
| Compensation costs for six temporary By-law and Regulatory Services staff to enforce and administer the Short-Term Rental Regulation Pilot (ACS2021-EPS-PPD-0001). Costs to be offset by Municipal Accommodations tax revenue and user fees. | 765 | | 765 | 0.00 |
| Software and equipment for Short-Term Rental Regulation Pilot (ACS2021-EPS-PPD-0001) | 90 | 0 | 90 | 0.00 |
| Municipal Accommodation tax revenue and user fees from Short Term Rental Regulation Pilot (ACS2021-EPS-PPD-0001) | -795 | -60 | -855 | 0.00 |
| Total Growth | 660 | -960 | -300 | 0.00 |
| User Fees & Revenues | | | | |
| User fees from new Towing Regulations (ACS2021-EPS-PPD-0002) | | (350) | -350 | |
| See following user fee schedule for details on the specific rates. | | (75) | -75 | |
| Total User Fees & Revenues | 0 | -425 | -425 | 0.00 |
| Total Budget Changes | 1,502 | -1,385 | 117 | 2.50 |

City of Ottawa
Emergency & Protective Services
Public Policy Development - Operating Resource Requirement Analysis
In Thousands (\$000)

| | 2021 Baseline | | | 2022 Adjustments | | | | | | 2022 | \$ Change over 2021 Budget |
|---|---------------|------------|---------------------|-------------------|-----------------------|-------------|-------------|-------------------------------|----------------------|--------------|----------------------------|
| | Forecast | Budget | Adj. to Base Budget | Maintain Services | Provincial Legislated | Growth | COVID-19 | Service Initiatives / Savings | User Fees & Revenues | Estimate | |
| Expenditures by Program | | | | | | | | | | | |
| Public Policy Development | 1,364 | 799 | 0 | 15 | 760 | 0 | 0 | 0 | 0 | 1,574 | 775 |
| Gross Expenditure | 1,364 | 799 | 0 | 15 | 760 | 0 | 0 | 0 | 0 | 1,574 | 775 |
| Recoveries & Allocations | -495 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Revenue | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Net Requirement | 869 | 799 | 0 | 15 | 760 | 0 | 0 | 0 | 0 | 1,574 | 775 |
| Expenditures by Type | | | | | | | | | | | |
| Salaries, Wages & Benefits | 1,273 | 778 | 0 | 15 | 510 | 0 | 0 | 0 | 0 | 1,303 | 525 |
| Overtime | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Material & Services | 91 | 21 | 0 | 0 | 250 | 0 | 0 | 0 | 0 | 271 | 250 |
| Transfers/Grants/Financial Charges | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fleet Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Program Facility Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other Internal Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Gross Expenditures | 1,364 | 799 | 0 | 15 | 760 | 0 | 0 | 0 | 0 | 1,574 | 775 |
| Recoveries & Allocations | -495 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Net Expenditure | 869 | 799 | 0 | 15 | 760 | 0 | 0 | 0 | 0 | 1,574 | 775 |
| Percent of 2022 Net Expenditure Budget | | | 0.0% | 1.9% | 95.1% | 0.0% | 0.0% | 0.0% | 0.0% | 97.0% | |
| Revenues By Type | | | | | | | | | | | |
| Federal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Provincial | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Own Funds | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fees and Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fines | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Revenue | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Percent of 2022 Revenue Budget | | | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | |
| Net Requirement | 869 | 799 | 0 | 15 | 760 | 0 | 0 | 0 | 0 | 1,574 | 775 |
| Percent of 2022 Net Requirement Budget | | | 0.0% | 1.9% | 95.1% | 0.0% | 0.0% | 0.0% | 0.0% | 97.0% | |
| Full Time Equivalents (FTE's) | | 6.00 | 0.00 | 0.00 | 4.00 | 0.00 | 0.00 | 0.00 | 0.00 | 10.00 | 4.00 |
| Percent of 2022 FTE's | | | 0.0% | 0.0% | 66.7% | 0.0% | 0.0% | 0.0% | 0.0% | 66.7% | |

City of Ottawa
 Emergency & Protective Services
 Public Policy Development - Operating Resource Requirement Explanatory Notes
 In Thousands (\$000)

| 2021 Forecast vs. Budget Variance Explanation | Surplus / (Deficit) | | |
|--|---------------------|----------|------------|
| | Expense | Revenue | Net |
| Increased costs related to additional program activities in the Community Safety and Well-Being program. | -70 | 0 | -70 |
| Total Surplus / (Deficit) | -70 | 0 | -70 |

| 2022 Pressure Category / Explanation | Increase / (Decrease) | | | |
|--|------------------------------|----------|------------------|-------------|
| | Expense | Revenue | Net 2022 Changes | FTE Impact |
| Maintain Services All programs include an adjustment for potential 2022 cost of living, increments and benefit adjustments. | 15 | 0 | 15 | 0.00 |
| Total Maintain Services | 15 | 0 | 15 | 0.00 |
| Provincial Legislated Four positions for the Community Safety and Well-Being program in accordance with Safer Ontario Act, 2018 (formerly Bill 175). | 510 | 0 | 510 | 4.00 |
| Purchased services and materials to support the Community Safety & Well-Being program. | 250 | 0 | 250 | 0.00 |
| Total Provincial Legislated | 760 | 0 | 760 | 4.00 |
| | Increase / (Decrease) | | | |
| Total Budget Changes | 775 | 0 | 775 | 4.00 |

City of Ottawa
Recreation, Cultural and Facility Services
GM's Office & Business Support Services - Operating Resource Requirement Analysis
In Thousands (\$000)

| | 2021 Baseline | | | 2022 Adjustments | | | | 2022 | \$ Change over 2021 Budget |
|---|---------------|---------------|---------------------|-------------------|-------------|-------------|----------------------|---------------|----------------------------|
| | Forecast | Budget | Adj. to Base Budget | Maintain Services | Growth | COVID-19 | User Fees & Revenues | Estimate | |
| Expenditures by Program | | | | | | | | | |
| General Manager's Office | 3,817 | 2,190 | -650 | 57 | 0 | 0 | 0 | 1,597 | -593 |
| Business & Technical Support Services | 24,781 | 25,781 | 0 | 677 | 0 | 0 | 0 | 26,458 | 677 |
| Gross Expenditure | 28,598 | 27,971 | -650 | 734 | 0 | 0 | 0 | 28,055 | 84 |
| Recoveries & Allocations | -380 | -380 | 0 | 0 | 0 | 0 | 0 | -380 | 0 |
| Revenue | -4,019 | -3,193 | 650 | -30 | 0 | 0 | 0 | -2,573 | 620 |
| Net Requirement | 24,199 | 24,398 | 0 | 704 | 0 | 0 | 0 | 25,102 | 704 |
| Expenditures by Type | | | | | | | | | |
| Salaries, Wages & Benefits | 9,561 | 9,349 | 0 | 433 | 0 | 0 | 0 | 9,782 | 433 |
| Overtime | 5 | 5 | 0 | 0 | 0 | 0 | 0 | 5 | 0 |
| Material & Services | 4,573 | 4,158 | -650 | 30 | 0 | 0 | 0 | 3,538 | -620 |
| Transfers/Grants/Financial Charges | 13,165 | 13,165 | 0 | 265 | 0 | 0 | 0 | 13,430 | 265 |
| Fleet Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Program Facility Costs | 363 | 363 | 0 | 6 | 0 | 0 | 0 | 369 | 6 |
| Other Internal Costs | 931 | 931 | 0 | 0 | 0 | 0 | 0 | 931 | 0 |
| Gross Expenditures | 28,598 | 27,971 | -650 | 734 | 0 | 0 | 0 | 28,055 | 84 |
| Recoveries & Allocations | -380 | -380 | 0 | 0 | 0 | 0 | 0 | -380 | 0 |
| Net Expenditure | 28,218 | 27,591 | -650 | 734 | 0 | 0 | 0 | 27,675 | 84 |
| Percent of 2022 Net Expenditure Budget | | | -2.4% | 2.7% | 0.0% | 0.0% | 0.0% | 0.3% | |
| Revenues By Type | | | | | | | | | |
| Federal | -540 | -540 | 0 | 0 | 0 | 0 | 0 | -540 | 0 |
| Provincial | -2,276 | -650 | 650 | 0 | 0 | 0 | 0 | 0 | 650 |
| Own Funds | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fees and Services | -1,203 | -2,003 | 0 | -30 | 0 | 0 | 0 | -2,033 | -30 |
| Fines | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Revenue | -4,019 | -3,193 | 650 | -30 | 0 | 0 | 0 | -2,573 | 620 |
| Percent of 2022 Revenue Budget | | | -20.4% | 0.9% | 0.0% | 0.0% | 0.0% | -19.4% | |
| Net Requirement | 24,199 | 24,398 | 0 | 704 | 0 | 0 | 0 | 25,102 | 704 |
| Percent of 2022 Net Requirement Budget | | | 0.0% | 2.9% | 0.0% | 0.0% | 0.0% | 2.9% | |
| Full Time Equivalents (FTE's) | 80.59 | 80.59 | 0.00 | 1.00 | 0.00 | 0.00 | 0.00 | 81.59 | 1.00 |
| Percent of 2022 FTE's | | | 0.0% | 1.2% | 0.0% | 0.0% | 0.0% | 1.2% | |

City of Ottawa

Recreation, Cultural and Facility Services

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

In Thousands (\$000)

| 2021 Forecast vs. Budget Variance Explanation | Surplus / (Deficit) | | | |
|--|-----------------------|------------|------------------|-------------|
| | Expense | Revenue | Net | |
| Additional costs due to COVID 19 impacts and vaccination program costs offset by savings as a result of reduced services and closures. | -627 | 826 | 199 | |
| Total Surplus / (Deficit) | -627 | 826 | 199 | |
| 2021 Baseline Adjustment / Explanation | Increase / (Decrease) | | | FTE Impact |
| | Expense | Revenue | Net 2022 Changes | |
| Removal of the 2019 one-time expenditure for PPE funded from Provincial Safe Restart Funding | -650 | 650 | 0 | 0.00 |
| Total Adjustments to Base Budget | -650 | 650 | 0 | 0.00 |
| Maintain Services | | | | |
| All programs include an adjustment for potential 2022 cost of living, increments and benefit adjustments. | 303 | 0 | 303 | 0.00 |
| Monitoring & Compliance Officer as an internal audit recommendation to support Departmental contracts | 130 | 0 | 130 | 1.00 |
| Inflationary increase of 2% for Cultural and Recreation Community grants. | 265 | 0 | 265 | 0.00 |
| Increase in Facility costs related to inflation on compensation contracts, water and heating increases, security and maintenance contracts | 6 | 0 | 6 | 0.00 |
| Cost of Living increase on P3 ice rental contracts | 30 | -30 | 0 | 0.00 |
| Total Maintain Services | 734 | -30 | 704 | 1.00 |
| Total Budget Changes | 84 | 620 | 704 | 1.00 |

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

| | 2021 Baseline | | | 2018 Adjustments | | | | 2018 | \$ Change over 2021 Budget |
|---|----------------|----------------|---------------------|-------------------|-------------|---------------|----------------------|----------------|----------------------------|
| | Forecast | Budget | Adj. to Base Budget | Maintain Services | Growth | COVID-19 | User Fees & Revenues | Estimate | |
| Expenditures by Program | | | | | | | | | |
| Community Recreation and Cultural Programs | 62,815 | 67,915 | 3,776 | 1,362 | 0 | -5,000 | 0 | 68,053 | 138 |
| Gross Expenditure | 62,815 | 67,915 | 3,776 | 1,362 | 0 | -5,000 | 0 | 68,053 | 138 |
| Recoveries & Allocations | -1,077 | -1,077 | 0 | 0 | 0 | 0 | 0 | -1,077 | 0 |
| Revenue | -20,465 | -24,965 | -3,376 | 0 | 0 | 11,600 | -120 | -16,861 | 8,104 |
| Net Requirement | 41,273 | 41,873 | 400 | 1,362 | 0 | 6,600 | -120 | 50,115 | 8,242 |
| Expenditures by Type | | | | | | | | | |
| Salaries, Wages & Benefits | 21,422 | 25,522 | 3,776 | 589 | 0 | -5,000 | 0 | 24,887 | -635 |
| Overtime | 151 | 151 | 0 | 3 | 0 | 0 | 0 | 154 | 3 |
| Material & Services | 3,096 | 4,096 | 0 | 0 | 0 | 0 | 0 | 4,096 | 0 |
| Transfers/Grants/Financial Charges | 311 | 311 | 0 | 0 | 0 | 0 | 0 | 311 | 0 |
| Fleet Costs | 117 | 117 | 0 | 0 | 0 | 0 | 0 | 117 | 0 |
| Program Facility Costs | 37,140 | 37,140 | 0 | 770 | 0 | 0 | 0 | 37,910 | 770 |
| Other Internal Costs | 578 | 578 | 0 | 0 | 0 | 0 | 0 | 578 | 0 |
| Gross Expenditures | 62,815 | 67,915 | 3,776 | 1,362 | 0 | -5,000 | 0 | 68,053 | 138 |
| Recoveries & Allocations | -1,077 | -1,077 | 0 | 0 | 0 | 0 | 0 | -1,077 | 0 |
| Net Expenditure | 61,738 | 66,838 | 3,776 | 1,362 | 0 | -5,000 | 0 | 66,976 | 138 |
| Percent of 2022 Net Expenditure Budget | | | 5.6% | 2.0% | 0.0% | -7.5% | 0.0% | 0.2% | |
| Revenues By Type | | | | | | | | | |
| Federal | -61 | -61 | 0 | 0 | 0 | 0 | 0 | -61 | 0 |
| Provincial | -16,169 | -16,169 | 15,880 | 0 | 0 | 0 | 0 | -289 | 15,880 |
| Own Funds | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fees and Services | -4,235 | -8,735 | -19,256 | 0 | 0 | 11,600 | -120 | -16,511 | -7,776 |
| Fines | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Revenue | -20,465 | -24,965 | -3,376 | 0 | 0 | 11,600 | -120 | -16,861 | 8,104 |
| Percent of 2022 Revenue Budget | | | 13.5% | 0.0% | 0.0% | -46.5% | 0.5% | -32.5% | |
| Net Requirement | 41,273 | 41,873 | 400 | 1,362 | 0 | 6,600 | -120 | 50,115 | 8,242 |
| Percent of 2022 Net Requirement Budget | | | 1.0% | 3.3% | 0.0% | 15.8% | -0.3% | 19.7% | |
| Full Time Equivalents (FTE's) | 428.53 | 428.53 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 428.53 | 0.00 |
| Percent of 2022 FTE's | | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | |

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

| 2021 Forecast vs. Budget Variance Explanation | Surplus / (Deficit) | | | |
|---|-----------------------|---------------|------------------|-------------|
| | Expense | Revenue | Net | |
| Revenue losses due to COVID 19 impacts offset by savings as a result of reduced services and closures. | 5,100 | -4,500 | 600 | |
| Total Surplus / (Deficit) | 5,100 | -4,500 | 600 | |
| 2021 Baseline Adjustment / Explanation | Increase / (Decrease) | | | |
| | Expense | Revenue | Net 2022 Changes | FTE Impact |
| Removal of 2021 one-time additional costs and temporary resources required to address enhanced cleaning and protective equipment. | 3,776 | -19,656 | -15,880 | 0.00 |
| Removal of one-time government funding required to fund additional COVID costs and pressures in 2021 | 0 | 15,880 | 15,880 | 0.00 |
| Removal of 2021 one-time fee increase for recovery of COVID 19 enhancements required for Recreation programs. | | 400 | 400 | 0.00 |
| Total Adjustments to Base Budget | 3,776 | -3,376 | 400 | 0.00 |
| 2022 Pressure Category / Explanation | Increase / (Decrease) | | | |
| | Expense | Revenue | Net 2022 Changes | FTE Impact |
| Maintain Services | | | | |
| All programs include an adjustment for potential 2022 cost of living, increments and benefit adjustments. | 592 | 0 | 592 | 0.00 |
| Increase in Facility costs related to inflation on compensation contracts, water and heating increases, security and maintenance contracts | 770 | 0 | 770 | 0.00 |
| Total Maintain Services | 1,362 | 0 | 1,362 | 0.00 |
| COVID-19 | | | | |
| One-time additional costs and temporary resources required to address enhanced cleaning and lower attendance rates at recreation programs as a result of operations under COVID 19 legislation. | -5,000 | 11,600 | 6,600 | 0.00 |
| Total COVID-19 | -5,000 | 11,600 | 6,600 | 0.00 |
| User Fees & Revenues | | | | |
| See following user fee schedule for details on the specific rates. | 0 | -120 | -120 | 0.00 |
| Total User Fees & Revenues | 0 | -120 | -120 | 0.00 |
| Total Budget Changes | 138 | 8,104 | 8,242 | 0.00 |

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

| | 2021 Baseline | | | 2022 Adjustments | | | | 2022 | \$ Change over 2021 Budget |
|---|----------------|----------------|---------------------|-------------------|-------------|---------------|----------------------|----------------|----------------------------|
| | Forecast | Budget | Adj. to Base Budget | Maintain Services | Growth | COVID-19 | User Fees & Revenues | Estimate | |
| Expenditures by Program | | | | | | | | | |
| City Wide Programs, Aquatics and Specialized Services | 67,038 | 78,099 | 944 | 1,270 | 0 | -7,800 | 0 | 72,513 | -5,586 |
| Gross Expenditure | 67,038 | 78,099 | 944 | 1,270 | 0 | -7,800 | 0 | 72,513 | -5,586 |
| Recoveries & Allocations | -636 | -636 | 0 | 0 | 0 | 0 | 0 | -636 | 0 |
| Revenue | -23,936 | -35,840 | -844 | 0 | 0 | 16,000 | -465 | -21,149 | 14,691 |
| Net Requirement | 42,466 | 41,623 | 100 | 1,270 | 0 | 8,200 | -465 | 50,728 | 9,105 |
| Expenditures by Type | | | | | | | | | |
| Salaries, Wages & Benefits | 24,594 | 35,055 | 944 | 624 | 0 | -7,800 | 0 | 28,823 | -6,232 |
| Overtime | 91 | 91 | 0 | 2 | 0 | 0 | 0 | 93 | 2 |
| Material & Services | 2,183 | 2,783 | 0 | 0 | 0 | 0 | 0 | 2,783 | 0 |
| Transfers/Grants/Financial Charges | 857 | 857 | 0 | 0 | 0 | 0 | 0 | 857 | 0 |
| Fleet Costs | 27 | 27 | 0 | 0 | 0 | 0 | 0 | 27 | 0 |
| Program Facility Costs | 39,073 | 39,073 | 0 | 644 | 0 | 0 | 0 | 39,717 | 644 |
| Other Internal Costs | 213 | 213 | 0 | 0 | 0 | 0 | 0 | 213 | 0 |
| Gross Expenditures | 67,038 | 78,099 | 944 | 1,270 | 0 | -7,800 | 0 | 72,513 | -5,586 |
| Recoveries & Allocations | -636 | -636 | 0 | 0 | 0 | 0 | 0 | -636 | 0 |
| Net Expenditure | 66,402 | 77,463 | 944 | 1,270 | 0 | -7,800 | 0 | 71,877 | -5,586 |
| Percent of 2022 Net Expenditure Budget | | | 1.2% | 1.6% | 0.0% | -10.1% | 0.0% | -7.2% | |
| Revenues By Type | | | | | | | | | |
| Federal | -36 | -36 | 0 | 0 | 0 | 0 | 0 | -36 | 0 |
| Provincial | -4,947 | -4,947 | 3,970 | 0 | 0 | 0 | 0 | -977 | 3,970 |
| Own Funds | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fees and Services | -18,953 | -30,857 | -4,814 | 0 | 0 | 16,000 | -465 | -20,136 | 10,721 |
| Fines | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Revenue | -23,936 | -35,840 | -844 | 0 | 0 | 16,000 | -465 | -21,149 | 14,691 |
| Percent of 2022 Revenue Budget | | | 2.4% | 0.0% | 0.0% | -44.6% | 1.3% | -41.0% | |
| Net Requirement | 42,466 | 41,623 | 100 | 1,270 | 0 | 8,200 | -465 | 50,728 | 9,105 |
| Percent of 2022 Net Requirement Budget | | | 0.2% | 3.1% | 0.0% | 19.7% | -1.1% | 21.9% | |
| Full Time Equivalents (FTE's) | 603.94 | 603.94 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 603.94 | 0.00 |
| Percent of 2022 FTE's | | | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | |

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

| 2021 Forecast vs. Budget Variance Explanation | Surplus / (Deficit) | | | |
|---|---------------------|----------------|------------------|-------------|
| | Expense | Revenue | Net | |
| Revenue losses due to COVID 19 impacts offset by savings as a result of reduced services and closures. | 11,061 | -11,904 | -843 | |
| Total Surplus / (Deficit) | 11,061 | -11,904 | -843 | |
| Increase / (Decrease) | | | | |
| 2021 Baseline Adjustment / Explanation | Expense | Revenue | Net 2022 Changes | FTE Impact |
| Removal of 2021 one-time additional costs and temporary resources required to address enhanced cleaning and protective equipment. | 944 | -4,914 | -3,970 | 0.00 |
| Removal of one-time government funding required to fund additional COVID costs and pressures in 2021 | 0 | 3,970 | 3,970 | 0.00 |
| Removal of 2021 one-time fee increase for recovery of COVID 19 enhancements required for Recreation programs. | 0 | 100 | 100 | 0.00 |
| Total Adjustments to Base Budget | 944 | -844 | 100 | 0.00 |
| Increase / (Decrease) | | | | |
| 2022 Pressure Category / Explanation | Expense | Revenue | Net 2022 Changes | FTE Impact |
| Maintain Services | | | | |
| All programs include an adjustment for potential 2021 cost of living, increments and benefit adjustments. | 626 | 0 | 626 | 0.00 |
| Increase in Facility costs related to inflation on compensation contracts, water and heating increases, security and maintenance contracts | 644 | 0 | 644 | 0.00 |
| Total Maintain Services | 1,270 | 0 | 1,270 | 0.00 |
| COVID-19 | | | | |
| One-time additional costs and temporary resources required to address enhanced cleaning and lower attendance rates at recreation programs as a result of operations under COVID 19 legislation. | -7,800 | 16,000 | 8,200 | 0.00 |
| Total COVID-19 | -7,800 | 16,000 | 8,200 | 0.00 |
| User Fees & Revenues | | | | |
| See following user fee schedule for details on the specific rates. | 0 | -465 | -465 | 0.00 |
| Total User Fees & Revenues | 0 | -465 | -465 | 0.00 |
| Total Budget Changes | -5,586 | 14,691 | 9,105 | 0.00 |

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

| | 2021 Baseline | | | 2022 Adjustments | | | | 2022 | \$ Change over 2021 Budget |
|---|---------------|--------------|---------------------|-------------------|-------------|-------------|----------------------|--------------|----------------------------|
| | Forecast | Budget | Adj. to Base Budget | Maintain Services | Growth | COVID-19 | User Fees & Revenues | Estimate | |
| Expenditures by Program | | | | | | | | | |
| Parks & Facilities Planning | 2,095 | 2,195 | 0 | 51 | 15 | 0 | 0 | 2,261 | 66 |
| Gross Expenditure | 2,095 | 2,195 | 0 | 51 | 15 | 0 | 0 | 2,261 | 66 |
| Recoveries & Allocations | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Revenue | -365 | -485 | 0 | 0 | 0 | 0 | 0 | -485 | 0 |
| Net Requirement | 1,730 | 1,710 | 0 | 51 | 15 | 0 | 0 | 1,776 | 66 |
| Expenditures by Type | | | | | | | | | |
| Salaries, Wages & Benefits | 1,963 | 1,960 | 0 | 51 | 0 | 0 | 0 | 2,011 | 51 |
| Overtime | 2 | 2 | 0 | 0 | 0 | 0 | 0 | 2 | 0 |
| Material & Services | 130 | 233 | 0 | 0 | 15 | 0 | 0 | 248 | 15 |
| Transfers/Grants/Financial Charges | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fleet Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Program Facility Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other Internal Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Gross Expenditures | 2,095 | 2,195 | 0 | 51 | 15 | 0 | 0 | 2,261 | 66 |
| Recoveries & Allocations | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Net Expenditure | 2,095 | 2,195 | 0 | 51 | 15 | 0 | 0 | 2,261 | 66 |
| Percent of 2022 Net Expenditure Budget | | | 0.0% | 2.3% | 0.7% | 0.0% | 0.0% | 3.0% | |
| Revenues By Type | | | | | | | | | |
| Federal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Provincial | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Own Funds | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fees and Services | -365 | -485 | 0 | 0 | 0 | 0 | 0 | -485 | 0 |
| Fines | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Revenue | -365 | -485 | 0 | 0 | 0 | 0 | 0 | -485 | 0 |
| Percent of 2022 Revenue Budget | | | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | |
| Net Requirement | 1,730 | 1,710 | 0 | 51 | 15 | 0 | 0 | 1,776 | 66 |
| Percent of 2022 Net Requirement Budget | | | 0.0% | 3.0% | 0.9% | 0.0% | 0.0% | 3.9% | |
| Full Time Equivalents (FTE's) | 15.00 | 15.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 15.00 | 0.00 |
| Percent of 2022 FTE's | | | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | |

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

| 2021 Forecast vs. Budget Variance Explanation | Surplus / (Deficit) | | |
|--|---------------------|-------------|------------|
| | Expense | Revenue | Net |
| Park Review & Inspection Fees under budget offset by savings in Professional Services and Recoveries | 100 | -120 | -20 |
| Total Surplus / (Deficit) | 100 | -120 | -20 |

| 2022 Pressure Category / Explanation | Increase / (Decrease) | | | |
|---|-----------------------|----------|------------------|-------------|
| | Expense | Revenue | Net 2022 Changes | FTE Impact |
| Maintain Services All programs include an adjustment for potential 2022 cost of living, increments and benefit adjustments. | 51 | 0 | 51 | 0.00 |
| Total Maintain Services | 51 | 0 | 51 | 0.00 |
| Growth | | | | |
| Comemmorative naming - increase required to keep up with demand and address the backlog | 15 | 0 | 15 | 0.00 |
| Total Growth | 15 | 0 | 15 | 0.00 |
| Total Budget Changes | 66 | 0 | 66 | 0.00 |

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

| | 2021 Baseline | | | 2022 Adjustments | | | | 2022 | \$ Change over 2021 Budget |
|---|---------------|---------------|---------------------|-------------------|-------------|-------------|----------------------|---------------|----------------------------|
| | Forecast | Budget | Adj. to Base Budget | Maintain Services | Growth | COVID-19 | User Fees & Revenues | Estimate | |
| Expenditures by Program | | | | | | | | | |
| Facility Operations Services | 90,413 | 89,322 | -550 | 1,670 | 33 | 0 | 0 | 90,475 | 1,153 |
| Gross Expenditure | 90,413 | 89,322 | -550 | 1,670 | 33 | 0 | 0 | 90,475 | 1,153 |
| Recoveries & Allocations | -52,863 | -52,863 | 0 | -882 | 0 | 0 | 0 | -53,745 | -882 |
| Revenue | -3,527 | -2,696 | 550 | 228 | 0 | 0 | 0 | -1,918 | 778 |
| Net Requirement | 34,023 | 33,763 | 0 | 1,016 | 33 | 0 | 0 | 34,812 | 1,049 |
| Expenditures by Type | | | | | | | | | |
| Salaries, Wages & Benefits | 58,610 | 58,610 | 0 | 1,206 | 0 | 0 | 0 | 59,816 | 1,206 |
| Overtime | 911 | 911 | 0 | 18 | 0 | 0 | 0 | 929 | 18 |
| Material & Services | 24,715 | 23,624 | -550 | 315 | 33 | 0 | 0 | 23,422 | -202 |
| Transfers/Grants/Financial Charges | 364 | 364 | 0 | 0 | 0 | 0 | 0 | 364 | 0 |
| Fleet Costs | 660 | 660 | 0 | 100 | 0 | 0 | 0 | 760 | 100 |
| Program Facility Costs | -756 | -756 | 0 | 0 | 0 | 0 | 0 | -756 | 0 |
| Other Internal Costs | 5,909 | 5,909 | 0 | 31 | 0 | 0 | 0 | 5,940 | 31 |
| Gross Expenditures | 90,413 | 89,322 | -550 | 1,670 | 33 | 0 | 0 | 90,475 | 1,153 |
| Recoveries & Allocations | -52,863 | -52,863 | 0 | -882 | 0 | 0 | 0 | -53,745 | -882 |
| Net Expenditure | 37,550 | 36,459 | -550 | 788 | 33 | 0 | 0 | 36,730 | 271 |
| Percent of 2022 Net Expenditure Budget | | | -1.5% | 2.2% | 0.1% | 0.0% | 0.0% | 0.7% | |
| Revenues By Type | | | | | | | | | |
| Federal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Provincial | -1,756 | -550 | 550 | 0 | 0 | 0 | 0 | 0 | 550 |
| Own Funds | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fees and Services | -1,771 | -2,146 | 0 | 228 | 0 | 0 | 0 | -1,918 | 228 |
| Fines | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Revenue | -3,527 | -2,696 | 550 | 228 | 0 | 0 | 0 | -1,918 | 778 |
| Percent of 2022 Revenue Budget | | | -20.4% | -8.5% | 0.0% | 0.0% | 0.0% | -28.9% | |
| Net Requirement | 34,023 | 33,763 | 0 | 1,016 | 33 | 0 | 0 | 34,812 | 1,049 |
| Percent of 2022 Net Requirement Budget | | | 0.0% | 3.0% | 0.1% | 0.0% | 0.0% | 3.1% | |
| Full Time Equivalents (FTE's) | 619.93 | 619.93 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 619.93 | 0.00 |
| Percent of 2022 FTE's | | | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | |

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

| 2021 Forecast vs. Budget Variance Explanation | Surplus / (Deficit) | | | |
|---|-----------------------|------------|------------------|-------------|
| | Expense | Revenue | Net | |
| Additional costs due to COVID 19 impacts and vaccination program costs offset by Safe Restart funding | -1,091 | 1,059 | -32 | |
| Revenue loss due to termination of Westboro lease | 0 | -228 | -228 | |
| Total Surplus / (Deficit) | -1,091 | 831 | -260 | |
| 2021 Baseline Adjustment / Explanation | Increase / (Decrease) | | | |
| | Expense | Revenue | Net 2022 Changes | FTE Impact |
| Removal of one-time additional costs and temporary resources required to address protective equipment and enhanced cleaning mitigated by one-time government funding. | -550 | 550 | 0 | 0.00 |
| Total Adjustments to Base Budget | -550 | 550 | 0 | 0.00 |
| Maintain Services | | | | |
| All programs include an adjustment for potential 2022 cost of living, increments and benefit adjustments. | 1,124 | 0 | 1,124 | 0.00 |
| Increase in Fleet costs related to inflation on compensation contracts, parts, fuel, contribution to capital reserve and maintenance | 100 | 0 | 100 | 0.00 |
| Inflationary impacts on security, heating, water rates, leases and service contracts. | 1,389 | 0 | 1,389 | 0.00 |
| Facility Allocation to clients related to inflation on compensation, lease & service contracts, hydro, heating and water rate increases. | -1,925 | 0 | -1,925 | 0.00 |
| Termination of Westboro lease | 0 | 228 | 228 | 0.00 |
| Temporary BEEM Energy Management Coordinator to support OC Transpo Building Automation System | 100 | 0 | 100 | 0.00 |
| Total Maintain Services | 788 | 228 | 1,016 | 0.00 |
| Growth | | | | |
| Operating impacts due to added space from the Corkery Community Centre expansion | 33 | 0 | 33 | 0.00 |
| Total Growth | 33 | 0 | 33 | 0.00 |
| Total Budget Changes | 271 | 778 | 1,049 | 0.00 |

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

| | 2021 Baseline | | | 2022 Adjustments | | | | 2022 | \$ Change over 2021 Budget |
|---|---------------|---------------|---------------------|-------------------|-------------|-------------|----------------------|---------------|----------------------------|
| | Forecast | Budget | Adj. to Base Budget | Maintain Services | Growth | COVID-19 | User Fees & Revenues | Estimate | |
| Expenditures by Program | | | | | | | | | |
| Parks | 41,563 | 39,476 | 320 | 575 | 550 | 0 | 0 | 40,921 | 1,445 |
| Gross Expenditure | 41,563 | 39,476 | 320 | 575 | 550 | 0 | 0 | 40,921 | 1,445 |
| Recoveries & Allocations | -633 | -633 | 0 | | 0 | 0 | 0 | -633 | 0 |
| Revenue | -323 | -2 | 0 | 0 | 0 | 0 | 0 | -2 | 0 |
| Net Requirement | 40,607 | 38,841 | 320 | 575 | 550 | 0 | 0 | 40,286 | 1,445 |
| Expenditures by Type | | | | | | | | | |
| Salaries, Wages & Benefits | 21,603 | 22,653 | 0 | 490 | 0 | 0 | 0 | 23,143 | 490 |
| Overtime | 715 | 594 | 0 | 10 | 0 | 0 | 0 | 604 | 10 |
| Material & Services | 10,189 | 8,101 | 320 | 0 | 550 | 0 | 0 | 8,971 | 870 |
| Transfers/Grants/Financial Charges | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fleet Costs | 7,966 | 7,338 | 0 | 75 | 0 | 0 | 0 | 7,413 | 75 |
| Program Facility Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other Internal Costs | 1,090 | 790 | 0 | 0 | 0 | 0 | 0 | 790 | 0 |
| Gross Expenditures | 41,563 | 39,476 | 320 | 575 | 550 | 0 | 0 | 40,921 | 1,445 |
| Recoveries & Allocations | -633 | -633 | 0 | 0 | 0 | 0 | 0 | -633 | 0 |
| Net Expenditure | 40,930 | 38,843 | 320 | 575 | 550 | 0 | 0 | 40,288 | 1,445 |
| Percent of 2022 Net Expenditure Budget | | | 0.8% | 1.5% | 1.4% | 0.0% | 0.0% | 3.7% | |
| Revenues By Type | | | | | | | | | |
| Federal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Provincial | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Own Funds | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fees and Services | -323 | -2 | 0 | 0 | 0 | 0 | 0 | -2 | 0 |
| Fines | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Revenue | -323 | -2 | 0 | 0 | 0 | 0 | 0 | -2 | 0 |
| Percent of 2022 Revenue Budget | | | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | |
| Net Requirement | 40,607 | 38,841 | 320 | 575 | 550 | 0 | 0 | 40,286 | 1,445 |
| Percent of 2022 Net Requirement Budget | | | 0.8% | 1.5% | 1.4% | 0.0% | 0.0% | 3.7% | |
| Full Time Equivalents (FTE's) | | 283.91 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 283.91 | 0.00 |
| Percent of 2022 FTE's | | | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | |

City of Ottawa
Public Works and Environmental Services Department
Parks - Operating Resource Requirement Explanatory Notes
In Thousands (\$000)

| 2021 Forecast vs. Budget Variance Explanation | Surplus / (Deficit) | | | |
|--|---------------------|------------|------------------|-------------|
| | Expense | Revenue | Net | |
| Deficit due to increased costs to maintain Parks to Council standards, water use at splash pads as well as increased Fleet costs, somewhat offset by savings due to vacancies. | -2,087 | 321 | -1,766 | |
| Total Surplus / (Deficit) | -2,087 | 321 | -1,766 | |
| Increase / (Decrease) | | | | |
| 2021 Baseline Adjustment / Explanation | Expense | Revenue | Net 2022 Changes | FTE Impact |
| Increased water costs at splash pads | 320 | 0 | 320 | 0.00 |
| | 0 | 0 | 0 | 0.00 |
| Total Adjustments to Base Budget | 320 | 0 | 320 | 0.00 |
| Increase / (Decrease) | | | | |
| 2022 Pressure Category / Explanation | Expense | Revenue | Net 2022 Changes | FTE Impact |
| Maintain Services | | | | |
| All programs include an adjustment for potential 2022 cost of living, increments and benefit adjustments. | 500 | 0 | 500 | 0.00 |
| Increase in Fleet costs related to inflation on compensation contracts, parts, fuel, contribution to capital reserve and maintenance. | 75 | 0 | 75 | 0.00 |
| Total Maintain Services | 575 | 0 | 575 | 0.00 |
| Increase / (Decrease) | | | | |
| 2022 Pressure Category / Explanation | Expense | Revenue | Net 2022 Changes | FTE Impact |
| Growth | | | | |
| Requirements for 8-10 new parks city wide | 500 | 0 | 500 | 0.00 |
| Roadside grass cutting, litter pick up and shrub maintenance due to growth in City | 50 | 0 | 50 | 0.00 |
| Total Growth | 550 | 0 | 550 | 0.00 |
| Total Budget Changes | 1,445 | 0 | 1,445 | 0.00 |

Capital Budget

City of Ottawa
2022 Draft Capital Budget
Community & Protective Services Committee
In Thousands (\$000)

| Service Area: By-Law & Regulatory Services | | | | | | | | | | | |
|--|---------------------------|----------|----------------------------------|-------------------------|------------------|----------|---------------|----------|------------------|----------|------------|
| Category | 2022 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 | 894 | 0 | 894 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Growth | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Regulatory | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Service Enhancements | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total | 894 | 0 | 894 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |

City of Ottawa
2022 Draft Capital Budget
Service Area: By-Law & Regulatory Services
In Thousands (\$000)

| Program Information | | | Financial Details | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|--|--|----------------------------------|---------------------------------------|-----------------------------|-------------|-----------------|-----|--|---------------------|-----|--|-------------------|-----|--|---------------|-------|--|--------------------|-------|--|----------------|-------|--|----------------|-------|--|-------------------------------|--------|-------|----------------|-------|--|-----------------|-----|--|----------------|-----|--|------------------|-------|--|--------------------------------|---------------|--------------|---------------------|------------|--------------------------------|--|--|---|
| Buildings-By-Law Services | | | Class of Estimate: C) Planning | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Dept: | Planning, Infrastructure & Economic Development Department | Category: Renewal of City Assets | Ward: Multiple | Year of Completion: Various | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>The Building and Park programs provide for lifecycle renewal and replacement works to existing building and park assets. Detailed scope of work for specific projects extends to a wide assortment of work, such as roof replacement, building preservation, building mechanical and electrical systems, parks playgrounds and property elements, hard landscaping, arena and pool equipment and unplanned emergency work. Forecasts are based on bulk allocations that will be detailed in future budget submissions. Project cost group summaries are provided following this program summary. Annual programming provides allocations as required for each of the service areas as follows:</p> <table border="1"> <thead> <tr> <th>Service Area</th> <th>Buildings</th> <th>Parks</th> </tr> </thead> <tbody> <tr><td>By-Law Services</td><td>350</td><td></td></tr> <tr><td>Child Care Services</td><td>338</td><td></td></tr> <tr><td>Cultural Services</td><td>803</td><td></td></tr> <tr><td>Fire Services</td><td>1,743</td><td></td></tr> <tr><td>General Government</td><td>4,085</td><td></td></tr> <tr><td>Public Library</td><td>1,821</td><td></td></tr> <tr><td>Long Term Care</td><td>7,200</td><td></td></tr> <tr><td>Parks & Recreation Facilities</td><td>15,224</td><td>6,000</td></tr> <tr><td>Roads Services</td><td>4,291</td><td></td></tr> <tr><td>Social Services</td><td>450</td><td></td></tr> <tr><td>Water Services</td><td>150</td><td></td></tr> <tr><td>Transit Services</td><td>2,300</td><td></td></tr> <tr><td>TOTAL Authority Request</td><td>38,755</td><td>6,000</td></tr> </tbody> </table> | | | Service Area | Buildings | Parks | By-Law Services | 350 | | Child Care Services | 338 | | Cultural Services | 803 | | Fire Services | 1,743 | | General Government | 4,085 | | Public Library | 1,821 | | Long Term Care | 7,200 | | Parks & Recreation Facilities | 15,224 | 6,000 | Roads Services | 4,291 | | Social Services | 450 | | Water Services | 150 | | Transit Services | 2,300 | | TOTAL Authority Request | 38,755 | 6,000 | 2022 Request | 350 | Projected Yearend Unspent Bal. | | | 0 |
| | | | Service Area | Buildings | Parks | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | | By-Law Services | 350 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | | Child Care Services | 338 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | | Cultural Services | 803 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | | Fire Services | 1,743 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | | General Government | 4,085 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | | Public Library | 1,821 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | | Long Term Care | 7,200 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | | Parks & Recreation Facilities | 15,224 | 6,000 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Roads Services | 4,291 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Social Services | 450 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Water Services | 150 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Transit Services | 2,300 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| TOTAL Authority Request | 38,755 | 6,000 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Revenues | 0 | Debt | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Tax Supported/ Dedicated | 350 | Tax Supported/ Dedicated Debt | | | | 0 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Rate Supported | 0 | Rate Supported Debt | | | | 0 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Develop. Charges | 0 | Develop. Charges Debt | | | | 0 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Gas Tax | 0 | Gas Tax Debt | | | | 0 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Forecast | | 2022 | 2023 | 2024 | 2025 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Authority | | 350 | 500 | 550 | 560 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Spending Plan | | 175 | 355 | 495 | 545 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| FTE's | | 0 | 0 | 0 | 0 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Operating Impact | | 0 | 0 | 0 | 0 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

City of Ottawa
2022 Draft Capital Budget
Service Area: By-law & Regulatory Services
 In Thousands (\$000)

| Program Information | | Financial Details | | | | | |
|---|----------------------------------|--------------------------------|--|-----------------------------|--|------------------------------|--|
| Lifecycle Renewal - By-law | | Class of Estimate: | | Not Applicable | | | |
| Dept: Emergency & Protective Services Department | Category: Renewal of City Assets | Ward: Multiple | | Year of Completion: Various | | | |
| <p>The program includes the annual lifecycle replacement of communication, technology and other equipment, and any unexpected loss due to operational incidents. This allows for the continued quality and reliable services to the public while providing for the safety of Bylaw and Regulatory services personnel.</p> | | 2022 Request | | 544 | | | |
| | | Projected Yearend Unspent Bal. | | 0 | | | |
| | | Revenues | | 0 | | Debt | |
| | | Tax Supported/Dedicated | | 544 | | Tax Supported/Dedicated Debt | |
| | | Rate Supported | | 0 | | Rate Supported Debt | |
| | | Develop. Charges | | 0 | | Develop. Charges Debt | |
| | | Gas Tax | | 0 | | Gas Tax Debt | |
| | | Forecast | | 2022 | | 2023 | |
| | | 2024 | | 2025 | | | |
| | | Authority | | 544 | | 76 | |
| | | 145 | | 425 | | | |
| Spending Plan | | 544 | | 76 | | | |
| | | 145 | | 425 | | | |
| FTE's | | 0 | | 0 | | | |
| Operating Impact | | 0 | | 0 | | | |

City of Ottawa
2022 Draft Capital Budget
Service Area: By-law & Regulatory Services
 In Thousands (\$000)

| Project(s) within a Program Information | | | \$000's |
|---|---|--|------------|
| 909118 | By-law Ballistic Vest Replacement | Class of Estimate: Not Applicable | 20 |
| Category: Renewal of City Assets | Ward: CW | Year of Completion: 2028 | |
| <p>This project includes the replacement of the ballistic vest plates for the entire service. Replacement is recommended by the manufacturer every 5 years due to daily wear and tear, which results in the weakening of the kevlar in the vests.</p> | | | |
| 910514 | Bylaw Equipment Replacement (2022) | Class of Estimate: Not Applicable | 64 |
| Category: Renewal of City Assets | Ward: CW | Year of Completion: 2025 | |
| <p>The project includes communication and technology equipment such as computer-aided dispatch devices and operational equipment such as noise meters, safety vests, cages, bite sticks and other miscellaneous items.</p> | | | |
| 910569 | Bylaw - Retrofit of Industrial Ave Facility (2022) | Class of Estimate: Not Applicable | 460 |
| Category: Renewal of City Assets | Ward: CW | Year of Completion: 2025 | |
| <p>This project will retrofit the building at 735 Industrial Ave to improve health and safety conditions for employees and clients and meet accessibility and Ontario Building Code standards. The project will involve the interior fit-up of 18,917 sq. ft for the 1st, 2nd, and 3rd floors. The service counter will be relocated to the vacant first floor improving accessibility for the public. The first floor space will also accommodate additional By-law staff.</p> | | | |

City of Ottawa
2022 Draft Capital Budget
Community & Protective Services Committee
In Thousands (\$000)

| Service Area: Child Care | | | | | | | | | | | |
|--------------------------|---------------------------|----------|----------------------------------|-------------------------|------------------|----------|---------------|----------|------------------|----------|------------|
| Category | 2022 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 | 438 | 0 | 438 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Growth | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Regulatory | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Service Enhancements | 60 | 0 | 60 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total | 498 | 0 | 498 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |

City of Ottawa
2022 Draft Capital Budget
Service Area: Child Care
 In Thousands (\$000)

| Project Information | | | Financial Details | | | | | |
|--|--|----------------------------------|--|--------------------------|--------------------------------|-------------|-------------|---|
| 910643 2022 Municipal Child Care Centre upgrades | | | Class of Estimate: Not Applicable | | | | | |
| Dept: | Community and Social Services Department | Category: Renewal of City Assets | Ward: CW | Year of Completion: 2022 | | | | |
| <p>These funds are to address capital requirements in upgrading or adding new infrastructure in the municipal child care centres to provide a safe and high quality child care environment. The funds will be used to ensure that enhancements be carried out in order to meet the needs of children, parents and staff.</p> | | | 2022 Request | 100 | Projected Yearend Unspent Bal. | | 0 | |
| | | | Revenues | 0 | Debt | | | |
| | | | Tax Supported/ Dedicated | 100 | Tax Supported/ Dedicated Debt | | | 0 |
| | | | Rate Supported | 0 | Rate Supported Debt | | | 0 |
| | | | Develop. Charges | 0 | Develop. Charges Debt | | | 0 |
| | | | Gas Tax | 0 | Gas Tax Debt | | | 0 |
| | | | Forecast | 2022 | 2023 | 2024 | 2025 | |
| | | | Authority | 100 | 100 | 100 | 100 | |
| | | | Spending Plan | 100 | 100 | 100 | 100 | |
| | | | FTE's | 0 | 0 | 0 | 0 | |
| Operating Impact | 0 | 0 | 0 | 0 | | | | |

City of Ottawa
2022 Draft Capital Budget
Service Area: Child Care
In Thousands (\$000)

| Program Information | | | Financial Details | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|--|----------------------------------|------------------------------|---------------------------------------|-------------|-----------------------------|-----------------|-----|--|---------------------|-----|--|-------------------|-----|--|---------------|-------|--|--------------------|-------|--|----------------|-------|--|----------------|-------|--|-------------------------------|--------|-------|----------------|-------|--|-----------------|-----|--|----------------|-----|--|------------------|-------|--|--------------------------------|---------------|--------------|---------------------|------------|--------------------------------|--|--|---|
| Buildings-Child Care Services | | | Class of Estimate: C) Planning | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Dept: Planning, Infrastructure & Economic Development Department | Category: Renewal of City Assets | | Ward: Multiple | | Year of Completion: Various | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>The Building and Park programs provide for lifecycle renewal and replacement works to existing building and park assets. Detailed scope of work for specific projects extends to a wide assortment of work, such as roof replacement, building preservation, building mechanical and electrical systems, parks playgrounds and property elements, hard landscaping, arena and pool equipment and unplanned emergency work. Forecasts are based on bulk allocations that will be detailed in future budget submissions. Project cost group summaries are provided following this program summary. Annual programming provides allocations as required for each of the service areas as follows:</p> <table border="1"> <thead> <tr> <th>Service Area</th> <th>Buildings</th> <th>Parks</th> </tr> </thead> <tbody> <tr><td>By-Law Services</td><td>350</td><td></td></tr> <tr><td>Child Care Services</td><td>338</td><td></td></tr> <tr><td>Cultural Services</td><td>803</td><td></td></tr> <tr><td>Fire Services</td><td>1,743</td><td></td></tr> <tr><td>General Government</td><td>4,085</td><td></td></tr> <tr><td>Public Library</td><td>1,821</td><td></td></tr> <tr><td>Long Term Care</td><td>7,200</td><td></td></tr> <tr><td>Parks & Recreation Facilities</td><td>15,224</td><td>6,000</td></tr> <tr><td>Roads Services</td><td>4,291</td><td></td></tr> <tr><td>Social Services</td><td>450</td><td></td></tr> <tr><td>Water Services</td><td>150</td><td></td></tr> <tr><td>Transit Services</td><td>2,300</td><td></td></tr> <tr><td>TOTAL Authority Request</td><td>38,755</td><td>6,000</td></tr> </tbody> </table> | | | Service Area | Buildings | Parks | By-Law Services | 350 | | Child Care Services | 338 | | Cultural Services | 803 | | Fire Services | 1,743 | | General Government | 4,085 | | Public Library | 1,821 | | Long Term Care | 7,200 | | Parks & Recreation Facilities | 15,224 | 6,000 | Roads Services | 4,291 | | Social Services | 450 | | Water Services | 150 | | Transit Services | 2,300 | | TOTAL Authority Request | 38,755 | 6,000 | 2022 Request | 338 | Projected Yearend Unspent Bal. | | | 0 |
| | | | Service Area | Buildings | Parks | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | | By-Law Services | 350 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | | Child Care Services | 338 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | | Cultural Services | 803 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | | Fire Services | 1,743 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | | General Government | 4,085 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | | Public Library | 1,821 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | | Long Term Care | 7,200 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | | Parks & Recreation Facilities | 15,224 | 6,000 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Roads Services | 4,291 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Social Services | 450 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Water Services | 150 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Transit Services | 2,300 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| TOTAL Authority Request | 38,755 | 6,000 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Revenues | 0 | Debt | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Tax Supported/Dedicated | 338 | Tax Supported/Dedicated Debt | | | | 0 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Rate Supported | 0 | Rate Supported Debt | | | | 0 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Develop. Charges | 0 | Develop. Charges Debt | | | | 0 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Gas Tax | 0 | Gas Tax Debt | | | | 0 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Forecast | 2022 | 2023 | 2024 | 2025 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Authority | 338 | 150 | 232 | 170 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Spending Plan | 200 | 195 | 210 | 166 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| FTE's | 0 | 0 | 0 | 0 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Operating Impact | 0 | 0 | 0 | 0 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

City of Ottawa
2022 Draft Capital Budget
Service Area: Child Care
In Thousands (\$000)

| Program Information | | Financial Details | | | | | | | | | | | | | | | | | | | | | | |
|---|--------------------------------|---------------------------------------|-----------------------------|-------------|----|-------------------|----|--------------------|-----|---------|----|----------------|-----|-------------------|-------|-----------------|----|--------------------------------|--------------|---------------------|-----------|--------------------------------|--|---|
| Accessibility - Child Care Services | | Class of Estimate: C) Planning | | | | | | | | | | | | | | | | | | | | | | |
| Dept: Planning, Infrastructure & Economic Development Department | Category: Service Enhancements | Ward: Multiple | Year of Completion: Various | | | | | | | | | | | | | | | | | | | | | |
| <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"> <thead> <tr> <th>Service Area</th> <th></th> </tr> </thead> <tbody> <tr> <td>Child Care</td> <td>60</td> </tr> <tr> <td>Cultural Services</td> <td>60</td> </tr> <tr> <td>General Government</td> <td>375</td> </tr> <tr> <td>Library</td> <td>60</td> </tr> <tr> <td>Long Term Care</td> <td>110</td> </tr> <tr> <td>Park & Recreation</td> <td>1,775</td> </tr> <tr> <td>Social Services</td> <td>60</td> </tr> <tr> <td>TOTAL Authority Request</td> <td>2,500</td> </tr> </tbody> </table> | | Service Area | | Child Care | 60 | Cultural Services | 60 | General Government | 375 | Library | 60 | Long Term Care | 110 | Park & Recreation | 1,775 | Social Services | 60 | TOTAL Authority Request | 2,500 | 2022 Request | 60 | Projected Yearend Unspent Bal. | | 0 |
| | | Service Area | | | | | | | | | | | | | | | | | | | | | | |
| | | Child Care | 60 | | | | | | | | | | | | | | | | | | | | | |
| | | Cultural Services | 60 | | | | | | | | | | | | | | | | | | | | | |
| | | General Government | 375 | | | | | | | | | | | | | | | | | | | | | |
| | | Library | 60 | | | | | | | | | | | | | | | | | | | | | |
| | | Long Term Care | 110 | | | | | | | | | | | | | | | | | | | | | |
| | | Park & Recreation | 1,775 | | | | | | | | | | | | | | | | | | | | | |
| | | Social Services | 60 | | | | | | | | | | | | | | | | | | | | | |
| | | TOTAL Authority Request | 2,500 | | | | | | | | | | | | | | | | | | | | | |
| Revenues | 0 | Debt | | | | | | | | | | | | | | | | | | | | | | |
| Tax Supported/ Dedicated | 60 | Tax Supported/ Dedicated Debt | | | 0 | | | | | | | | | | | | | | | | | | | |
| Rate Supported | 0 | Rate Supported Debt | | | 0 | | | | | | | | | | | | | | | | | | | |
| Develop. Charges | 0 | Develop. Charges Debt | | | 0 | | | | | | | | | | | | | | | | | | | |
| Gas Tax | 0 | Gas Tax Debt | | | 0 | | | | | | | | | | | | | | | | | | | |
| Forecast | 2022 | 2023 | 2024 | 2025 | | | | | | | | | | | | | | | | | | | | |
| Authority | 60 | 60 | 70 | 80 | | | | | | | | | | | | | | | | | | | | |
| Spending Plan | 30 | 48 | 65 | 73 | | | | | | | | | | | | | | | | | | | | |
| FTE's | 0 | 0 | 0 | 0 | | | | | | | | | | | | | | | | | | | | |
| Operating Impact | 0 | 0 | 0 | 0 | | | | | | | | | | | | | | | | | | | | |

City of Ottawa
2022 Draft Capital Budget
Community & Protective Services Committee
In Thousands (\$000)

| Service Area: Fire Services | | | | | | | | | | | |
|-----------------------------|---------------------------|------------|----------------------------------|-------------------------|------------------|----------|---------------|----------|------------------|----------|------------|
| Category | 2022 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 | 4,438 | 0 | 4,438 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Growth | 600 | 0 | 75 | 0 | 525 | 0 | 0 | 0 | 0 | 0 | 0 |
| Regulatory | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Service Enhancements | 550 | 550 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total | 5,588 | 550 | 4,513 | 0 | 525 | 0 | 0 | 0 | 0 | 0 | 0 |

City of Ottawa
2022 Draft Capital Budget
Service Area: Fire Services
In Thousands (\$000)

| Program Information | | Financial Details | | | | |
|---|----------------------------------|---------------------------|-----------------------------|--------------------------------|-------------|-------------|
| Lifecycle Renewal - Fire | | Class of Estimate: | Not Applicable | | | |
| Dept: Emergency & Protective Services Department | Category: Renewal of City Assets | Ward: Multiple | Year of Completion: Various | | | |
| <p>Fire Services Lifecycle Renewal Program provides Fire Services with equipment that is both current and reliable which reduces the possibility of failure during operations. This allows for the continued quality and reliable services in the area of emergency response while providing due consideration to the safety of fire personnel (in satisfying the provisions of the Occupational Health and Safety Act), the general public and the protection of property.</p> <p>The program requires ongoing capital funding for the annual lifecycle replacement of equipment, maintenance and development of systems and unexpected loss due to operational incidents to ensure effective day-to-day operations for Fire Services.</p> | | 2022 Request | 2,695 | Projected Yearend Unspent Bal. | 0 | |
| | | Revenues | 0 | Debt | | |
| | | Tax Supported/Dedicated | 2,695 | Tax Supported/Dedicated Debt | 0 | |
| | | Rate Supported | 0 | Rate Supported Debt | 0 | |
| | | Develop. Charges | 0 | Develop. Charges Debt | 0 | |
| | | Gas Tax | 0 | Gas Tax Debt | 0 | |
| | | Forecast | 2022 | 2023 | 2024 | 2025 |
| | | Authority | 2,695 | 2,750 | 4,044 | 4,500 |
| | | Spending Plan | 2,695 | 2,750 | 4,044 | 4,500 |
| | | FTE's | 0 | 0 | 0 | 0 |
| Operating Impact | 0 | 0 | 0 | 0 | | |

City of Ottawa
2022 Draft Capital Budget
Service Area: Fire Services
In Thousands (\$000)

| Project(s) within a Program Information | | | \$000's |
|--|----------|--|---------|
| 910503 Fire Tech. Development & Equipment-2022 | | Class of Estimate: Not Applicable | |
| Category: Renewal of City Assets | Ward: CW | Year of Completion: 2025 | |
| <p>This project is used to support the Ottawa Fire Services technological requirements. Ottawa Fire Services has 8 large technological systems: Computer Aided Dispatch, Radio, Paging, Station Alerting, Records management for incident data collection, in-station training systems and Mobile Data Terminals (which include GPS-Global Positioning Systems and AVL-Automatic Vehicle Location). Ottawa Fire Services is working on the implementation of a new Rostering solution and the implementation of a new Business Intelligence framework.</p> | | | |
| 910504 Specialty Fire Equip. Replacement-2022 | | Class of Estimate: Not Applicable | |
| Category: Renewal of City Assets | Ward: CW | Year of Completion: 2025 | |
| <p>The scope of this project covers an annual replacement program relating to specialty fire equipment such as ice rescue, water rescue, technical rescue, thermal imaging cameras, auto extrication, hazardous materials response equipment, Light Rail Transit equipment and other specialty equipment.</p> | | | |
| 910505 Fire Equipment Replacement Prog.-2022 | | Class of Estimate: Not Applicable | |
| Category: Renewal of City Assets | Ward: CW | Year of Completion: 2025 | |
| <p>The scope of this project covers an annual replacement program relating to fire equipment such as hand tools, ladders, chain saws, pumps, accessory equipment, generators, hose equipment, hoses and nozzles.</p> | | | |

City of Ottawa
2022 Draft Capital Budget
Service Area: Fire Services
In Thousands (\$000)

| Project(s) within a Program Information | | | \$000's |
|--|----------|--|------------|
| 910506 Fire Safety Equipment Replacement-2022 | | Class of Estimate: Not Applicable | 475 |
| Category: Renewal of City Assets | Ward: CW | Year of Completion: 2025 | |
| <p>This project is intended to enhance employee and public safety. The scope of this project covers a replacement program relating to fire safety equipment. This program includes funds that will be utilized for Rapid Intervention Team (RIT) training and Occupational Health and Safety issues.</p> | | | |
| 910507 Fire Facility Equipment Replacement-2022 | | Class of Estimate: Not Applicable | 495 |
| Category: Renewal of City Assets | Ward: CW | Year of Completion: 2025 | |
| <p>This replacement project supports the on-going replacement of fire facility items such as; tables and chairs for training purposes, appliances, blinds, health and wellness initiative etc. Continued capital funding is allocated to support required replacement of station facility equipment in 45 fire stations and the 9 support facilities (Training centre, Communications centre, 2 Prevention offices, 4 rural administrative offices and Headquarters).</p> | | | |
| 910508 Fire Next Generation 9-1-1 Upgrade | | Class of Estimate: Not Applicable | 300 |
| Category: Renewal of City Assets | Ward: CW | Year of Completion: 2025 | |
| <p>In the Next Generation 9-1-1 environment (NG9-1-1), the public will be able to make voice, text, or video emergency "calls" from any communications device via Internet Protocol-based networks. The Canadian Radio-Television and Telecommunications Commission (CRTC) is mandating 911 stakeholders complete the necessary system upgrades to prepare for NG9-1-1. This project will allow Ottawa Fire Services to complete the required migration of systems for NG 9-1-1.</p> | | | |

City of Ottawa
2022 Draft Capital Budget
Service Area: Fire Services
In Thousands (\$000)

| Project Information | | | Financial Details | | | | | | |
|---|------------------|----------|--|---|-------------|-------------|--------------------------------|-------------|---|
| 906832 Fire Vehicles & Equipment | | | Class of Estimate: Not Applicable | | | | | | |
| Dept: Emergency & Protective Services Department | Category: Growth | Ward: CW | Year of Completion: 2024 | | | | | | |
| <p>This project will fund the acquisition of vehicles and equipment for new stations or station conversions required as a result of growth and intensification.</p> | | | 2022 Request | | 500 | | Projected Yearend Unspent Bal. | 0 | |
| | | | Revenues | | 0 | | Debt | | |
| | | | Tax Supported/ Dedicated | | 50 | | Tax Supported/ Dedicated Debt | | 0 |
| | | | Rate Supported | | 0 | | Rate Supported Debt | | 0 |
| | | | Develop. Charges | | 450 | | Develop. Charges Debt | | 0 |
| | | | Gas Tax | | 0 | | Gas Tax Debt | | 0 |
| | | | Forecast | | 2022 | 2023 | 2024 | 2025 | |
| | | | Authority | | 500 | 500 | 500 | 500 | |
| | | | Spending Plan | | 500 | 500 | 500 | 500 | |
| | | | FTE's | | 0 | 0 | 0 | 0 | |
| Operating Impact | | 0 | 0 | 0 | 0 | | | | |
| 910476 Fire Training Centre Study | | | Class of Estimate: Not Applicable | | | | | | |
| Dept: Emergency & Protective Services Department | Category: Growth | Ward: CW | Year of Completion: 2025 | | | | | | |
| <p>This project will support a consultant's study to determine the design requirements of a new Ottawa Fire Training Centre and assist in identifying and generating partnerships to fund the facility. The current Training Centre is no longer suitable for live fires and many other tasks and training evolutions. On May 22, 2019 the Development Charges By-law was approved by FEDCO and Ottawa Fire Services was allotted funds for the replacement of the current Training Centre contingent 75% of the project being funded by grants, subsidies or other recoveries from partners.</p> | | | 2022 Request | | 100 | | Projected Yearend Unspent Bal. | 0 | |
| | | | Revenues | | 0 | | Debt | | |
| | | | Tax Supported/ Dedicated | | 25 | | Tax Supported/ Dedicated Debt | | 0 |
| | | | Rate Supported | | 0 | | Rate Supported Debt | | 0 |
| | | | Develop. Charges | | 75 | | Develop. Charges Debt | | 0 |
| | | | Gas Tax | | 0 | | Gas Tax Debt | | 0 |
| | | | Forecast | | 2022 | 2023 | 2024 | 2025 | |
| | | | Authority | | 100 | 0 | 0 | 0 | |
| | | | Spending Plan | | 100 | 0 | 0 | 0 | |
| | | | FTE's | | 0 | 0 | 0 | 0 | |
| Operating Impact | | 0 | 0 | 0 | 0 | | | | |

City of Ottawa
2022 Draft Capital Budget
Service Area: Fire Services
In Thousands (\$000)

| Project Information | | | Financial Details | | | | | |
|--|--------------------------------|----------|--|-------------|--------------------------------|-------------|-------------|--|
| 910509 CBRN Grant-2022 | | | Class of Estimate: Not Applicable | | | | | |
| Dept: Emergency & Protective Services Department | Category: Service Enhancements | Ward: CW | Year of Completion: 2025 | | | | | |
| <p>This project is 100% Provincially funded for specialized equipment and training required for incidents involving Chemical, Biological, Radiological and Nuclear (CBRN) hazardous materials.</p> | | | 2022 Request | 150 | Projected Yearend Unspent Bal. | | 0 | |
| | | | Revenues | 150 | Debt | | | |
| | | | Tax Supported/ Dedicated | 0 | Tax Supported/ Dedicated Debt | | 0 | |
| | | | Rate Supported | 0 | Rate Supported Debt | | 0 | |
| | | | Develop. Charges | 0 | Develop. Charges Debt | | 0 | |
| | | | Gas Tax | 0 | Gas Tax Debt | | 0 | |
| | | | Forecast | 2022 | 2023 | 2024 | 2025 | |
| | | | Authority | 150 | 150 | 150 | 150 | |
| | | | Spending Plan | 150 | 150 | 150 | 150 | |
| | | | FTE's | 0 | 0 | 0 | 0 | |
| Operating Impact | 0 | 0 | 0 | 0 | | | | |
| 910510 USAR Grant-2022 | | | Class of Estimate: Not Applicable | | | | | |
| Dept: Emergency & Protective Services Department | Category: Service Enhancements | Ward: CW | Year of Completion: 2025 | | | | | |
| <p>This provincially funded grant supports the City of Ottawa Urban Search and Rescue Program (USAR). This is a program provided through the Office of the Fire Marshall and Emergency Management which supports the City of Ottawa in providing a provincially deployable, medium urban search and rescue capacity as required to aid in large scale emergencies. The team is made up of 80 personnel from various branches and departments across the City. The funding is used directly for equipment and training in order to ensure the team is ready to be deployed if required.</p> | | | 2022 Request | 400 | Projected Yearend Unspent Bal. | | 0 | |
| | | | Revenues | 400 | Debt | | | |
| | | | Tax Supported/ Dedicated | 0 | Tax Supported/ Dedicated Debt | | 0 | |
| | | | Rate Supported | 0 | Rate Supported Debt | | 0 | |
| | | | Develop. Charges | 0 | Develop. Charges Debt | | 0 | |
| | | | Gas Tax | 0 | Gas Tax Debt | | 0 | |
| | | | Forecast | 2022 | 2023 | 2024 | 2025 | |
| | | | Authority | 400 | 400 | 400 | 400 | |
| | | | Spending Plan | 400 | 400 | 400 | 400 | |
| | | | FTE's | 0 | 0 | 0 | 0 | |
| Operating Impact | 0 | 0 | 0 | 0 | | | | |

City of Ottawa
2022 Draft Capital Budget
Service Area: Fire Services
In Thousands (\$000)

| Program Information | | | Financial Details | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|---|----------------------------------|--------------|---------------------------------------|-------------|-----------------------------|-----------------|-----|--|---------------------|-----|--|-------------------|-----|--|---------------|-------|--|--------------------|-------|--|----------------|-------|--|----------------|-------|--|-------------------------------|--------|-------|----------------|-------|--|-----------------|-----|--|----------------|-----|--|------------------|-------|--|--------------------------------|---------------|--------------|---------------------|--------------|--------------------------------|--|--|---|
| Buildings-Fire Services | | | Class of Estimate: C) Planning | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Dept: Planning, Infrastructure & Economic Development Department | Category: Renewal of City Assets | | Ward: Multiple | | Year of Completion: Various | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>The Building and Park programs provide for lifecycle renewal and replacement works to existing building and park assets. Detailed scope of work for specific projects extends to a wide assortment of work, such as roof replacement, building preservation, building mechanical and electrical systems, parks playgrounds and property elements, hard landscaping, arena and pool equipment and unplanned emergency work. Forecasts are based on bulk allocations that will be detailed in future budget submissions. Project cost group summaries are provided following this program summary. Annual programming provides allocations as required for each of the service areas as follows:</p> <table border="1" data-bbox="210 893 997 1380"> <thead> <tr> <th>Service Area</th> <th>Buildings</th> <th>Parks</th> </tr> </thead> <tbody> <tr><td>By-Law Services</td><td>350</td><td></td></tr> <tr><td>Child Care Services</td><td>338</td><td></td></tr> <tr><td>Cultural Services</td><td>803</td><td></td></tr> <tr><td>Fire Services</td><td>1,743</td><td></td></tr> <tr><td>General Government</td><td>4,085</td><td></td></tr> <tr><td>Public Library</td><td>1,821</td><td></td></tr> <tr><td>Long Term Care</td><td>7,200</td><td></td></tr> <tr><td>Parks & Recreation Facilities</td><td>15,224</td><td>6,000</td></tr> <tr><td>Roads Services</td><td>4,291</td><td></td></tr> <tr><td>Social Services</td><td>450</td><td></td></tr> <tr><td>Water Services</td><td>150</td><td></td></tr> <tr><td>Transit Services</td><td>2,300</td><td></td></tr> <tr><td>TOTAL Authority Request</td><td>38,755</td><td>6,000</td></tr> </tbody> </table> | | | Service Area | Buildings | Parks | By-Law Services | 350 | | Child Care Services | 338 | | Cultural Services | 803 | | Fire Services | 1,743 | | General Government | 4,085 | | Public Library | 1,821 | | Long Term Care | 7,200 | | Parks & Recreation Facilities | 15,224 | 6,000 | Roads Services | 4,291 | | Social Services | 450 | | Water Services | 150 | | Transit Services | 2,300 | | TOTAL Authority Request | 38,755 | 6,000 | 2022 Request | 1,743 | Projected Yearend Unspent Bal. | | | 0 |
| | | | Service Area | Buildings | Parks | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | | By-Law Services | 350 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | | Child Care Services | 338 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | | Cultural Services | 803 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | | Fire Services | 1,743 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | | General Government | 4,085 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | | Public Library | 1,821 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | | Long Term Care | 7,200 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | | Parks & Recreation Facilities | 15,224 | 6,000 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Roads Services | 4,291 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Social Services | 450 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Water Services | 150 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Transit Services | 2,300 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| TOTAL Authority Request | 38,755 | 6,000 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Revenues | | 0 | Debt | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Tax Supported/Dedicated | | 1,743 | Tax Supported/Dedicated Debt | | | 0 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Rate Supported | | 0 | Rate Supported Debt | | | 0 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Develop. Charges | | 0 | Develop. Charges Debt | | | 0 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Gas Tax | | 0 | Gas Tax Debt | | | 0 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Forecast | | 2022 | 2023 | 2024 | 2025 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Authority | | 1,743 | 500 | 1,357 | 560 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Spending Plan | | 1,275 | 1,015 | 935 | 545 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| FTE's | | 0 | 0 | 0 | 0 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Operating Impact | | 0 | 0 | 0 | 0 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

City of Ottawa
2022 Draft Capital Budget
Community & Protective Services Committee
In Thousands (\$000)

| Service Area: Long Term Care | | | | | | | | | | | |
|------------------------------|---------------------------|------------|----------------------------------|-------------------------|------------------|----------|---------------|----------|------------------|----------|--------------|
| Category | 2022 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 | 10,059 | 198 | 8,361 | 0 | 0 | 0 | 1,500 | 0 | 0 | 0 | 1,500 |
| Growth | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Regulatory | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Service Enhancements | 110 | 0 | 110 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total | 10,169 | 198 | 8,471 | 0 | 0 | 0 | 1,500 | 0 | 0 | 0 | 1,500 |

City of Ottawa
2022 Draft Capital Budget
Service Area: Long Term Care
In Thousands (\$000)

| Project Information | | | Financial Details | | | | | | | |
|--|----------------------------------|----------|--|--|-------------|--|--------------------------------|-------------|---|--|
| 909857 Call Bell System | | | Class of Estimate: Not Applicable | | | | | | | |
| Dept: Community and Social Services Department | Category: Renewal of City Assets | Ward: CW | Year of Completion: 2021 | | | | | | | |
| <p>This request is to supplement the original capital request in order to be able to replace the outdated Call Bell system in one of the homes.</p> | | | 2022 Request | | 250 | | Projected Yearend Unspent Bal. | 231 | | |
| | | | Revenues | | 0 | | Debt | | | |
| | | | Tax Supported/ Dedicated | | 250 | | Tax Supported/ Dedicated Debt | | 0 | |
| | | | Rate Supported | | 0 | | Rate Supported Debt | | 0 | |
| | | | Develop. Charges | | 0 | | Develop. Charges Debt | | 0 | |
| | | | Gas Tax | | 0 | | Gas Tax Debt | | 0 | |
| | | | Forecast | | 2022 | 2023 | 2024 | 2025 | | |
| | | | Authority | | 250 | 0 | 0 | 0 | | |
| | | | Spending Plan | | 481 | 0 | 0 | 0 | | |
| | | | FTE's | | 0 | 0 | 0 | 0 | | |
| | | | Operating Impact | | 0 | 0 | 0 | 0 | | |
| | | | 910642 2022 Furniture & Equip. - Long Term Care | | | Class of Estimate: Not Applicable | | | | |
| Dept: Community and Social Services Department | Category: Renewal of City Assets | Ward: CW | Year of Completion: 2022 | | | | | | | |
| <p>These funds are required for the replacement of furniture and equipment through lifecycle at the City's four long-term care homes for the safety of residents and staff and compliance with Ministry of Long-Term Care standards.</p> <p>This annual municipal investment is required in light of the cancellation of the Provincial Structural Compliance Premium program which previously provided \$350,000 of funding per year and which ended on March 31, 2020.</p> | | | 2022 Request | | 311 | | Projected Yearend Unspent Bal. | 0 | | |
| | | | Revenues | | 0 | | Debt | | | |
| | | | Tax Supported/ Dedicated | | 311 | | Tax Supported/ Dedicated Debt | | 0 | |
| | | | Rate Supported | | 0 | | Rate Supported Debt | | 0 | |
| | | | Develop. Charges | | 0 | | Develop. Charges Debt | | 0 | |
| | | | Gas Tax | | 0 | | Gas Tax Debt | | 0 | |
| | | | Forecast | | 2022 | 2023 | 2024 | 2025 | | |
| | | | Authority | | 311 | 317 | 324 | 330 | | |
| | | | Spending Plan | | 311 | 317 | 324 | 330 | | |
| | | | FTE's | | 0 | 0 | 0 | 0 | | |
| | | | Operating Impact | | 0 | 0 | 0 | 0 | | |

City of Ottawa
2022 Draft Capital Budget
Service Area: Long Term Care
In Thousands (\$000)

| Project Information | | | Financial Details | | | | | |
|--|----------------------------------|----------|--|---|-------------|--------------------------------|-------------|-------------|
| 910645 2022 Minor Capital Program - Long Term Care | | | Class of Estimate: Not Applicable | | | | | |
| Dept: Community and Social Services Department | Category: Renewal of City Assets | Ward: CW | Year of Completion: 2023 | | | | | |
| <p>This is a provincially-funded program for capital repairs or replacements that are required to maintain the LTC home and/or properties in a state of good repair; respond to new and/or updated LTC regulatory standards; promote resident comfort, safety and security; and/or protect the integrity of LTC programs and services.</p> | | | 2022 Request | | 198 | Projected Yearend Unspent Bal. | 0 | |
| | | | Revenues | | 198 | Debt | | |
| | | | Tax Supported/ Dedicated | | 0 | Tax Supported/ Dedicated Debt | | 0 |
| | | | Rate Supported | | 0 | Rate Supported Debt | | 0 |
| | | | Develop. Charges | | 0 | Develop. Charges Debt | | 0 |
| | | | Gas Tax | | 0 | Gas Tax Debt | | 0 |
| | | | Forecast | | 2022 | 2023 | 2024 | 2025 |
| | | | Authority | | 198 | 176 | 44 | 0 |
| | | | Spending Plan | | 198 | 176 | 44 | 0 |
| | | | FTE's | | 0 | 0 | 0 | 0 |
| Operating Impact | | 0 | 0 | 0 | 0 | | | |
| 910646 Air Conditioning - Long Term Care | | | Class of Estimate: Not Applicable | | | | | |
| Dept: Community and Social Services Department | Category: Renewal of City Assets | Ward: CW | Year of Completion: 2023 | | | | | |
| <p>This project is required to install air conditioning at two of the City's Long-Term Care homes: Carleton Lodge and two wings of the Houses at Peter D Clark. The air cooling equipment is required for the health and safety of the resident at these facilities.</p> | | | 2022 Request | | 2,100 | Projected Yearend Unspent Bal. | 0 | |
| | | | Revenues | | 0 | Debt | | |
| | | | Tax Supported/ Dedicated | | 2,100 | Tax Supported/ Dedicated Debt | | 0 |
| | | | Rate Supported | | 0 | Rate Supported Debt | | 0 |
| | | | Develop. Charges | | 0 | Develop. Charges Debt | | 0 |
| | | | Gas Tax | | 0 | Gas Tax Debt | | 0 |
| | | | Forecast | | 2022 | 2023 | 2024 | 2025 |
| | | | Authority | | 2,100 | 0 | 0 | 0 |
| | | | Spending Plan | | 2,100 | 0 | 0 | 0 |
| | | | FTE's | | 0 | 0 | 0 | 0 |
| Operating Impact | | 0 | 0 | 0 | 0 | | | |

City of Ottawa
2022 Draft Capital Budget
Service Area: Long Term Care
In Thousands (\$000)

| Program Information | | | Financial Details | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|--|----------------------------------|----------------------------------|---------------------------------------|-------------|-----------------------------|-----------------|-----|--|---------------------|-----|--|-------------------|-----|--|---------------|-------|--|--------------------|-------|--|----------------|-------|--|----------------|-------|--|-------------------------------|--------|-------|----------------|-------|--|-----------------|-----|--|----------------|-----|--|------------------|-------|--|--------------------------------|---------------|--------------|---------------------|--------------|--------------------------------|--|--|---|
| Buildings-Long Term Care | | | Class of Estimate: C) Planning | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Dept: Planning, Infrastructure & Economic Development Department | Category: Renewal of City Assets | | Ward: Multiple | | Year of Completion: Various | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>The Building and Park programs provide for lifecycle renewal and replacement works to existing building and park assets. Detailed scope of work for specific projects extends to a wide assortment of work, such as roof replacement, building preservation, building mechanical and electrical systems, parks playgrounds and property elements, hard landscaping, arena and pool equipment and unplanned emergency work. Forecasts are based on bulk allocations that will be detailed in future budget submissions. Project cost group summaries are provided following this program summary. Annual programming provides allocations as required for each of the service areas as follows:</p> <table border="1"> <thead> <tr> <th>Service Area</th> <th>Buildings</th> <th>Parks</th> </tr> </thead> <tbody> <tr><td>By-Law Services</td><td>350</td><td></td></tr> <tr><td>Child Care Services</td><td>338</td><td></td></tr> <tr><td>Cultural Services</td><td>803</td><td></td></tr> <tr><td>Fire Services</td><td>1,743</td><td></td></tr> <tr><td>General Government</td><td>4,085</td><td></td></tr> <tr><td>Public Library</td><td>1,821</td><td></td></tr> <tr><td>Long Term Care</td><td>7,200</td><td></td></tr> <tr><td>Parks & Recreation Facilities</td><td>15,224</td><td>6,000</td></tr> <tr><td>Roads Services</td><td>4,291</td><td></td></tr> <tr><td>Social Services</td><td>450</td><td></td></tr> <tr><td>Water Services</td><td>150</td><td></td></tr> <tr><td>Transit Services</td><td>2,300</td><td></td></tr> <tr><td>TOTAL Authority Request</td><td>38,755</td><td>6,000</td></tr> </tbody> </table> | | | Service Area | Buildings | Parks | By-Law Services | 350 | | Child Care Services | 338 | | Cultural Services | 803 | | Fire Services | 1,743 | | General Government | 4,085 | | Public Library | 1,821 | | Long Term Care | 7,200 | | Parks & Recreation Facilities | 15,224 | 6,000 | Roads Services | 4,291 | | Social Services | 450 | | Water Services | 150 | | Transit Services | 2,300 | | TOTAL Authority Request | 38,755 | 6,000 | 2022 Request | 7,200 | Projected Yearend Unspent Bal. | | | 0 |
| | | | Service Area | Buildings | Parks | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | | By-Law Services | 350 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | | Child Care Services | 338 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | | Cultural Services | 803 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | | Fire Services | 1,743 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | | General Government | 4,085 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | | Public Library | 1,821 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | | Long Term Care | 7,200 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | | Parks & Recreation Facilities | 15,224 | 6,000 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Roads Services | 4,291 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Social Services | 450 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Water Services | 150 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Transit Services | 2,300 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| TOTAL Authority Request | 38,755 | 6,000 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Revenues | 0 | Debt | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Tax Supported/ Dedicated | 5,700 | Tax Supported/ Dedicated Debt | | | 1,500 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Rate Supported | 0 | Rate Supported Debt | | | 0 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Develop. Charges | 0 | Develop. Charges Debt | | | 0 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Gas Tax | 0 | Gas Tax Debt | | | 0 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Forecast | 2022 | 2023 | 2024 | 2025 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Authority | 7,200 | 1,000 | 1,100 | 1,130 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Spending Plan | 3,600 | 2,660 | 2,290 | 1,095 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| FTE's | 0 | 0 | 0 | 0 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Operating Impact | 0 | 0 | 0 | 0 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

City of Ottawa
2022 Draft Capital Budget
Service Area: Long Term Care
In Thousands (\$000)

| Program Information | | Financial Details | | | | | | | | | | | | | | | | | | | | | | |
|---|--------------------------------|---------------------------------------|-----------------------------|-------------|----|-------------------|----|--------------------|-----|---------|----|----------------|-----|-------------------|-------|-----------------|----|--------------------------------|--------------|---------------------|------------|--------------------------------|--|---|
| Accessibility - Long Term Care | | Class of Estimate: C) Planning | | | | | | | | | | | | | | | | | | | | | | |
| Dept: Planning, Infrastructure & Economic Development Department | Category: Service Enhancements | Ward: Multiple | Year of Completion: Various | | | | | | | | | | | | | | | | | | | | | |
| <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"> <thead> <tr> <th>Service Area</th> <th></th> </tr> </thead> <tbody> <tr> <td>Child Care</td> <td>60</td> </tr> <tr> <td>Cultural Services</td> <td>60</td> </tr> <tr> <td>General Government</td> <td>375</td> </tr> <tr> <td>Library</td> <td>60</td> </tr> <tr> <td>Long Term Care</td> <td>110</td> </tr> <tr> <td>Park & Recreation</td> <td>1,775</td> </tr> <tr> <td>Social Services</td> <td>60</td> </tr> <tr> <td>TOTAL Authority Request</td> <td>2,500</td> </tr> </tbody> </table> | | Service Area | | Child Care | 60 | Cultural Services | 60 | General Government | 375 | Library | 60 | Long Term Care | 110 | Park & Recreation | 1,775 | Social Services | 60 | TOTAL Authority Request | 2,500 | 2022 Request | 110 | Projected Yearend Unspent Bal. | | 0 |
| | | Service Area | | | | | | | | | | | | | | | | | | | | | | |
| | | Child Care | 60 | | | | | | | | | | | | | | | | | | | | | |
| | | Cultural Services | 60 | | | | | | | | | | | | | | | | | | | | | |
| | | General Government | 375 | | | | | | | | | | | | | | | | | | | | | |
| | | Library | 60 | | | | | | | | | | | | | | | | | | | | | |
| | | Long Term Care | 110 | | | | | | | | | | | | | | | | | | | | | |
| | | Park & Recreation | 1,775 | | | | | | | | | | | | | | | | | | | | | |
| | | Social Services | 60 | | | | | | | | | | | | | | | | | | | | | |
| | | TOTAL Authority Request | 2,500 | | | | | | | | | | | | | | | | | | | | | |
| Revenues | 0 | Debt | | | | | | | | | | | | | | | | | | | | | | |
| Tax Supported/ Dedicated | 110 | Tax Supported/ Dedicated Debt | | | 0 | | | | | | | | | | | | | | | | | | | |
| Rate Supported | 0 | Rate Supported Debt | | | 0 | | | | | | | | | | | | | | | | | | | |
| Develop. Charges | 0 | Develop. Charges Debt | | | 0 | | | | | | | | | | | | | | | | | | | |
| Gas Tax | 0 | Gas Tax Debt | | | 0 | | | | | | | | | | | | | | | | | | | |
| Forecast | 2022 | 2023 | 2024 | 2025 | | | | | | | | | | | | | | | | | | | | |
| Authority | 110 | 60 | 70 | 80 | | | | | | | | | | | | | | | | | | | | |
| Spending Plan | 55 | 63 | 75 | 73 | | | | | | | | | | | | | | | | | | | | |
| FTE's | 0 | 0 | 0 | 0 | | | | | | | | | | | | | | | | | | | | |
| Operating Impact | 0 | 0 | 0 | 0 | | | | | | | | | | | | | | | | | | | | |

City of Ottawa
2022 Draft Capital Budget
Community & Protective Services Committee
In Thousands (\$000)

| Service Area: Paramedic Service | | | | | | | | | | | |
|---------------------------------|---------------------------|----------|--------------------------------------|-------------------------|------------------|----------|-------------------|----------|------------------|----------|------------|
| Category | 2022 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 | 3,067 | 0 | 3,067 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Growth | 1,017 | 0 | 238 | 0 | 780 | 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 |
| Total | 4,084 | 0 | 3,305 | 0 | 780 | 0 | 0 | 0 | 0 | 0 | 0 |

City of Ottawa
2022 Draft Capital Budget
Service Area: Paramedic Service
 In Thousands (\$000)

| Program Information | | Financial Details | | | | | |
|---|----------------------------------|--|-----------------------------|----------------------------------|-------------|-------------|---|
| Lifecycle Renewal - Paramedic | | Class of Estimate: Not Applicable | | | | | |
| Dept: Emergency & Protective Services Department | Category: Renewal of City Assets | Ward: Multiple | Year of Completion: Various | | | | |
| <p>The program includes the annual lifecycle replacement of medical equipment, technology and systems and any unexpected loss due to operational incidents, which ensures that equipment is current, safe and reliable for effective day-to-day operations.</p> | | 2022 Request | 3,067 | Projected Yearend Unspent Bal. | | 0 | |
| | | Revenues | 0 | Debt | | | |
| | | Tax Supported/ Dedicated | 3,067 | Tax Supported/ Dedicated Debt | | | 0 |
| | | Rate Supported | 0 | Rate Supported Debt | | | 0 |
| | | Develop. Charges | 0 | Develop. Charges Debt | | | 0 |
| | | Gas Tax | 0 | Gas Tax Debt | | | 0 |
| | | Forecast | 2022 | 2023 | 2024 | 2025 | |
| | | Authority | 3,067 | 2,200 | 1,195 | 643 | |
| | | Spending Plan | 3,067 | 2,200 | 1,195 | 643 | |
| | | FTE's | 0 | 0 | 0 | 0 | |
| Operating Impact | 0 | 0 | 0 | 0 | | | |

City of Ottawa
2022 Draft Capital Budget
Service Area: Paramedic Service
In Thousands (\$000)

| Project(s) within a Program Information | | | \$000's |
|--|----------|--|--------------|
| 910589 Paramedic Defibrillator Replacement (2022) | | Class of Estimate: Not Applicable | 2,300 |
| Category: Renewal of City Assets | Ward: CW | Year of Completion: 2024 | |
| <p>This project covers an annual lifecycle replacement of the assets relating to professional cardiac monitors/defibrillators as part of front-line paramedic care and the Public Access Defibrillation (PAD) Program. The PAD program has placed over 800 defibrillators in our community. The defibrillators are located in City facilities such as libraries, arenas, community centres and with first responders such as Ottawa Police, Fire Services and OC Transpo Security.</p> | | | |
| 910590 Paramedic Equipment Replacement (2022) | | Class of Estimate: Not Applicable | 277 |
| Category: Renewal of City Assets | Ward: CW | Year of Completion: 2024 | |
| <p>This project covers an annual lifecycle replacement of the assets relating to Paramedic Service equipment. The program includes, but is not limited to, medical equipment including: cardiac monitors, power stretchers, back boards, automatic chest compression devices and oxygen tank regulators.</p> | | | |
| 910591 Paramedic Facilities Equipment Replace | | Class of Estimate: Not Applicable | 140 |
| Category: Renewal of City Assets | Ward: CW | Year of Completion: 2024 | |
| <p>This project covers an annual lifecycle replacement of the assets relating to Paramedic Service Posts and Headquarters equipment including: clinical diagnostic tools, shop equipment and office furniture.</p> | | | |

City of Ottawa
2022 Draft Capital Budget
Service Area: Paramedic Service
 In Thousands (\$000)

| Project(s) within a Program Information | | | \$000's |
|---|----------|--|------------|
| 910592 Paramedic Technology & Equipment (2022) | | Class of Estimate: Not Applicable | 350 |
| Category: Renewal of City Assets | Ward: CW | Year of Completion: 2024 | |
| <p>This project covers an annual lifecycle replacement of technology and infrastructure relating to Paramedic Service. The program includes, but is not limited, technology equipment including: mobile and portable radios, in-vehicle laptops, electronic patient care record (ePCR) devices, automated vehicle locator (AVL) system, real-time data and business intelligence systems, staff scheduling system (Telestaff) and asset and preventative maintenance tracking system (FDM).</p> | | | |

City of Ottawa
2022 Draft Capital Budget
Service Area: Paramedic Service
 In Thousands (\$000)

| Project Information | | | Financial Details | | | | | | | |
|---|------------------|----------|---|--|-------------|--|--------------------------------|-------------|---|--|
| 909076 Paramedic West End Deployment Facility | | | Class of Estimate: D) Conceptual | | | | | | | |
| Dept: Emergency & Protective Services Department | Category: Growth | Ward: CW | Year of Completion: 2022 | | | | | | | |
| <p>This was previously identified in the long-term plan to address staff growth, fleet growth, and vehicle processing challenges as a result of the increasing call volumes. This will allow Paramedic Service to define the project goals and objectives, constraints and potential risks as the project progresses.</p> <p>New year of completion is 2024.</p> | | | 2022 Request | | 500 | | Projected Yearend Unspent Bal. | 3,476 | | |
| | | | Revenues | | 0 | | Debt | | | |
| | | | Tax Supported/ Dedicated | | 163 | | Tax Supported/ Dedicated Debt | | 0 | |
| | | | Rate Supported | | 0 | | Rate Supported Debt | | 0 | |
| | | | Develop. Charges | | 338 | | Develop. Charges Debt | | 0 | |
| | | | Gas Tax | | 0 | | Gas Tax Debt | | 0 | |
| | | | Forecast | | 2022 | 2023 | 2024 | 2025 | | |
| | | | Authority | | 500 | 0 | 0 | 0 | | |
| | | | Spending Plan | | 3,976 | 0 | 0 | 0 | | |
| | | | FTE's | | 0 | 0 | 0 | 0 | | |
| | | | Operating Impact | | 0 | 0 | 4,400 | 0 | | |
| | | | 910588 Paramedic Vehicles & Equipment (2022) | | | Class of Estimate: Not Applicable | | | | |
| Dept: Emergency & Protective Services Department | Category: Growth | Ward: CW | Year of Completion: 2024 | | | | | | | |
| <p>This project covers the growth in call volume and the required vehicles and equipment in support of the request for additional staff in 2022, per the Council approved report ACS2016- EPS-GEN-0005 Ottawa Paramedic Service Review.</p> <p>Paramedics and Paramedic Superintendents provide direct patient care and are deployed and respond to calls for service in emergency response vehicles. This project is for the purchase of emergency response vehicles and required equipment. Provincial legislation stipulates stringent vehicle standards and equipment requirements.</p> | | | 2022 Request | | 517 | | Projected Yearend Unspent Bal. | 0 | | |
| | | | Revenues | | 0 | | Debt | | | |
| | | | Tax Supported/ Dedicated | | 75 | | Tax Supported/ Dedicated Debt | | 0 | |
| | | | Rate Supported | | 0 | | Rate Supported Debt | | 0 | |
| | | | Develop. Charges | | 442 | | Develop. Charges Debt | | 0 | |
| | | | Gas Tax | | 0 | | Gas Tax Debt | | 0 | |
| | | | Forecast | | 2022 | 2023 | 2024 | 2025 | | |
| | | | Authority | | 517 | 517 | 517 | 517 | | |
| | | | Spending Plan | | 826 | 517 | 517 | 517 | | |
| | | | FTE's | | 14 | 0 | 0 | 0 | | |
| | | | Operating Impact | | 150 | 150 | 150 | 150 | | |

City of Ottawa
2022 Draft Capital Budget
Community & Protective Services Committee
In Thousands (\$000)

| Service Area: Parks, Buildings, & Grounds | | | | | | | | | | | |
|---|---------------------------|----------|----------------------------------|-------------------------|------------------|----------|---------------|----------|------------------|----------|--------------|
| Category | 2022 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 | 6,000 | 0 | 5,000 | 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 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total | 6,000 | 0 | 5,000 | 0 | 0 | 0 | 1,000 | 0 | 0 | 0 | 1,000 |

City of Ottawa
2022 Draft Capital Budget
Service Area: Parks, Buildings, & Grounds
In Thousands (\$000)

| Program Information | | | Financial Details | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|--|----------------------------------|------------------------------|---------------------------------------|-------------|-----------------------------|-----------------|-----|--|---------------------|-----|--|-------------------|-----|--|---------------|-------|--|--------------------|-------|--|----------------|-------|--|----------------|-------|--|-------------------------------|--------|-------|----------------|-------|--|-----------------|-----|--|----------------|-----|--|------------------|-------|--|--------------------------------|---------------|--------------|---------------------|--------------|--------------------------------|--|--|---|
| Parks - Parks & Recreation | | | Class of Estimate: C) Planning | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Dept: Planning, Infrastructure & Economic Development Department | Category: Renewal of City Assets | | Ward: Multiple | | Year of Completion: Various | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>The Building and Park programs provide for lifecycle renewal and replacement works to existing building and park assets. Detailed scope of work for specific projects extends to a wide assortment of work, such as roof replacement, building preservation, building mechanical and electrical systems, parks playgrounds and property elements, hard landscaping, arena and pool equipment and unplanned emergency work. Forecasts are based on bulk allocations that will be detailed in future budget submissions. Project cost group summaries are provided following this program summary. Annual programming provides allocations as required for each of the service areas as follows:</p> <table border="1"> <thead> <tr> <th>Service Area</th> <th>Buildings</th> <th>Parks</th> </tr> </thead> <tbody> <tr><td>By-Law Services</td><td>350</td><td></td></tr> <tr><td>Child Care Services</td><td>338</td><td></td></tr> <tr><td>Cultural Services</td><td>803</td><td></td></tr> <tr><td>Fire Services</td><td>1,743</td><td></td></tr> <tr><td>General Government</td><td>4,085</td><td></td></tr> <tr><td>Public Library</td><td>1,821</td><td></td></tr> <tr><td>Long Term Care</td><td>7,200</td><td></td></tr> <tr><td>Parks & Recreation Facilities</td><td>15,224</td><td>6,000</td></tr> <tr><td>Roads Services</td><td>4,291</td><td></td></tr> <tr><td>Social Services</td><td>450</td><td></td></tr> <tr><td>Water Services</td><td>150</td><td></td></tr> <tr><td>Transit Services</td><td>2,300</td><td></td></tr> <tr><td>TOTAL Authority Request</td><td>38,755</td><td>6,000</td></tr> </tbody> </table> | | | Service Area | Buildings | Parks | By-Law Services | 350 | | Child Care Services | 338 | | Cultural Services | 803 | | Fire Services | 1,743 | | General Government | 4,085 | | Public Library | 1,821 | | Long Term Care | 7,200 | | Parks & Recreation Facilities | 15,224 | 6,000 | Roads Services | 4,291 | | Social Services | 450 | | Water Services | 150 | | Transit Services | 2,300 | | TOTAL Authority Request | 38,755 | 6,000 | 2022 Request | 6,000 | Projected Yearend Unspent Bal. | | | 0 |
| | | | Service Area | Buildings | Parks | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | | By-Law Services | 350 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | | Child Care Services | 338 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | | Cultural Services | 803 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | | Fire Services | 1,743 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | | General Government | 4,085 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | | Public Library | 1,821 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | | Long Term Care | 7,200 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | | Parks & Recreation Facilities | 15,224 | 6,000 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Roads Services | 4,291 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Social Services | 450 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Water Services | 150 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Transit Services | 2,300 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| TOTAL Authority Request | 38,755 | 6,000 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Revenues | 0 | Debt | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Tax Supported/Dedicated | 5,000 | Tax Supported/Dedicated Debt | | 1,000 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Rate Supported | 0 | Rate Supported Debt | | 0 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Develop. Charges | 0 | Develop. Charges Debt | | 0 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Gas Tax | 0 | Gas Tax Debt | | 0 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Forecast | 2022 | 2023 | 2024 | 2025 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Authority | 6,000 | 7,000 | 7,000 | 10,000 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Spending Plan | 3,000 | 5,300 | 6,800 | 8,500 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| FTE's | 0 | 0 | 0 | 0 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Operating Impact | 0 | 0 | 0 | 0 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

City of Ottawa
2022 Draft Capital Budget
Service Area: Parks, Buildings, & Grounds
In Thousands (\$000)

| Project Information | | Location/Description | \$000's |
|---|---|--|--------------|
| 910412 2022 Parks - Parks & Rec | | Class of Estimate: C) Planning | 6,000 |
| Category: Renewal of City Assets | Ward: CW | Year of Completion: 2025 | |
| <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 | Project | Description | |
| 01 | Father Richard Ward Park | Resurface Walkways | |
| 01 | Luc Major Park: Basketball Court (2) | Replace Asphalt and Granular Base | |
| 01 | Pierre Rocque Park: Playground | Design : Replace Senior Playstructure (South West Park) | |
| 02 | Barnabe Park: Playground | Design : Replace Junior Playstructure | |
| 02 | Chapel Hill Park: Water Spray Pad | Replace Spray Pad | |
| 04 | McKinley Park: Playground | Design : Replace Junior Playstructure and Play Equipment | |
| 08 | Centrepointhe Park: Mary Pitt Legacy Court | Replace Fountain Structure, Pump and Decorative Marble | |
| 08 | Westcliffe Park: Playground | Replace Junior Playstructure and Play Equipment | |
| 09 | Gilbey Park: Playground | Design : Replace Senior/Junior Playstructures and Play Equipment | |
| 11 | Ken Stelle Park | Replace Electrical Kiosk | |
| 11 | Pineview Park | Resurface Basketball Court and Outdoor Rink, Replace Rink Boards | |
| 14 | Plouffe Park: Sportsfield 02: Multi-Use Field | Replace Sports Lighting (8) | |
| 15 | Iona Park | Replace Gazebo | |
| 16 | Arnott Park: Tennis Courts (2) | Resurface Tennis Courts | |
| 16 | Carleton Heights Park: Playground | Design : Replace Play Equipment | |
| 19 | Aquaview Park | Resurface Walkways | |
| 19 | Harkness Park: Tennis Courts (2) | Resurface Tennis Courts | |
| 20 | White Horse Park: Playground | Replace Senior Playstructure and Play Equipment | |
| 21 | Meadowbrook Park: Rideau: Playground | Design : Replace Junior Playstructure and Play Equipment | |
| 23 | Stonegate Park | Replace Morality/Pathway Lighting (8) | |
| 23 | Stonemeadow Park: Playground | Replace Junior Playstructure and Play Equipment | |
| CW | City Wide: Parks & Recreation Facilities | Pathway and Paving Remediation | |
| CW | City Wide: Parks & Recreation Facilities | Unscheduled Works: Parks/Playstructures | |
| CW | City Wide: Parks & Recreation Facilities | Playground Advance Design | |

City of Ottawa
2022 Draft Capital Budget
Community & Protective Services Committee
In Thousands (\$000)

| Service Area: Parks, Recreation & Culture | | | | | | | | | | | |
|---|---------------------------|--------------|----------------------------------|-------------------------|------------------|----------|---------------|----------|------------------|----------|--------------|
| Category | 2022 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 | 19,538 | 0 | 16,538 | 0 | 0 | 0 | 3,000 | 0 | 0 | 0 | 3,000 |
| Growth | 23,257 | 6,521 | 1,834 | 0 | 14,858 | 0 | 0 | 0 | 44 | 0 | 44 |
| Regulatory | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Service Enhancements | 2,865 | 0 | 2,865 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total | 45,660 | 6,521 | 21,237 | 0 | 14,858 | 0 | 3,000 | 0 | 44 | 0 | 3,044 |

City of Ottawa
2022 Draft Capital Budget
Service Area: Parks, Recreation & Culture
In Thousands (\$000)

| Program Information | | | Financial Details | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|--|----------------------------------|------------------------------|---------------------------------------|-------------|-----------------------------|-----------------|-----|--|---------------------|-----|--|-------------------|-----|--|---------------|-------|--|--------------------|-------|--|----------------|-------|--|----------------|-------|--|-------------------------------|--------|-------|----------------|-------|--|-----------------|-----|--|----------------|-----|--|------------------|-------|--|--------------------------------|---------------|--------------|---------------------|---------------|--------------------------------|--|--|---|
| Buildings-Parks & Recreation | | | Class of Estimate: C) Planning | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Dept: Planning, Infrastructure & Economic Development Department | Category: Renewal of City Assets | | Ward: Multiple | | Year of Completion: Various | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>The Building and Park programs provide for lifecycle renewal and replacement works to existing building and park assets. Detailed scope of work for specific projects extends to a wide assortment of work, such as roof replacement, building preservation, building mechanical and electrical systems, parks playgrounds and property elements, hard landscaping, arena and pool equipment and unplanned emergency work. Forecasts are based on bulk allocations that will be detailed in future budget submissions. Project cost group summaries are provided following this program summary. Annual programming provides allocations as required for each of the service areas as follows:</p> <table border="1"> <thead> <tr> <th>Service Area</th> <th>Buildings</th> <th>Parks</th> </tr> </thead> <tbody> <tr><td>By-Law Services</td><td>350</td><td></td></tr> <tr><td>Child Care Services</td><td>338</td><td></td></tr> <tr><td>Cultural Services</td><td>803</td><td></td></tr> <tr><td>Fire Services</td><td>1,743</td><td></td></tr> <tr><td>General Government</td><td>4,085</td><td></td></tr> <tr><td>Public Library</td><td>1,821</td><td></td></tr> <tr><td>Long Term Care</td><td>7,200</td><td></td></tr> <tr><td>Parks & Recreation Facilities</td><td>15,224</td><td>6,000</td></tr> <tr><td>Roads Services</td><td>4,291</td><td></td></tr> <tr><td>Social Services</td><td>450</td><td></td></tr> <tr><td>Water Services</td><td>150</td><td></td></tr> <tr><td>Transit Services</td><td>2,300</td><td></td></tr> <tr><td>TOTAL Authority Request</td><td>38,755</td><td>6,000</td></tr> </tbody> </table> | | | Service Area | Buildings | Parks | By-Law Services | 350 | | Child Care Services | 338 | | Cultural Services | 803 | | Fire Services | 1,743 | | General Government | 4,085 | | Public Library | 1,821 | | Long Term Care | 7,200 | | Parks & Recreation Facilities | 15,224 | 6,000 | Roads Services | 4,291 | | Social Services | 450 | | Water Services | 150 | | Transit Services | 2,300 | | TOTAL Authority Request | 38,755 | 6,000 | 2022 Request | 15,224 | Projected Yearend Unspent Bal. | | | 0 |
| | | | Service Area | Buildings | Parks | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | | By-Law Services | 350 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | | Child Care Services | 338 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | | Cultural Services | 803 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | | Fire Services | 1,743 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | | General Government | 4,085 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | | Public Library | 1,821 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | | Long Term Care | 7,200 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | | Parks & Recreation Facilities | 15,224 | 6,000 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Roads Services | 4,291 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Social Services | 450 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Water Services | 150 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Transit Services | 2,300 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| TOTAL Authority Request | 38,755 | 6,000 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Revenues | 0 | Debt | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Tax Supported/Dedicated | 12,224 | Tax Supported/Dedicated Debt | | | 3,000 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Rate Supported | 0 | Rate Supported Debt | | | 0 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Develop. Charges | 0 | Develop. Charges Debt | | | 0 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Gas Tax | 0 | Gas Tax Debt | | | 0 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Forecast | 2022 | 2023 | 2024 | 2025 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Authority | 15,224 | 38,500 | 33,631 | 38,109 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Spending Plan | 7,853 | 23,962 | 31,266 | 36,700 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| FTE's | 0 | 0 | 0 | 0 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Operating Impact | 0 | 0 | 0 | 0 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

City of Ottawa
2022 Draft Capital Budget
Service Area: Parks, Recreation & Culture
In Thousands (\$000)

| Project Information | | Location/Description | \$000's |
|---|---|--|---------------|
| 910407 2022 Buildings-Parks & Rec | | Class of Estimate: C) Planning | 15,224 |
| Category: Renewal of City Assets | Ward: CW | Year of Completion: 2025 | |
| <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> | | | |
| 01 | Bob Macquarrie Recreation Complex | Replace Rink Lights, Replace Fire Alarm Panels | |
| 01 | Queenswood Heights Community Centre | Type II Condition Audit | |
| 01 | Ray Friel Recreation Complex | Replace Rooftop Units 10, 11, 12 | |
| 02 | Blackburn Tennis Club Building | Type II Condition Audit | |
| 03 | Walter Baker Sports Centre | Structural Adequacy Review, Structural Study - Arena Egress Stairwell | |
| 04 | Beaverbrook CC: Comfort Station | Replace Mod Bit Roof | |
| 05 | Erskine Johnston Arena | Advance Design : Replace Evaporative Condenser | |
| 05 | Galetta Community Hall | Type II Condition Audit | |
| 05 | Galetta Lawn Bowling Storage | Type II Condition Audit | |
| 05 | Galetta Rink Shack | Type II Condition Audit | |
| 05 | Galetta Storage Building (Garage) | Type II Condition Audit | |
| 05 | West Carleton Community Complex: Arena | Replace Ice Plant Evaporative Condenser, Type II Condition Audit | |
| 06 | Alexander Grove Park Washroom & Canteen | Type II Condition Audit | |
| 06 | CardelRec Recreation Complex | Replace Fire Alarm System | |
| 06 | Johnny Leroux Stittsville Arena and CC | Replace Front Canopy Roof | |
| 06 | Pretty Street Community Centre | Type II Condition Audit | |
| 07 | Andrew Haydon Park East Change Washroom | Type II Condition Audit | |
| 07 | Andrew Haydon Park Main Building | Type II Condition Audit | |
| 07 | Belltown Dome Arena | Structural Adequacy Review | |
| 07 | Corkstown Park: Pool Change House | Type II Condition Audit | |
| 07 | Foster Farm Community Centre | Type II Condition Audit | |
| 07 | Nepean Sailing Club Pavilion | Replace Sarnafil Roof, Type II Condition Audit | |
| 08 | Bell Arena | Replace Electrical Equipment | |
| 08 | Pinecrest Recreation Complex | Replace Ice Plant Condenser, Replace Fire Alarm System, Masonry Repairs | |
| 09 | Nepean Sportsplex | Structural Adequacy Review, Investigate Corroded Pipes at Arena 2 Roof Level | |

City of Ottawa
2022 Draft Capital Budget
Service Area: Parks, Recreation & Culture
In Thousands (\$000)

| Project Information | | Location/Description | \$000's |
|---------------------------------------|--|---|---------|
| Class of Estimate: C) Planning | | | |
| Category: | Ward: | Year of Completion: | |
| 2022 Buildings-Parks & Rec Continued | | | |
| 09 | Nepean Sportsplex | Advance Design : Replace Main Sanitary Line, Electrical Infrared Scan | |
| 09 | Nepean Sportsplex | Advance Design : Replace Replace AHU 14 & 15 and Condensers | |
| 09 | Nepean Sportsplex | Replace Dehumidifiers (2), Replace AHU-4 & AHU-2 for 25M Pool | |
| 09 | Nepean Sportsplex | Replace Roof Area 3 (Arena 3) | |
| 09 | Nepean Sportsplex: Lawnbowl Pavilion | Structural Investigation - Water Infiltration | |
| 10 | Elizabeth Manley Park: Fieldhouse | Type II Condition Audit | |
| 10 | Sawmill Creek Pool | Exterior Envelope Remediation | |
| 11 | Earl Armstrong Arena | Resurface Parking Lot, Replace Curbs, Replace Morality Lighting | |
| 11 | Pat Clark Community Centre | Type II Condition Audit | |
| 11 | Pineview Community Hub | Electrical Infrared Scan | |
| 11 | Splash - Wave Pool | Resurface Parking Lot, Replace Curbs, Replace Water Service | |
| 11 | Splash - Wave Pool | Replace Wood Retaining Wall, Replace Asphalt Walkways | |
| 11 | Richcraft Sensplex (Ottawa-East) | Structural Adequacy Review | |
| 12 | Bingham Comfort Station | Type II Condition Audit | |
| 12 | Champagne Bath | Substance Test - Pool Area, Seal Cracks in Foundation Wall | |
| 12 | Lowertown Complex | Replace and Segregate AHU-2 Ventilation System | |
| 12 | Routhier Community Centre | Elevator Modernization | |
| 13 | Gil O Julien Park: Fieldhouse | Replace Hydro Vault Equipment | |
| 13 | Raymond Chabot Grant Thornton Stadium | Replace Elevators #1 and #2, Replace Freight Elevator | |
| 14 | Chaudiere Park: Comfort Station | Type II Condition Audit | |
| 14 | McNabb Arena | Replace Fire Alarm Panel & Annunciator | |
| 14 | Plouffe Park:: Plant Recreation Centre | Replace Main Heating Boiler #2 | |
| 15 | Churchill Seniors Recreation Centre | Elevator Modernization | |
| 15 | Ottawa Gymnastic Club | Replace Canopy Roof, Recoat Front Entrance Canopy | |
| 15 | Tom Brown Arena | Advance Design : Replace Dehumidifiers (4) | |

City of Ottawa
2022 Draft Capital Budget
Service Area: Parks, Recreation & Culture
In Thousands (\$000)

| Project Information | | Location/Description | \$000's |
|---------------------------------------|--|--|---------|
| Class of Estimate: C) Planning | | | |
| Category: | Ward: | Year of Completion: | |
| 2022 Buildings-Parks & Rec Continued | | | |
| 16 | Alexander Park Community Centre | Replace Mod Bit Roof, Replace Metal Roof, Replace Skylights | |
| 16 | J. Alphonse Dulude Arena | Replace Interior Lighting, Repoint Masonry, Repaint Column Bases | |
| 17 | Brewer Pool | Re-assessment - Exterior Walls, Masonry Blocks | |
| 17 | Glebe Memorial Park: Rink Shack | Type II Condition Audit | |
| 17 | Lansdowne Park: Horticultural Building | Repaint Wood Windows, Slab Structural Review, Review Masonry Elements | |
| 18 | Balena Park Fieldhouse | Type II Condition Audit | |
| 18 | Brian Kilrea Arena | Electrical Infrared Scan | |
| 18 | Cecil Morrison Fieldhouse | Type II Condition Audit | |
| 18 | Hawthorne Park Fieldhouse | Type II Condition Audit | |
| 18 | Jim Durrell Recreation Complex | Replace Brine Headers, Repaint Exterior Steel - Entrance and South Elevation | |
| 18 | Jim Durrell Recreation Complex | Replace Building Automation System | |
| 18 | Playfair Park: Fieldhouse | Type II Condition Audit | |
| 19 | Bearbrook Community Centre | Design : Replace Septic System | |
| 19 | Cumberland Millenium Park: Comfort Station | Type II Condition Audit | |
| 19 | Navan Memorial Centre | Replace Septic System Pump Chamber, Replace Fire Alarm System | |
| 19 | Sarsfield Community Centre | Type II Condition Audit | |
| 20 | Greely Community Centre and Library | Type II Condition Audit | |
| 20 | Larry Robinson Arena | Structural Adequacy Review, Replace Windows in Community Hall | |
| 20 | Osgoode CC and Stuart Holmes Arena | Install Secondary Water Feed to Refrigeration Room | |
| 20 | Vernon Recreation Centre | Replace Fire Alarm Control Panel | |
| 21 | Dickinson House Manotick | Remediate Brick Chimney | |
| 21 | Kars Community Centre | Resurface Parking Lot | |
| 21 | Munster Hamlet Community Centre | Type II Condition Audit | |
| 21 | Richmond Arena and Community Centre | Replace Brine Chiller, Replace Ice Plant Condenser | |
| 21 | Richmond Arena and Community Centre | Investigation - Changeroom Ventilation System | |

City of Ottawa
2022 Draft Capital Budget
Service Area: Parks, Recreation & Culture
In Thousands (\$000)

| Program Information | | Financial Details | | | | | | | | | | | | | | | | | | | | | |
|---|--------------------------------|---------------------------------------|-----------------------------|-------------|----|-------------------|----|--------------------|-----|---------|----|----------------|-----|-------------------|-------|-----------------|----|--------------------------------|--------------|---------------------|--------------|----------------------------------|--|
| Accessibility - Parks & Recreation | | Class of Estimate: C) Planning | | | | | | | | | | | | | | | | | | | | | |
| Dept: Planning, Infrastructure & Economic Development Department | Category: Service Enhancements | Ward: Multiple | Year of Completion: Various | | | | | | | | | | | | | | | | | | | | |
| <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"> <thead> <tr> <th>Service Area</th> <th></th> </tr> </thead> <tbody> <tr> <td>Child Care</td> <td>60</td> </tr> <tr> <td>Cultural Services</td> <td>60</td> </tr> <tr> <td>General Government</td> <td>375</td> </tr> <tr> <td>Library</td> <td>60</td> </tr> <tr> <td>Long Term Care</td> <td>110</td> </tr> <tr> <td>Park & Recreation</td> <td>1,775</td> </tr> <tr> <td>Social Services</td> <td>60</td> </tr> <tr> <td>TOTAL Authority Request</td> <td>2,500</td> </tr> </tbody> </table> | | Service Area | | Child Care | 60 | Cultural Services | 60 | General Government | 375 | Library | 60 | Long Term Care | 110 | Park & Recreation | 1,775 | Social Services | 60 | TOTAL Authority Request | 2,500 | 2022 Request | 1,775 | Projected Yearend Unspent Bal. 0 | |
| | | Service Area | | | | | | | | | | | | | | | | | | | | | |
| | | Child Care | 60 | | | | | | | | | | | | | | | | | | | | |
| | | Cultural Services | 60 | | | | | | | | | | | | | | | | | | | | |
| | | General Government | 375 | | | | | | | | | | | | | | | | | | | | |
| | | Library | 60 | | | | | | | | | | | | | | | | | | | | |
| | | Long Term Care | 110 | | | | | | | | | | | | | | | | | | | | |
| | | Park & Recreation | 1,775 | | | | | | | | | | | | | | | | | | | | |
| | | Social Services | 60 | | | | | | | | | | | | | | | | | | | | |
| | | TOTAL Authority Request | 2,500 | | | | | | | | | | | | | | | | | | | | |
| Revenues | 0 | Debt | | | | | | | | | | | | | | | | | | | | | |
| Tax Supported/ Dedicated | 1,775 | Tax Supported/ Dedicated Debt | 0 | | | | | | | | | | | | | | | | | | | | |
| Rate Supported | 0 | Rate Supported Debt | 0 | | | | | | | | | | | | | | | | | | | | |
| Develop. Charges | 0 | Develop. Charges Debt | 0 | | | | | | | | | | | | | | | | | | | | |
| Gas Tax | 0 | Gas Tax Debt | 0 | | | | | | | | | | | | | | | | | | | | |
| Forecast | 2022 | 2023 | 2024 | 2025 | | | | | | | | | | | | | | | | | | | |
| Authority | 1,775 | 1,395 | 1,400 | 1,410 | | | | | | | | | | | | | | | | | | | |
| Spending Plan | 888 | 1,230 | 1,474 | 1,404 | | | | | | | | | | | | | | | | | | | |
| FTE's | 0 | 0 | 0 | 0 | | | | | | | | | | | | | | | | | | | |
| Operating Impact | 0 | 0 | 0 | 0 | | | | | | | | | | | | | | | | | | | |

City of Ottawa
2022 Draft Capital Budget
Service Area: Parks, Recreation & Culture
In Thousands (\$000)

| Program Information | | | Financial Details | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|--|----------------------------------|--------------|---------------------------------------|-------------|-----------------------------|-----------------|-----|--|---------------------|-----|--|-------------------|-----|--|---------------|-------|--|--------------------|-------|--|----------------|-------|--|----------------|-------|--|-------------------------------|--------|-------|----------------|-------|--|-----------------|-----|--|----------------|-----|--|------------------|-------|--|--------------------------------|---------------|--------------|---------------------|------------|--------------------------------|--|--|---|
| Buildings-Cultural Services | | | Class of Estimate: C) Planning | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Dept: Planning, Infrastructure & Economic Development Department | Category: Renewal of City Assets | | Ward: Multiple | | Year of Completion: Various | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>The Building and Park programs provide for lifecycle renewal and replacement works to existing building and park assets. Detailed scope of work for specific projects extends to a wide assortment of work, such as roof replacement, building preservation, building mechanical and electrical systems, parks playgrounds and property elements, hard landscaping, arena and pool equipment and unplanned emergency work. Forecasts are based on bulk allocations that will be detailed in future budget submissions. Project cost group summaries are provided following this program summary. Annual programming provides allocations as required for each of the service areas as follows:</p> <table border="1"> <thead> <tr> <th>Service Area</th> <th>Buildings</th> <th>Parks</th> </tr> </thead> <tbody> <tr> <td>By-Law Services</td> <td>350</td> <td></td> </tr> <tr> <td>Child Care Services</td> <td>338</td> <td></td> </tr> <tr> <td>Cultural Services</td> <td>803</td> <td></td> </tr> <tr> <td>Fire Services</td> <td>1,743</td> <td></td> </tr> <tr> <td>General Government</td> <td>4,085</td> <td></td> </tr> <tr> <td>Public Library</td> <td>1,821</td> <td></td> </tr> <tr> <td>Long Term Care</td> <td>7,200</td> <td></td> </tr> <tr> <td>Parks & Recreation Facilities</td> <td>15,224</td> <td>6,000</td> </tr> <tr> <td>Roads Services</td> <td>4,291</td> <td></td> </tr> <tr> <td>Social Services</td> <td>450</td> <td></td> </tr> <tr> <td>Water Services</td> <td>150</td> <td></td> </tr> <tr> <td>Transit Services</td> <td>2,300</td> <td></td> </tr> <tr> <td>TOTAL Authority Request</td> <td>38,755</td> <td>6,000</td> </tr> </tbody> </table> | | | Service Area | Buildings | Parks | By-Law Services | 350 | | Child Care Services | 338 | | Cultural Services | 803 | | Fire Services | 1,743 | | General Government | 4,085 | | Public Library | 1,821 | | Long Term Care | 7,200 | | Parks & Recreation Facilities | 15,224 | 6,000 | Roads Services | 4,291 | | Social Services | 450 | | Water Services | 150 | | Transit Services | 2,300 | | TOTAL Authority Request | 38,755 | 6,000 | 2022 Request | 803 | Projected Yearend Unspent Bal. | | | 0 |
| | | | Service Area | Buildings | Parks | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | | By-Law Services | 350 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | | Child Care Services | 338 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | | Cultural Services | 803 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | | Fire Services | 1,743 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | | General Government | 4,085 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | | Public Library | 1,821 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | | Long Term Care | 7,200 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | | Parks & Recreation Facilities | 15,224 | 6,000 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Roads Services | 4,291 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Social Services | 450 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Water Services | 150 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Transit Services | 2,300 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| TOTAL Authority Request | 38,755 | 6,000 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Revenues | | 0 | Debt | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Tax Supported/Dedicated | | 803 | Tax Supported/Dedicated Debt | | | 0 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Rate Supported | | 0 | Rate Supported Debt | | | 0 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Develop. Charges | | 0 | Develop. Charges Debt | | | 0 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Gas Tax | | 0 | Gas Tax Debt | | | 0 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Forecast | | 2022 | 2023 | 2024 | 2025 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Authority | | 803 | 800 | 1,627 | 900 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Spending Plan | | 775 | 865 | 990 | 874 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| FTE's | | 0 | 0 | 0 | 0 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Operating Impact | | 0 | 0 | 0 | 0 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

City of Ottawa
2022 Draft Capital Budget
Service Area: Parks, Recreation & Culture
In Thousands (\$000)

| Program Information | | Financial Details | | | | | | | | | | | | | | | | | | | | | |
|---|--------------------------------|---------------------------------------|-----------------------------|-------------|----|-------------------|----|--------------------|-----|---------|----|----------------|-----|-------------------|-------|-----------------|----|--------------------------------|--------------|---------------------|-----------|----------------------------------|--|
| Accessibility - Cultural Services | | Class of Estimate: C) Planning | | | | | | | | | | | | | | | | | | | | | |
| Dept: Planning, Infrastructure & Economic Development Department | Category: Service Enhancements | Ward: Multiple | Year of Completion: Various | | | | | | | | | | | | | | | | | | | | |
| <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"> <thead> <tr> <th>Service Area</th> <th></th> </tr> </thead> <tbody> <tr> <td>Child Care</td> <td>60</td> </tr> <tr> <td>Cultural Services</td> <td>60</td> </tr> <tr> <td>General Government</td> <td>375</td> </tr> <tr> <td>Library</td> <td>60</td> </tr> <tr> <td>Long Term Care</td> <td>110</td> </tr> <tr> <td>Park & Recreation</td> <td>1,775</td> </tr> <tr> <td>Social Services</td> <td>60</td> </tr> <tr> <td>TOTAL Authority Request</td> <td>2,500</td> </tr> </tbody> </table> | | Service Area | | Child Care | 60 | Cultural Services | 60 | General Government | 375 | Library | 60 | Long Term Care | 110 | Park & Recreation | 1,775 | Social Services | 60 | TOTAL Authority Request | 2,500 | 2022 Request | 60 | Projected Yearend Unspent Bal. 0 | |
| | | Service Area | | | | | | | | | | | | | | | | | | | | | |
| | | Child Care | 60 | | | | | | | | | | | | | | | | | | | | |
| | | Cultural Services | 60 | | | | | | | | | | | | | | | | | | | | |
| | | General Government | 375 | | | | | | | | | | | | | | | | | | | | |
| | | Library | 60 | | | | | | | | | | | | | | | | | | | | |
| | | Long Term Care | 110 | | | | | | | | | | | | | | | | | | | | |
| | | Park & Recreation | 1,775 | | | | | | | | | | | | | | | | | | | | |
| | | Social Services | 60 | | | | | | | | | | | | | | | | | | | | |
| | | TOTAL Authority Request | 2,500 | | | | | | | | | | | | | | | | | | | | |
| Revenues | 0 | Debt | | | | | | | | | | | | | | | | | | | | | |
| Tax Supported/ Dedicated | 60 | Tax Supported/ Dedicated Debt | 0 | | | | | | | | | | | | | | | | | | | | |
| Rate Supported | 0 | Rate Supported Debt | 0 | | | | | | | | | | | | | | | | | | | | |
| Develop. Charges | 0 | Develop. Charges Debt | 0 | | | | | | | | | | | | | | | | | | | | |
| Gas Tax | 0 | Gas Tax Debt | 0 | | | | | | | | | | | | | | | | | | | | |
| Forecast | 2022 | 2023 | 2024 | 2025 | | | | | | | | | | | | | | | | | | | |
| Authority | 60 | 60 | 70 | 80 | | | | | | | | | | | | | | | | | | | |
| Spending Plan | 30 | 48 | 65 | 73 | | | | | | | | | | | | | | | | | | | |
| FTE's | 0 | 0 | 0 | 0 | | | | | | | | | | | | | | | | | | | |
| Operating Impact | 0 | 0 | 0 | 0 | | | | | | | | | | | | | | | | | | | |

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|--|----------------------------------|----------|---|--|-------------|--|--------------------------------|-------------|---|
| 909104 Beach Pavillion Upgrade/Renewal | | | Class of Estimate: B) Design | | | | | | |
| Dept: Recreation, Cultural and Facility Operations Department | Category: Renewal of City Assets | Ward: 16 | Year of Completion: 2025 | | | | | | |
| Design stage for a project to upgrade or replace existing beach pavilion at Mooney's Bay. New services to Riverside Drive; adding park operations garage and washrooms to serve Canada 150 Playground. | | | 2022 Request | | 921 | | Projected Yearend Unspent Bal. | 933 | |
| | | | Revenues | | 0 | | Debt | | |
| | | | Tax Supported/ Dedicated | | 921 | | Tax Supported/ Dedicated Debt | | 0 |
| | | | Rate Supported | | 0 | | Rate Supported Debt | | 0 |
| | | | Develop. Charges | | 0 | | Develop. Charges Debt | | 0 |
| | | | Gas Tax | | 0 | | Gas Tax Debt | | 0 |
| | | | Forecast | | 2022 | 2023 | 2024 | 2025 | |
| | | | Authority | | 921 | 581 | 0 | 0 | |
| | | | Spending Plan | | 921 | 581 | 0 | 0 | |
| | | | FTE's | | 0 | 0 | 0 | 0 | |
| | | | Operating Impact | | 0 | 0 | 0 | 0 | |
| | | | 909107 Facility Minor Capital Front of House Repairs | | | Class of Estimate: Not Applicable | | | |
| Dept: Recreation, Cultural and Facility Operations Department | Category: Renewal of City Assets | Ward: CW | Year of Completion: 2025 | | | | | | |
| Provides funds for repairs costing less than 15K per project, that will improve public access and service at RCFS facilities. | | | 2022 Request | | 300 | | Projected Yearend Unspent Bal. | 361 | |
| | | | Revenues | | 0 | | Debt | | |
| | | | Tax Supported/ Dedicated | | 300 | | Tax Supported/ Dedicated Debt | | 0 |
| | | | Rate Supported | | 0 | | Rate Supported Debt | | 0 |
| | | | Develop. Charges | | 0 | | Develop. Charges Debt | | 0 |
| | | | Gas Tax | | 0 | | Gas Tax Debt | | 0 |
| | | | Forecast | | 2022 | 2023 | 2024 | 2025 | |
| | | | Authority | | 300 | 300 | 300 | 300 | |
| | | | Spending Plan | | 300 | 300 | 300 | 300 | |
| | | | FTE's | | 0 | 0 | 0 | 0 | |
| | | | Operating Impact | | 0 | 0 | 0 | 0 | |

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|--|----------------------------------|----------|--|---|-------------|--------------------------------|-------------|-------------|
| 910129 Park Pathway Lighting 2022 | | | Class of Estimate: Not Applicable | | | | | |
| Dept: Recreation, Cultural and Facility Operations Department | Category: Renewal of City Assets | Ward: CW | Year of Completion: 2023 | | | | | |
| The envelope is intended to fund pathway lighting in parks that meet Council approved criteria, established in the Park Pathway Lighting policy. | | | 2022 Request | | 250 | Projected Yearend Unspent Bal. | 0 | |
| | | | Revenues | | 0 | Debt | | |
| | | | Tax Supported/ Dedicated | | 250 | Tax Supported/ Dedicated Debt | | 0 |
| | | | Rate Supported | | 0 | Rate Supported Debt | | 0 |
| | | | Develop. Charges | | 0 | Develop. Charges Debt | | 0 |
| | | | Gas Tax | | 0 | Gas Tax Debt | | 0 |
| | | | Forecast | | 2022 | 2023 | 2024 | 2025 |
| | | | Authority | | 250 | 0 | 300 | 0 |
| | | | Spending Plan | | 250 | 0 | 300 | 0 |
| | | | FTE's | | 0 | 0 | 0 | 0 |
| Operating Impact | | 0 | 0 | 0 | 0 | | | |
| 910185 Outdoor Sports Court Redevelopment 2022 | | | Class of Estimate: Not Applicable | | | | | |
| Dept: Recreation, Cultural and Facility Operations Department | Category: Renewal of City Assets | Ward: CW | Year of Completion: 2027 | | | | | |
| Supports the refurbishment of existing outdoor public sports courts across the City, including resurfacing, drainage improvements, lighting, etc. Priority sites for improvements are identified through annual inspections and community input. | | | 2022 Request | | 200 | Projected Yearend Unspent Bal. | 0 | |
| | | | Revenues | | 0 | Debt | | |
| | | | Tax Supported/ Dedicated | | 200 | Tax Supported/ Dedicated Debt | | 0 |
| | | | Rate Supported | | 0 | Rate Supported Debt | | 0 |
| | | | Develop. Charges | | 0 | Develop. Charges Debt | | 0 |
| | | | Gas Tax | | 0 | Gas Tax Debt | | 0 |
| | | | Forecast | | 2022 | 2023 | 2024 | 2025 |
| | | | Authority | | 200 | 0 | 200 | 0 |
| | | | Spending Plan | | 200 | 0 | 200 | 0 |
| | | | FTE's | | 0 | 0 | 0 | 0 |
| Operating Impact | | 0 | 0 | 0 | 0 | | | |

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| 910192 Infrastruct Support - Outdoor Rinks 2022 | | | Class of Estimate: Not Applicable | | | | | | |
| Dept: Recreation, Cultural and Facility Operations Department | Category: Renewal of City Assets | Ward: CW | Year of Completion: 2023 | | | | | | |
| <p>This envelope provides funding for park infrastructure required for the City's outdoor rink program. Requirements include stand pipes for new water sources, bunkers to house outdoor rink equipment, lights etc. Priority sites for improvements are based on achieving the goals as set out in the Outdoor Rink Strategy.</p> | | | 2022 Request | | 400 | | Projected Yearend Unspent Bal. | 0 | |
| | | | Revenues | | 0 | | Debt | | |
| | | | Tax Supported/ Dedicated | | 400 | | Tax Supported/ Dedicated Debt | | 0 |
| | | | Rate Supported | | 0 | | Rate Supported Debt | | 0 |
| | | | Develop. Charges | | 0 | | Develop. Charges Debt | | 0 |
| | | | Gas Tax | | 0 | | Gas Tax Debt | | 0 |
| | | | Forecast | | 2022 | 2023 | 2024 | 2025 | |
| | | | Authority | | 400 | 0 | 400 | 0 | |
| | | | Spending Plan | | 400 | 0 | 400 | 0 | |
| | | | FTE's | | 0 | 0 | 0 | 0 | |
| Operating Impact | | 0 | 0 | 0 | 0 | | | | |
| 910194 Signage for City Assets | | | Class of Estimate: Not Applicable | | | | | | |
| Dept: Recreation, Cultural and Facility Operations Department | Category: Renewal of City Assets | Ward: CW | Year of Completion: 2024 | | | | | | |
| <p>Provides funds for the acquisition and installation of signage for City assets, including those assets renamed under the Council-approved Commemorative Naming program.</p> | | | 2022 Request | | 10 | | Projected Yearend Unspent Bal. | 2 | |
| | | | Revenues | | 0 | | Debt | | |
| | | | Tax Supported/ Dedicated | | 10 | | Tax Supported/ Dedicated Debt | | 0 |
| | | | Rate Supported | | 0 | | Rate Supported Debt | | 0 |
| | | | Develop. Charges | | 0 | | Develop. Charges Debt | | 0 |
| | | | Gas Tax | | 0 | | Gas Tax Debt | | 0 |
| | | | Forecast | | 2022 | 2023 | 2024 | 2025 | |
| | | | Authority | | 10 | 15 | 15 | 15 | |
| | | | Spending Plan | | 10 | 15 | 15 | 15 | |
| | | | FTE's | | 0 | 0 | 0 | 0 | |
| Operating Impact | | 0 | 0 | 0 | 0 | | | | |

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| 910524 Minor Park Improvement 2022 | | | Class of Estimate: Not Applicable | | | | | | | |
| Dept: Recreation, Cultural and Facility Operations Department | Category: Renewal of City Assets | Ward: CW | Year of Completion: 2024 | | | | | | | |
| <p>The Minor Park Improvement Program enables staff to respond to priority community requests for minor capital improvements and to add specific elements to parks, independent of full redevelopment. Examples of minor elements include park furniture such as benches, picnic tables, litter containers, bike racks or single park components such as a set of swings, spring toys, etc. The program provides the flexibility required to respond promptly to community requests resulting from recreation trend changes, population increases or demographic changes in the service area of a park.</p> | | | 2022 Request | | 250 | Projected Yearend Unspent Bal. | | 0 | | |
| | | | Revenues | | 0 | Debt | | | | |
| | | | Tax Supported/ Dedicated | | 250 | Tax Supported/ Dedicated Debt | | 0 | | |
| | | | Rate Supported | | 0 | Rate Supported Debt | | 0 | | |
| | | | Develop. Charges | | 0 | Develop. Charges Debt | | 0 | | |
| | | | Gas Tax | | 0 | Gas Tax Debt | | 0 | | |
| | | | Forecast | | 2022 | 2023 | 2024 | 2025 | | |
| | | | Authority | | 250 | 250 | 250 | 250 | | |
| | | | Spending Plan | | 250 | 250 | 250 | 250 | | |
| | | | FTE's | | 0 | 0 | 0 | 0 | | |
| Operating Impact | | 0 | 0 | 0 | 0 | | | | | |
| 910560 Infrastructure Upgrades 2022 | | | Class of Estimate: Not Applicable | | | | | | | |
| Dept: Recreation, Cultural and Facility Operations Department | Category: Renewal of City Assets | Ward: CW | Year of Completion: 2024 | | | | | | | |
| <p>RCFS currently oversees over 1275 properties and 867 facilities, which require upgrades to add functionality and meet emerging community needs. This funding is allocated on a needs basis to improve public access to facilities.</p> | | | 2022 Request | | 645 | Projected Yearend Unspent Bal. | | 0 | | |
| | | | Revenues | | 0 | Debt | | | | |
| | | | Tax Supported/ Dedicated | | 645 | Tax Supported/ Dedicated Debt | | 0 | | |
| | | | Rate Supported | | 0 | Rate Supported Debt | | 0 | | |
| | | | Develop. Charges | | 0 | Develop. Charges Debt | | 0 | | |
| | | | Gas Tax | | 0 | Gas Tax Debt | | 0 | | |
| | | | Forecast | | 2022 | 2023 | 2024 | 2025 | | |
| | | | Authority | | 645 | 934 | 925 | 984 | | |
| | | | Spending Plan | | 645 | 934 | 925 | 984 | | |
| | | | FTE's | | 0 | 0 | 0 | 0 | | |
| Operating Impact | | 0 | 0 | 0 | 0 | | | | | |

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| 910561 Outdoor Pool Security Upgrades 2022 | | | Class of Estimate: Not Applicable | | | | | | |
| Dept: | Recreation, Cultural and Facility Operations Department | Category: Renewal of City Assets | Ward: CW | Year of Completion: 2024 | | | | | |
| <p>To upgrade outdoor security for the City's Outdoor Pools. Such measures include improved fencing, perimeter protection, and monitoring equipment.</p> | | | 2022 Request | | 150 | Projected Yearend Unspent Bal. | | 0 | |
| | | | Revenues | | 0 | Debt | | | |
| | | | Tax Supported/ Dedicated | | 150 | Tax Supported/ Dedicated Debt | | | 0 |
| | | | Rate Supported | | 0 | Rate Supported Debt | | | 0 |
| | | | Develop. Charges | | 0 | Develop. Charges Debt | | | 0 |
| | | | Gas Tax | | 0 | Gas Tax Debt | | | 0 |
| | | | Forecast | | 2022 | 2023 | 2024 | 2025 | |
| | | | Authority | | 150 | 0 | 0 | 0 | 0 |
| | | | Spending Plan | | 150 | 0 | 0 | 0 | 0 |
| | | | FTE's | | 0 | 0 | 0 | 0 | 0 |
| Operating Impact | | 0 | 0 | 0 | 0 | 0 | | | |
| 910562 Cultural Building & Equip 2022 | | | Class of Estimate: Not Applicable | | | | | | |
| Dept: | Recreation, Cultural and Facility Operations Department | Category: Renewal of City Assets | Ward: CW | Year of Completion: 2024 | | | | | |
| <p>Supports the operation of cultural facilities/spaces that provide direct services to residents and allows for ongoing repair and maintenance to equipment and program building improvements to meet health and safety standards and accessibility requirements. This funding includes program equipment replacement, system upgrades, building program improvements and renovations.</p> | | | 2022 Request | | 125 | Projected Yearend Unspent Bal. | | 0 | |
| | | | Revenues | | 0 | Debt | | | |
| | | | Tax Supported/ Dedicated | | 125 | Tax Supported/ Dedicated Debt | | | 0 |
| | | | Rate Supported | | 0 | Rate Supported Debt | | | 0 |
| | | | Develop. Charges | | 0 | Develop. Charges Debt | | | 0 |
| | | | Gas Tax | | 0 | Gas Tax Debt | | | 0 |
| | | | Forecast | | 2022 | 2023 | 2024 | 2025 | |
| | | | Authority | | 125 | 125 | 125 | 125 | 125 |
| | | | Spending Plan | | 125 | 125 | 125 | 125 | 125 |
| | | | FTE's | | 0 | 0 | 0 | 0 | 0 |
| Operating Impact | | 0 | 0 | 0 | 0 | 0 | | | |

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| 910563 Museum Sustainability Plan 2022 | | | Class of Estimate: Not Applicable | | | | | |
| Dept: | Recreation, Cultural and Facility Operations Department | Category: Renewal of City Assets | Ward: CW | Year of Completion: 2024 | | | | |
| <p>Supports the operation and storage of Museum and historical assets. Museums provide direct services to residents and the Museum Sustainability Plan allows for ongoing repair and maintenance to equipment and program building improvements to meet health and safety standards and accessibility requirements. This funding includes program equipment replacement, system upgrades, building program improvements and renovations.</p> | | | 2022 Request | | 200 | Projected Yearend Unspent Bal. | 0 | |
| | | | Revenues | | 0 | Debt | | |
| | | | Tax Supported/ Dedicated | | 200 | Tax Supported/ Dedicated Debt | | 0 |
| | | | Rate Supported | | 0 | Rate Supported Debt | | 0 |
| | | | Develop. Charges | | 0 | Develop. Charges Debt | | 0 |
| | | | Gas Tax | | 0 | Gas Tax Debt | | 0 |
| | | | Forecast | | 2022 | 2023 | 2024 | 2025 |
| | | | Authority | | 200 | 200 | 200 | 200 |
| | | | Spending Plan | | 200 | 200 | 200 | 200 |
| | | | FTE's | | 0 | 0 | 0 | 0 |
| Operating Impact | | 0 | 0 | 0 | 0 | | | |
| 910565 Artifact & Art Collection Restore & Maint 2022 | | | Class of Estimate: Not Applicable | | | | | |
| Dept: | Recreation, Cultural and Facility Operations Department | Category: Renewal of City Assets | Ward: CW | Year of Completion: 2024 | | | | |
| <p>Supports the professional care and management of 300,000+ objects of irreplaceable historical and cultural significance in the City's art, artefact, and archaeological collections.</p> | | | 2022 Request | | 60 | Projected Yearend Unspent Bal. | 0 | |
| | | | Revenues | | 0 | Debt | | |
| | | | Tax Supported/ Dedicated | | 60 | Tax Supported/ Dedicated Debt | | 0 |
| | | | Rate Supported | | 0 | Rate Supported Debt | | 0 |
| | | | Develop. Charges | | 0 | Develop. Charges Debt | | 0 |
| | | | Gas Tax | | 0 | Gas Tax Debt | | 0 |
| | | | Forecast | | 2022 | 2023 | 2024 | 2025 |
| | | | Authority | | 60 | 70 | 80 | 80 |
| | | | Spending Plan | | 60 | 70 | 80 | 80 |
| | | | FTE's | | 0 | 0 | 0 | 0 |
| Operating Impact | | 0 | 0 | 0 | 0 | | | |

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| 909839 Community Centre - East (EUC) | | | Class of Estimate: C) Planning | | | | | | | |
| Dept: | Recreation, Cultural and Facility Operations Department | Category: Growth | Ward: 2 | Year of Completion: 2025 | | | | | | |
| <p>The Community Centre for the East Urban Community will meet the City standard for a Community Centre - a single storey building intended to serve as a small community centre and to support the facilities in the park in which it is located. A Community Centre is composed of the following program spaces: two (2) Multi-Purpose Rooms, Meeting Room and Kitchenette. The facility will also include the following support spaces: Washrooms, Mechanical Room, Electrical Room and Janitor Room.</p> | | | 2022 Request | | 1,050 | Projected Yearend Unspent Bal. | | 0 | | |
| | | | Revenues | | 153 | Debt | | | | |
| | | | Tax Supported/ Dedicated | | 0 | Tax Supported/ Dedicated Debt | | 0 | | |
| | | | Rate Supported | | 0 | Rate Supported Debt | | 0 | | |
| | | | Develop. Charges | | 897 | Develop. Charges Debt | | 0 | | |
| | | | Gas Tax | | 0 | Gas Tax Debt | | 0 | | |
| | | | Forecast | | 2022 | 2023 | 2024 | 2025 | | |
| | | | Authority | | 1,050 | 9,450 | 0 | 0 | | |
| | | | Spending Plan | | 1,050 | 9,450 | 0 | 0 | | |
| | | | FTE's | | 0 | 0 | 0 | 0 | | |
| Operating Impact | | 0 | 0 | 0 | 0 | | | | | |
| 909841 Community Centre Space Upgrades - Sawmill Creek & Alexander | | | Class of Estimate: C) Planning | | | | | | | |
| Dept: | Recreation, Cultural and Facility Operations Department | Category: Growth | Ward: 10,16 | Year of Completion: 2024 | | | | | | |
| <p>As identified in the Development Charges background study and advanced through Council, upgrades are required at the community centre at Sawmill Creek Pool & Alexander Community Centre. The funding split is approximately two-thirds for the Alexander CC and one-third for the Sawmill Creek CC.</p> | | | 2022 Request | | 12,772 | Projected Yearend Unspent Bal. | | 0 | | |
| | | | Revenues | | 6,368 | Debt | | | | |
| | | | Tax Supported/ Dedicated | | 82 | Tax Supported/ Dedicated Debt | | 0 | | |
| | | | Rate Supported | | 0 | Rate Supported Debt | | 0 | | |
| | | | Develop. Charges | | 6,322 | Develop. Charges Debt | | 0 | | |
| | | | Gas Tax | | 0 | Gas Tax Debt | | 0 | | |
| | | | Forecast | | 2022 | 2023 | 2024 | 2025 | | |
| | | | Authority | | 12,772 | 0 | 0 | 0 | | |
| | | | Spending Plan | | 1,300 | 11,472 | 0 | 0 | | |
| | | | FTE's | | 0 | 0 | 0 | 0 | | |
| Operating Impact | | 0 | 0 | 0 | 0 | | | | | |


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| 910584 Riverside South Recreation Pool | | | Class of Estimate: C) Planning | | | | | | |
| Dept: | Recreation, Cultural and Facility Operations Department | Category: Growth | Ward: 22 | Year of Completion: 2030 | | | | | |
| <p>The proposed community centre, library branch and district park is to be located in the rapidly growing Riverside South Community. A proposed 21,500 sq. ft. (2,000 m2) community centre will be co-located with a proposed 15,000 sq. ft. (1,400 m2) library branch within a single building on a 26.5 acre (10.7 ha) district park site. There is desire to incorporate an indoor aquatic facility with a 6-lane, 25m lap pool and a therapeutic pool as part of the project, which would increase the floor area by 37,500 sq. ft. (3,500 m2) to a total of 74,000 sq. ft. (6,900 m2). The site is located on the future Main Street in the Riverside South Community Core near Limebank Station.</p> | | | 2022 Request | | 2,500 | | Projected Yearend Unspent Bal. | 0 | |
| | | | Revenues | | 0 | | Debt | | |
| | | | Tax Supported/ Dedicated | | 250 | | Tax Supported/ Dedicated Debt | | 0 |
| | | | Rate Supported | | 0 | | Rate Supported Debt | | 0 |
| | | | Develop. Charges | | 2,250 | | Develop. Charges Debt | | 0 |
| | | | Gas Tax | | 0 | | Gas Tax Debt | | 0 |
| | | | Forecast | | 2022 | 2023 | 2024 | 2025 | |
| | | | Authority | | 2,500 | 0 | 22,500 | 0 | |
| | | | Spending Plan | | 2,500 | 0 | 11,250 | 11,250 | |
| | | | FTE's | | 0 | 0 | 0 | 0 | |
| | | | Operating Impact | | 0 | 0 | 0 | 0 | |
| | | | 910566 Major Capital Partnership 2022 | | | Class of Estimate: Not Applicable | | | |
| Dept: | Recreation, Cultural and Facility Operations Department | Category: Service Enhancements | Ward: CW | Year of Completion: 2024 | | | | | |
| <p>The Community Partnership Major Capital Program provides funding to community groups to enter into partnerships with the City to implement major capital projects for new development, renovations and expansions to parks and recreation facilities.</p> | | | 2022 Request | | 730 | | Projected Yearend Unspent Bal. | 0 | |
| | | | Revenues | | 0 | | Debt | | |
| | | | Tax Supported/ Dedicated | | 730 | | Tax Supported/ Dedicated Debt | | 0 |
| | | | Rate Supported | | 0 | | Rate Supported Debt | | 0 |
| | | | Develop. Charges | | 0 | | Develop. Charges Debt | | 0 |
| | | | Gas Tax | | 0 | | Gas Tax Debt | | 0 |
| | | | Forecast | | 2022 | 2023 | 2024 | 2025 | |
| | | | Authority | | 730 | 811 | 893 | 977 | |
| | | | Spending Plan | | 730 | 811 | 893 | 977 | |
| | | | FTE's | | 0 | 0 | 0 | 0 | |
| | | | Operating Impact | | 0 | 0 | 0 | 0 | |


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| 910567 Minor Capital Partnership 2022 | | Class of Estimate: Not Applicable | | | | | |
| Dept: Recreation, Cultural and Facility Operations Department | Category: Service Enhancements | Ward: CW | Year of Completion: 2024 | | | | |
| <p>The Community Partnership Minor Capital Program provides funding to community groups to implement minor capital improvements to parks and recreation facilities on a cost-sharing basis with the City to a maximum City contribution of \$10,000. This program enables the City to upgrade its recreational assets incrementally, as the community requires, thereby reducing the frequency for capital development projects. As neighbourhoods change, socially and demographically, the program is able to respond quickly to the changing requirements of the local residents. Community participation in fundraising, planning and installation of recreational facilities promotes community pride, ownership and stewardship of asset.</p> | | 2022 Request | 300 | Projected Yearend Unspent Bal. | | 0 | |
| | | Revenues | 0 | Debt | | | |
| | | Tax Supported/ Dedicated | 300 | Tax Supported/ Dedicated Debt | | | 0 |
| | | Rate Supported | 0 | Rate Supported Debt | | | 0 |
| | | Develop. Charges | 0 | Develop. Charges Debt | | | 0 |
| | | Gas Tax | 0 | Gas Tax Debt | | | 0 |
| | | Forecast | 2022 | 2023 | 2024 | 2025 | |
| | | Authority | 300 | 300 | 300 | 300 | |
| | | Spending Plan | 300 | 300 | 300 | 300 | |
| | | FTE's | 0 | 0 | 0 | 0 | |
| Operating Impact | 0 | 0 | 0 | 0 | | | |


City of Ottawa
2022 Draft Capital Budget
Service Area: Parks, Recreation & Culture
In Thousands (\$000)

| Project Information | | | Financial Details | | | | |
|--|---|------------------|---|--------------------------|----------------------------------|--------------------------------|-------------|
| 908532 Carp Airport Community Park | | | Class of Estimate: D) Conceptual | | | | |
| Dept: | Recreation, Cultural and Facility Operations Department | Category: Growth | Ward 5 | Year of Completion: 2025 | | | |
| <p>Carp Airport Community Park, in Ward 5 is a 5 ha active park sized to include a variety of sports fields and play areas as well as passive areas for seating and relaxing. Parking is included on site. Design and amenities to be determined – with input through public consultation.</p> <p>New completion year is 2025.</p> | | | 2022 Request | | 500 | Projected Yearend Unspent Bal. | 500 |
| | | | Revenues | 0 | Debt | | |
| | | | Tax Supported/ Dedicated | 26 | Tax Supported/ Dedicated Debt | | 0 |
| | | | Rate Supported | 0 | Rate Supported Debt | | 0 |
| | | | Develop. Charges | 474 | Develop. Charges Debt | | 0 |
| | | | Gas Tax | 0 | Gas Tax Debt | | 0 |
| | | | Forecast | 2022 | 2023 | 2024 | 2025 |
| | | | Authority | 500 | 384 | 0 | 0 |
| | | | Spending Plan | 500 | 384 | 0 | 0 |
| | | | FTE's | 0 | 0 | 0 | 0 |
| Operating Impact | 0 | 0 | 0 | 0 | | | |
|  | | | | | | | |


City of Ottawa
2022 Draft Capital Budget
Service Area: Parks, Recreation & Culture
In Thousands (\$000)

| Project Information | | | Financial Details | | | | | |
|---|---|------------------|---|--------------------------|--------------------------------|-------------|-------------|---|
| 908536 Fernbank Community District Park | | | Class of Estimate: D) Conceptual | | | | | |
| Dept: | Recreation, Cultural and Facility Operations Department | Category: Growth | Ward 6 | Year of Completion: 2032 | | | | |
| <p>Fernbank Community Park, in Ward 6, is a 8 ha community park.</p> <p>This park will have both passive and active recreation amenities. Design and amenities to be determined – with input through public consultation.</p> <p>New completion year is 2032.</p> | | | 2022 Request | 645 | Projected Yearend Unspent Bal. | | | 0 |
| | | | Revenues | 0 | Debt | | | |
| | | | Tax Supported/ Dedicated | 123 | Tax Supported/ Dedicated Debt | | | 0 |
| | | | Rate Supported Develop. Charges | 0 | Rate Supported Debt | | | 0 |
| | | | | 522 | Develop. Charges Debt | | | 0 |
| | | | Gas Tax | 0 | Gas Tax Debt | | | 0 |
| | | | Forecast | 2022 | 2023 | 2024 | 2025 | |
| | | | Authority | 645 | 2,580 | 0 | 0 | |
| | | | Spending Plan | 645 | 645 | 645 | 645 | |
| | | | FTE's | 0 | 0 | 0 | 0 | |
| Operating Impact | 0 | 0 | 0 | 0 | | | | |
|  | | | | | | | | |


City of Ottawa
2022 Draft Capital Budget
Service Area: Parks, Recreation & Culture
In Thousands (\$000)

| Project Information | | | Financial Details | | | | | | | |
|--|---|------------------|---|--------------------------|-------------|--------------------------------|-------------------------------|-------------|---|--|
| 908538 Humanics Linear Park | | | Class of Estimate: D) Conceptual | | | | | | | |
| Dept: | Recreation, Cultural and Facility Operations Department | Category: Growth | Ward: 19 | Year of Completion: 2022 | | | | | | |
| <p>Humanics linear Park, in Ward 19, is a linear park with a pathway located in the Humanics subdivision.</p> <p>Design and amenities to be determined – with input through public consultation.</p> <p>New completion year is 2025.</p> | | | 2022 Request | | 141 | Projected Yearend Unspent Bal. | | 141 | | |
| | | | Revenues | | 0 | | Debt | | | |
| | | | Tax Supported/ Dedicated | | 141 | | Tax Supported/ Dedicated Debt | | 0 | |
| | | | Rate Supported | | 0 | | Rate Supported Debt | | 0 | |
| | | | Develop. Charges | | 0 | | Develop. Charges Debt | | 0 | |
| | | | Gas Tax | | 0 | | Gas Tax Debt | | 0 | |
| | | | Forecast | | 2022 | 2023 | 2024 | 2025 | | |
| | | | Authority | | 141 | 0 | 0 | 0 | | |
| | | | Spending Plan | | 141 | 0 | 0 | 0 | | |
| | | | FTE's | | 0 | 0 | 0 | 0 | | |
| Operating Impact | | 0 | 0 | 0 | 0 | | | | | |
|  | | | | | | | | | | |


City of Ottawa
2022 Draft Capital Budget
Service Area: Parks, Recreation & Culture
In Thousands (\$000)

| Project Information | | | Financial Details | | | | | | |
|--|---|------------------|---|--------------------------|-------------|--------------------------------|-------------|-------------|---|
| 908542 Ogilvie Cummings Parkette | | | Class of Estimate: D) Conceptual | | | | | | |
| Dept: | Recreation, Cultural and Facility Operations Department | Category: Growth | Ward: 11 | Year of Completion: 2025 | | | | | |
| <p>Ogilvie Cummings Parkette, in Ward 11, is a 800 sq m parkette.</p> <p>This park will have both passive and active recreation amenities. Design and amenities to be determined – with input through public consultation.</p> <p>Dark green shows location below.</p> | | | 2022 Request | | 313 | Projected Yearend Unspent Bal. | | 0 | |
| | | | Revenues | | 0 | Debt | | | |
| | | | Tax Supported/ Dedicated | | 47 | Tax Supported/ Dedicated Debt | | 0 | |
| | | | Rate Supported Develop. Charges | | 0 | Rate Supported Debt | | 0 | |
| | | | Gas Tax | | 222 | Develop. Charges Debt | | 44 | |
| | | | | | 0 | Gas Tax Debt | | 0 | |
| | | | Forecast | | 2022 | 2023 | 2024 | 2025 | |
| | | | Authority | | 313 | 0 | 0 | 0 | 0 |
| | | | Spending Plan | | 313 | 0 | 0 | 0 | 0 |
| | | | FTE's | | 0 | 0 | 0 | 0 | 0 |
| Operating Impact | | 0 | 0 | 0 | 0 | 0 | | | |
|  | | | | | | | | | |


City of Ottawa
2022 Draft Capital Budget
Service Area: Parks, Recreation & Culture
In Thousands (\$000)

| Project Information | | | Financial Details | | | | | | |
|---|---|------------------|---|--------------------------|-------------|--------------------------------|-------------------------------|-------------|---|
| 908543 Tom Schonberg Park | | | Class of Estimate: A) Pre-Tender | | | | | | |
| Dept: | Recreation, Cultural and Facility Operations Department | Category: Growth | Ward 3 | Year of Completion: 2024 | | | | | |
| <p>Tom Schonberg Park, in Ward 3, is a 1.29 ha neighbourhood park.</p> <p>This park will have both passive and active recreation amenities. The park is adjacent to a storm pond, therefore a pathway system which connects to the storm pond access road will be incorporated.</p> <p>Construction to begin in 2022. Location 1 Cedarhill Drive.</p> <p>New completion year is 2025.</p> | | | 2022 Request | | 247 | Projected Yearend Unspent Bal. | 243 | | |
| | | | Revenues | | 0 | | Debt | | |
| | | | Tax Supported/ Dedicated | | 247 | | Tax Supported/ Dedicated Debt | | 0 |
| | | | Rate Supported | | 0 | | Rate Supported Debt | | 0 |
| | | | Develop. Charges | | 0 | | Develop. Charges Debt | | 0 |
| | | | Gas Tax | | 0 | | Gas Tax Debt | | 0 |
| | | | Forecast | | 2022 | 2023 | 2024 | 2025 | |
| | | | Authority | | 247 | 0 | 0 | 0 | |
| | | | Spending Plan | | 247 | 0 | 0 | 0 | |
| | | | FTE's | | 0 | 0 | 0 | 0 | |
| Operating Impact | | 0 | 0 | 0 | 0 | | | | |
|  | | | | | | | | | |

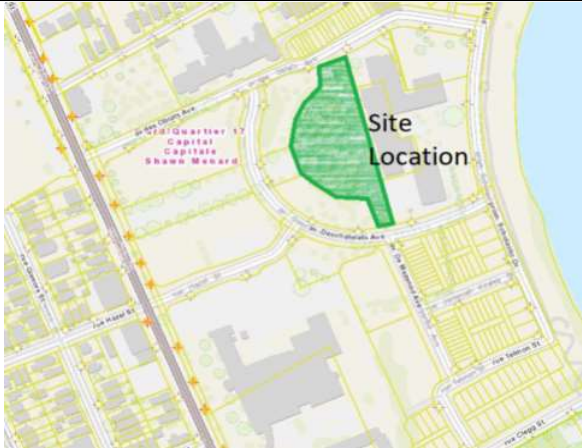
City of Ottawa
2022 Draft Capital Budget
Service Area: Parks, Recreation & Culture
In Thousands (\$000)

| Project Information | | | Financial Details | | | | | |
|--|---|------------------|---|--------------------------|----------------------------------|-------------|-------------|-----|
| 908545 Quinn Farm Park: Cadieux Land & Farm Sub | | | Class of Estimate: D) Conceptual | | | | | |
| Dept: | Recreation, Cultural and Facility Operations Department | Category: Growth | Ward 20 | Year of Completion: 2023 | | | | |
| <p>Quinn Farm Park, in Ward 20, is a 3.3 ha community park.</p> <p>This park will have both passive and active recreation amenities. Design and amenities to be determined – with input through public consultation.</p> <p>New completion year is 2025.</p> | | | 2022 Request | 1,084 | Projected Yearend Unspent Bal. | | | 120 |
| | | | Revenues | 0 | Debt | | | |
| | | | Tax Supported/ Dedicated | 206 | Tax Supported/ Dedicated Debt | | | 0 |
| | | | Rate Supported | 0 | Rate Supported Debt | | | 0 |
| | | | Develop. Charges | 878 | Develop. Charges Debt | | | 0 |
| | | | Gas Tax | 0 | Gas Tax Debt | | | 0 |
| | | | Forecast | 2022 | 2023 | 2024 | 2025 | |
| | | | Authority | 1,084 | 0 | 0 | 0 | 0 |
| | | | Spending Plan | 1,084 | 0 | 0 | 0 | 0 |
| | | | FTE's | 0 | 0 | 0 | 0 | 0 |
| Operating Impact | 0 | 0 | 0 | 0 | 0 | | | |
|  | | | | | | | | |


City of Ottawa
2022 Draft Capital Budget
Service Area: Parks, Recreation & Culture
In Thousands (\$000)

| Project Information | | | Financial Details | | | | | | | | | |
|---|------------------|--------|---|---|-----------------------|---|--------------------------------|-------|-------------|--|-------------|--|
| 909490 Jockvale River District Park | | | Class of Estimate: D) Conceptual | | | | | | | | | |
| Dept: Recreation, Cultural and Facility Operations Department | Category: Growth | Ward 3 | Year of Completion: 2030 | | | | | | | | | |
| <p>Jock River North District Park, in Ward 3, is a large park located north of the Jock River, both east and west of Greenbank Road. 7.5 ha are currently available for development. This park will have both active and passive amenities.</p> <p>New completion year is 2027.</p> | | | 2022 Request | | 1,879 | | Projected Yearend Unspent Bal. | 2,000 | | | | |
| | | | Revenues | | 0 | | Debt | | | | | |
| | | | Tax Supported/ Dedicated | | 357 | | Tax Supported/ Dedicated Debt | | 0 | | | |
| | | | Rate Supported Develop. Charges | | 0 | | Rate Supported Debt | | 0 | | | |
| | | | 1,522 | | Develop. Charges Debt | | 0 | | | | | |
| | | | Gas Tax | | 0 | | Gas Tax Debt | | 0 | | | |
| | | | Forecast | | 2022 | | 2023 | | 2024 | | 2025 | |
| | | | Authority | | 1,879 | | 0 | | 1,879 | | 0 | |
| | | | Spending Plan | | 940 | | 940 | | 940 | | 940 | |
| | | | FTE's | | 0 | | 0 | | 0 | | 0 | |
| Operating Impact | | 0 | | 0 | | 0 | | 0 | | | | |
|  | | | | | | | | | | | | |


City of Ottawa
2022 Draft Capital Budget
Service Area: Parks, Recreation & Culture
In Thousands (\$000)

| Project Information | | | Financial Details | | | | | |
|---|---|------------------|---|--------------------------|--------------------------------|-------------|-------------|--|
| 910189 Greystone Village Forecourt | | | Class of Estimate: D) Conceptual | | | | | |
| Dept: | Recreation, Cultural and Facility Operations Department | Category: Growth | Ward: 17 | Year of Completion: 2023 | | | | |
| <p>Greystone Village Forecourt Park, in Ward 17, is a 0.8 ha neighbourhood park located in the Greystone Village development on Main Street in the Old Ottawa East community.</p> <p>This park will have both active and passive amenities. Design and amenities to be determined – with input through public consultation.</p> <p>New completion year is 2026.</p> | | | 2022 Request | 1,108 | Projected Yearend Unspent Bal. | | 123 | |
| | | | Revenues | 0 | Debt | | | |
| | | | Tax Supported/ Dedicated | 161 | Tax Supported/ Dedicated Debt | 0 | | |
| | | | Rate Supported Develop. Charges | 0 | Rate Supported Debt | 0 | | |
| | | | Gas Tax | 947 | Develop. Charges Debt | 0 | | |
| | | | | 0 | Gas Tax Debt | 0 | | |
| | | | Forecast | 2022 | 2023 | 2024 | 2025 | |
| | | | Authority | 1,108 | 0 | 0 | 692 | |
| | | | Spending Plan | 1,108 | 0 | 0 | 692 | |
| | | | FTE's | 0 | 0 | 0 | 0 | |
| Operating Impact | 0 | 0 | 0 | 0 | | | | |
|  | | | | | | | | |

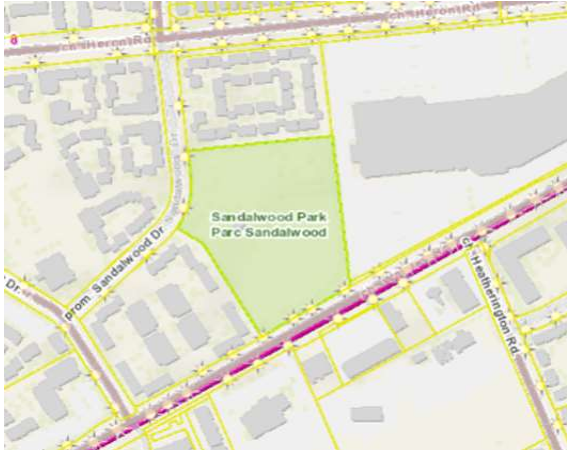
City of Ottawa
2022 Draft Capital Budget
Service Area: Parks, Recreation & Culture
In Thousands (\$000)

| Project Information | | | Financial Details | | | | | | |
|--|------------------|----------|---------------------------------------|---|-------------|-------------|--------------------------------|-------------|---|
| 910580 552 Booth Street - Urban Park | | | Class of Estimate: C) Planning | | | | | | |
| Dept: Recreation, Cultural and Facility Operations Department | Category: Growth | Ward: 14 | Year of Completion: 2030 | | | | | | |
| <p>This Parkette, in Ward 14, is a 0.2 ha park located at 552 Booth Street. This park will have both active and passive amenities. Design and amenities to be determined – with input through public consultation.</p> | | | 2022 Request | | 47 | | Projected Yearend Unspent Bal. | 0 | |
| | | | Revenues | | 0 | | Debt | | |
| | | | Tax Supported/ Dedicated | | 9 | | Tax Supported/ Dedicated Debt | | 0 |
| | | | Rate Supported | | 0 | | Rate Supported Debt | | 0 |
| | | | Develop. Charges | | 38 | | Develop. Charges Debt | | 0 |
| | | | Gas Tax | | 0 | | Gas Tax Debt | | 0 |
| | | | Forecast | | 2022 | 2023 | 2024 | 2025 | |
| | | | Authority | | 47 | 419 | 0 | 0 | |
| | | | Spending Plan | | 47 | 419 | 0 | 0 | |
| | | | FTE's | | 0 | 0 | 0 | 0 | |
| Operating Impact | | 0 | 0 | 0 | 0 | | | | |
|  | | | | | | | | | |

City of Ottawa
2022 Draft Capital Budget
Service Area: Parks, Recreation & Culture
In Thousands (\$000)

| Project Information | | | Financial Details | | | | | | |
|---|---|------------------|---|--------------------------|-------------|--------------------------------|-------------------------------|-------------|---|
| 910582 1770 Heatherington Road - Urban Park | | | Class of Estimate: D) Conceptual | | | | | | |
| Dept: | Recreation, Cultural and Facility Operations Department | Category: Growth | Ward: 10 | Year of Completion: 2026 | | | | | |
| <p>This Urban Park, in Ward 10, is a parkette located at 1770 Heatherington Road.</p> <p>This park will have both active and passive amenities. Design and amenities to be determined – with input through public consultation.</p> | | | 2022 Request | | 621 | Projected Yearend Unspent Bal. | | 0 | |
| | | | Revenues | | 0 | | Debt | | |
| | | | Tax Supported/ Dedicated | | 118 | | Tax Supported/ Dedicated Debt | | 0 |
| | | | Rate Supported | | 0 | | Rate Supported Debt | | 0 |
| | | | Develop. Charges | | 503 | | Develop. Charges Debt | | 0 |
| | | | Gas Tax | | 0 | | Gas Tax Debt | | 0 |
| | | | Forecast | | 2022 | 2023 | 2024 | 2025 | |
| | | | Authority | | 621 | 0 | 0 | 0 | 0 |
| | | | Spending Plan | | 621 | 0 | 0 | 0 | 0 |
| | | | FTE's | | 0 | 0 | 0 | 0 | 0 |
| Operating Impact | | 0 | 0 | 0 | 0 | 0 | | | |
|  | | | | | | | | | |

City of Ottawa
2022 Draft Capital Budget
Service Area: Parks, Recreation & Culture
In Thousands (\$000)

| Project Information | | | Financial Details | | | | | | |
|---|---|------------------|---|--------------------------|-------------|--------------------------------|-------------|-------------|---|
| 910583 Heron Gate - 2 Urban Parks | | | Class of Estimate: D) Conceptual | | | | | | |
| Dept: | Recreation, Cultural and Facility Operations Department | Category: Growth | Ward: 18 | Year of Completion: 2029 | | | | | |
| <p>This urban park, in Ward 18, is an upgrade to Sandalwood Park due to the growth of the Heron Gate Community. It will be the first of 2 urban parks in this area.</p> <p>The upgrades will be for new active amenities. Design to be determined – with input through public consultation.</p> | | | 2022 Request | | 350 | Projected Yearend Unspent Bal. | | 0 | |
| | | | Revenues | | 0 | Debt | | | |
| | | | Tax Supported/ Dedicated | | 67 | Tax Supported/ Dedicated Debt | | 0 | |
| | | | Rate Supported Develop. Charges | | 0 | Rate Supported Debt | | 0 | |
| | | | Gas Tax | | 283 | Develop. Charges Debt | | 0 | |
| | | | | | 0 | Gas Tax Debt | | 0 | |
| | | | Forecast | | 2022 | 2023 | 2024 | 2025 | |
| | | | Authority | | 350 | 0 | 0 | 0 | 0 |
| | | | Spending Plan | | 350 | 0 | 0 | 0 | 0 |
| | | | FTE's | | 0 | 0 | 0 | 0 | 0 |
| Operating Impact | | 0 | 0 | 0 | 0 | 0 | | | |
|  | | | | | | | | | |

City of Ottawa
2022 Draft Capital Budget
Community & Protective Services Committee
In Thousands (\$000)

| Service Area: Public Safety Service | | | | | | | | | | | |
|-------------------------------------|---------------------------|----------|--------------------------------------|-------------------------|------------------|----------|-------------------|----------|------------------|----------|------------|
| Category | 2022 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 | 550 | 0 | 550 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Growth | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Regulatory | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Service Enhancements | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total | 550 | 0 | 550 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |

City of Ottawa
2022 Draft Capital Budget
Service Area: Public Safety Service
In Thousands (\$000)

| Program Information | | Financial Details | | | | |
|---|----------------------------------|---------------------------|-----------------------------|--------------------------------|-------------|-------------|
| Lifecycle Renewal - Public Safety | | Class of Estimate: | Not Applicable | | | |
| Dept: Emergency & Protective Services Department | Category: Renewal of City Assets | Ward: Multiple | Year of Completion: Various | | | |
| <p>The Public Safety Service's Lifecycle Renewal Program ensures equipment that is both current and reliable, which reduces the possibility of failure during operations. This allows for the continued quality and timely replacement of technology and equipment related to Security Operations, Corporate Radio System and the Emergency Operations Centre (EOC).</p> <p>The program requires ongoing capital funding for the annual lifecycle replacement of equipment, maintenance and development of systems and unexpected loss due to operational incidents to ensure effective day-to-day operation.</p> | | 2022 Request | 550 | Projected Yearend Unspent Bal. | 0 | |
| | | Revenues | 0 | Debt | | |
| | | Tax Supported/Dedicated | 550 | Tax Supported/Dedicated Debt | 0 | |
| | | Rate Supported | 0 | Rate Supported Debt | 0 | |
| | | Develop. Charges | 0 | Develop. Charges Debt | 0 | |
| | | Gas Tax | 0 | Gas Tax Debt | 0 | |
| | | Forecast | 2022 | 2023 | 2024 | 2025 |
| | | Authority | 550 | 600 | 555 | 690 |
| | | Spending Plan | 612 | 600 | 555 | 690 |
| | | FTE's | 0 | 0 | 0 | 0 |
| Operating Impact | 0 | 0 | 0 | 0 | | |

City of Ottawa
2022 Draft Capital Budget
Service Area: Public Safety Service
In Thousands (\$000)

| Project(s) within a Program Information | | | \$000's |
|--|----------|--------------------------|--|
| 909832 Emergency Operations Centre Upgrade | | | Class of Estimate: Not Applicable |
| Category: Renewal of City Assets | Ward: CW | Year of Completion: 2023 | 50 |
| <p>The Office of Emergency Management (OEM) operates an Emergency Operations Centre (EOC) as required by the Provincial Emergency Management and Civil Protection Act (EMCPA). The EOC requires a renewal to meet service and operational demands. A new EOC is required in the near future. An EOC upgrade (to the existing site or a new facility) may require an assessment of existing program requirements and a determination on a new EOC outside the City downtown area. Preliminary site selection and design works is also contemplated.</p> | | | |
| 910511 IMCMS Equipment (2022) | | | Class of Estimate: Not Applicable |
| Category: Renewal of City Assets | Ward: CW | Year of Completion: 2024 | 50 |
| <p>Public Safety is the City's responsible Service for the Corporate Radio System: Interoperable Mobile Communications Managed Services (IMCMS). The radio system infrastructure is managed by an external contractor. The City is required to purchase, maintain and lifecycle system hardware such as portable radios, mobile radios, repeaters, voice recorders.</p> | | | |
| 910512 Security Operations Eqpt Replacement (2022) | | | Class of Estimate: Not Applicable |
| Category: Renewal of City Assets | Ward: CW | Year of Completion: 2025 | 350 |
| <p>Corporate Security (CS) operates and maintains a Security Operations Centre (SOC). In addition, CS operates and maintains the City's Integrated Security Management System (ISMS) which includes Closed-Circuit Television (CCTV), Access Control and Intrusion Detection Systems at city facilities. Both the SOC and ISMS equipment requires annual lifecycle maintenance and/or replacement. Corporate Security equipment includes safety equipment to protect staff and city assets.</p> | | | |

City of Ottawa
2022 Draft Capital Budget
Service Area: Public Safety Service
 In Thousands (\$000)

| Project(s) within a Program Information | | | \$000's |
|--|----------|--|---------|
| 910513 Emergency Operations Eqpt Replacement (2022) | | Class of Estimate: Not Applicable | |
| Category: Renewal of City Assets | Ward: CW | Year of Completion: 2024 | |
| <p>The Office of Emergency Management (OEM) operates an Emergency Operations Centre (EOC) as required by the Provincial Emergency Management and Civil Protection Act (EMCPA). EOC equipment requires annual lifecycle maintenance and/or replacement.</p> | | | |

City of Ottawa
2022 Draft Capital Budget
Community & Protective Services Committee
In Thousands (\$000)

| Service Area: Social Services | | | | | | | | | | | |
|-------------------------------|---------------------------|----------|----------------------------------|-------------------------|------------------|----------|---------------|----------|------------------|----------|------------|
| Category | 2022 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 | 450 | 0 | 450 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Growth | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Regulatory | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Service Enhancements | 60 | 0 | 60 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total | 510 | 0 | 510 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |

City of Ottawa
2022 Draft Capital Budget
Service Area: Social Services
In Thousands (\$000)

| Program Information | | | Financial Details | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|--|----------------------------------|--------------|---------------------------------------|-------------|-----------------------------|-----------------|-----|--|---------------------|-----|--|-------------------|-----|--|---------------|-------|--|--------------------|-------|--|----------------|-------|--|----------------|-------|--|-------------------------------|--------|-------|----------------|-------|--|-----------------|-----|--|----------------|-----|--|------------------|-------|--|--------------------------------|---------------|--------------|---------------------|------------|--------------------------------|--|--|---|
| Buildings-Social Services | | | Class of Estimate: C) Planning | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Dept: Planning, Infrastructure & Economic Development Department | Category: Renewal of City Assets | | Ward: Multiple | | Year of Completion: Various | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>The Building and Park programs provide for lifecycle renewal and replacement works to existing building and park assets. Detailed scope of work for specific projects extends to a wide assortment of work, such as roof replacement, building preservation, building mechanical and electrical systems, parks playgrounds and property elements, hard landscaping, arena and pool equipment and unplanned emergency work. Forecasts are based on bulk allocations that will be detailed in future budget submissions. Project cost group summaries are provided following this program summary. Annual programming provides allocations as required for each of the service areas as follows:</p> <table border="1"> <thead> <tr> <th>Service Area</th> <th>Buildings</th> <th>Parks</th> </tr> </thead> <tbody> <tr><td>By-Law Services</td><td>350</td><td></td></tr> <tr><td>Child Care Services</td><td>338</td><td></td></tr> <tr><td>Cultural Services</td><td>803</td><td></td></tr> <tr><td>Fire Services</td><td>1,743</td><td></td></tr> <tr><td>General Government</td><td>4,085</td><td></td></tr> <tr><td>Public Library</td><td>1,821</td><td></td></tr> <tr><td>Long Term Care</td><td>7,200</td><td></td></tr> <tr><td>Parks & Recreation Facilities</td><td>15,224</td><td>6,000</td></tr> <tr><td>Roads Services</td><td>4,291</td><td></td></tr> <tr><td>Social Services</td><td>450</td><td></td></tr> <tr><td>Water Services</td><td>150</td><td></td></tr> <tr><td>Transit Services</td><td>2,300</td><td></td></tr> <tr><td>TOTAL Authority Request</td><td>38,755</td><td>6,000</td></tr> </tbody> </table> | | | Service Area | Buildings | Parks | By-Law Services | 350 | | Child Care Services | 338 | | Cultural Services | 803 | | Fire Services | 1,743 | | General Government | 4,085 | | Public Library | 1,821 | | Long Term Care | 7,200 | | Parks & Recreation Facilities | 15,224 | 6,000 | Roads Services | 4,291 | | Social Services | 450 | | Water Services | 150 | | Transit Services | 2,300 | | TOTAL Authority Request | 38,755 | 6,000 | 2022 Request | 450 | Projected Yearend Unspent Bal. | | | 0 |
| | | | Service Area | Buildings | Parks | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | | By-Law Services | 350 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | | Child Care Services | 338 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | | Cultural Services | 803 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | | Fire Services | 1,743 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | | General Government | 4,085 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | | Public Library | 1,821 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | | Long Term Care | 7,200 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | | Parks & Recreation Facilities | 15,224 | 6,000 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Roads Services | 4,291 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Social Services | 450 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Water Services | 150 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Transit Services | 2,300 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| TOTAL Authority Request | 38,755 | 6,000 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Revenues | | 0 | Debt | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Tax Supported/Dedicated | | 450 | Tax Supported/Dedicated Debt | | | 0 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Rate Supported | | 0 | Rate Supported Debt | | | 0 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Develop. Charges | | 0 | Develop. Charges Debt | | | 0 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Gas Tax | | 0 | Gas Tax Debt | | | 0 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Forecast | | 2022 | 2023 | 2024 | 2025 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Authority | | 450 | 250 | 280 | 280 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Spending Plan | | 225 | 260 | 305 | 274 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| FTE's | | 0 | 0 | 0 | 0 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Operating Impact | | 0 | 0 | 0 | 0 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

City of Ottawa
2022 Draft Capital Budget
Service Area: Social Services
In Thousands (\$000)

| Program Information | | Financial Details | | | | | | | | | | | | | | | | | | | | | | |
|---|--------------------------------|---------------------------------------|-----------------------------|-------------|----|-------------------|----|--------------------|-----|---------|----|----------------|-----|-------------------|-------|-----------------|----|--------------------------------|--------------|---------------------|-----------|--------------------------------|--|---|
| Accessibility - Social Services | | Class of Estimate: C) Planning | | | | | | | | | | | | | | | | | | | | | | |
| Dept: Planning, Infrastructure & Economic Development Department | Category: Service Enhancements | Ward: Multiple | Year of Completion: Various | | | | | | | | | | | | | | | | | | | | | |
| <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"> <thead> <tr> <th>Service Area</th> <th></th> </tr> </thead> <tbody> <tr> <td>Child Care</td> <td>60</td> </tr> <tr> <td>Cultural Services</td> <td>60</td> </tr> <tr> <td>General Government</td> <td>375</td> </tr> <tr> <td>Library</td> <td>60</td> </tr> <tr> <td>Long Term Care</td> <td>110</td> </tr> <tr> <td>Park & Recreation</td> <td>1,775</td> </tr> <tr> <td>Social Services</td> <td>60</td> </tr> <tr> <td>TOTAL Authority Request</td> <td>2,500</td> </tr> </tbody> </table> | | Service Area | | Child Care | 60 | Cultural Services | 60 | General Government | 375 | Library | 60 | Long Term Care | 110 | Park & Recreation | 1,775 | Social Services | 60 | TOTAL Authority Request | 2,500 | 2022 Request | 60 | Projected Yearend Unspent Bal. | | 0 |
| | | Service Area | | | | | | | | | | | | | | | | | | | | | | |
| | | Child Care | 60 | | | | | | | | | | | | | | | | | | | | | |
| | | Cultural Services | 60 | | | | | | | | | | | | | | | | | | | | | |
| | | General Government | 375 | | | | | | | | | | | | | | | | | | | | | |
| | | Library | 60 | | | | | | | | | | | | | | | | | | | | | |
| | | Long Term Care | 110 | | | | | | | | | | | | | | | | | | | | | |
| | | Park & Recreation | 1,775 | | | | | | | | | | | | | | | | | | | | | |
| | | Social Services | 60 | | | | | | | | | | | | | | | | | | | | | |
| | | TOTAL Authority Request | 2,500 | | | | | | | | | | | | | | | | | | | | | |
| Revenues | 0 | Debt | | | | | | | | | | | | | | | | | | | | | | |
| Tax Supported/ Dedicated | 60 | Tax Supported/ Dedicated Debt | | | 0 | | | | | | | | | | | | | | | | | | | |
| Rate Supported | 0 | Rate Supported Debt | | | 0 | | | | | | | | | | | | | | | | | | | |
| Develop. Charges | 0 | Develop. Charges Debt | | | 0 | | | | | | | | | | | | | | | | | | | |
| Gas Tax | 0 | Gas Tax Debt | | | 0 | | | | | | | | | | | | | | | | | | | |
| Forecast | 2022 | 2023 | 2024 | 2025 | | | | | | | | | | | | | | | | | | | | |
| Authority | 60 | 60 | 70 | 80 | | | | | | | | | | | | | | | | | | | | |
| Spending Plan | 30 | 48 | 65 | 73 | | | | | | | | | | | | | | | | | | | | |
| FTE's | 0 | 0 | 0 | 0 | | | | | | | | | | | | | | | | | | | | |
| Operating Impact | 0 | 0 | 0 | 0 | | | | | | | | | | | | | | | | | | | | |

City Of Ottawa
2022 Draft Capital Budget
Community & Protective Services Committee
Four Year Forecast Summary
In Thousands \$(000's)

| Project Description | 2022 | 2023 | 2024 | 2025 | Total |
|---|------------|------------|------------|------------|--------------|
| By-Law & Regulatory Services | | | | | |
| Renewal of City Assets | | | | | |
| 909118 By-law Ballistic Vest Replacement | 20 | 0 | 80 | 0 | 100 |
| 909119 By-law Field Technology Systems | 0 | 0 | 0 | 350 | 350 |
| 910405 2022 Buildings-By-Law Services | 350 | 500 | 550 | 560 | 1,960 |
| 910514 Bylaw Equipment Replacement (2022) | 64 | 76 | 65 | 75 | 280 |
| 910569 Bylaw-Retrofit Industrial Ave Facil 2022 | 460 | 0 | 0 | 0 | 460 |
| Renewal of City Assets Total | 894 | 576 | 695 | 985 | 3,150 |

| | | | | | |
|---|------------|------------|------------|------------|--------------|
| By-Law & Regulatory Services Total | 894 | 576 | 695 | 985 | 3,150 |
|---|------------|------------|------------|------------|--------------|

| | | | | | |
|---|------------|------------|------------|------------|--------------|
| Child Care | | | | | |
| Renewal of City Assets | | | | | |
| 910400 2022 Buildings-Child Care Services | 338 | 150 | 232 | 170 | 890 |
| 910643 2022 Municipal Child Care Centre upgrade | 100 | 100 | 100 | 100 | 400 |
| Renewal of City Assets Total | 438 | 250 | 332 | 270 | 1,290 |

| | | | | | |
|---|-----------|-----------|-----------|-----------|------------|
| Service Enhancements | | | | | |
| 910413 2022 Accessibility - Child Care Services | 60 | 60 | 70 | 80 | 270 |
| Service Enhancements Total | 60 | 60 | 70 | 80 | 270 |

| | | | | | |
|-------------------------|------------|------------|------------|------------|--------------|
| Child Care Total | 498 | 310 | 402 | 350 | 1,560 |
|-------------------------|------------|------------|------------|------------|--------------|

| | | | | | |
|---|--------------|--------------|--------------|--------------|---------------|
| Fire Services | | | | | |
| Renewal of City Assets | | | | | |
| 908656 Fire SCBA Replacement | 0 | 155 | 2,250 | 2,000 | 4,405 |
| 910402 2022 Buildings-Fire Services | 1,743 | 500 | 1,357 | 560 | 4,160 |
| 910503 Fire Tech. Development & Equipment-2022 | 475 | 525 | 324 | 500 | 1,824 |
| 910504 Specialty Fire Equip. Replacement-2022 | 475 | 520 | 400 | 500 | 1,895 |
| 910505 Fire Equipment Replacement Prog.-2022 | 475 | 525 | 350 | 500 | 1,850 |
| 910506 Fire Safety Equipment Replacement-2022 | 475 | 525 | 400 | 500 | 1,900 |
| 910507 Fire Facility Equipment Replacement-2022 | 495 | 500 | 320 | 500 | 1,815 |
| 910508 Fire Next Generation 9-1-1 Upgrade | 300 | 0 | 0 | 0 | 300 |
| Renewal of City Assets Total | 4,438 | 3,250 | 5,401 | 5,060 | 18,149 |

City Of Ottawa
2022 Draft Capital Budget
Community & Protective Services Committee
Four Year Forecast Summary
In Thousands \$(000's)

| Project Description | 2022 | 2023 | 2024 | 2025 | Total |
|---------------------|------|------|------|------|-------|
|---------------------|------|------|------|------|-------|

| Growth | | | | | |
|--|------------|--------------|--------------|---------------|---------------|
| 904333 Ottawa West Fire Station Expansion | 0 | 3,000 | 0 | 0 | 3,000 |
| 904334 Ottawa South Fire Station Expansion | 0 | 0 | 3,000 | 0 | 3,000 |
| 904687 Fire Training Facility | 0 | 0 | 0 | 10,000 | 10,000 |
| 906832 Fire Vehicles & Equipment | 500 | 500 | 500 | 500 | 2,000 |
| 910476 Fire Training Centre Study | 100 | 0 | 0 | 0 | 100 |
| Growth Total | 600 | 3,500 | 3,500 | 10,500 | 18,100 |

| Service Enhancements | | | | | |
|-----------------------------------|------------|------------|------------|------------|--------------|
| 910509 CBRN Grant-2022 | 150 | 150 | 150 | 150 | 600 |
| 910510 USAR Grant-2022 | 400 | 400 | 400 | 400 | 1,600 |
| Service Enhancements Total | 550 | 550 | 550 | 550 | 2,200 |

| | | | | | |
|----------------------------|--------------|--------------|--------------|---------------|---------------|
| Fire Services Total | 5,588 | 7,300 | 9,451 | 16,110 | 38,449 |
|----------------------------|--------------|--------------|--------------|---------------|---------------|

| Long Term Care | | | | | |
|---|---------------|--------------|--------------|--------------|---------------|
| Renewal of City Assets | | | | | |
| 909857 Call Bell System | 250 | 0 | 0 | 0 | 250 |
| 910406 2022 Buildings-Long Term Care | 7,200 | 1,000 | 1,100 | 1,130 | 10,430 |
| 910642 2022 Furniture & Equip. - Long Term Care | 311 | 317 | 324 | 330 | 1,282 |
| 910645 2022 Minor Capital Program - LTC | 198 | 176 | 44 | 0 | 418 |
| 910646 Air Conditioning - Long Term Care | 2,100 | 0 | 0 | 0 | 2,100 |
| Renewal of City Assets Total | 10,059 | 1,493 | 1,468 | 1,460 | 14,480 |

| Service Enhancements | | | | | |
|--|------------|-----------|-----------|-----------|------------|
| 910417 2022 Accessibility - Long Term Care | 110 | 60 | 70 | 80 | 320 |
| Service Enhancements Total | 110 | 60 | 70 | 80 | 320 |

| | | | | | |
|-----------------------------|---------------|--------------|--------------|--------------|---------------|
| Long Term Care Total | 10,169 | 1,553 | 1,538 | 1,540 | 14,800 |
|-----------------------------|---------------|--------------|--------------|--------------|---------------|

City Of Ottawa
2022 Draft Capital Budget
Community & Protective Services Committee
Four Year Forecast Summary
In Thousands \$(000's)

| Project Description | 2022 | 2023 | 2024 | 2025 | Total |
|---------------------|------|------|------|------|-------|
|---------------------|------|------|------|------|-------|

| Paramedic Service | | | | | |
|---|--------------|--------------|--------------|------------|--------------|
| Renewal of City Assets | | | | | |
| 910589 Paramedic Defibrillator Replacement 2022 | 2,300 | 1,250 | 470 | 0 | 4,020 |
| 910590 Paramedic Equipment Replacement (2022) | 277 | 500 | 450 | 300 | 1,527 |
| 910591 Paramedic Facilities Equipment Replace | 140 | 150 | 125 | 125 | 540 |
| 910592 Paramedic Technology & Equipment (2022) | 350 | 300 | 150 | 218 | 1,018 |
| Renewal of City Assets Total | 3,067 | 2,200 | 1,195 | 643 | 7,105 |

| Growth | | | | | |
|---|--------------|------------|--------------|--------------|--------------|
| 903350 Paramedic Post - West (2024) | 0 | 0 | 2,250 | 0 | 2,250 |
| 903351 Paramedic Post - East (2025) | 0 | 0 | 0 | 1,555 | 1,555 |
| 909076 Paramedic West End Deployment Facility | 500 | 0 | 0 | 0 | 500 |
| 910588 Paramedic Vehicles & Equipment (2022) | 517 | 517 | 517 | 517 | 2,068 |
| Growth Total | 1,017 | 517 | 2,767 | 2,072 | 6,373 |

| | | | | | |
|--------------------------------|--------------|--------------|--------------|--------------|---------------|
| Paramedic Service Total | 4,084 | 2,717 | 3,962 | 2,715 | 13,478 |
|--------------------------------|--------------|--------------|--------------|--------------|---------------|

| Parks, Buildings, & Grounds | | | | | |
|-------------------------------------|--------------|--------------|--------------|---------------|---------------|
| Renewal of City Assets | | | | | |
| 910412 2022 Parks - Parks & Rec | 6,000 | 7,000 | 7,000 | 10,000 | 30,000 |
| Renewal of City Assets Total | 6,000 | 7,000 | 7,000 | 10,000 | 30,000 |

| | | | | | |
|--|--------------|--------------|--------------|---------------|---------------|
| Parks, Buildings, & Grounds Total | 6,000 | 7,000 | 7,000 | 10,000 | 30,000 |
|--|--------------|--------------|--------------|---------------|---------------|

| Parks, Recreation & Culture | | | | | |
|---|-----|-----|-------|-------|-------|
| Renewal of City Assets | | | | | |
| 906852 Cultural Facility West Renewal (NCAC) | 0 | 0 | 0 | 701 | 701 |
| 909104 Beach Pavillion Upgrade/Renewal | 921 | 581 | 0 | 0 | 1,502 |
| 909107 Facility Minor Cap Front of House Repair | 300 | 300 | 300 | 300 | 1,200 |
| 909429 New Community Buildings | 0 | 864 | 1,342 | 1,715 | 3,921 |
| 910129 Park Pathway Lighting 2022 | 250 | 0 | 300 | 0 | 550 |
| 910185 Outdoor Sports Court Redevelopment 2022 | 200 | 0 | 200 | 0 | 400 |
| 910192 Infrastruct Support - Outdoor Rinks 2022 | 400 | 0 | 400 | 0 | 800 |

City Of Ottawa
2022 Draft Capital Budget
Community & Protective Services Committee
Four Year Forecast Summary
In Thousands \$(000's)

| Project Description | 2022 | 2023 | 2024 | 2025 | Total |
|---|---------------|---------------|---------------|---------------|----------------|
| 910194 Signage for City Assets | 10 | 15 | 15 | 15 | 55 |
| 910196 Meridian Theatre Cap Renewal Fund 2023 | 0 | 168 | 168 | 168 | 504 |
| 910197 Shenkman Arts Ctre Renewal Fund 2023 | 0 | 40 | 40 | 40 | 120 |
| 910401 2022 Buildings-Cultural Services | 803 | 800 | 1,627 | 900 | 4,130 |
| 910407 2022 Buildings-Parks & Rec | 15,224 | 38,500 | 33,631 | 38,109 | 125,464 |
| 910522 Park Redevelopment 2023 | 0 | 500 | 0 | 500 | 1,000 |
| 910523 Fitness & Program Equipment 2023 | 0 | 250 | 0 | 250 | 500 |
| 910524 Minor Park Improvement 2022 | 250 | 250 | 250 | 250 | 1,000 |
| 910560 Infrastructure Upgrades 2022 | 645 | 934 | 925 | 984 | 3,488 |
| 910561 Outdoor Pool Security Upgrades 2022 | 150 | 0 | 0 | 0 | 150 |
| 910562 Cultural Building & Equip 2022 | 125 | 125 | 125 | 125 | 500 |
| 910563 Museum Sustainability Plan 2022 | 200 | 200 | 200 | 200 | 800 |
| 910564 Culture Master Plan | 0 | 75 | 0 | 0 | 75 |
| 910565 Artifact & Art Collect Rest & Maint 2022 | 60 | 70 | 80 | 80 | 290 |
| Renewal of City Assets Total | 19,538 | 43,672 | 39,603 | 44,337 | 147,150 |

| Growth | | | | | |
|---|-------|-------|-------|--------|--------|
| 908530 229 Carling (CLC) | 0 | 0 | 0 | 1,150 | 1,150 |
| 908532 Carp Airport Community Park | 500 | 384 | 0 | 0 | 884 |
| 908535 EUC District Park | 0 | 751 | 752 | 752 | 2,255 |
| 908536 Fernbank District Park - Richcraft | 645 | 2,580 | 0 | 0 | 3,225 |
| 908538 Humanics Linear Park | 141 | 0 | 0 | 0 | 141 |
| 908539 Kanata West District Park | 0 | 550 | 550 | 550 | 1,650 |
| 908540 Lebreton Park | 0 | 0 | 1,252 | 1,252 | 2,504 |
| 908542 Ogilvie Cummings Parkette | 313 | 0 | 0 | 0 | 313 |
| 908543 Tom Schonberg Park | 247 | 0 | 0 | 0 | 247 |
| 908544 Place des Gouverneurs Park | 0 | 87 | 85 | 85 | 257 |
| 908545 Quinn Farm Park: Cadieux Land & Farm Sub | 1,084 | 0 | 0 | 0 | 1,084 |
| 908547 Riverside South North District Pk (Empl) | 0 | 0 | 977 | 977 | 1,954 |
| 908548 Train Lands TOD | 0 | 120 | 120 | 120 | 360 |
| 909126 Riverside South Recreation Complex Const | 0 | 0 | 0 | 11,959 | 11,959 |
| 909490 Jockvale River District Park | 1,879 | 0 | 1,879 | 0 | 3,758 |
| 909818 Cyrville Station TOD Area-1/3 Urban Park | 0 | 337 | 0 | 0 | 337 |
| 909820 Parks Growth Projects | 0 | 5,025 | 5,240 | 9,977 | 20,242 |

City Of Ottawa
 2022 Draft Capital Budget
 Community & Protective Services Committee
 Four Year Forecast Summary
 In Thousands \$(000's)

| Project Description | 2022 | 2023 | 2024 | 2025 | Total |
|---|---------------|---------------|---------------|---------------|----------------|
| 909839 Community Centre - East (EUC) | 1,050 | 9,450 | 0 | 0 | 10,500 |
| 909841 Comm. Ctr Space Upgrd Sawmill Cr, & Alex | 12,772 | 0 | 0 | 0 | 12,772 |
| 909843 Outdoor Aquatic Facility 1 | 0 | 0 | 2,232 | 0 | 2,232 |
| 909846 Indoor Major Aquatic Facility - 50M Pool | 0 | 0 | 3,900 | 35,100 | 39,000 |
| 910189 Greystone Village Forecourt | 1,108 | 0 | 0 | 692 | 1,800 |
| 910580 552 Booth Street - Urban Park | 47 | 419 | 0 | 0 | 465 |
| 910582 1770 Heatherington Road - Urban Park | 621 | 0 | 0 | 0 | 621 |
| 910583 Heron Gate - 2 Urban Parks | 350 | 0 | 0 | 0 | 350 |
| 910584 Riverside South Recreation Pool | 2,500 | 0 | 22,500 | 0 | 25,000 |
| Growth Total | 23,257 | 19,703 | 39,487 | 62,614 | 145,060 |

| Service Enhancements | | | | | |
|---|--------------|--------------|--------------|--------------|---------------|
| 910414 2022 Accessibility - Cultural Services | 60 | 60 | 70 | 80 | 270 |
| 910418 2022 Accessibility - Parks & Rec | 1,775 | 1,395 | 1,400 | 1,410 | 5,980 |
| 910566 Major Capital Partnership 2022 | 730 | 811 | 893 | 977 | 3,411 |
| 910567 Minor Capital Partnership 2022 | 300 | 300 | 300 | 300 | 1,200 |
| Service Enhancements Total | 2,865 | 2,566 | 2,663 | 2,767 | 10,861 |

| | | | | | |
|--|---------------|---------------|---------------|----------------|----------------|
| Parks, Recreation & Culture Total | 45,660 | 65,941 | 81,753 | 109,718 | 303,071 |
|--|---------------|---------------|---------------|----------------|----------------|

| Public Safety Service | | | | | |
|---|------------|------------|------------|------------|--------------|
| Renewal of City Assets | | | | | |
| 909832 Emergency Operations Centre Upgrade | 50 | 50 | 50 | 55 | 205 |
| 910511 IMCMS Equipment (2022) | 50 | 50 | 50 | 55 | 205 |
| 910512 Security Operations Equip Replace (2022) | 350 | 400 | 355 | 475 | 1,580 |
| 910513 Emergency Operations Equip Replace 2022 | 100 | 100 | 100 | 105 | 405 |
| Renewal of City Assets Total | 550 | 600 | 555 | 690 | 2,395 |

| | | | | | |
|------------------------------------|------------|------------|------------|------------|--------------|
| Public Safety Service Total | 550 | 600 | 555 | 690 | 2,395 |
|------------------------------------|------------|------------|------------|------------|--------------|

City Of Ottawa
2022 Draft Capital Budget
Community & Protective Services Committee
Four Year Forecast Summary
In Thousands \$(000's)

| Project Description | 2022 | 2023 | 2024 | 2025 | Total |
|---|---------------|---------------|----------------|----------------|----------------|
| Social Services | | | | | |
| Renewal of City Assets | | | | | |
| 910409 2022 Buildings-Social Services | 450 | 250 | 280 | 280 | 1,260 |
| Renewal of City Assets Total | 450 | 250 | 280 | 280 | 1,260 |
| Service Enhancements | | | | | |
| 910419 2022 Accessibility - Social Services | 60 | 60 | 70 | 80 | 270 |
| Service Enhancements Total | 60 | 60 | 70 | 80 | 270 |
| Social Services Total | 510 | 310 | 350 | 360 | 1,530 |
| Grand Total | 73,953 | 86,307 | 105,706 | 142,468 | 408,433 |

City Of Ottawa
Capital Works-In-Progress as at August 31, 2021
Community & Protective Services Committee
In Thousands \$(000's)

| Project Description | Authority | Expenditures | Unspent Cash Balance | Total Contractual Obligations | Unspent Balance including Contractual Obligations |
|---|--------------|--------------|----------------------|-------------------------------|---|
| By-Law & Regulatory Services | | | | | |
| 909118 By-law Ballistic Vest Replacement | 75 | 59 | 16 | 26 | -10 |
| 909119 By-law Field Technology Systems | 315 | 0 | 315 | 0 | 315 |
| 909360 2019 Buildings-By-Law Services | 155 | 74 | 81 | 8 | 73 |
| 909436 By-law Equipment Replacement (2019) | 194 | 171 | 23 | 0 | 23 |
| 909666 2020 Buildings -By-Law Services | 75 | 0 | 75 | 0 | 75 |
| 909817 By-law Equipment Replacement (2020) | 60 | 7 | 53 | 0 | 53 |
| 910055 2021 Buildings-By-Law Services | 125 | 0 | 125 | 0 | 125 |
| 910071 Bylaw Equipment Replacement (2021) | 60 | 0 | 60 | 0 | 60 |
| By-Law & Regulatory Services Total | 1,059 | 310 | 749 | 35 | 714 |

| | | | | | |
|---|--------------|--------------|--------------|------------|--------------|
| Child Care | | | | | |
| 904935 Mun. Child Care Outdoor Facilities | 200 | 157 | 43 | 15 | 28 |
| 905638 Mun. Child Care Infrastructure | 400 | 317 | 83 | 7 | 76 |
| 907885 Child Care Facilities | 4,529 | 3,142 | 1,388 | 0 | 1,388 |
| 908921 2018 Buildings-Child Care Services | 80 | 51 | 29 | 18 | 11 |
| 909236 2019 Accessibility - Child Care Services | 60 | 17 | 43 | 0 | 43 |
| 909361 2019 Buildings-Child Care Services | 390 | 171 | 219 | 192 | 27 |
| 909667 2020 Buildings-Child Care Services | 450 | 171 | 279 | 29 | 250 |
| 909684 2020 Accessibility - Child Care Services | 60 | 0 | 60 | 0 | 60 |
| 909859 2020 Municipal Child Care Centre Upgrade | 100 | 0 | 100 | 0 | 100 |
| 910056 2021 Buildings-Child Care Services | 175 | 0 | 175 | 0 | 175 |
| 910068 2021 Accessibility - Child Care Services | 60 | 0 | 60 | 0 | 60 |
| 910238 2021 Municipal Child Care Centre Upgrade | 100 | 0 | 100 | 0 | 100 |
| Child Care Total | 6,604 | 4,024 | 2,580 | 262 | 2,318 |

| | | | | | |
|---|-------|-------|-------|-----|-------|
| Fire Services | | | | | |
| 903142 Ottawa East Fire Station | 7,000 | 5,896 | 1,104 | 172 | 932 |
| 904333 Ottawa West Fire Station Expansion | 0 | 0 | 0 | 0 | 0 |
| 908030 Cyrville Fire Station | 6,951 | 6,502 | 449 | 5 | 444 |
| 908031 Kanata North Fire Station | 9,500 | 1,510 | 7,990 | 759 | 7,231 |
| 908883 Fire Back-Up Generators | 400 | 0 | 400 | 0 | 400 |
| 908895 Fire Station Alerting & Paging System Up | 1,793 | 63 | 1,730 | 55 | 1,675 |
| 909130 Fire Rural Water Supply | 357 | 62 | 295 | 51 | 244 |
| 909324 Fire Tech. Development & Equipment-2019 | 300 | 166 | 134 | 0 | 134 |
| 909326 Fire Equipment Replacement Prog.-2019 | 300 | 297 | 3 | 2 | 0 |

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|---|---------------|---------------|----------------------|-------------------------------|---|
| 909363 2019 Buildings-Fire Services | 2,050 | 1,646 | 404 | 148 | 256 |
| 909654 CBRN Grant - 2020 | 150 | 151 | -1 | 0 | -1 |
| 909660 USAR Grant - 2020 | 400 | 482 | -82 | 7 | -90 |
| 909661 Fire Tech. Development & Equip. - 2020 | 475 | -39 | 514 | 7 | 507 |
| 909662 Specialty Fire Equip. Replacement - 2020 | 500 | 385 | 115 | 85 | 30 |
| 909663 Fire Equip. Replacement Program - 2020 | 540 | 241 | 299 | 47 | 252 |
| 909664 Fire Safety Equipment Replacement - 2020 | 400 | 150 | 250 | 33 | 217 |
| 909665 Fire Facility Equip. Replacement - 2020 | 375 | 404 | -29 | 32 | -60 |
| 909669 2020 Buildings - Fire Services | 1,875 | 816 | 1,059 | 472 | 587 |
| 910025 CBRN Grant-2021 | 150 | 3 | 147 | 0 | 147 |
| 910026 USAR Grant-2021 | 400 | 28 | 372 | 340 | 32 |
| 910027 Fire Tech. Development & Equipment-2021 | 500 | 231 | 269 | 0 | 269 |
| 910028 Specialty Fire Equip. Replacement-2021 | 500 | 0 | 500 | 0 | 500 |
| 910029 Fire Equipment Replacement Prog.-2021 | 500 | 0 | 500 | 0 | 500 |
| 910030 Fire Safety Equipment Replacement-2021 | 500 | 0 | 500 | 0 | 500 |
| 910031 Fire Facility Equipment Replacement-2021 | 350 | 39 | 311 | 0 | 311 |
| 910058 2021 Buildings-Fire Services | 1,950 | 108 | 1,842 | 192 | 1,649 |
| Fire Services Total | 38,216 | 19,145 | 19,071 | 2,408 | 16,663 |

| Long Term Care | | | | | |
|---|---------------|--------------|---------------|--------------|--------------|
| 908926 2018 Buildings-Long Term Care | 4,055 | 3,398 | 657 | 548 | 108 |
| 909366 2019 Buildings-Long Term Care | 645 | 344 | 301 | 120 | 181 |
| 909477 2019 Accessibility - Long Term Care | 60 | 10 | 50 | 0 | 50 |
| 909545 2019 Furniture & Equip. - Long Term Care | 650 | 563 | 87 | 0 | 87 |
| 909677 2020 Buildings - Long Term Care | 1,853 | 663 | 1,190 | 720 | 470 |
| 909688 2020 Accessibility - Long Term Care | 60 | 0 | 60 | 0 | 60 |
| 909857 Call Bell System | 250 | 19 | 231 | 4 | 226 |
| 909858 2020 Furniture & Equipment - LTC | 300 | 104 | 196 | 86 | 111 |
| 910033 2021 Accessibility - Long Term Care | 60 | 0 | 60 | 0 | 60 |
| 910041 2021 Buildings-Long Term Care | 6,950 | 84 | 6,866 | 441 | 6,424 |
| 910237 2021 Furniture & Equip. - Long Term Care | 300 | 29 | 271 | 53 | 219 |
| 910239 2020-21 Minor Capital Prg-Long Term Care | 285 | 232 | 53 | 118 | -65 |
| 910275 IPAC - Minor Capital Funding | 764 | 251 | 514 | 0 | 514 |
| 910333 ICIP-LTC - Peter D Clarke/Carleton Lodge | 1,341 | 4 | 1,336 | 29 | 1,307 |
| Long Term Care Total | 17,573 | 5,701 | 11,872 | 2,120 | 9,752 |

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|---|---------------|---------------|----------------------|-------------------------------|---|
| Paramedic Service | | | | | |
| 905210 Paramedic CACC Facility (Don Reid Dr.) | 12,446 | 12,446 | 0 | 0 | 0 |
| 908315 Buildings-Paramedic Services (P3) | 522 | 537 | -16 | 0 | -16 |
| 908631 Paramedic Technology & Equipment (2017) | 518 | 498 | 20 | 0 | 20 |
| 909073 Paramedic Facilities/Post Equipment Repl | 620 | 538 | 82 | 31 | 51 |
| 909076 Paramedic West End Deployment Facility | 3,500 | 24 | 3,476 | 73 | 3,403 |
| 909420 Paramedic Equipment Replacement (2019) | 798 | 694 | 104 | 14 | 89 |
| 909761 Paramedic Technology & Equipment (2020) | 254 | 204 | 50 | 6 | 44 |
| 909768 Paramedic Facilities/Post Eq. Rpl 2020 | 100 | 29 | 71 | 0 | 71 |
| 909770 Paramedic Defibrillator Replacement 2020 | 550 | 0 | 550 | 0 | 550 |
| 910036 Paramedic Vehicles & Equipment (2021) | 670 | 361 | 309 | 181 | 128 |
| 910037 Paramedic Equipment Replacement (2021) | 610 | 0 | 610 | 0 | 610 |
| 910038 Paramedic Technology & Equipment (2021) | 300 | 91 | 209 | 55 | 154 |
| 910039 Paramedic Facilities/Post Eq Repl(2021) | 100 | 0 | 100 | 0 | 100 |
| 910211 Paramedic Defibrillator Replacement 2021 | 650 | 0 | 650 | 0 | 650 |
| Paramedic Service Total | 21,638 | 15,423 | 6,215 | 360 | 5,855 |
| Parks, Buildings, & Grounds | | | | | |
| 909683 2020 Parks-Parks & Rec | 7,550 | 5,156 | 2,394 | 603 | 1,790 |
| 910067 2021 Parks - Parks & Rec | 4,579 | 783 | 3,796 | 1,650 | 2,146 |
| 910334 ICIP-CCR - Playground 1 Renewal | 5,498 | 63 | 5,435 | 932 | 4,503 |
| 910389 Buildings-Shenkman Arts Ctr (P3) | 110 | 1 | 109 | 0 | 109 |
| Parks, Buildings, & Grounds Total | 17,737 | 6,004 | 11,734 | 3,186 | 8,548 |
| Parks, Recreation & Culture | | | | | |
| 902396 Rock Knoll Land Acquisition | 200 | -21 | 221 | 0 | 221 |
| 902412 Beryl Gaffney Park | 684 | 745 | -60 | 71 | -131 |
| 903115 Manotick Park Development | 368 | 22 | 346 | 0 | 346 |
| 903622 Riverside South Recreation Complex Land | 4,500 | 4 | 4,496 | 0 | 4,496 |
| 903623 District Skate Board Park-East | 1,200 | 121 | 1,079 | 58 | 1,021 |
| 903624 Minto Recreation Complex | 53,502 | 53,408 | 94 | 3 | 92 |
| 904373 ENCB*North Kanata Recreation Complex | 43,472 | 42,402 | 1,070 | 0 | 1,070 |
| 904699 Brewer Park | 100 | 0 | 100 | 0 | 100 |
| 905848 Laroche Park and Fieldhouse Redevelopmen | 7,755 | 662 | 7,093 | 4,280 | 2,813 |
| 906232 Sports Development - Lansdown extra 2011 | 5,023 | 3,074 | 1,949 | 65 | 1,883 |

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|---|-----------|--------------|----------------------|-------------------------------|---|
| 906277 Broughton Park | 418 | 373 | 44 | 0 | 44 |
| 906279 Kristina Kiss Park | 1,374 | 1,324 | 50 | 0 | 50 |
| 906296 Lalande Conservation Park | 355 | 250 | 105 | 0 | 105 |
| 906546 Community Centre East - FDRC | 5,456 | 5,209 | 247 | 0 | 247 |
| 906993 Emerald Links Park | 400 | 0 | 400 | 0 | 400 |
| 906994 Greely Village Centre Park | 3,121 | 3,109 | 12 | 0 | 12 |
| 906995 Kizell Pond Pathway | 1,000 | 531 | 469 | 323 | 147 |
| 907147 Reid Park Redevelopment - Design Phase | 1,576 | 1,467 | 109 | 7 | 102 |
| 907412 Blackstone Community Park | 720 | 57 | 663 | 0 | 663 |
| 907413 Cardinal Creek Park (18A) | 1,938 | 1,310 | 628 | 0 | 628 |
| 907417 Dr. Taite Linear Park | 104 | 7 | 97 | 0 | 97 |
| 907424 Millennium Park | 8,055 | 8,030 | 25 | 0 | 25 |
| 907426 George Nelms Park Fieldhouse-Major Cap. | 475 | 79 | 396 | 4 | 392 |
| 907430 Urban Parks Manual | 404 | 54 | 350 | 0 | 350 |
| 907549 DCA-Joseph Vezina Park Phase II | 338 | 0 | 338 | 0 | 338 |
| 907842 Riverside South Community Centre | 19,334 | 30 | 19,304 | 0 | 19,304 |
| 907844 Park Pathway Lighting 2018 | 497 | 174 | 323 | 25 | 299 |
| 907933 Centrepointe Theatre Cap Renewal Fund | 327 | 324 | 2 | 0 | 2 |
| 907935 Sarah McCarthy Park | 507 | 495 | 12 | 20 | -8 |
| 907937 Kings Grant | 856 | 579 | 277 | 8 | 269 |
| 907953 Shefford Road Sports Park - Field Replac | 657 | 608 | 48 | 0 | 48 |
| 908213 PRCS Facility Upgrades 2016 | 1,943 | 1,777 | 166 | 0 | 166 |
| 908355 Canterbury Comm Outdoor Covered Rink Fac | 5,850 | 4,920 | 930 | 0 | 930 |
| 908373 Diamond Jubilee Park Phase 2 | 1,649 | 1,431 | 218 | 11 | 207 |
| 908374 Carp Highlands Pathway | 122 | 0 | 122 | 0 | 122 |
| 908389 Booking & Registration System Replace. | 5,040 | 2,181 | 2,859 | 362 | 2,497 |
| 908423 Backflow Prevention Project | 2,850 | 2,504 | 346 | 164 | 182 |
| 908460 2017 Accessibility - Parks & Rec | 1,925 | 1,837 | 88 | 49 | 40 |
| 908531 Buckles St. Neighbourhood Park | 1,214 | 0 | 1,214 | 0 | 1,214 |
| 908532 Carp Airport Community Park | 500 | 0 | 500 | 0 | 500 |
| 908533 Cedar Lakes (1566 Stagecoach Rd-Ripley) | 305 | 0 | 305 | 0 | 305 |
| 908534 Cobble Hill Park Strandherd Meadows | 1,338 | 54 | 1,284 | 37 | 1,247 |
| 908537 Hill Side Vista Park | 386 | 0 | 386 | 0 | 386 |
| 908538 Humanics Linear Park | 141 | 0 | 141 | 0 | 141 |
| 908539 Kanata West District Park | 1,158 | 0 | 1,158 | 0 | 1,158 |
| 908541 Manotick Estates Park | 106 | 0 | 106 | 0 | 106 |

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|---|-----------|--------------|----------------------|-------------------------------|---|
| 908543 Tom Schonberg Park | 280 | 37 | 243 | 12 | 231 |
| 908545 Quinn Farm Park: Cadieux Land & Farm Sub | 120 | 0 | 120 | 0 | 120 |
| 908546 Riverside South District Parks | 7,810 | 0 | 7,810 | 0 | 7,810 |
| 908635 PRCS Facility Upgrades 2017 | 410 | 309 | 101 | 0 | 101 |
| 908636 Minor Park Improvement 2017 | 238 | 136 | 102 | 16 | 86 |
| 908641 Centrepointe Theatre Cap Renewal Fund | 60 | 44 | 16 | 0 | 16 |
| 908828 C W Funded Public Art Commission 2017 | 551 | 170 | 381 | 164 | 217 |
| 908829 Devonian Park - Tennis Courts | 60 | 4 | 56 | 0 | 56 |
| 908857 Ward 21 Cash-in-lieu 2017 | 40 | 0 | 40 | 0 | 40 |
| 908865 Rate Funded Public Art Commissions 2017 | 481 | 0 | 481 | 0 | 481 |
| 908873 Central Park East Lighting project | 100 | 100 | 0 | 0 | 0 |
| 908882 2017 Parks Growth | 600 | 724 | -124 | 0 | -124 |
| 908891 CIP150 - Pat Clarke Community Centre Ren | 2,793 | 2,791 | 2 | 0 | 2 |
| 908922 2018 Buildings-Cultural Services | 1,490 | 1,365 | 125 | 82 | 44 |
| 908927 2018 Buildings-Parks & Rec | 15,920 | 15,445 | 475 | 367 | 108 |
| 908932 2018 Parks - Parks & Rec | 6,925 | 6,848 | 77 | 36 | 41 |
| 908938 2018 Accessibility - Parks & Rec | 2,525 | 2,122 | 403 | 318 | 85 |
| 909004 Dovercourt Phase 2 Expansion | 1,186 | 1,191 | -5 | 0 | -5 |
| 909077 RCFS Facility Upgrades 2018 | 760 | 347 | 413 | 116 | 297 |
| 909078 Major Capital Partnership 2018 | 300 | -3 | 303 | 0 | 303 |
| 909102 Community Centre Upgrades | 330 | 0 | 330 | 0 | 330 |
| 909103 Infrastruct Support - Outdoor Rinks 2018 | 289 | 234 | 55 | 0 | 55 |
| 909104 Beach Pavillion Upgrade/Renewal | 933 | 0 | 933 | 0 | 933 |
| 909107 Facility Minor Cap Front of House Repair | 900 | 539 | 361 | 13 | 348 |
| 909110 Minor Park Improvement 2018 | 383 | 84 | 299 | 0 | 298 |
| 909113 Centrepointe Theatre Cap Renew Fund 2018 | 60 | 21 | 39 | 0 | 39 |
| 909160 190 Richmond S37 Park Development | 400 | 16 | 384 | 29 | 355 |
| 909188 Gordon & Ivy Scharf Park Play Equipment | 110 | 80 | 30 | 0 | 30 |
| 909193 Langstaff Park Fitness Equipment | 38 | 84 | -46 | 0 | -46 |
| 909194 Arcadia Park Splash Pad | 300 | 0 | 300 | 0 | 300 |
| 909206 Rate Funded Public Art Commissions 2018 | 706 | 214 | 492 | 39 | 453 |
| 909230 Ward 4 Cash-in-Lieu 2018 | 34 | 22 | 12 | 0 | 12 |
| 909232 Carlington Park - Mountain Bike Track | 153 | 154 | -1 | 0 | -1 |
| 909240 2019 Accessibility - Cultural Services | 60 | 0 | 60 | 0 | 60 |
| 909244 Ward 1 Cash-in-Lieu 2018 | 66 | 51 | 16 | 0 | 16 |
| 909246 C W Funded Public Art Commission 2018 | 115 | 7 | 108 | 0 | 108 |

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|--|-----------|--------------|----------------------|-------------------------------|---|
| 909247 Constance Buckham's Bay CC -Kitchen Reno | 160 | 83 | 77 | 0 | 77 |
| 909250 Alexander Park - Improvements | 152 | 138 | 14 | 0 | 14 |
| 909253 Infrastructure Strategy | 150 | 0 | 150 | 0 | 150 |
| 909254 Confederation Field | 210 | 27 | 183 | 0 | 182 |
| 909260 Ward 3 Cash-in-Lieu 2018 | 51 | 17 | 33 | 0 | 33 |
| 909269 Ward 23 Cash-in-lieu 2018 | 16 | 1 | 15 | 0 | 15 |
| 909281 Gladstone Lands Park Development | 1,000 | 0 | 1,000 | 0 | 1,000 |
| 909287 Petrie Island Picnic Gazebo | 90 | 0 | 90 | 0 | 90 |
| 909289 Clarity Park | 860 | 788 | 71 | 24 | 47 |
| 909340 Ward 11 Cash-in-lieu 2018 | 15 | 0 | 15 | 0 | 15 |
| 909362 2019 Buildings-Cultural Services | 905 | 790 | 115 | 40 | 75 |
| 909367 2019 Buildings-Parks & Rec | 14,639 | 11,833 | 2,806 | 1,781 | 1,026 |
| 909372 2019 Parks - Parks & Rec | 5,000 | 4,742 | 258 | 206 | 52 |
| 909439 Bill Teron Park | 165 | 55 | 110 | 0 | 110 |
| 909440 Outdoor Pool Security Upgrades 2019 | 100 | 83 | 17 | 3 | 14 |
| 909441 Outdoor Sports Court Redevelopment 2019 | 179 | 7 | 172 | 0 | 172 |
| 909442 Minor Park Improvement 2019 | 150 | 0 | 150 | 0 | 150 |
| 909445 Infrastructure Upgrades 2019 | 508 | 232 | 276 | 153 | 123 |
| 909446 Major Capital Partnerships 2019 | 472 | -45 | 517 | 45 | 472 |
| 909448 Artifact & Art Collection Restore & Maint | 50 | 53 | -3 | 1 | -4 |
| 909449 Centrepointe Theatre Cap Renew Fund 2019 | 192 | 82 | 110 | 0 | 110 |
| 909450 Cultural Building & Equip 2019 | 118 | 18 | 100 | 1 | 100 |
| 909478 2019 Accessibility - Parks & Rec | 1,395 | 578 | 817 | 481 | 336 |
| 909490 Jockvale River District Park | 2,000 | 0 | 2,000 | 0 | 2,000 |
| 909503 Spring Valley Trails Community Park | 400 | 0 | 400 | 0 | 400 |
| 909504 Montfort Parkette | 400 | 0 | 400 | 0 | 400 |
| 909546 Meridian Naming Rights Enhancements | 191 | 4 | 187 | 0 | 187 |
| 909549 Blackburn Arena Upgrades | 4,033 | 3,663 | 371 | 106 | 265 |
| 909556 Riverain Park | 5,075 | 2,318 | 2,757 | 299 | 2,458 |
| 909584 Pinecrest Park Batting Cage | 90 | 97 | -6 | 0 | -7 |
| 909590 Ward 11 Cash-in-lieu 2019 | 4 | 0 | 4 | 0 | 4 |
| 909591 Howard A. Maguire Park | 60 | 0 | 60 | 0 | 60 |
| 909592 Ward 4 Cash-in-lieu 2019 | 10 | 7 | 2 | 0 | 2 |
| 909600 Uplands Riverside Pathway & Park | 387 | 0 | 387 | 0 | 387 |
| 909605 Greystone Village Parks | 196 | 0 | 196 | 0 | 196 |
| 909606 Richcraft Recreation Complex Volleyball | 168 | 147 | 21 | 12 | 9 |

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|---|-----------|--------------|----------------------|-------------------------------|---|
| 909608 Bob MacQuarrie - Pool Climbing Wall | 100 | 70 | 30 | 0 | 30 |
| 909611 Beach Operation Storage Facility | 165 | 104 | 61 | 0 | 61 |
| 909618 Bairds Park Swings | 50 | 49 | 1 | 0 | 1 |
| 909650 Ward 6 Cash-in-lieu 2019 | 9 | 5 | 3 | 0 | 3 |
| 909659 Charing Park - Splash Pad | 200 | 206 | -6 | 0 | -6 |
| 909668 2020 Buildings-Cultural Services | 800 | 230 | 570 | 167 | 403 |
| 909670 Nepean Sportsplex - Marquee Sign | 120 | 102 | 18 | 12 | 6 |
| 909678 2020 Buildings - Parks & Rec | 21,590 | 7,590 | 14,000 | 2,598 | 11,402 |
| 909685 2020 Accessibility - Cultural Services | 60 | 0 | 60 | 0 | 60 |
| 909689 2020 Accessibility - Parks & Rec | 1,850 | 682 | 1,168 | 5 | 1,163 |
| 909818 Cyrville Station TOD Area-1/3 Urban Park | 338 | 0 | 338 | 0 | 338 |
| 909819 Urban DC Grand Allee | 498 | 0 | 498 | 0 | 498 |
| 909821 Outdoor Sports Court Redevelopment 2020 | 200 | 16 | 184 | 0 | 184 |
| 909824 Minor Park Improvement 2020 | 250 | 0 | 250 | 0 | 250 |
| 909826 Infrast. Support - Outdoor Rinks 2020 | 400 | 0 | 400 | 0 | 400 |
| 909828 Infrastructure Upgrades 2020 | 526 | 224 | 302 | 137 | 165 |
| 909830 Outdoor Pool Security Upgrades 2020 | 100 | 40 | 60 | 0 | 60 |
| 909831 Meridian Theatre Cap Renewal Fund 2020 | 168 | 0 | 168 | 0 | 168 |
| 909833 Cultural Building & Equip. 2020 | 126 | 8 | 118 | 0 | 118 |
| 909834 Museum Sustainability Plan 2020 | 200 | 13 | 187 | 0 | 187 |
| 909835 Artifact & Art Coll. Restore & Main 2020 | 50 | 0 | 50 | 0 | 50 |
| 909838 Minor Capital Partnership 2020 | 300 | 64 | 236 | 11 | 225 |
| 909840 Community Centre - Central (Ottawa East) | 10,500 | 0 | 10,500 | 7 | 10,493 |
| 909842 Field House - Wateridge Village | 1,500 | 0 | 1,500 | 0 | 1,500 |
| 909845 Indoor Skateboard Park Partnership | 3,225 | 0 | 3,225 | 0 | 3,225 |
| 909847 Rec Plnng Studies City Wide Facilities | 446 | 0 | 446 | 79 | 367 |
| 909848 Shenkman Arts Ctre Renewal Fund 2020 | 40 | 18 | 22 | 0 | 22 |
| 909893 Solar Charging Stations - Barrhaven | 46 | 39 | 7 | 0 | 7 |
| 909897 Ward 19 Cash-in-lieu 2019 | 43 | 44 | 0 | 1 | -2 |
| 909910 Field Hockey Nepean | 1,000 | 0 | 1,000 | 0 | 1,000 |
| 909911 MIFO Mouvement d'impl. Franco d'Orleans | 529 | 0 | 529 | 0 | 529 |
| 909920 Orleans Village Park Ph 2 | 422 | 0 | 422 | 0 | 422 |
| 909925 Fairmile View Park | 214 | 55 | 159 | 162 | -3 |
| 909939 Ward 3 Cash-In-Lieu 2020 | 68 | 64 | 4 | 0 | 4 |
| 909950 Aura Park | 255 | 4 | 251 | 26 | 225 |
| 909951 Alexander CC Renovation/Expansion | 60 | 37 | 23 | 15 | 8 |

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| 909952 Ward 11 Solar Charging Stations | 25 | 23 | 2 | 0 | 2 |
| 909956 Celebration Park Gazebo | 75 | 74 | 1 | 3 | -2 |
| 909962 Ward 6 Cash-in-lieu 2020 | 18 | 8 | 10 | 0 | 10 |
| 909964 Ashton Park - Swing Replacement | 71 | 64 | 7 | 0 | 7 |
| 909967 Ward 11 Cash-in-lieu 2020 | 35 | 33 | 2 | 0 | 2 |
| 909971 Medhurst Park - Sports Redevelopment | 150 | 22 | 128 | 88 | 40 |
| 909975 Ward 15 Cash-in-lieu 2020 | 30 | 30 | 0 | 0 | 0 |
| 909986 Doug Frobels Park Ball Diamond Upgrade | 320 | 244 | 76 | 2 | 74 |
| 909987 Ward 13 Cash-in-lieu 2020 | 31 | 31 | 0 | 0 | 0 |
| 909990 Ward 8 Cash-in-lieu 2020 | 7 | 7 | 0 | 0 | 0 |
| 909991 Ward 21 Cash-in-lieu 2020 | 40 | 24 | 16 | 15 | 1 |
| 909995 Shadow Ridge Park Phase 2 | 183 | 0 | 183 | 0 | 183 |
| 910034 2021 Accessibility - Parks & Rec | 2,025 | 212 | 1,813 | 600 | 1,213 |
| 910042 2021 Buildings-Parks & Rec | 19,366 | 2,799 | 16,567 | 3,184 | 13,383 |
| 910057 2021 Buildings-Cultural Services | 550 | 0 | 550 | 151 | 399 |
| 910069 2021 Accessibility - Cultural Services | 60 | 0 | 60 | 0 | 60 |
| 910128 Park Redevelopment 2021 | 11 | 0 | 11 | 0 | 11 |
| 910167 Museum Sustainability Plan 2021 | 200 | 0 | 200 | 0 | 200 |
| 910168 Artifact & Art Collection Restore & Main | 50 | 0 | 50 | 0 | 50 |
| 910186 Cultural Building & Equip 2021 | 125 | 25 | 100 | 33 | 67 |
| 910187 Major Capital Partnership 2021 | 776 | 0 | 776 | 0 | 776 |
| 910188 Minor Capital Partnership 2021 | 300 | 0 | 300 | 0 | 300 |
| 910189 Greystone Village Forecourt | 123 | 0 | 123 | 0 | 123 |
| 910190 Fitness and Program Equipment 2021 | 250 | 0 | 250 | 0 | 250 |
| 910191 Minor Park Improvement 2021 | 250 | 0 | 250 | 0 | 250 |
| 910193 Infrastructure Upgrades 2021 | 682 | 65 | 617 | 64 | 553 |
| 910194 Signage for City Assets | 10 | 8 | 2 | 0 | 2 |
| 910195 Outdoor Pool Security Upgrades 2021 | 200 | 6 | 194 | 0 | 194 |
| 910200 400 Albert Street - 1 Urban Park | 61 | 0 | 61 | 0 | 61 |
| 910206 Ward 4 Cash-in-lieu 2020 | 4 | 8 | -4 | 0 | -4 |
| 910225 Ward 23 Cash-in-lieu 2020 | 10 | 7 | 3 | 0 | 3 |
| 910226 Strathcona Park Gazebo Project | 289 | 0 | 289 | 0 | 289 |
| 910232 Bradley Ridge Park - Rink Shack | 60 | 60 | 0 | 0 | 0 |
| 910252 Ward 16 Cash-in-lieu 2020 | 13 | 0 | 13 | 8 | 5 |
| 910253 Briargreen Park - Improvements | 90 | 0 | 90 | 82 | 8 |
| 910266 Springhurst Park Improvements | 122 | 12 | 110 | 11 | 99 |

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| 910267 St-Germain Tennis Court Redevelopment | 198 | 27 | 171 | 176 | -5 |
| 910268 Ward 7 Cash-in-Lieu 2021 | 29 | 0 | 29 | 25 | 4 |
| 910269 Mayor's Office - Thriving Communities | 100 | 0 | 100 | 0 | 100 |
| 910273 Kaladar Park - Splash Pad | 80 | 0 | 80 | 0 | 80 |
| 910280 Gil-O-Julien Park - Scoreboard | 128 | 6 | 121 | 12 | 109 |
| 910281 Barrington Park - Rink Shack | 65 | 0 | 65 | 0 | 65 |
| 910287 ICIP-MB - Facility Renewal | 103 | 8 | 95 | 4 | 91 |
| 910288 ICIP-ATI - Picnic Facilities in Parks | 2,345 | 80 | 2,265 | 118 | 2,147 |
| 910289 ICIP-MB - Beacon Hill CC Expansion | 1,579 | 120 | 1,460 | 37 | 1,423 |
| 910290 ICIP-MB - LED Lighting Arenas and Pools | 1,056 | 0 | 1,056 | 0 | 1,056 |
| 910291 ICIP-MB - New Generator - CardelRec | 677 | 19 | 658 | 7 | 651 |
| 910292 ICIP-MB - HP Windows Overbrook, Billings | 825 | 0 | 825 | 0 | 825 |
| 910313 Ward 23 Cash-in-lieu 2021 | 20 | 0 | 20 | 0 | 20 |
| 910314 Ward 16 Cash-in-lieu 2021 | 13 | 2 | 11 | 6 | 5 |
| 910315 Scharf Park - Shade Shelter | 120 | 0 | 120 | 5 | 115 |
| 910316 McCarthy Park - Basketball Court | 216 | 37 | 179 | 138 | 41 |
| 910317 Coronation Park - Splash Pad | 500 | 54 | 446 | 51 | 395 |
| 910318 Sheffield Glen - Splash Pad | 450 | 48 | 402 | 47 | 354 |
| 910324 Ward 15 Cash-in-lieu 2021 | 1 | 0 | 1 | 0 | 1 |
| 910325 Vista Park - Rink Shack | 75 | 0 | 75 | 0 | 75 |
| 910332 Ward 14 Cash-in-lieu 2021 | 45 | 10 | 35 | 0 | 35 |
| 910337 Rate Funded Public Art Commissions 2021 | 309 | 2 | 307 | 0 | 307 |
| 910338 City Wide Public Art Commissions 2021 | 66 | 0 | 66 | 0 | 66 |
| 910339 Ward 9 Cash-in-lieu 2021 | 5 | 0 | 5 | 0 | 5 |
| 910347 Vanier Sugar Shack | 183 | 0 | 183 | 0 | 183 |
| 910355 Roundhay Park - Redevelopment | 363 | 14 | 350 | 26 | 324 |
| 910356 Windsor Park Fieldhouse | 250 | 0 | 250 | 0 | 250 |
| 910359 Ward 3 Cash-in-lieu 2021 | 8 | 0 | 8 | 0 | 8 |
| 910360 Firehall Park | 97 | 1 | 97 | 15 | 82 |
| 910375 Ward 17 Cash-in-lieu 2021 | 1 | 0 | 1 | 0 | 1 |
| 910376 Plouffe Park Basketball | 280 | 31 | 249 | 22 | 227 |
| 910380 Ward 6 Cash-in-lieu 2021 | 2 | 0 | 2 | 0 | 2 |

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|---|----------------|----------------|----------------------|-------------------------------|---|
| 910382 Ward 2 Cash-in-lieu 2021 | 3 | 2 | 1 | 0 | 1 |
| 910383 Ward 21 Cash-in-lieu 2021 | 1 | 1 | 0 | 0 | 0 |
| 910521 Ward 19 Cash-in-lieu 2021 | 1 | 0 | 1 | 0 | 1 |
| 910551 Woodroffe Park Fieldhouse Replace-Design | 200 | 0 | 200 | 0 | 200 |
| Parks, Recreation & Culture Total | 359,808 | 211,873 | 147,935 | 17,976 | 129,959 |

| Security & Emergency Mgmt | | | | | |
|---|---------------|---------------|------------|------------|------------|
| 905916 SEM - Corporate Radio System | 9,583 | 9,586 | -3 | 71 | -74 |
| 909105 CBRNE/USAR Equipment and Training | 50 | 0 | 50 | 0 | 50 |
| 909434 IMCMS Equipment (2019) | 50 | 48 | 2 | 0 | 2 |
| 909825 IMCMS Equipment 2020 | 50 | 1 | 49 | 0 | 49 |
| 909827 Security Operations Equip Replace 2020 | 300 | 302 | -2 | 0 | -2 |
| 909829 Emergency Operations Equip Replace 2020 | 100 | 91 | 9 | 0 | 9 |
| 910072 Interoperable Mobile Communications Mana | 50 | 0 | 50 | 0 | 50 |
| 910073 Security Operations Eqpt Replacement (20 | 300 | 60 | 240 | 52 | 189 |
| 910074 Emergency Operations Eqpt Replacement (2 | 100 | 0 | 100 | 0 | 100 |
| Security & Emergency Mgmt Total | 10,583 | 10,087 | 496 | 123 | 373 |

| Social Services | | | | | |
|---|--------------|--------------|--------------|------------|--------------|
| 907042 CSSD Client & Community Hub Design&Build | 400 | 343 | 57 | 0 | 57 |
| 908929 2018 Buildings-Social Services | 600 | 459 | 141 | 11 | 130 |
| 909369 2019 Buildings-Social Services | 1,180 | 244 | 936 | 0 | 936 |
| 909479 2019 Accessibility - Social Services | 60 | 0 | 60 | 0 | 60 |
| 909680 2020 Buildings - Social Services | 750 | 57 | 693 | 43 | 650 |
| 909690 2020 Accessibility - Social Services | 60 | 0 | 60 | 0 | 60 |
| 910044 2021 Buildings-Social Services | 400 | 0 | 400 | 0 | 400 |
| 910075 2021 Accessibility - Social Services | 60 | 0 | 60 | 0 | 60 |
| 910284 ICIP-HB - AC & Generator | 951 | 36 | 915 | 11 | 904 |
| 910285 ICIP-HB - Repairs & Upgrades | 430 | 0 | 430 | 147 | 283 |
| Social Services Total | 4,891 | 1,138 | 3,752 | 212 | 3,540 |

| Public Safety Service | | | | | |
|--|------------|-----------|-----------|----------|-----------|
| 909832 Emergency Operations Centre Upgrade | 100 | 38 | 62 | 0 | 62 |
| Public Safety Service Total | 100 | 38 | 62 | 0 | 62 |

| | | | | | |
|--------------------|----------------|----------------|----------------|---------------|----------------|
| Grand Total | 478,208 | 273,744 | 204,464 | 26,681 | 177,783 |
|--------------------|----------------|----------------|----------------|---------------|----------------|