



# Draft **BUDGET** 2022

Pathway to recovery:  
Investing in our people  
and communities

Community &  
Protective  
Services Committee

Tabled November 3, 2021



2021-039\_03



# Contents

Community and Protective Services Committee

Table of Contents

Community and Social Services .....	1
GM's Office and Business Support Services .....	1
Service Area Summary .....	1
Operating Resource Requirement .....	2
Employment and Social Services .....	3
Service Area Summary .....	3
Operating Resource Requirement .....	4
Children's Services .....	5
Service Area Summary .....	5
Operating Resource Requirement .....	6
User Fees .....	8
Housing Services .....	9
Service Area Summary .....	9
Operating Resource Requirement .....	10
Long Term Care Services .....	11
Service Area Summary .....	11
Operating Resource Requirement .....	12
Gender and Race Equity, Inclusion, Indigenous Relations and Social Development Services .....	13
Service Area Summary .....	13
Operating Resource Requirement .....	15
Emergency and Protective Services .....	16
GM's Office and Business Support Services .....	16
Operating Resource Requirement .....	16
Public Safety Service .....	17

Service Area Summary .....	17
Operating Resource Requirement .....	18
User Fees .....	19
Fire Services .....	20
Service Area Summary .....	20
Operating Resource Requirement .....	21
User Fees .....	22
Paramedic Services .....	25
Service Area Summary .....	25
Operating Resource Summary .....	26
User Fees .....	27
By-Law & Regulatory Services .....	28
Service Area Summary .....	28
Operating Resource Requirement .....	29
User Fees .....	30
Public Policy Development .....	40
Service Area Summary .....	40
Operating Resource Requirement .....	41
Recreation, Cultural and Facility Services .....	42
GM's Office and Business Support Services .....	42
Service Area Summary .....	42
Operating Resource Requirement .....	44
User Fees .....	45
Community Recreation, Cultural and Sports Programs .....	46
Service Area Summary .....	46
Operating Resource Requirements .....	48
User Fees .....	49



Complexes, Aquatics and Specialized Services .....	53
Service Area Summary .....	53
Operating Resource Requirement .....	55
User Fees .....	56
Parks and Facilities Planning .....	59
Service Area Summary .....	59
Operating Resource Requirement .....	60
User Fees .....	61
Facility Operations Services .....	62
Service Area Summary .....	62
Operating Resource Requirement .....	64
User Fees .....	65
Parks Services .....	66
Service Area Summary .....	66
Operating Resource Requirement .....	67
Capital Funding Summary .....	68
Operating and Capital Supplemental Summaries .....	72
Community and Social Services .....	72
GM's Office and Business Support Services .....	72
Operating Analysis .....	72
Explanatory Notes .....	73
Employment and Social Services .....	74
Operating Analysis .....	74
Explanatory Notes .....	76
Children's Services .....	77
Operating Analysis .....	77
Explanatory Notes .....	79

Housing Services.....	82
Operating Analysis .....	82
Explanatory Notes.....	84
Long Term Care Services.....	86
Operating Analysis.....	86
Expanatory Notes .....	87
Gender & Race Equity, Inclusion, Indigenous Relations and Social Development.....	89
Operating Analysis .....	89
Explanatory Notes.....	90
Emergency and Protective Services .....	91
GM's Office and Business Support Services .....	91
Operating Analysis .....	91
Explanatory Notes.....	92
Public Safety Service .....	93
Operating Analysis .....	93
Explanatory Notes.....	94
Fire Services .....	96
Operating Analysis .....	96
Explanatory Notes.....	98
Paramedic Services .....	100
Operating Analysis .....	100
Explanatory Notes.....	101
By-Law Services.....	104
Operating Analysis .....	104
Explanatory Notes.....	105
Public Policy Development.....	107
Operating Analysis .....	107

Explanatory Notes.....	108
Recreation, Cultural and Facility Services.....	109
GM's Office and Business Support Services.....	109
Operating Analysis.....	109
Explanatory Notes.....	110
Community, Recreation, Culture and Sports Programs.....	111
Operating Analysis.....	111
Explanatory Notes.....	112
Complexes, Aquatics and Specialized Services.....	113
Operating Analysis.....	113
Explanatory Notes.....	114
Parks & Facilities Planning.....	115
Operating Analysis.....	115
Explanatory Notes.....	116
Facility Operations Services.....	117
Operating Analysis.....	117
Explanatory Notes.....	118
Parks Services.....	119
Operating Analysis.....	119
Explanatory Notes.....	120
Capital Budget.....	121
Project Details.....	122
By-Law Services.....	122
Child Care Services.....	127
Fire Services.....	133
Long Term Care Services.....	141
Paramedic Services.....	148

Parks and Recreation.....	157
Parks, Buildings, & Grounds.....	153
Public Safety Services.....	189
Social Services.....	193
4 Year Forecast.....	198
Works-In-Progress Listing.....	204

## **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	
<b>Expenditures by Program</b>					
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
<b>Gross Expenditure</b>	<b>4,426</b>	<b>4,447</b>	<b>4,740</b>	<b>4,490</b>	<b>-250</b>
Recoveries & Allocations	-35	0	0	0	0
Revenue	-131	-350	-350	0	350
<b>Net Requirement</b>	<b>4,260</b>	<b>4,097</b>	<b>4,390</b>	<b>4,490</b>	<b>100</b>
<b>Expenditures by Type</b>					
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
<b>Gross Expenditures</b>	<b>4,426</b>	<b>4,447</b>	<b>4,740</b>	<b>4,490</b>	<b>-250</b>
Recoveries & Allocations	-35	0	0	0	0
<b>Net Expenditure</b>	<b>4,391</b>	<b>4,447</b>	<b>4,740</b>	<b>4,490</b>	<b>-250</b>
<b>Revenues By Type</b>					
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
<b>Total Revenue</b>	<b>-131</b>	<b>-350</b>	<b>-350</b>	<b>0</b>	<b>350</b>
<b>Net Requirement</b>	<b>4,260</b>	<b>4,097</b>	<b>4,390</b>	<b>4,490</b>	<b>100</b>
<b>Full Time Equivalents</b>			<b>36.00</b>	<b>36.00</b>	<b>0.00</b>

## **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	
<b>Expenditures by Program</b>					
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
<b>Gross Expenditure</b>	<b>244,973</b>	<b>225,363</b>	<b>278,898</b>	<b>283,384</b>	<b>4,486</b>
Recoveries & Allocations	-20,796	-17,785	-17,785	-17,785	0
Revenue	-196,907	-186,912	-233,142	-233,142	0
<b>Net Requirement</b>	<b>27,270</b>	<b>20,666</b>	<b>27,971</b>	<b>32,457</b>	<b>4,486</b>
<b>Expenditures by Type</b>					
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
<b>Gross Expenditures</b>	<b>244,973</b>	<b>225,363</b>	<b>278,898</b>	<b>283,384</b>	<b>4,486</b>
Recoveries & Allocations	-20,796	-17,785	-17,785	-17,785	0
<b>Net Expenditure</b>	<b>224,177</b>	<b>207,578</b>	<b>261,113</b>	<b>265,599</b>	<b>4,486</b>
<b>Revenues By Type</b>					
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
<b>Total Revenue</b>	<b>-196,907</b>	<b>-186,912</b>	<b>-233,142</b>	<b>-233,142</b>	<b>0</b>
<b>Net Requirement</b>	<b>27,270</b>	<b>20,666</b>	<b>27,971</b>	<b>32,457</b>	<b>4,486</b>
<b>Full Time Equivalents</b>			<b>532.17</b>	<b>532.17</b>	<b>0.00</b>

## **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	
<b>Expenditures by Program</b>					
<b>Legislated Programs</b>					
<u>Core Services</u>					
<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
Early Years Child and Family Centres	7,521	10,536	10,536	10,536	0
<b>Municipal Investments</b>					
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
<b>Gross Expenditure</b>	<b>169,578</b>	<b>168,757</b>	<b>176,517</b>	<b>173,752</b>	<b>-2,765</b>
Recoveries & Allocations	-5,790	-5,881	-8,681	-8,681	0
Revenue	-146,091	-142,704	-149,114	-145,084	4,030
<b>Net Requirement</b>	<b>17,697</b>	<b>20,172</b>	<b>18,722</b>	<b>19,987</b>	<b>1,265</b>
<b>Expenditures by Type</b>					
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
<b>Gross Expenditures</b>	<b>169,578</b>	<b>168,757</b>	<b>176,517</b>	<b>173,752</b>	<b>-2,765</b>
Recoveries & Allocations	-5,790	-5,881	-8,681	-8,681	0
<b>Net Expenditure</b>	<b>163,788</b>	<b>162,876</b>	<b>167,836</b>	<b>165,071</b>	<b>-2,765</b>



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	
<b>Revenues By Type</b>					
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
<b>Total Revenue</b>	<b>-146,091</b>	<b>-142,704</b>	<b>-149,114</b>	<b>-145,084</b>	<b>4,030</b>
<b>Net Requirement</b>	<b>17,697</b>	<b>20,172</b>	<b>18,722</b>	<b>19,987</b>	<b>1,265</b>
<b>Full Time Equivalents</b>			<b>181.49</b>	<b>181.49</b>	<b>0.00</b>

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)
<b>Child Care</b>							
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
<b>Total Departmental</b>							<b>-100</b>

## **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	
<b>Expenditures by Program</b>					
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
<b>Gross Expenditure</b>	<b>224,250</b>	<b>270,981</b>	<b>200,716</b>	<b>210,065</b>	<b>9,349</b>
Recoveries & Allocations	-1,386	-411	-411	-411	0
Revenue	-111,780	-150,890	-88,314	-90,543	-2,229
<b>Net Requirement</b>	<b>111,084</b>	<b>119,680</b>	<b>111,991</b>	<b>119,111</b>	<b>7,120</b>
<b>Expenditures by Type</b>					
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
<b>Gross Expenditures</b>	<b>224,250</b>	<b>270,981</b>	<b>200,716</b>	<b>210,065</b>	<b>9,349</b>
Recoveries & Allocations	-1,386	-411	-411	-411	0
<b>Net Expenditure</b>	<b>222,864</b>	<b>270,570</b>	<b>200,305</b>	<b>209,654</b>	<b>9,349</b>
<b>Revenues By Type</b>					
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
<b>Total Revenue</b>	<b>-111,780</b>	<b>-150,890</b>	<b>-88,314</b>	<b>-90,543</b>	<b>-2,229</b>
<b>Net Requirement</b>	<b>111,084</b>	<b>119,680</b>	<b>111,991</b>	<b>119,111</b>	<b>7,120</b>
<b>Full Time Equivalents</b>			<b>61.40</b>	<b>62.40</b>	<b>1.00</b>

## **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	
<b>Expenditures by Program</b>					
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
<b>Gross Expenditure</b>	<b>94,687</b>	<b>98,122</b>	<b>93,276</b>	<b>99,231</b>	<b>5,955</b>
Recoveries & Allocations	-2,867	-628	-628	-628	0
Revenue	-68,522	-57,577	-66,358	-69,979	-3,621
<b>Net Requirement</b>	<b>23,298</b>	<b>39,917</b>	<b>26,290</b>	<b>28,624</b>	<b>2,334</b>
<b>Expenditures by Type</b>					
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
<b>Gross Expenditures</b>	<b>94,687</b>	<b>98,122</b>	<b>93,276</b>	<b>99,231</b>	<b>5,955</b>
Recoveries & Allocations	-2,867	-628	-628	-628	0
<b>Net Expenditure</b>	<b>91,820</b>	<b>97,494</b>	<b>92,648</b>	<b>98,603</b>	<b>5,955</b>
<b>Revenues By Type</b>					
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
<b>Total Revenue</b>	<b>-68,522</b>	<b>-57,577</b>	<b>-66,358</b>	<b>-69,979</b>	<b>-3,621</b>
<b>Net Requirement</b>	<b>23,298</b>	<b>39,917</b>	<b>26,290</b>	<b>28,624</b>	<b>2,334</b>
<b>Full Time Equivalent</b>			<b>629.81</b>	<b>631.44</b>	<b>1.63</b>

## **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	
<b>Expenditures by Program</b>					
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
<b>Gross Expenditure</b>	<b>27,220</b>	<b>29,247</b>	<b>29,231</b>	<b>30,971</b>	<b>1,740</b>
Recoveries & Allocations	-40	0	0	0	0
Revenue	-676	0	0	0	0
<b>Net Requirement</b>	<b>26,504</b>	<b>29,247</b>	<b>29,231</b>	<b>30,971</b>	<b>1,740</b>
<b>Expenditures by Type</b>					
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
<b>Gross Expenditures</b>	<b>27,220</b>	<b>29,247</b>	<b>29,231</b>	<b>30,971</b>	<b>1,740</b>
Recoveries & Allocations	-40	0	0	0	0
<b>Net Expenditure</b>	<b>27,180</b>	<b>29,247</b>	<b>29,231</b>	<b>30,971</b>	<b>1,740</b>
<b>Revenues By Type</b>					
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
<b>Total Revenue</b>	<b>-676</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Requirement</b>	<b>26,504</b>	<b>29,247</b>	<b>29,231</b>	<b>30,971</b>	<b>1,740</b>
<b>Full Time Equivalents</b>			<b>27.00</b>	<b>28.00</b>	<b>1.00</b>

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	
<b>Expenditures by Program</b>					
General Manager's Office	4,359	7,862	4,578	4,673	95
Business & Technical Support Services	0	0	0	0	0
<b>Gross Expenditure</b>	<b>4,359</b>	<b>7,862</b>	<b>4,578</b>	<b>4,673</b>	<b>95</b>
Recoveries & Allocations	-66	0	0	0	0
Revenue	-66	-3,374	0	0	0
<b>Net Requirement</b>	<b>4,227</b>	<b>4,488</b>	<b>4,578</b>	<b>4,673</b>	<b>95</b>
<b>Expenditures by Type</b>					
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
<b>Gross Expenditures</b>	<b>4,359</b>	<b>7,862</b>	<b>4,578</b>	<b>4,673</b>	<b>95</b>
Recoveries & Allocations	-66	0	0	0	0
<b>Net Expenditure</b>	<b>4,293</b>	<b>7,862</b>	<b>4,578</b>	<b>4,673</b>	<b>95</b>
<b>Revenues By Type</b>					
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
<b>Total Revenue</b>	<b>-66</b>	<b>-3,374</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Requirement</b>	<b>4,227</b>	<b>4,488</b>	<b>4,578</b>	<b>4,673</b>	<b>95</b>
<b>Full Time Equivalents</b>			<b>35.00</b>	<b>36.00</b>	<b>1.00</b>



## 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	
<b>Expenditures by Program</b>					
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
<b>Gross Expenditure</b>	<b>13,130</b>	<b>13,768</b>	<b>13,557</b>	<b>14,032</b>	<b>475</b>
Recoveries & Allocations	-4,970	-4,748	-4,597	-4,842	-245
Revenue	-526	-330	-270	-270	0
<b>Net Requirement</b>	<b>7,634</b>	<b>8,690</b>	<b>8,690</b>	<b>8,920</b>	<b>230</b>
<b>Expenditures by Type</b>					
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
<b>Gross Expenditures</b>	<b>13,130</b>	<b>13,768</b>	<b>13,557</b>	<b>14,032</b>	<b>475</b>
Recoveries & Allocations	-4,970	-4,748	-4,597	-4,842	-245
<b>Net Expenditure</b>	<b>8,160</b>	<b>9,020</b>	<b>8,960</b>	<b>9,190</b>	<b>230</b>
<b>Revenues By Type</b>					
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
<b>Total Revenue</b>	<b>-526</b>	<b>-330</b>	<b>-270</b>	<b>-270</b>	<b>0</b>
<b>Net Requirement</b>	<b>7,634</b>	<b>8,690</b>	<b>8,690</b>	<b>8,920</b>	<b>230</b>
<b>Full Time Equivalents</b>			<b>20.00</b>	<b>20.00</b>	<b>0.00</b>

**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)
<b>Emergency Management course fees</b>							
Emergency Management course fee- External participant * <sup>1</sup>	100.00	100.00	100.00	0.0%	0.0%	01-Jan-22	
Emergency Management course cancellation fee - Internal participant * <sup>1</sup>	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	
<b>Total Departmental</b>							<b>0</b>

**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	
<b>Expenditures by Program</b>					
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
<b>Gross Expenditure</b>	<b>169,618</b>	<b>175,173</b>	<b>174,131</b>	<b>178,398</b>	<b>4,267</b>
Recoveries & Allocations	-38	0	0	0	0
Revenue	-1,775	-1,665	-1,623	-1,238	385
<b>Net Requirement</b>	<b>167,805</b>	<b>173,508</b>	<b>172,508</b>	<b>177,160</b>	<b>4,652</b>
<b>Expenditures by Type</b>					
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
<b>Gross Expenditures</b>	<b>169,618</b>	<b>175,173</b>	<b>174,131</b>	<b>178,398</b>	<b>4,267</b>
Recoveries & Allocations	-38	0	0	0	0
<b>Net Expenditure</b>	<b>169,580</b>	<b>175,173</b>	<b>174,131</b>	<b>178,398</b>	<b>4,267</b>
<b>Revenues By Type</b>					
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
<b>Total Revenue</b>	<b>-1,775</b>	<b>-1,665</b>	<b>-1,623</b>	<b>-1,238</b>	<b>385</b>
<b>Net Requirement</b>	<b>167,805</b>	<b>173,508</b>	<b>172,508</b>	<b>177,160</b>	<b>4,652</b>
<b>Full Time Equivalent</b>			<b>975.00</b>	<b>975.00</b>	<b>0.00</b>

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)
<b>Hazmat Fees and Charges (minimum charge of 1 hour)</b>							
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)
<b>Fire Prevention</b>							
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)
<b>Risk Safety Management Plan Review:</b>							
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	
<b>Recruitment Fees:</b>		-					
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	
<b>Special Events Fee:</b>							
Fire Apparatus Unit (4 Firefighters plus Truck)-Base Rate <sup>1*</sup>	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 <sup>2*</sup>	465.00	474.00	483.00	1.9%	3.9%	01-Apr-22	
Additional Firefighter(s)-Base Rate <sup>1*</sup>	247.00	252.00	257.00	2.0%	4.0%	01-Apr-22	
Additional Firefighter(s)-Hourly Rate <sup>2*</sup>	83.00	85.00	87.00	2.4%	4.8%	01-Apr-22	
Fire Prevention Officer-Base Rate <sup>1*</sup>	323.00	329.00	336.00	2.1%	4.0%	01-Apr-22	
Fire Prevention Officer-Hourly Rate <sup>2*</sup>	109.00	111.00	113.00	1.8%	3.7%	01-Apr-22	
Chief Officer-Base Rate <sup>1*</sup>	365.00	372.00	379.00	1.9%	3.8%	01-Apr-22	
Chief Officer-Hourly Rate <sup>2*</sup>	121.00	123.00	125.00	1.6%	3.3%	01-Apr-22	
<b>Total Departmental</b>							<b>-15</b>

**Notes:**

\* HST applicable

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

<sup>2</sup> 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	
<b>Expenditures by Program</b>					
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
<b>Gross Expenditure</b>	<b>115,853</b>	<b>136,396</b>	<b>120,385</b>	<b>119,711</b>	<b>-674</b>
Recoveries & Allocations	1,811	-165	-165	-165	0
Revenue	-70,286	-89,861	-73,815	-69,350	4,465
<b>Net Requirement</b>	<b>47,378</b>	<b>46,370</b>	<b>46,405</b>	<b>50,196</b>	<b>3,791</b>
<b>Expenditures by Type</b>					
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
<b>Gross Expenditures</b>	<b>115,853</b>	<b>136,396</b>	<b>120,385</b>	<b>119,711</b>	<b>-674</b>
Recoveries & Allocations	1,811	-165	-165	-165	0
<b>Net Expenditure</b>	<b>117,664</b>	<b>136,231</b>	<b>120,220</b>	<b>119,546</b>	<b>-674</b>
<b>Revenues By Type</b>					
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
<b>Total Revenue</b>	<b>-70,286</b>	<b>-89,861</b>	<b>-73,815</b>	<b>-69,350</b>	<b>4,465</b>
<b>Net Requirement</b>	<b>47,378</b>	<b>46,370</b>	<b>46,405</b>	<b>50,196</b>	<b>3,791</b>
<b>Full Time Equivalents</b>			<b>697.80</b>	<b>711.80</b>	<b>14.00</b>

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)
<b>Program Fees</b>							
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	
<b>Special Events Fees</b>							
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	
<b>Total Departmental</b>							<b>10</b>

**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	
<b>Expenditures by Program</b>					
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
<b>Gross Expenditure</b>	<b>23,382</b>	<b>24,110</b>	<b>24,140</b>	<b>26,437</b>	<b>2,297</b>
Recoveries & Allocations	-954	-995	-495	-1,290	-795
Revenue	-29,192	-28,937	-29,467	-30,852	-1,385
<b>Net Requirement</b>	<b>-6,764</b>	<b>-5,822</b>	<b>-5,822</b>	<b>-5,705</b>	<b>117</b>
<b>Expenditures by Type</b>					
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
<b>Gross Expenditures</b>	<b>23,382</b>	<b>24,110</b>	<b>24,140</b>	<b>26,437</b>	<b>2,297</b>
Recoveries & Allocations	-954	-995	-495	-1,290	-795
<b>Net Expenditure</b>	<b>22,428</b>	<b>23,115</b>	<b>23,645</b>	<b>25,147</b>	<b>1,502</b>
<b>Revenues By Type</b>					
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
<b>Total Revenue</b>	<b>-29,192</b>	<b>-28,937</b>	<b>-29,467</b>	<b>-30,852</b>	<b>-1,385</b>
<b>Net Requirement</b>	<b>-6,764</b>	<b>-5,822</b>	<b>-5,822</b>	<b>-5,705</b>	<b>117</b>
<b>Full Time Equivalents</b>			<b>176.78</b>	<b>179.28</b>	<b>2.50</b>

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)
<b>Business Licensing</b>							
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) <sup>1</sup>	7,109.00	7,109.00	7,251.00	2.0%	2.0%	01-Jan-22	
Adult Entertainment Parlour (Operator) <sup>1</sup>	1,346.00	1,346.00	1,373.00	2.0%	2.0%	01-Jan-22	
Adult Entertainment Stores A <sup>1</sup>	689.00	689.00	703.00	2.0%	2.0%	01-Jan-22	
Adult Entertainment Stores B <sup>1</sup>	67.00	67.00	68.00	1.5%	1.5%	01-Jan-22	
All Night Dance Events <sup>1</sup>	312.00	312.00	318.00	1.9%	1.9%	01-Jan-22	
Amusement Places <sup>1</sup>	190.00	190.00	194.00	2.1%	2.1%	01-Jan-22	
Auctioneer A (Annual) <sup>1</sup>	465.00	465.00	474.00	1.9%	1.9%	01-Jan-22	
Auctioneer B (Per Event) <sup>1</sup>	157.00	157.00	160.00	1.9%	1.9%	01-Jan-22	
Body Rub Parlour <sup>1</sup>	1,346.00	1,346.00	1,371.00	1.9%	1.9%	01-Jan-22	
Driving School (Owner/Operator) <sup>1</sup>	456.00	456.00	465.00	2.0%	2.0%	01-Jan-22	
Driving School (Instructor) <sup>1</sup>	165.00	165.00	168.00	1.8%	1.8%	01-Jan-22	
Driving School (Initial vehicle inspection) <sup>1</sup>	53.00	53.00	54.00	1.9%	1.9%	01-Jan-22	
Exhibitions (per event) <sup>1</sup>	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 <sup>1</sup>	279.00	279.00	284.00	1.8%	1.8%	01-Jan-22	
Exotic Animal Rescue Establishments <sup>1</sup>	140.00	140.00	143.00	2.1%	2.1%	01-Jan-22	
Flea Markets (C-Annual) <sup>1</sup>	2,046.00	2,046.00	2,084.00	1.9%	1.9%	01-Jan-22	
Flea Markets (A-day) <sup>1</sup>	279.00	279.00	284.00	1.8%	1.8%	01-Jan-22	
Food Premises <sup>1</sup>	208.00	208.00	212.00	1.9%	1.9%	01-Jan-22	
Group Home Old Nepean and Old Gloucester <sup>1</sup>	133.00	133.00	136.00	2.3%	2.3%	01-Jan-22	
Group Home Cumberland (New) <sup>1</sup>	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 <sup>1</sup>	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 <sup>1</sup>	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)
<b>Business Licensing cont'd</b>							
Pet Shop <sup>1</sup>	117.00	117.00	119.00	1.7%	1.7%	01-Jan-22	
Public Garage <sup>1</sup>	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 <sup>1</sup>	196.00	196.00	200.00	2.0%	2.0%	01-Jan-22	
Rooming House Owner 11-20 rooming units <sup>1</sup>	261.00	261.00	266.00	1.9%	1.9%	01-Jan-22	
Rooming House Owner 21-30 rooming units <sup>1</sup>	332.00	332.00	339.00	2.1%	2.1%	01-Jan-22	
Rooming House Owner 31-40 rooming units <sup>1</sup>	393.00	393.00	401.00	2.0%	2.0%	01-Jan-22	
Rooming House Owner 41-50 rooming units <sup>1</sup>	465.00	465.00	474.00	1.9%	1.9%	01-Jan-22	
Rooming House Owner 51-60 rooming units <sup>1</sup>	528.00	528.00	538.00	1.9%	1.9%	01-Jan-22	
Rooming House Owner over 60 rooming units <sup>1</sup>	557.00	557.00	568.00	2.0%	2.0%	01-Jan-22	
Salvage Yards <sup>1</sup>	172.00	172.00	175.00	1.7%	1.7%	01-Jan-22	
Second-hand Goods Shops <sup>1</sup>	172.00	172.00	175.00	1.7%	1.7%	01-Jan-22	
Snow Plow Contractors <sup>1</sup>	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 <sup>1</sup>	408.00	408.00	416.00	2.0%	2.0%	01-Jan-22	
Tobacco Vendors <sup>1</sup>	871.00	871.00	889.00	2.1%	2.1%	01-Jan-22	
Private Parking Enforcement Agency <sup>1</sup>	333.00	333.00	340.00	2.1%	2.1%	01-Jan-22	
<b>Refreshment Vendors</b>							
<b>Mobile Refreshment Vehicle - Urban</b>							
Licence "A" Annual <sup>1</sup>	3,366.00	3,366.00	3,433.00	2.0%	2.0%	01-Jan-22	
Licence "B" six months <sup>1</sup>	2,176.00	2,176.00	2,219.00	2.0%	2.0%	01-Jan-22	
Licence "C" monthly <sup>1</sup>	332.00	332.00	339.00	2.1%	2.1%	01-Jan-22	
Licence "D" special event (1-21 days) <sup>1</sup>	265.00	265.00	270.00	1.9%	1.9%	01-Jan-22	
Licence "E" special event per day (1-4 days) <sup>1</sup>	195.00	195.00	199.00	2.1%	2.1%	01-Jan-22	
Licence "F" roadway annual <sup>1</sup>	3,366.00	3,366.00	3,433.00	2.0%	2.0%	01-Jan-22	
Licence "G" roadway six months <sup>1</sup>	2,176.00	2,176.00	2,219.00	2.0%	2.0%	01-Jan-22	
Licence "H" roadway monthly <sup>1</sup>	332.00	332.00	339.00	2.1%	2.1%	01-Jan-22	
Licence "I" Canada Day <sup>1</sup>	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)
<b>Refreshment Vendors cont'd</b>							
<b>Mobile Canteen - Urban</b>							
Licence "A" Annual <sup>1</sup>	726.00	726.00	740.00	1.9%	1.9%	01-Jan-22	
Licence "B" Six months <sup>1</sup>	528.00	528.00	538.00	1.9%	1.9%	01-Jan-22	
Licence "C" Monthly <sup>1</sup>	262.00	262.00	267.00	1.9%	1.9%	01-Jan-22	
Licence "D" Special Event (1-21 days) <sup>1</sup>	230.00	230.00	235.00	2.2%	2.2%	01-Jan-22	
Licence "E" Special Event per day (1-4 days) <sup>1</sup>	195.00	195.00	199.00	2.1%	2.1%	01-Jan-22	
<b>Mobile Refreshment Cart - Urban</b>							
Licence "A" Annual <sup>1</sup>	590.00	590.00	601.00	1.9%	1.9%	01-Jan-22	
Licence "B" Six months <sup>1</sup>	393.00	393.00	401.00	2.0%	2.0%	01-Jan-22	
Licence "C" Monthly <sup>1</sup>	262.00	262.00	267.00	1.9%	1.9%	01-Jan-22	
Licence "D" Special Event (1-21 days) <sup>1</sup>	230.00	230.00	235.00	2.2%	2.2%	01-Jan-22	
Licence "E" Special Event per day (1-4 days) <sup>1</sup>	195.00	195.00	199.00	2.1%	2.1%	01-Jan-22	
Licence "F" Sidewalk Annual <sup>1</sup>	590.00	590.00	601.00	1.9%	1.9%	01-Jan-22	
Licence "G" Sidewalk Six Months <sup>1</sup>	393.00	393.00	401.00	2.0%	2.0%	01-Jan-22	
Licence "H" Sidewalk Monthly <sup>1</sup>	262.00	262.00	267.00	1.9%	1.9%	01-Jan-22	
Licence "I" Canada Day <sup>1</sup>	175.00	175.00	179.00	2.3%	2.3%	01-Jan-22	
<b>Refreshment Stand - Urban</b>							
Licence "A" Annual <sup>1</sup>	789.00	789.00	805.00	2.0%	2.0%	01-Jan-22	
Licence "B" Six Months <sup>1</sup>	528.00	528.00	538.00	1.9%	1.9%	01-Jan-22	
Licence "C" Monthly <sup>1</sup>	262.00	262.00	267.00	1.9%	1.9%	01-Jan-22	
Licence "D" Special Event (1-21 days) <sup>1</sup>	230.00	230.00	235.00	2.2%	2.2%	01-Jan-22	
Licence "E" Special Event per day (1-4 days) <sup>1</sup>	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)
<b>Refreshment Vendors cont'd</b>							
<b>Itinerant Seller - Urban</b>							
Licence "A" Annual <sup>1</sup>	528.00	528.00	538.00	1.9%	1.9%	01-Jan-22	
Licence "B" Six Months <sup>1</sup>	332.00	332.00	339.00	2.1%	2.1%	01-Jan-22	
Licence "C" Monthly <sup>1</sup>	293.00	293.00	299.00	2.0%	2.0%	01-Jan-22	
Licence "D" Special Event (1-21 days) <sup>1</sup>	265.00	265.00	270.00	1.9%	1.9%	01-Jan-22	
Licence "E" Special Event per day (1-4 days) <sup>1</sup>	175.00	175.00	179.00	2.3%	2.3%	01-Jan-22	
Licence "F" Sidewalk Annual <sup>1</sup>	528.00	528.00	538.00	1.9%	1.9%	01-Jan-22	
Licence "G" Sidewalk Six Months <sup>1</sup>	332.00	332.00	339.00	2.1%	2.1%	01-Jan-22	
Licence "H" Sidewalk Monthly <sup>1</sup>	293.00	293.00	299.00	2.0%	2.0%	01-Jan-22	
Licence "I" Canada Day <sup>1</sup>	175.00	175.00	179.00	2.3%	2.3%	01-Jan-22	
<b>Mobile Refreshment Vehicle - Rural</b>							
Licence "A" Annual <sup>1</sup>	494.00	494.00	504.00	2.0%	2.0%	01-Jan-22	
Licence "B" Eight Months <sup>1</sup>	310.00	310.00	316.00	1.9%	1.9%	01-Jan-22	
Licence "C" Special Event per day (1-30 days) <sup>1</sup>	123.00	123.00	125.00	1.6%	1.6%	01-Jan-22	
<b>Itinerant Seller - Rural</b>							
Licence "A" Annual <sup>1</sup>	371.00	371.00	378.00	1.9%	1.9%	01-Jan-22	
Licence "B" Eight Months <sup>1</sup>	246.00	246.00	251.00	2.0%	2.0%	01-Jan-22	
Licence "C" Special Event per day (1-30 days) <sup>1</sup>	123.00	123.00	125.00	1.6%	1.6%	01-Jan-22	
<b>Annual Designated Space</b>							
Roadway - Removal Zone 1 (Schedule B) <sup>1</sup>	4,327.00	4,327.00	4,413.00	2.0%	2.0%	01-Jan-22	
Roadway - Removal Zone 2 (Schedule F) <sup>1</sup>	1,978.00	1,978.00	2,017.00	2.0%	2.0%	01-Jan-22	
Roadway - Removal Zone 3 (Schedule I) <sup>1</sup>	1,978.00	1,978.00	2,017.00	2.0%	2.0%	01-Jan-22	
Sidewalk - Removal Zone 1 (Schedule C) <sup>1</sup>	1,853.00	1,853.00	1,890.00	2.0%	2.0%	01-Jan-22	
Sidewalk - Removal Zone 2 (Schedule G) <sup>1</sup>	926.00	926.00	944.00	1.9%	1.9%	01-Jan-22	
Sidewalk - Removal Zone 3 (Schedule J) <sup>1</sup>	926.00	926.00	944.00	1.9%	1.9%	01-Jan-22	
<b>Towing</b>							
Tow Service Operator Licence (Annual) <sup>1</sup>	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) <sup>1</sup>	N/A	N/A	450.00	N/A	N/A	01-Jan-22	
Vehicle Storage Facility Operator Licence (Annual) <sup>1</sup>	N/A	N/A	1,300.00	N/A	N/A	01-Jan-22	
Replacement Tow Service Plate <sup>1</sup>	N/A	N/A	30.00	N/A	N/A	01-Jan-22	
Replacement Plate Renewal Sticker <sup>1</sup>	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)
<b>Portable Signs</b>							
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	
<b>Fireworks Permit</b>	56.00	56.00	57.00	1.8%	1.8%	01-Jan-22	
<b>Residential Murals</b>							
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	
<b>Pet Registration and Pound Redemption</b>							
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)
<b>Spay Neuter Clinic</b>							
<b>Female Dogs</b>							
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	
<b>Male Dogs</b>							
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	
<b>Female Cats*</b>	189.00	193.00	197.00	2.1%	4.2%	01-Jan-22	
<b>Male Cats*</b>	148.00	151.00	154.00	2.0%	4.1%	01-Jan-22	
<b>Other</b>							
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	
<b>Surcharges</b>							
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	
<b>Special Events</b>							
By-law Enforcement Officer* <sup>2</sup>	70.00	70.00	72.00	2.9%	2.9%	01-Jan-22	
Parking Control Officer* <sup>2</sup>	65.00	65.00	67.00	3.1%	3.1%	01-Jan-22	
Property Standards Officer* <sup>2</sup>	75.00	75.00	77.00	2.7%	2.7%	01-Jan-22	
Supervisor* <sup>2</sup>	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)
<b>Noise By-law</b>							
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	
<b>Property Standards By-law (PSB)</b>							
Property Standards Committee Appeal processing fee	225.00	225.00	230.00	2.2%	2.2%	01-Jan-22	
<b>Property Standards By-law - Compliance report - Residential, Multiple Commercial, Industrial</b>							
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	
<b>Property Standards By-law - Compliance report - Residential, Multiple Commercial, Industrial</b>							
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	
<b>Property Standards By-law - Re-inspection Fee</b>							
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)
<b>Short-Term Rentals</b>							
Host permit fee (2 year) <sup>1</sup>		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) <sup>1</sup>		143.00	143.00	0.0%	N/A	01-Jan-22	
Short-term rental platform registration - Tier 1 - < 100 listings (3 year) <sup>1</sup>		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) <sup>1</sup>		2,500.00	2,500.00	0.0%	N/A	01-Jan-22	
Short-term rental platform registration - Tier 3 - > 500 listings (3 year) <sup>1</sup>		5,000.00	5,000.00	0.0%	N/A	01-Jan-22	
Register a prohibition against a short-term rental, per residential unit <sup>1</sup>		5.00	5.00	0.0%	N/A	01-Jan-22	
Remove a prohibition against a short-term rental, per residential unit <sup>1</sup>		5.00	5.00	0.0%	N/A	01-Jan-22	
<b>Vehicles-for Hire - Taxis - New Application<sup>1</sup></b>							
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)
<b>Vehicles-for Hire - Taxis - Renewal Application<sup>1</sup></b>						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	
<b>Vehicles-for Hire - Taxis - Licence Transfer Fees<sup>1</sup></b>							
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	
<b>Vehicles-for Hire - Taxis - Replacement of Duplicate Fees</b>							
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)
<b>Vehicles-for Hire - Taxis - Inspection fee per vehicle</b>							
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	
<b>Vehicles-for Hire - Limousines</b>							
Owner/Operator <sup>3</sup>	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	
<b>Limousines - Licence Transfer Fee</b>							
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	
<b>Vehicles-for Hire - Private Transportation Companies (PTC) 1</b>							
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	
<b>Total Departmental</b>							<b>-485</b>

- Notes:**
- <sup>1</sup> Fees subject to Application processing, Canada Day Lottery Fee, Duplicate Permit Fee and Renewal late fee, as applicable.
  - <sup>2</sup> Fee per hour; a minimum charge of 3 hours will be applied, which includes on-site time, preparation and travel.
  - <sup>3</sup> 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	
<b>Expenditures by Program</b>					
Public Policy Development	1,181	1,364	799	1,574	775
<b>Gross Expenditure</b>	<b>1,181</b>	<b>1,364</b>	<b>799</b>	<b>1,574</b>	<b>775</b>
Recoveries & Allocations	-206	-495	0	0	0
Revenue	0	0	0	0	0
<b>Net Requirement</b>	<b>975</b>	<b>869</b>	<b>799</b>	<b>1,574</b>	<b>775</b>
<b>Expenditures by Type</b>					
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
<b>Gross Expenditures</b>	<b>1,181</b>	<b>1,364</b>	<b>799</b>	<b>1,574</b>	<b>775</b>
Recoveries & Allocations	-206	-495	0	0	0
<b>Net Expenditure</b>	<b>975</b>	<b>869</b>	<b>799</b>	<b>1,574</b>	<b>775</b>
<b>Revenues By Type</b>					
Federal	0	0	0	0	0
Provincial	0	0	0	0	0
Own Funds	0	0	0	0	0
Fees and Services	0	0	0	0	0
Fines	0	0	0	0	0
Other	0	0	0	0	0
<b>Total Revenue</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Requirement</b>	<b>975</b>	<b>869</b>	<b>799</b>	<b>1,574</b>	<b>775</b>
<b>Full Time Equivalents</b>			<b>6.00</b>	<b>10.00</b>	<b>4.00</b>

## **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 CentrepoinTE 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	
<b>Expenditures by Program</b>					
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
<b>Gross Expenditure</b>	<b>31,549</b>	<b>28,598</b>	<b>27,971</b>	<b>28,055</b>	<b>84</b>
Recoveries & Allocations	-2,519	-380	-380	-380	0
Revenue	-19,332	-4,019	-3,193	-2,573	620
<b>Net Requirement</b>	<b>9,698</b>	<b>24,199</b>	<b>24,398</b>	<b>25,102</b>	<b>704</b>
<b>Expenditures by Type</b>					
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
<b>Gross Expenditures</b>	<b>31,549</b>	<b>28,598</b>	<b>27,971</b>	<b>28,055</b>	<b>84</b>
Recoveries & Allocations	-2,519	-380	-380	-380	0
<b>Net Expenditure</b>	<b>29,030</b>	<b>28,218</b>	<b>27,591</b>	<b>27,675</b>	<b>84</b>
<b>Revenues By Type</b>					
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
<b>Total Revenue</b>	<b>-19,332</b>	<b>-4,019</b>	<b>-3,193</b>	<b>-2,573</b>	<b>620</b>
<b>Net Requirement</b>	<b>9,698</b>	<b>24,199</b>	<b>24,398</b>	<b>25,102</b>	<b>704</b>
<b>Full Time Equivalents</b>			<b>80.59</b>	<b>81.59</b>	<b>1.00</b>

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)
<b>Rentals</b>							
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	
<b>Marketing Fees</b>							
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	
<b>Other</b>							
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.							
<b>Total Departmental</b>							<b>0</b>

## **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	
<b>Expenditures by Program</b>					
Community Recreation and Cultural Programs	54,300	62,815	67,915	68,053	138
<b>Gross Expenditure</b>	<b>54,300</b>	<b>62,815</b>	<b>67,915</b>	<b>68,053</b>	<b>138</b>
Recoveries & Allocations	-384	-1,077	-1,077	-1,077	0
Revenue	-10,246	-20,465	-24,965	-16,861	8,104
<b>Net Requirement</b>	<b>43,670</b>	<b>41,273</b>	<b>41,873</b>	<b>50,115</b>	<b>8,242</b>
<b>Expenditures by Type</b>					
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
<b>Gross Expenditures</b>	<b>54,300</b>	<b>62,815</b>	<b>67,915</b>	<b>68,053</b>	<b>138</b>
Recoveries & Allocations	-384	-1,077	-1,077	-1,077	0
<b>Net Expenditure</b>	<b>53,916</b>	<b>61,738</b>	<b>66,838</b>	<b>66,976</b>	<b>138</b>
<b>Revenues By Type</b>					
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
<b>Total Revenue</b>	<b>-10,246</b>	<b>-20,465</b>	<b>-24,965</b>	<b>-16,861</b>	<b>8,104</b>
<b>Net Requirement</b>	<b>43,670</b>	<b>41,273</b>	<b>41,873</b>	<b>50,115</b>	<b>8,242</b>
<b>Full Time Equivalents</b>			<b>428.53</b>	<b>428.53</b>	<b>0.00</b>



**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)
<b>Rentals</b>							
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	
<b>Point of Sale</b>							
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	
<b>Memberships</b>							
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	
<b>Program Registrations (Hourly)</b>							
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	
<b>Cultural Services, Rentals &amp; Related Fees</b>							
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	
<b>Other</b>							
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.							
<b>Total Departmental</b>							<b>-120</b>

## **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	
<b>Expenditures by Program</b>					
City Wide Programs, Aquatics and Specialized Services	58,764	67,038	78,099	72,513	-5,586
<b>Gross Expenditure</b>	<b>58,764</b>	<b>67,038</b>	<b>78,099</b>	<b>72,513</b>	<b>-5,586</b>
Recoveries & Allocations	-384	-636	-636	-636	0
Revenue	-11,130	-23,936	-35,840	-21,149	14,691
<b>Net Requirement</b>	<b>47,250</b>	<b>42,466</b>	<b>41,623</b>	<b>50,728</b>	<b>9,105</b>
<b>Expenditures by Type</b>					
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
<b>Gross Expenditures</b>	<b>58,764</b>	<b>67,038</b>	<b>78,099</b>	<b>72,513</b>	<b>-5,586</b>
Recoveries & Allocations	-384	-636	-636	-636	0
<b>Net Expenditure</b>	<b>58,380</b>	<b>66,402</b>	<b>77,463</b>	<b>71,877</b>	<b>-5,586</b>
<b>Revenues By Type</b>					
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
<b>Total Revenue</b>	<b>-11,130</b>	<b>-23,936</b>	<b>-35,840</b>	<b>-21,149</b>	<b>14,691</b>
<b>Net Requirement</b>	<b>47,250</b>	<b>42,466</b>	<b>41,623</b>	<b>50,728</b>	<b>9,105</b>
<b>Full Time Equivalents</b>			<b>603.94</b>	<b>603.94</b>	<b>0.00</b>

**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)
<b>Rentals</b>							
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	
<b>Admissions</b>							
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	
<b>Memberships</b>							
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	
<b>Program Registration (Hourly)</b>							
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)
<b>Parking</b>							
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	
<b>Other</b>							
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.							
<b>Total Departmental</b>							<b>-465</b>

# **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	
<b>Expenditures by Program</b>					
Parks & Facilities Planning	2,096	2,095	2,195	2,261	66
<b>Gross Expenditure</b>	<b>2,096</b>	<b>2,095</b>	<b>2,195</b>	<b>2,261</b>	<b>66</b>
Recoveries & Allocations	-127	0	0	0	0
Revenue	-363	-365	-485	-485	0
<b>Net Requirement</b>	<b>1,606</b>	<b>1,730</b>	<b>1,710</b>	<b>1,776</b>	<b>66</b>
<b>Expenditures by Type</b>					
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
<b>Gross Expenditures</b>	<b>2,096</b>	<b>2,095</b>	<b>2,195</b>	<b>2,261</b>	<b>66</b>
Recoveries & Allocations	-127	0	0	0	0
<b>Net Expenditure</b>	<b>1,969</b>	<b>2,095</b>	<b>2,195</b>	<b>2,261</b>	<b>66</b>
<b>Revenues By Type</b>					
Federal	0	0	0	0	0
Provincial	0	0	0	0	0
Own Funds	0	0	0	0	0
Fees and Services	-363	-365	-485	-485	0
Fines	0	0	0	0	0
Other	0	0	0	0	0
<b>Total Revenue</b>	<b>-363</b>	<b>-365</b>	<b>-485</b>	<b>-485</b>	<b>0</b>
<b>Net Requirement</b>	<b>1,606</b>	<b>1,730</b>	<b>1,710</b>	<b>1,776</b>	<b>66</b>
<b>Full Time Equivalents</b>			<b>15.00</b>	<b>15.00</b>	<b>0.00</b>

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	
<b>Total Departmental</b>							<b>0</b>

## **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	
<b>Expenditures by Program</b>					
Facility Operations Services	86,818	90,413	89,322	90,475	1,153
<b>Gross Expenditure</b>	<b>86,818</b>	<b>90,413</b>	<b>89,322</b>	<b>90,475</b>	<b>1,153</b>
Recoveries & Allocations	-50,548	-52,863	-52,863	-53,745	-882
Revenue	-1,727	-3,527	-2,696	-1,918	778
<b>Net Requirement</b>	<b>34,543</b>	<b>34,023</b>	<b>33,763</b>	<b>34,812</b>	<b>1,049</b>
<b>Expenditures by Type</b>					
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
<b>Gross Expenditures</b>	<b>86,818</b>	<b>90,413</b>	<b>89,322</b>	<b>90,475</b>	<b>1,153</b>
Recoveries & Allocations	-50,548	-52,863	-52,863	-53,745	-882
<b>Net Expenditure</b>	<b>36,270</b>	<b>37,550</b>	<b>36,459</b>	<b>36,730</b>	<b>271</b>
<b>Revenues By Type</b>					
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
<b>Total Revenue</b>	<b>-1,727</b>	<b>-3,527</b>	<b>-2,696</b>	<b>-1,918</b>	<b>778</b>
<b>Net Requirement</b>	<b>34,543</b>	<b>34,023</b>	<b>33,763</b>	<b>34,812</b>	<b>1,049</b>
<b>Full Time Equivalents</b>			<b>619.93</b>	<b>619.93</b>	<b>0.00</b>



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)
<b>City Hall Services</b>							
<b>Room Booking - For Profit Organizations</b>							
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	
<b>Room Booking - For Non-Profit Organizations</b>							
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.							
<b>Total Departmental</b>							<b>0</b>

## **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	
<b>Expenditures by Program</b>					
Parks	39,315	41,563	39,476	40,921	1,445
<b>Gross Expenditure</b>	<b>39,315</b>	<b>41,563</b>	<b>39,476</b>	<b>40,921</b>	<b>1,445</b>
Recoveries & Allocations	-1,292	-633	-633	-633	0
Revenue	28	-323	-2	-2	0
<b>Net Requirement</b>	<b>38,051</b>	<b>40,607</b>	<b>38,841</b>	<b>40,286</b>	<b>1,445</b>
<b>Expenditures by Type</b>					
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
<b>Gross Expenditures</b>	<b>39,315</b>	<b>41,563</b>	<b>39,476</b>	<b>40,921</b>	<b>1,445</b>
Recoveries & Allocations	-1,292	-633	-633	-633	0
<b>Net Expenditure</b>	<b>38,023</b>	<b>40,930</b>	<b>38,843</b>	<b>40,288</b>	<b>1,445</b>
<b>Revenues By Type</b>					
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
<b>Total Revenue</b>	<b>28</b>	<b>-323</b>	<b>-2</b>	<b>-2</b>	<b>0</b>
<b>Net Requirement</b>	<b>38,051</b>	<b>40,607</b>	<b>38,841</b>	<b>40,286</b>	<b>1,445</b>
<b>Full Time Equivalents</b>			<b>283.91</b>	<b>283.91</b>	<b>0.00</b>

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
<b>By-Law &amp; Regulatory Services</b>							
<b>Renewal of City Assets</b>							
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
<b>Renewal of City Assets Total</b>	<b>0</b>	<b>0</b>	<b>894</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>894</b>
<b>By-Law &amp; Regulatory Services Total</b>	<b>0</b>	<b>0</b>	<b>894</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>894</b>
<b>Child Care</b>							
<b>Renewal of City Assets</b>							
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
<b>Renewal of City Assets Total</b>	<b>0</b>	<b>0</b>	<b>438</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>438</b>
<b>Service Enhancements</b>							
910413 2022 Accessibility - Child Care Services	0	0	60	0	0	0	60
<b>Service Enhancements Total</b>	<b>0</b>	<b>0</b>	<b>60</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>60</b>
<b>Child Care Total</b>	<b>0</b>	<b>0</b>	<b>498</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>498</b>
<b>Fire Services</b>							
<b>Renewal of City Assets</b>							
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
<b>Renewal of City Assets Total</b>	<b>0</b>	<b>0</b>	<b>4,438</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,438</b>
<b>Growth</b>							
906832 Fire Vehicles & Equipment	0	0	50	450	0	0	500
910476 Fire Training Centre Study	0	0	25	75	0	0	100
<b>Growth Total</b>	<b>0</b>	<b>0</b>	<b>75</b>	<b>525</b>	<b>0</b>	<b>0</b>	<b>600</b>

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
<b>Service Enhancements</b>							
910509 CBRN Grant-2022	150	0	0	0	0	0	150
910510 USAR Grant-2022	400	0	0	0	0	0	400
<b>Service Enhancements Total</b>	<b>550</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>550</b>
<b>Fire Services Total</b>	<b>550</b>	<b>0</b>	<b>4,513</b>	<b>525</b>	<b>0</b>	<b>0</b>	<b>5,588</b>
<b>Long Term Care</b>							
<b>Renewal of City Assets</b>							
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
<b>Renewal of City Assets Total</b>	<b>198</b>	<b>0</b>	<b>8,361</b>	<b>0</b>	<b>0</b>	<b>1,500</b>	<b>10,059</b>
<b>Service Enhancements</b>							
910417 2022 Accessibility - Long Term Care	0	0	110	0	0	0	110
<b>Service Enhancements Total</b>	<b>0</b>	<b>0</b>	<b>110</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>110</b>
<b>Long Term Care Total</b>	<b>198</b>	<b>0</b>	<b>8,471</b>	<b>0</b>	<b>0</b>	<b>1,500</b>	<b>10,169</b>
<b>Paramedic Service</b>							
<b>Renewal of City Assets</b>							
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
<b>Renewal of City Assets Total</b>	<b>0</b>	<b>0</b>	<b>3,067</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,067</b>
<b>Growth</b>							
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
<b>Growth Total</b>	<b>0</b>	<b>0</b>	<b>238</b>	<b>780</b>	<b>0</b>	<b>0</b>	<b>1,017</b>
<b>Paramedic Service Total</b>	<b>0</b>	<b>0</b>	<b>3,305</b>	<b>780</b>	<b>0</b>	<b>0</b>	<b>4,084</b>

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
<b>Renewal of City Assets Total</b>	<b>0</b>	<b>0</b>	<b>5,000</b>	<b>0</b>	<b>0</b>	<b>1,000</b>	<b>6,000</b>

<b>Parks, Buildings, &amp; Grounds Total</b>	<b>0</b>	<b>0</b>	<b>5,000</b>	<b>0</b>	<b>0</b>	<b>1,000</b>	<b>6,000</b>
--	----------	----------	--------------	----------	----------	--------------	--------------

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
<b>Renewal of City Assets Total</b>	<b>0</b>	<b>0</b>	<b>16,538</b>	<b>0</b>	<b>0</b>	<b>3,000</b>	<b>19,538</b>

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
<b>Growth Total</b>	<b>6,521</b>	<b>0</b>	<b>1,834</b>	<b>14,858</b>	<b>44</b>	<b>0</b>	<b>23,257</b>

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
<b>Service Enhancements</b>							
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
<b>Service Enhancements Total</b>	<b>0</b>	<b>0</b>	<b>2,865</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,865</b>
<b>Parks, Recreation &amp; Culture Total</b>	<b>6,521</b>	<b>0</b>	<b>21,237</b>	<b>14,858</b>	<b>44</b>	<b>3,000</b>	<b>45,660</b>
<b>Public Safety Service</b>							
<b>Renewal of City Assets</b>							
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
<b>Renewal of City Assets Total</b>	<b>0</b>	<b>0</b>	<b>550</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>550</b>
<b>Public Safety Service Total</b>	<b>0</b>	<b>0</b>	<b>550</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>550</b>
<b>Social Services</b>							
<b>Renewal of City Assets</b>							
910409 2022 Buildings-Social Services	0	0	450	0	0	0	450
<b>Renewal of City Assets Total</b>	<b>0</b>	<b>0</b>	<b>450</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>450</b>
<b>Service Enhancements</b>							
910419 2022 Accessibility - Social Services	0	0	60	0	0	0	60
<b>Service Enhancements Total</b>	<b>0</b>	<b>0</b>	<b>60</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>60</b>
<b>Social Services Total</b>	<b>0</b>	<b>0</b>	<b>510</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>510</b>
<b>Grand Total</b>	<b>7,269</b>	<b>0</b>	<b>44,977</b>	<b>16,162</b>	<b>44</b>	<b>5,500</b>	<b>73,953</b>

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	
<b>Expenditures by Program</b>									
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
<b>Gross Expenditure</b>	<b>4,447</b>	<b>4,740</b>	<b>-350</b>	<b>100</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,490</b>	<b>-250</b>
Recoveries & Allocations	0	0	0	0	0	0	0	0	0
Revenue	-350	-350	350	0	0	0	0	0	350
<b>Net Requirement</b>	<b>4,097</b>	<b>4,390</b>	<b>0</b>	<b>100</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,490</b>	<b>100</b>
<b>Expenditures by Type</b>									
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
<b>Gross Expenditures</b>	<b>4,447</b>	<b>4,740</b>	<b>-350</b>	<b>100</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,490</b>	<b>-250</b>
Recoveries & Allocations	0	0	0	0	0	0	0	0	0
<b>Net Expenditure</b>	<b>4,447</b>	<b>4,740</b>	<b>-350</b>	<b>100</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,490</b>	<b>-250</b>
<b>Percent of 2022 Net Expenditure Budget</b>			<b>-7.4%</b>	<b>2.1%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>-5.3%</b>	
<b>Revenues By Type</b>									
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
<b>Total Revenue</b>	<b>-350</b>	<b>-350</b>	<b>350</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>350</b>
<b>Percent of 2022 Revenue Budget</b>			<b>-100.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>-100.0%</b>	
<b>Net Requirement</b>	<b>4,097</b>	<b>4,390</b>	<b>0</b>	<b>100</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,490</b>	<b>100</b>
<b>Percent of 2022 Net Requirement Budget</b>			<b>0.0%</b>	<b>2.3%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>2.3%</b>	
<b>Full Time Equivalents (FTE's)</b>		36.00	0.00	0.00	0.00	0.00	0.00	<b>36.00</b>	<b>0.00</b>
<b>Percent of 2022 FTE's</b>			<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	



City of Ottawa  
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		
<b>Total Surplus / (Deficit)</b>	<b>293</b>	<b>0</b>	<b>293</b>		
2021 Baseline Adjustment / Explanation	Increase / (Decrease)				
	Expense	Revenue	Net 2022 Changes	FTE Impact	
	Increase/(Decrease)	Increase/(Decrease)			
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.	-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	
<b>Total Adjustments to Base Budget</b>	<b>-350</b>	<b>350</b>	<b>0</b>	<b>0.00</b>	
2022 Pressure Category / Explanation	Increase / (Decrease)				
	Expense	Revenue	Net 2022 Changes	FTE Impact	
<b>Maintain Services</b>					
All programs include an adjustment for potential 2022 cost of living, increments, and benefit adjustments.	100	0	100	0.00	
<b>Total Maintain Services</b>	<b>100</b>	<b>0</b>	<b>100</b>	<b>0.00</b>	
<b>Total Budget Changes</b>	<b>-250</b>	<b>350</b>	<b>100</b>	<b>0.00</b>	

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	
<b>Expenditures by Program</b>									
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
<b>Gross Expenditure</b>	<b>225,363</b>	<b>278,898</b>	<b>2,865</b>	<b>1,621</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>283,384</b>	<b>4,486</b>
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
<b>Net Requirement</b>	<b>20,666</b>	<b>27,971</b>	<b>2,865</b>	<b>1,621</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>32,457</b>	<b>4,486</b>
<b>Expenditures by Type</b>									
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
<b>Gross Expenditures</b>	<b>225,363</b>	<b>278,898</b>	<b>2,865</b>	<b>1,621</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>283,384</b>	<b>4,486</b>
Recoveries & Allocations	-17,785	-17,785	0	0	0	0	0	-17,785	0
<b>Net Expenditure</b>	<b>207,578</b>	<b>261,113</b>	<b>2,865</b>	<b>1,621</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>265,599</b>	<b>4,486</b>
<b>Percent of 2022 Net Expenditure Budget</b>			<b>1.1%</b>	<b>0.6%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>1.7%</b>	

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	
<b>Revenues By Type</b>									
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
<b>Total Revenue</b>	<b>-186,912</b>	<b>-233,142</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-233,142</b>	<b>0</b>
<b>Percent of 2022 Revenue Budget</b>			<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	
<b>Net Requirement</b>	<b>20,666</b>	<b>27,971</b>	<b>2,865</b>	<b>1,621</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>32,457</b>	<b>4,486</b>
<b>Percent of 2022 Net Requirement Budget</b>			<b>10.2%</b>	<b>5.8%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>16.0%</b>	
<b>Full Time Equivalents (FTE's)</b>		532.17	0.00	0.00	0.00	0.00	0.00	<b>532.17</b>	<b>0.00</b>
<b>Percent of 2022 FTE's</b>			<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	

City of Ottawa  
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
<b>Total Surplus / (Deficit)</b>	<b>53,535</b>	<b>-46,230</b>	<b>7,305</b>

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
<b>Total Adjustments to Base Budget</b>	<b>2,865</b>	<b>0</b>	<b>2,865</b>	<b>0.00</b>

2022 Pressure Category / Explanation	Increase / (Decrease)			
	Expense	Revenue	Net 2022 Changes	FTE Impact
<b>Maintain Services</b>				
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
<b>Total Maintain Services</b>	<b>1,621</b>	<b>0</b>	<b>1,621</b>	<b>0.00</b>
<b>Total Budget Changes</b>	<b>4,486</b>	<b>0</b>	<b>4,486</b>	<b>0.00</b>

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	
<b>Expenditures by Program</b>									
<b>Legislated Programs</b>									
<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	
<b>Municipal Investments</b>						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
<b>Gross Expenditure</b>	<b>168,757</b>	<b>176,517</b>	<b>-1,050</b>	<b>-2,765</b>	<b>0</b>	<b>1,050</b>	<b>0</b>	<b>173,752</b>	<b>-2,765</b>
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
<b>Net Requirement</b>	<b>20,172</b>	<b>18,722</b>	<b>0</b>	<b>315</b>	<b>0</b>	<b>1,050</b>	<b>-100</b>	<b>19,987</b>	<b>1,265</b>
<b>Expenditures by Type</b>									
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
<b>Gross Expenditures</b>	<b>168,757</b>	<b>176,517</b>	<b>-1,050</b>	<b>-2,765</b>	<b>0</b>	<b>1,050</b>	<b>0</b>	<b>173,752</b>	<b>-2,765</b>
Recoveries & Allocations	-5,881	-8,681	0	0	0	0	0	-8,681	0
<b>Net Expenditure</b>	<b>162,876</b>	<b>167,836</b>	<b>-1,050</b>	<b>-2,765</b>	<b>0</b>	<b>1,050</b>	<b>0</b>	<b>165,071</b>	<b>-2,765</b>
<b>Percent of 2022 Net Expenditure Budget</b>			<b>-0.6%</b>	<b>-1.6%</b>	<b>0.0%</b>	<b>0.6%</b>	<b>0.0%</b>	<b>-1.6%</b>	

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	
<b>Revenues By Type</b>									
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
<b>Total Revenue</b>	<b>-142,704</b>	<b>-149,114</b>	<b>1,050</b>	<b>3,080</b>	<b>0</b>	<b>0</b>	<b>-100</b>	<b>-145,084</b>	<b>4,030</b>
<b>Percent of 2022 Revenue Budget</b>			<b>-0.7%</b>	<b>-2.1%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.1%</b>	<b>-2.7%</b>	
<b>Net Requirement</b>	<b>20,172</b>	<b>18,722</b>	<b>0</b>	<b>315</b>	<b>0</b>	<b>1,050</b>	<b>-100</b>	<b>19,987</b>	<b>1,265</b>
<b>Percent of 2022 Net Requirement Budget</b>			<b>0.0%</b>	<b>1.7%</b>	<b>0.0%</b>	<b>5.6%</b>	<b>-0.5%</b>	<b>6.8%</b>	
<b>Full Time Equivalents (FTE's)</b>		181.49	0.00	0.00	0.00	0.00	0.00	<b>181.49</b>	<b>0.00</b>
<b>Percent of 2022 FTE's</b>			<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	

City of Ottawa  
 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	
<b>Total Surplus / (Deficit)</b>	<b>4,960</b>	<b>-6,410</b>	<b>-1,450</b>	
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
<b>Total Adjustments to Base Budget</b>	<b>-1,050</b>	<b>1,050</b>	<b>0</b>	<b>0.00</b>

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
<b>Maintain Services</b>				
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
<b>Total Maintain Services</b>	<b>-2,765</b>	<b>3,080</b>	<b>315</b>	<b>0.00</b>



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
<b>COVID-19</b>				
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
<b>Total COVID-19</b>	<b>1,050</b>	<b>0</b>	<b>1,050</b>	<b>0.00</b>
<b>User Fees &amp; Revenues</b>				
See following user fee schedule for details on the specific rates.	0	-100	-100	0.00
<b>Total User Fees &amp; Revenues</b>	<b>0</b>	<b>-100</b>	<b>-100</b>	<b>0.00</b>
<b>Total Budget Changes</b>	<b>-2,765</b>	<b>4,030</b>	<b>1,265</b>	<b>0.00</b>

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	
<b>Expenditures by Program</b>										
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
<b>Gross Expenditure</b>	<b>270,981</b>	<b>200,716</b>	<b>-9,755</b>	<b>2,320</b>	<b>4,800</b>	<b>0</b>	<b>11,984</b>	<b>0</b>	<b>210,065</b>	<b>9,349</b>
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
<b>Net Requirement</b>	<b>119,680</b>	<b>111,991</b>	<b>0</b>	<b>2,320</b>	<b>4,800</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>119,111</b>	<b>7,120</b>
<b>Expenditures by Type</b>										
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
<b>Gross Expenditures</b>	<b>270,981</b>	<b>200,716</b>	<b>-9,755</b>	<b>2,320</b>	<b>4,800</b>	<b>0</b>	<b>11,984</b>	<b>0</b>	<b>210,065</b>	<b>9,349</b>
Recoveries & Allocations	-411	-411	0	0	0	0	0	0	-411	0
<b>Net Expenditure</b>	<b>270,570</b>	<b>200,305</b>	<b>-9,755</b>	<b>2,320</b>	<b>4,800</b>	<b>0</b>	<b>11,984</b>	<b>0</b>	<b>209,654</b>	<b>9,349</b>
<b>Percent of 2022 Net Expenditure Budget</b>			<b>-4.9%</b>	<b>1.2%</b>	<b>2.4%</b>	<b>0.0%</b>	<b>6.0%</b>	<b>0.0%</b>	<b>4.7%</b>	

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	
<b>Revenues By Type</b>										
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
<b>Total Revenue</b>	<b>-150,890</b>	<b>-88,314</b>	<b>9,755</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-11,984</b>	<b>0</b>	<b>-90,543</b>	<b>-2,229</b>
<b>Percent of 2022 Revenue Budget</b>			<b>-11.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>13.6%</b>	<b>0.0%</b>	<b>2.5%</b>	
<b>Net Requirement</b>	<b>119,680</b>	<b>111,991</b>	<b>0</b>	<b>2,320</b>	<b>4,800</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>119,111</b>	<b>7,120</b>
<b>Percent of 2022 Net Requirement Budget</b>			<b>0.0%</b>	<b>2.1%</b>	<b>4.3%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>6.4%</b>	
<b>Full Time Equivalents (FTE's)</b>		61.40	0.00	1.00	0.00	0.00	0.00	0.00	<b>62.40</b>	<b>1.00</b>
<b>Percent of 2022 FTE's</b>			<b>0.0%</b>	<b>1.6%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>1.6%</b>	

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
<b>Total Surplus / (Deficit)</b>	<b>-70,265</b>	<b>62,576</b>	<b>-7,689</b>

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
<b>Total Adjustments to Base Budget</b>	<b>-9,755</b>	<b>9,755</b>	<b>0</b>	<b>0.00</b>

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
<b>Maintain Services</b>				
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
<b>Total Maintain Services</b>	<b>2,320</b>	<b>0</b>	<b>2,320</b>	<b>1.00</b>
	Increase / (Decrease)			
2022 Pressure Category / Explanation	Expense	Revenue	Net 2022 Changes	FTE Impact
<b>Provincial Legislated</b>				
Social Housing cost indices net of Reconciliations.	4,800	0	4,800	0.00
<b>Total Provincial Legislated</b>	<b>4,800</b>	<b>0</b>	<b>4,800</b>	<b>0.00</b>
<b>COVID-19</b>				
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
<b>Total COVID-19</b>	<b>11,984</b>	<b>-11,984</b>	<b>0</b>	<b>0</b>
<b>Total Budget Changes</b>	<b>9,349</b>	<b>-2,229</b>	<b>7,120</b>	<b>1.00</b>

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	
<b>Expenditures by Program</b>										
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
<b>Gross Expenditure</b>	<b>98,122</b>	<b>93,276</b>	<b>-15,015</b>	<b>2,809</b>	<b>1,721</b>	<b>0</b>	<b>16,440</b>	<b>0</b>	<b>99,231</b>	<b>5,955</b>
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
<b>Net Requirement</b>	<b>39,917</b>	<b>26,290</b>	<b>-94</b>	<b>2,809</b>	<b>322</b>	<b>0</b>	<b>0</b>	<b>-703</b>	<b>28,624</b>	<b>2,334</b>
<b>Expenditures by Type</b>										
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
<b>Gross Expenditures</b>	<b>98,122</b>	<b>93,276</b>	<b>-15,015</b>	<b>2,809</b>	<b>1,721</b>	<b>0</b>	<b>16,440</b>	<b>0</b>	<b>99,231</b>	<b>5,955</b>
Recoveries & Allocations	-628	-628	0	0	0	0	0	0	-628	0
<b>Net Expenditure</b>	<b>97,494</b>	<b>92,648</b>	<b>-15,015</b>	<b>2,809</b>	<b>1,721</b>	<b>0</b>	<b>16,440</b>	<b>0</b>	<b>98,603</b>	<b>5,955</b>
<b>Percent of 2022 Net Expenditure Budget</b>			<b>-16.2%</b>	<b>3.0%</b>	<b>1.9%</b>	<b>0.0%</b>	<b>17.7%</b>	<b>0.0%</b>	<b>6.4%</b>	
<b>Revenues By Type</b>										
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
<b>Total Revenue</b>	<b>-57,577</b>	<b>-66,358</b>	<b>14,921</b>	<b>0</b>	<b>-1,399</b>	<b>0</b>	<b>-16,440</b>	<b>-703</b>	<b>-69,979</b>	<b>-3,621</b>
<b>Percent of 2022 Revenue Budget</b>			<b>-22.5%</b>	<b>0.0%</b>	<b>2.1%</b>	<b>0.0%</b>	<b>24.8%</b>	<b>1.1%</b>	<b>5.5%</b>	
<b>Net Requirement</b>	<b>39,917</b>	<b>26,290</b>	<b>-94</b>	<b>2,809</b>	<b>322</b>	<b>0</b>	<b>0</b>	<b>-703</b>	<b>28,624</b>	<b>2,334</b>
<b>Percent of 2022 Net Requirement Budget</b>			<b>-0.4%</b>	<b>10.7%</b>	<b>1.2%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>-2.7%</b>	<b>8.9%</b>	
<b>Full Time Equivalents (FTE's)</b>	0.00	629.81	0.00	0.00	1.63	0.00	0.00	0.00	631.44	1.63
<b>Percent of 2022 FTE's</b>			<b>0.0%</b>	<b>0.0%</b>	<b>0.3%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.3%</b>	

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	
<b>Total Surplus / (Deficit)</b>	<b>-4,846</b>	<b>-8,781</b>	<b>-13,627</b>	
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
<b>Total Adjustments to Base Budget</b>	<b>-15,015</b>	<b>14,921</b>	<b>-94</b>	<b>0.00</b>
2022 Pressure Category / Explanation	Increase / (Decrease)			FTE Impact
	Expense	Revenue	Net 2022 Changes	
<b>Maintain Services</b>				
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
<b>Total Maintain Services</b>	<b>2,809</b>	<b>0</b>	<b>2,809</b>	<b>0.00</b>

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
<b>Provincial Legislated</b>				
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
<b>Total Provincial Legislated</b>	<b>1,721</b>	<b>-1,399</b>	<b>322</b>	<b>1.63</b>
2022 Pressure Category / Explanation	Increase / (Decrease)			
	Expense	Revenue	Net 2022 Changes	FTE Impact
<b>COVID-19</b>				
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
<b>Total COVID-19</b>	<b>16,440</b>	<b>-16,440</b>	<b>0</b>	<b>0.00</b>
<b>User Fees &amp; Revenues</b>				
Increase in Provincial per diem funding.	0	-703	-703	0.00
<b>Total User Fees &amp; Revenues</b>	<b>0</b>	<b>-703</b>	<b>-703</b>	<b>0.00</b>
<b>Total Budget Changes</b>	<b>5,955</b>	<b>-3,621</b>	<b>2,334</b>	<b>1.63</b>



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	
<b>Expenditures by Program</b>									
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
<b>Gross Expenditure</b>	<b>29,247</b>	<b>29,231</b>	<b>-550</b>	<b>565</b>	<b>1,725</b>	<b>0</b>	<b>0</b>	<b>30,971</b>	<b>1,740</b>
Recoveries & Allocations	0	0	0	0	0	0	0	0	0
Revenue	0	0	0	0	0	0	0	0	0
<b>Net Requirement</b>	<b>29,247</b>	<b>29,231</b>	<b>-550</b>	<b>565</b>	<b>1,725</b>	<b>0</b>	<b>0</b>	<b>30,971</b>	<b>1,740</b>
<b>Expenditures by Type</b>									
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
<b>Gross Expenditures</b>	<b>29,247</b>	<b>29,231</b>	<b>-550</b>	<b>565</b>	<b>1,725</b>	<b>0</b>	<b>0</b>	<b>30,971</b>	<b>1,740</b>
Recoveries & Allocations	0	0	0	0	0	0	0	0	0
<b>Net Expenditure</b>	<b>29,247</b>	<b>29,231</b>	<b>-550</b>	<b>565</b>	<b>1,725</b>	<b>0</b>	<b>0</b>	<b>30,971</b>	<b>1,740</b>
<b>Percent of 2022 Net Expenditure Budget</b>			<b>-1.9%</b>	<b>1.9%</b>	<b>5.9%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>6.0%</b>	
<b>Revenues By Type</b>									
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
<b>Total Revenue</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Percent of 2022 Revenue Budget</b>			<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	
<b>Net Requirement</b>	<b>29,247</b>	<b>29,231</b>	<b>-550</b>	<b>565</b>	<b>1,725</b>	<b>0</b>	<b>0</b>	<b>30,971</b>	<b>1,740</b>
<b>Percent of 2022 Net Requirement Budget</b>			<b>-1.9%</b>	<b>1.9%</b>	<b>5.9%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>6.0%</b>	
<b>Full Time Equivalents (FTE's)</b>		27.00	0.00	0.00	1.00	0.00	0.00	<b>28.00</b>	<b>1.00</b>
<b>Percent of 2022 FTE's</b>			<b>0.0%</b>	<b>0.0%</b>	<b>3.7%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>3.7%</b>	

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
<b>Total Surplus / (Deficit)</b>	<b>-16</b>	<b>0</b>	<b>-16</b>

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
<b>Total Adjustments to Base Budget</b>	<b>-550</b>	<b>0</b>	<b>-550</b>	<b>0.00</b>

2022 Pressure Category / Explanation	Increase / (Decrease)			
	Expense	Revenue	Net 2022 Changes	FTE Impact
<b>Maintain Services</b>				
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
<b>Total Maintain Services</b>	<b>565</b>	<b>0</b>	<b>565</b>	<b>0.00</b>
<b>Growth</b>				
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
<b>Total Growth</b>	<b>1,725</b>	<b>0</b>	<b>1,725</b>	<b>1.00</b>
<b>Total Budget Changes</b>	<b>1,740</b>	<b>0</b>	<b>1,740</b>	<b>1.00</b>

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	
<b>Expenditures by Program</b>									
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
<b>Gross Expenditure</b>	<b>7,862</b>	<b>4,578</b>	<b>0</b>	<b>95</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,673</b>	<b>95</b>
Recoveries & Allocations	0	0	0	0	0	0	0	0	0
Revenue	-3,374	0	0	0	0	0	0	0	0
<b>Net Requirement</b>	<b>4,488</b>	<b>4,578</b>	<b>0</b>	<b>95</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,673</b>	<b>95</b>
<b>Expenditures by Type</b>									
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
<b>Gross Expenditures</b>	<b>7,862</b>	<b>4,578</b>	<b>0</b>	<b>95</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,673</b>	<b>95</b>
Recoveries & Allocations	0	0	0	0	0	0	0	0	0
<b>Net Expenditure</b>	<b>7,862</b>	<b>4,578</b>	<b>0</b>	<b>95</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,673</b>	<b>95</b>
<b>Percent of 2022 Net Expenditure Budget</b>			<b>0.0%</b>	<b>2.1%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>2.1%</b>	
<b>Revenues By Type</b>									
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
<b>Total Revenue</b>	<b>-3,374</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Percent of 2022 Revenue Budget</b>			<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	
<b>Net Requirement</b>	<b>4,488</b>	<b>4,578</b>	<b>0</b>	<b>95</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,673</b>	<b>95</b>
<b>Percent of 2022 Net Requirement Budget</b>			<b>0.0%</b>	<b>2.1%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>2.1%</b>	
<b>Full Time Equivalents (FTE's)</b>		35.00	0.00	1.00	0.00	0.00	0.00	<b>36.00</b>	<b>1.00</b>
<b>Percent of 2022 FTE's</b>			<b>0.0%</b>	<b>2.9%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>2.9%</b>	

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
<b>Total Surplus / (Deficit)</b>	<b>-3,284</b>	<b>3,374</b>	<b>90</b>

2022 Pressure Category / Explanation	Increase / (Decrease)			
	Expense	Revenue	Net 2022 Changes	FTE Impact
<b>Maintain Services</b>				
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
<b>Total Maintain Services</b>	<b>95</b>	<b>0</b>	<b>95</b>	<b>1.00</b>
<b>Total Budget Changes</b>	<b>95</b>	<b>0</b>	<b>95</b>	<b>1.00</b>

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	
<b>Expenditures by Program</b>									
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
<b>Gross Expenditure</b>	<b>13,768</b>	<b>13,557</b>	<b>-115</b>	<b>385</b>	<b>205</b>	<b>0</b>	<b>0</b>	<b>14,032</b>	<b>475</b>
Recoveries & Allocations	-4,748	-4,597	0	-30	-215	0	0	-4,842	-245
Revenue	-330	-270	0	0	0	0	0	-270	0
<b>Net Requirement</b>	<b>8,690</b>	<b>8,690</b>	<b>-115</b>	<b>355</b>	<b>-10</b>	<b>0</b>	<b>0</b>	<b>8,920</b>	<b>230</b>
<b>Expenditures by Type</b>									
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
<b>Gross Expenditures</b>	<b>13,768</b>	<b>13,557</b>	<b>-115</b>	<b>385</b>	<b>205</b>	<b>0</b>	<b>0</b>	<b>14,032</b>	<b>475</b>
Recoveries & Allocations	-4,748	-4,597	0	-30	-215	0	0	-4,842	-245
<b>Net Expenditure</b>	<b>9,020</b>	<b>8,960</b>	<b>-115</b>	<b>355</b>	<b>-10</b>	<b>0</b>	<b>0</b>	<b>9,190</b>	<b>230</b>
<b>Percent of 2022 Net Expenditure Budget</b>			<b>-1.3%</b>	<b>4.0%</b>	<b>-0.1%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>2.6%</b>	
<b>Revenues By Type</b>									
Federal	0	0	0	0	0	0	0	0	0
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
<b>Total Revenue</b>	<b>-330</b>	<b>-270</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-270</b>	<b>0</b>
<b>Percent of 2022 Revenue Budget</b>			<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	
<b>Net Requirement</b>	<b>8,690</b>	<b>8,690</b>	<b>-115</b>	<b>355</b>	<b>-10</b>	<b>0</b>	<b>0</b>	<b>8,920</b>	<b>230</b>
<b>Percent of 2022 Net Requirement Budget</b>			<b>-1.3%</b>	<b>4.1%</b>	<b>-0.1%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>2.6%</b>	
<b>Full Time Equivalents (FTE's)</b>		20.00	0.00	0.00	0.00	0.00	0.00	<b>20.00</b>	<b>0.00</b>
<b>Percent of 2022 FTE's</b>			<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	

City of Ottawa  
 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	
<b>Total Surplus / (Deficit)</b>	<b>-60</b>	<b>60</b>	<b>0</b>	

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
<b>Total Adjustments to Base Budget</b>	<b>-115</b>	<b>0</b>	<b>-115</b>	<b>0.00</b>

2022 Pressure Category / Explanation	Increase / (Decrease)			
	Expense	Revenue	Net 2022 Changes	FTE Impact
<b>Maintain Services</b>				
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
<b>Total Maintain Services</b>	<b>355</b>	<b>0</b>	<b>355</b>	<b>0.00</b>

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
<b>Growth</b>				
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
<b>Total Growth</b>	<b>-10</b>	<b>0</b>	<b>-10</b>	<b>0.00</b>
2022 Pressure Category / Explanation	Expense	Revenue	Net 2022 Changes	FTE Impact
<b>User Fees &amp; Revenues</b>				
See following user fee schedule for details on the specific rates.	0	0	0	0.00
<b>Total User Fees &amp; Revenues</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.00</b>
<b>Total Budget Changes</b>	<b>230</b>	<b>0</b>	<b>230</b>	<b>0.00</b>

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	
<b>Expenditures by Program</b>									
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
<b>Gross Expenditure</b>	<b>175,173</b>	<b>174,131</b>	<b>-400</b>	<b>4,517</b>	<b>150</b>	<b>0</b>	<b>0</b>	<b>178,398</b>	<b>4,267</b>
Recoveries & Allocations	0	0	0	0	0	0	0	0	0
Revenue	-1,665	-1,623	400	0	0	0	-15	-1,238	385
<b>Net Requirement</b>	<b>173,508</b>	<b>172,508</b>	<b>0</b>	<b>4,517</b>	<b>150</b>	<b>0</b>	<b>-15</b>	<b>177,160</b>	<b>4,652</b>
<b>Expenditures by Type</b>									
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
<b>Gross Expenditures</b>	<b>175,173</b>	<b>174,131</b>	<b>-400</b>	<b>4,517</b>	<b>150</b>	<b>0</b>	<b>0</b>	<b>178,398</b>	<b>4,267</b>
Recoveries & Allocations	0	0	0	0	0	0	0	0	0
<b>Net Expenditure</b>	<b>175,173</b>	<b>174,131</b>	<b>-400</b>	<b>4,517</b>	<b>150</b>	<b>0</b>	<b>0</b>	<b>178,398</b>	<b>4,267</b>
<b>Percent of 2022 Net Expenditure Budget</b>			<b>-0.2%</b>	<b>2.6%</b>	<b>0.1%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>2.5%</b>	



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	
<b>Revenues By Type</b>									
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
<b>Total Revenue</b>	<b>-1,665</b>	<b>-1,623</b>	<b>400</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-15</b>	<b>-1,238</b>	<b>385</b>
<b>Percent of 2022 Revenue Budget</b>			<b>-24.6%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.9%</b>	<b>-23.7%</b>	
<b>Net Requirement</b>	<b>173,508</b>	<b>172,508</b>	<b>0</b>	<b>4,517</b>	<b>150</b>	<b>0</b>	<b>-15</b>	<b>177,160</b>	<b>4,652</b>
<b>Percent of 2022 Net Requirement Budget</b>			<b>0.0%</b>	<b>2.6%</b>	<b>0.1%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>2.7%</b>	
<b>Full Time Equivalents (FTE's)</b>		975.00	0.00	0.00	0.00	0.00	0.00	<b>975.00</b>	<b>0.00</b>
<b>Percent of 2022 FTE's</b>			<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	

City of Ottawa  
 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
<b>Total Surplus / (Deficit)</b>	<b>-1,042</b>	<b>42</b>	<b>-1,000</b>

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
<b>Total Adjustments to Base Budget</b>	<b>-400</b>	<b>400</b>	<b>0</b>	<b>0.00</b>

**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
<b>Maintain Services</b>				
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
<b>Total Maintain Services</b>	<b>4,517</b>	<b>0</b>	<b>4,517</b>	<b>0.00</b>
<b>Provincial Legislated</b>				
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
<b>Total Provincial Legislated</b>	<b>150</b>	<b>0</b>	<b>150</b>	<b>0.00</b>
2022 Pressure Category / Explanation	Increase / (Decrease)			
Expense	Revenue	Net 2022 Changes	FTE Impact	
<b>User Fees &amp; Revenues</b>				
See following user fee schedule for details on the specific rates.	0	-15	-15	0.00
<b>Total User Fees &amp; Revenues</b>	<b>0</b>	<b>-15</b>	<b>-15</b>	<b>0.00</b>
<b>Total Budget Changes</b>	<b>4,267</b>	<b>385</b>	<b>4,652</b>	<b>0.00</b>

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	
<b>Expenditures by Program</b>									
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
<b>Gross Expenditure</b>	<b>136,396</b>	<b>120,385</b>	<b>-5,315</b>	<b>2,471</b>	<b>2,170</b>	<b>0</b>	<b>0</b>	<b>119,711</b>	<b>-674</b>
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
<b>Net Requirement</b>	<b>46,370</b>	<b>46,405</b>	<b>-240</b>	<b>2,471</b>	<b>2,170</b>	<b>0</b>	<b>-610</b>	<b>50,196</b>	<b>3,791</b>
<b>Expenditures by Type</b>									
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
<b>Gross Expenditures</b>	<b>136,396</b>	<b>120,385</b>	<b>-5,315</b>	<b>2,471</b>	<b>2,170</b>	<b>0</b>	<b>0</b>	<b>119,711</b>	<b>-674</b>
Recoveries & Allocations	-165	-165	0	0	0	0	0	-165	0
<b>Net Expenditure</b>	<b>136,231</b>	<b>120,220</b>	<b>-5,315</b>	<b>2,471</b>	<b>2,170</b>	<b>0</b>	<b>0</b>	<b>119,546</b>	<b>-674</b>
<b>Percent of 2022 Net Expenditure Budget</b>			<b>-4.4%</b>	<b>2.1%</b>	<b>1.8%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>-0.6%</b>	
<b>Revenues By Type</b>									
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
<b>Total Revenue</b>	<b>-89,861</b>	<b>-73,815</b>	<b>5,075</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-610</b>	<b>-69,350</b>	<b>4,465</b>
<b>Percent of 2022 Revenue Budget</b>			<b>-6.9%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.8%</b>	<b>-6.0%</b>	
<b>Net Requirement</b>	<b>46,370</b>	<b>46,405</b>	<b>-240</b>	<b>2,471</b>	<b>2,170</b>	<b>0</b>	<b>-610</b>	<b>50,196</b>	<b>3,791</b>
<b>Percent of 2022 Net Requirement Budget</b>			<b>-0.5%</b>	<b>5.3%</b>	<b>4.7%</b>	<b>0.0%</b>	<b>-1.3%</b>	<b>8.2%</b>	
<b>Full Time Equivalents (FTE's)</b>		697.80	0.00	0.00	14.00	0.00	0.00	<b>711.80</b>	<b>14.00</b>
<b>Percent of 2022 FTE's</b>			<b>0.0%</b>	<b>0.0%</b>	<b>2.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>2.0%</b>	

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	
<b>Total Surplus / (Deficit)</b>	<b>-16,011</b>	<b>16,046</b>	<b>35</b>	
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
<b>Total Adjustments to Base Budget</b>	<b>-5,315</b>	<b>5,075</b>	<b>-240</b>	<b>0.00</b>

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
<b>Maintain Services</b>				
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
<b>Total Maintain Services</b>	<b>2,471</b>	<b>0</b>	<b>2,471</b>	<b>0.00</b>

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
<b>Growth</b>				
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
<b>Total Growth</b>	<b>2,170</b>	<b>0</b>	<b>2,170</b>	<b>14.00</b>
2022 Pressure Category / Explanation	Increase / (Decrease)			
	Expense	Revenue	Net 2022 Changes	FTE Impact
<b>User Fees &amp; Revenues</b>				
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
<b>Total User Fees &amp; Revenues</b>	<b>0</b>	<b>-610</b>	<b>-610</b>	<b>0.00</b>
<b>Total Budget Changes</b>	<b>-674</b>	<b>4,465</b>	<b>3,791</b>	<b>14.00</b>

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	
<b>Expenditures by Program</b>									
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
<b>Gross Expenditure</b>	<b>24,110</b>	<b>24,140</b>	<b>310</b>	<b>532</b>	<b>1,455</b>	<b>0</b>	<b>0</b>	<b>26,437</b>	<b>2,297</b>
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
<b>Net Requirement</b>	<b>-5,822</b>	<b>-5,822</b>	<b>310</b>	<b>532</b>	<b>-300</b>	<b>0</b>	<b>-425</b>	<b>-5,705</b>	<b>117</b>
<b>Expenditures by Type</b>									
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
<b>Gross Expenditures</b>	<b>24,110</b>	<b>24,140</b>	<b>310</b>	<b>532</b>	<b>1,455</b>	<b>0</b>	<b>0</b>	<b>26,437</b>	<b>2,297</b>
Recoveries & Allocations	-995	-495	0	0	-795	0	0	-1,290	-795
<b>Net Expenditure</b>	<b>23,115</b>	<b>23,645</b>	<b>310</b>	<b>532</b>	<b>660</b>	<b>0</b>	<b>0</b>	<b>25,147</b>	<b>1,502</b>
<b>Percent of 2022 Net Expenditure Budget</b>			<b>1.3%</b>	<b>2.2%</b>	<b>2.8%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>6.4%</b>	
<b>Revenues By Type</b>									
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
<b>Total Revenue</b>	<b>-28,937</b>	<b>-29,467</b>	<b>0</b>	<b>0</b>	<b>-960</b>	<b>0</b>	<b>-425</b>	<b>-30,852</b>	<b>-1,385</b>
<b>Percent of 2022 Revenue Budget</b>			<b>0.0%</b>	<b>0.0%</b>	<b>3.3%</b>	<b>0.0%</b>	<b>1.4%</b>	<b>4.7%</b>	
<b>Net Requirement</b>	<b>-5,822</b>	<b>-5,822</b>	<b>310</b>	<b>532</b>	<b>-300</b>	<b>0</b>	<b>-425</b>	<b>-5,705</b>	<b>117</b>
<b>Percent of 2022 Net Requirement Budget</b>			<b>-5.3%</b>	<b>-9.1%</b>	<b>5.2%</b>	<b>0.0%</b>	<b>7.3%</b>	<b>-2.0%</b>	
<b>Full Time Equivalents (FTE's)</b>		176.78	2.50	0.00	0.00	0.00	0.00	<b>179.28</b>	<b>2.50</b>
<b>Percent of 2022 FTE's</b>			<b>1.4%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>1.4%</b>	



**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	
<b>Total Surplus / (Deficit)</b>	<b>530</b>	<b>-530</b>	<b>0</b>	
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
<b>Total Adjustments to Base Budget</b>	<b>310</b>	<b>0</b>	<b>310</b>	<b>2.50</b>
Increase / (Decrease)				
2022 Pressure Category / Explanation	Expense	Revenue	Net 2022 Changes	FTE Impact
<b>Maintain Services</b>				
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
<b>Total Maintain Services</b>	<b>532</b>	<b>0</b>	<b>532</b>	<b>0.00</b>

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
<b>Growth</b>				
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
<b>Total Growth</b>	<b>660</b>	<b>-960</b>	<b>-300</b>	<b>0.00</b>
<b>User Fees &amp; Revenues</b>				
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	
<b>Total User Fees &amp; Revenues</b>	<b>0</b>	<b>-425</b>	<b>-425</b>	<b>0.00</b>
<b>Total Budget Changes</b>	<b>1,502</b>	<b>-1,385</b>	<b>117</b>	<b>2.50</b>

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	
<b>Expenditures by Program</b>											
Public Policy Development	1,364	799	0	15	760	0	0	0	0	1,574	775
<b>Gross Expenditure</b>	<b>1,364</b>	<b>799</b>	<b>0</b>	<b>15</b>	<b>760</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,574</b>	<b>775</b>
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
<b>Net Requirement</b>	<b>869</b>	<b>799</b>	<b>0</b>	<b>15</b>	<b>760</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,574</b>	<b>775</b>
<b>Expenditures by Type</b>											
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
<b>Gross Expenditures</b>	<b>1,364</b>	<b>799</b>	<b>0</b>	<b>15</b>	<b>760</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,574</b>	<b>775</b>
Recoveries & Allocations	-495	0	0	0	0	0	0	0	0	0	0
<b>Net Expenditure</b>	<b>869</b>	<b>799</b>	<b>0</b>	<b>15</b>	<b>760</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,574</b>	<b>775</b>
<b>Percent of 2022 Net Expenditure Budget</b>			<b>0.0%</b>	<b>1.9%</b>	<b>95.1%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>97.0%</b>	
<b>Revenues By Type</b>											
Federal	0	0	0	0	0	0	0	0	0	0	0
Provincial	0	0	0	0	0	0	0	0	0	0	0
Own Funds	0	0	0	0	0	0	0	0	0	0	0
Fees and Services	0	0	0	0	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
<b>Total Revenue</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Percent of 2022 Revenue Budget</b>			<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	
<b>Net Requirement</b>	<b>869</b>	<b>799</b>	<b>0</b>	<b>15</b>	<b>760</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,574</b>	<b>775</b>
<b>Percent of 2022 Net Requirement Budget</b>			<b>0.0%</b>	<b>1.9%</b>	<b>95.1%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>97.0%</b>	
<b>Full Time Equivalents (FTE's)</b>		6.00	0.00	0.00	4.00	0.00	0.00	0.00	0.00	<b>10.00</b>	<b>4.00</b>
<b>Percent of 2022 FTE's</b>			<b>0.0%</b>	<b>0.0%</b>	<b>66.7%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>66.7%</b>	

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
<b>Total Surplus / (Deficit)</b>	<b>-70</b>	<b>0</b>	<b>-70</b>

2022 Pressure Category / Explanation	Increase / (Decrease)			
	Expense	Revenue	Net 2022 Changes	FTE Impact
<b>Maintain Services</b> All programs include an adjustment for potential 2022 cost of living, increments and benefit adjustments.	15	0	15	0.00
<b>Total Maintain Services</b>	<b>15</b>	<b>0</b>	<b>15</b>	<b>0.00</b>
<b>Provincial Legislated</b> 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
<b>Total Provincial Legislated</b>	<b>760</b>	<b>0</b>	<b>760</b>	<b>4.00</b>
	<b>Increase / (Decrease)</b>			
<b>Total Budget Changes</b>	<b>775</b>	<b>0</b>	<b>775</b>	<b>4.00</b>

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	
<b>Expenditures by Program</b>									
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
<b>Gross Expenditure</b>	<b>28,598</b>	<b>27,971</b>	<b>-650</b>	<b>734</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>28,055</b>	<b>84</b>
Recoveries & Allocations	-380	-380	0	0	0	0	0	-380	0
Revenue	-4,019	-3,193	650	-30	0	0	0	-2,573	620
<b>Net Requirement</b>	<b>24,199</b>	<b>24,398</b>	<b>0</b>	<b>704</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>25,102</b>	<b>704</b>
<b>Expenditures by Type</b>									
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
<b>Gross Expenditures</b>	<b>28,598</b>	<b>27,971</b>	<b>-650</b>	<b>734</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>28,055</b>	<b>84</b>
Recoveries & Allocations	-380	-380	0	0	0	0	0	-380	0
<b>Net Expenditure</b>	<b>28,218</b>	<b>27,591</b>	<b>-650</b>	<b>734</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>27,675</b>	<b>84</b>
<b>Percent of 2022 Net Expenditure Budget</b>			<b>-2.4%</b>	<b>2.7%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.3%</b>	
<b>Revenues By Type</b>									
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
<b>Total Revenue</b>	<b>-4,019</b>	<b>-3,193</b>	<b>650</b>	<b>-30</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-2,573</b>	<b>620</b>
<b>Percent of 2022 Revenue Budget</b>			<b>-20.4%</b>	<b>0.9%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>-19.4%</b>	
<b>Net Requirement</b>	<b>24,199</b>	<b>24,398</b>	<b>0</b>	<b>704</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>25,102</b>	<b>704</b>
<b>Percent of 2022 Net Requirement Budget</b>			<b>0.0%</b>	<b>2.9%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>2.9%</b>	
<b>Full Time Equivalents (FTE's)</b>	<b>80.59</b>	<b>80.59</b>	<b>0.00</b>	<b>1.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>81.59</b>	<b>1.00</b>
<b>Percent of 2022 FTE's</b>			<b>0.0%</b>	<b>1.2%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>1.2%</b>	

City of Ottawa

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	
<b>Total Surplus / (Deficit)</b>	<b>-627</b>	<b>826</b>	<b>199</b>	
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
<b>Total Adjustments to Base Budget</b>	<b>-650</b>	<b>650</b>	<b>0</b>	<b>0.00</b>
<b>Maintain Services</b>				
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
<b>Total Maintain Services</b>	<b>734</b>	<b>-30</b>	<b>704</b>	<b>1.00</b>
<b>Total Budget Changes</b>	<b>84</b>	<b>620</b>	<b>704</b>	<b>1.00</b>

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	
<b>Expenditures by Program</b>									
Community Recreation and Cultural Programs	62,815	67,915	3,776	1,362	0	-5,000	0	68,053	138
<b>Gross Expenditure</b>	<b>62,815</b>	<b>67,915</b>	<b>3,776</b>	<b>1,362</b>	<b>0</b>	<b>-5,000</b>	<b>0</b>	<b>68,053</b>	<b>138</b>
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
<b>Net Requirement</b>	<b>41,273</b>	<b>41,873</b>	<b>400</b>	<b>1,362</b>	<b>0</b>	<b>6,600</b>	<b>-120</b>	<b>50,115</b>	<b>8,242</b>
<b>Expenditures by Type</b>									
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
<b>Gross Expenditures</b>	<b>62,815</b>	<b>67,915</b>	<b>3,776</b>	<b>1,362</b>	<b>0</b>	<b>-5,000</b>	<b>0</b>	<b>68,053</b>	<b>138</b>
Recoveries & Allocations	-1,077	-1,077	0	0	0	0	0	-1,077	0
<b>Net Expenditure</b>	<b>61,738</b>	<b>66,838</b>	<b>3,776</b>	<b>1,362</b>	<b>0</b>	<b>-5,000</b>	<b>0</b>	<b>66,976</b>	<b>138</b>
<b>Percent of 2022 Net Expenditure Budget</b>			<b>5.6%</b>	<b>2.0%</b>	<b>0.0%</b>	<b>-7.5%</b>	<b>0.0%</b>	<b>0.2%</b>	
<b>Revenues By Type</b>									
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
<b>Total Revenue</b>	<b>-20,465</b>	<b>-24,965</b>	<b>-3,376</b>	<b>0</b>	<b>0</b>	<b>11,600</b>	<b>-120</b>	<b>-16,861</b>	<b>8,104</b>
<b>Percent of 2022 Revenue Budget</b>			<b>13.5%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>-46.5%</b>	<b>0.5%</b>	<b>-32.5%</b>	
<b>Net Requirement</b>	<b>41,273</b>	<b>41,873</b>	<b>400</b>	<b>1,362</b>	<b>0</b>	<b>6,600</b>	<b>-120</b>	<b>50,115</b>	<b>8,242</b>
<b>Percent of 2022 Net Requirement Budget</b>			<b>1.0%</b>	<b>3.3%</b>	<b>0.0%</b>	<b>15.8%</b>	<b>-0.3%</b>	<b>19.7%</b>	
<b>Full Time Equivalents (FTE's)</b>	428.53	428.53	0.00	0.00	0.00	0.00	0.00	428.53	0.00
<b>Percent of 2022 FTE's</b>		<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	

City of Ottawa

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	
<b>Total Surplus / (Deficit)</b>	<b>5,100</b>	<b>-4,500</b>	<b>600</b>	
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
<b>Total Adjustments to Base Budget</b>	<b>3,776</b>	<b>-3,376</b>	<b>400</b>	<b>0.00</b>
2022 Pressure Category / Explanation	Increase / (Decrease)			
	Expense	Revenue	Net 2022 Changes	FTE Impact
<b>Maintain Services</b>				
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
<b>Total Maintain Services</b>	<b>1,362</b>	<b>0</b>	<b>1,362</b>	<b>0.00</b>
<b>COVID-19</b>				
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
<b>Total COVID-19</b>	<b>-5,000</b>	<b>11,600</b>	<b>6,600</b>	<b>0.00</b>
<b>User Fees &amp; Revenues</b>				
See following user fee schedule for details on the specific rates.	0	-120	-120	0.00
<b>Total User Fees &amp; Revenues</b>	<b>0</b>	<b>-120</b>	<b>-120</b>	<b>0.00</b>
<b>Total Budget Changes</b>	<b>138</b>	<b>8,104</b>	<b>8,242</b>	<b>0.00</b>



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	
<b>Expenditures by Program</b>									
City Wide Programs, Aquatics and Specialized Services	67,038	78,099	944	1,270	0	-7,800	0	72,513	-5,586
<b>Gross Expenditure</b>	<b>67,038</b>	<b>78,099</b>	<b>944</b>	<b>1,270</b>	<b>0</b>	<b>-7,800</b>	<b>0</b>	<b>72,513</b>	<b>-5,586</b>
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
<b>Net Requirement</b>	<b>42,466</b>	<b>41,623</b>	<b>100</b>	<b>1,270</b>	<b>0</b>	<b>8,200</b>	<b>-465</b>	<b>50,728</b>	<b>9,105</b>
<b>Expenditures by Type</b>									
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
<b>Gross Expenditures</b>	<b>67,038</b>	<b>78,099</b>	<b>944</b>	<b>1,270</b>	<b>0</b>	<b>-7,800</b>	<b>0</b>	<b>72,513</b>	<b>-5,586</b>
Recoveries & Allocations	-636	-636	0	0	0	0	0	-636	0
<b>Net Expenditure</b>	<b>66,402</b>	<b>77,463</b>	<b>944</b>	<b>1,270</b>	<b>0</b>	<b>-7,800</b>	<b>0</b>	<b>71,877</b>	<b>-5,586</b>
<b>Percent of 2022 Net Expenditure Budget</b>			<b>1.2%</b>	<b>1.6%</b>	<b>0.0%</b>	<b>-10.1%</b>	<b>0.0%</b>	<b>-7.2%</b>	
<b>Revenues By Type</b>									
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
<b>Total Revenue</b>	<b>-23,936</b>	<b>-35,840</b>	<b>-844</b>	<b>0</b>	<b>0</b>	<b>16,000</b>	<b>-465</b>	<b>-21,149</b>	<b>14,691</b>
<b>Percent of 2022 Revenue Budget</b>			<b>2.4%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>-44.6%</b>	<b>1.3%</b>	<b>-41.0%</b>	
<b>Net Requirement</b>	<b>42,466</b>	<b>41,623</b>	<b>100</b>	<b>1,270</b>	<b>0</b>	<b>8,200</b>	<b>-465</b>	<b>50,728</b>	<b>9,105</b>
<b>Percent of 2022 Net Requirement Budget</b>			<b>0.2%</b>	<b>3.1%</b>	<b>0.0%</b>	<b>19.7%</b>	<b>-1.1%</b>	<b>21.9%</b>	
<b>Full Time Equivalents (FTE's)</b>	<b>603.94</b>	<b>603.94</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>603.94</b>	<b>0.00</b>
<b>Percent of 2022 FTE's</b>			<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	

City of Ottawa  
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	
<b>Total Surplus / (Deficit)</b>	<b>11,061</b>	<b>-11,904</b>	<b>-843</b>	
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
<b>Total Adjustments to Base Budget</b>	<b>944</b>	<b>-844</b>	<b>100</b>	<b>0.00</b>
Increase / (Decrease)				
2022 Pressure Category / Explanation	Expense	Revenue	Net 2022 Changes	FTE Impact
<b>Maintain Services</b>				
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
<b>Total Maintain Services</b>	<b>1,270</b>	<b>0</b>	<b>1,270</b>	<b>0.00</b>
<b>COVID-19</b>				
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
<b>Total COVID-19</b>	<b>-7,800</b>	<b>16,000</b>	<b>8,200</b>	<b>0.00</b>
<b>User Fees &amp; Revenues</b>				
See following user fee schedule for details on the specific rates.	0	-465	-465	0.00
<b>Total User Fees &amp; Revenues</b>	<b>0</b>	<b>-465</b>	<b>-465</b>	<b>0.00</b>
<b>Total Budget Changes</b>	<b>-5,586</b>	<b>14,691</b>	<b>9,105</b>	<b>0.00</b>

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	
<b>Expenditures by Program</b>									
Parks & Facilities Planning	2,095	2,195	0	51	15	0	0	2,261	66
<b>Gross Expenditure</b>	<b>2,095</b>	<b>2,195</b>	<b>0</b>	<b>51</b>	<b>15</b>	<b>0</b>	<b>0</b>	<b>2,261</b>	<b>66</b>
Recoveries & Allocations	0	0	0	0	0	0	0	0	0
Revenue	-365	-485	0	0	0	0	0	-485	0
<b>Net Requirement</b>	<b>1,730</b>	<b>1,710</b>	<b>0</b>	<b>51</b>	<b>15</b>	<b>0</b>	<b>0</b>	<b>1,776</b>	<b>66</b>
<b>Expenditures by Type</b>									
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
<b>Gross Expenditures</b>	<b>2,095</b>	<b>2,195</b>	<b>0</b>	<b>51</b>	<b>15</b>	<b>0</b>	<b>0</b>	<b>2,261</b>	<b>66</b>
Recoveries & Allocations	0	0	0	0	0	0	0	0	0
<b>Net Expenditure</b>	<b>2,095</b>	<b>2,195</b>	<b>0</b>	<b>51</b>	<b>15</b>	<b>0</b>	<b>0</b>	<b>2,261</b>	<b>66</b>
<b>Percent of 2022 Net Expenditure Budget</b>			<b>0.0%</b>	<b>2.3%</b>	<b>0.7%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>3.0%</b>	
<b>Revenues By Type</b>									
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
<b>Total Revenue</b>	<b>-365</b>	<b>-485</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-485</b>	<b>0</b>
<b>Percent of 2022 Revenue Budget</b>			<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	
<b>Net Requirement</b>	<b>1,730</b>	<b>1,710</b>	<b>0</b>	<b>51</b>	<b>15</b>	<b>0</b>	<b>0</b>	<b>1,776</b>	<b>66</b>
<b>Percent of 2022 Net Requirement Budget</b>			<b>0.0%</b>	<b>3.0%</b>	<b>0.9%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>3.9%</b>	
<b>Full Time Equivalents (FTE's)</b>	<b>15.00</b>	<b>15.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>15.00</b>	<b>0.00</b>
<b>Percent of 2022 FTE's</b>			<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	

City of Ottawa  
 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
<b>Total Surplus / (Deficit)</b>	<b>100</b>	<b>-120</b>	<b>-20</b>

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

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	
<b>Expenditures by Program</b>									
Facility Operations Services	90,413	89,322	-550	1,670	33	0	0	90,475	1,153
<b>Gross Expenditure</b>	<b>90,413</b>	<b>89,322</b>	<b>-550</b>	<b>1,670</b>	<b>33</b>	<b>0</b>	<b>0</b>	<b>90,475</b>	<b>1,153</b>
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
<b>Net Requirement</b>	<b>34,023</b>	<b>33,763</b>	<b>0</b>	<b>1,016</b>	<b>33</b>	<b>0</b>	<b>0</b>	<b>34,812</b>	<b>1,049</b>
<b>Expenditures by Type</b>									
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
<b>Gross Expenditures</b>	<b>90,413</b>	<b>89,322</b>	<b>-550</b>	<b>1,670</b>	<b>33</b>	<b>0</b>	<b>0</b>	<b>90,475</b>	<b>1,153</b>
Recoveries & Allocations	-52,863	-52,863	0	-882	0	0	0	-53,745	-882
<b>Net Expenditure</b>	<b>37,550</b>	<b>36,459</b>	<b>-550</b>	<b>788</b>	<b>33</b>	<b>0</b>	<b>0</b>	<b>36,730</b>	<b>271</b>
<b>Percent of 2022 Net Expenditure Budget</b>			<b>-1.5%</b>	<b>2.2%</b>	<b>0.1%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.7%</b>	
<b>Revenues By Type</b>									
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
<b>Total Revenue</b>	<b>-3,527</b>	<b>-2,696</b>	<b>550</b>	<b>228</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-1,918</b>	<b>778</b>
<b>Percent of 2022 Revenue Budget</b>			<b>-20.4%</b>	<b>-8.5%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>-28.9%</b>	
<b>Net Requirement</b>	<b>34,023</b>	<b>33,763</b>	<b>0</b>	<b>1,016</b>	<b>33</b>	<b>0</b>	<b>0</b>	<b>34,812</b>	<b>1,049</b>
<b>Percent of 2022 Net Requirement Budget</b>			<b>0.0%</b>	<b>3.0%</b>	<b>0.1%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>3.1%</b>	
<b>Full Time Equivalents (FTE's)</b>	<b>619.93</b>	<b>619.93</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>619.93</b>	<b>0.00</b>
<b>Percent of 2022 FTE's</b>			<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	

City of Ottawa  
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	
<b>Total Surplus / (Deficit)</b>	<b>-1,091</b>	<b>831</b>	<b>-260</b>	
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
<b>Total Adjustments to Base Budget</b>	<b>-550</b>	<b>550</b>	<b>0</b>	<b>0.00</b>
<b>Maintain Services</b>				
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
<b>Total Maintain Services</b>	<b>788</b>	<b>228</b>	<b>1,016</b>	<b>0.00</b>
<b>Growth</b>				
Operating impacts due to added space from the Corkery Community Centre expansion	33	0	33	0.00
<b>Total Growth</b>	<b>33</b>	<b>0</b>	<b>33</b>	<b>0.00</b>
<b>Total Budget Changes</b>	<b>271</b>	<b>778</b>	<b>1,049</b>	<b>0.00</b>

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	
<b>Expenditures by Program</b>									
Parks	41,563	39,476	320	575	550	0	0	40,921	1,445
<b>Gross Expenditure</b>	<b>41,563</b>	<b>39,476</b>	<b>320</b>	<b>575</b>	<b>550</b>	<b>0</b>	<b>0</b>	<b>40,921</b>	<b>1,445</b>
Recoveries & Allocations	-633	-633	0		0	0	0	-633	0
Revenue	-323	-2	0	0	0	0	0	-2	0
<b>Net Requirement</b>	<b>40,607</b>	<b>38,841</b>	<b>320</b>	<b>575</b>	<b>550</b>	<b>0</b>	<b>0</b>	<b>40,286</b>	<b>1,445</b>
<b>Expenditures by Type</b>									
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
<b>Gross Expenditures</b>	<b>41,563</b>	<b>39,476</b>	<b>320</b>	<b>575</b>	<b>550</b>	<b>0</b>	<b>0</b>	<b>40,921</b>	<b>1,445</b>
Recoveries & Allocations	-633	-633	0	0	0	0	0	-633	0
<b>Net Expenditure</b>	<b>40,930</b>	<b>38,843</b>	<b>320</b>	<b>575</b>	<b>550</b>	<b>0</b>	<b>0</b>	<b>40,288</b>	<b>1,445</b>
<b>Percent of 2022 Net Expenditure Budget</b>			<b>0.8%</b>	<b>1.5%</b>	<b>1.4%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>3.7%</b>	
<b>Revenues By Type</b>									
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
<b>Total Revenue</b>	<b>-323</b>	<b>-2</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-2</b>	<b>0</b>
<b>Percent of 2022 Revenue Budget</b>			<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	
<b>Net Requirement</b>	<b>40,607</b>	<b>38,841</b>	<b>320</b>	<b>575</b>	<b>550</b>	<b>0</b>	<b>0</b>	<b>40,286</b>	<b>1,445</b>
<b>Percent of 2022 Net Requirement Budget</b>			<b>0.8%</b>	<b>1.5%</b>	<b>1.4%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>3.7%</b>	
<b>Full Time Equivalents (FTE's)</b>		283.91	0.00	0.00	0.00	0.00	0.00	<b>283.91</b>	<b>0.00</b>
<b>Percent of 2022 FTE's</b>			<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	

City of Ottawa  
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	
<b>Total Surplus / (Deficit)</b>	<b>-2,087</b>	<b>321</b>	<b>-1,766</b>	
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
<b>Total Adjustments to Base Budget</b>	<b>320</b>	<b>0</b>	<b>320</b>	<b>0.00</b>
Increase / (Decrease)				
2022 Pressure Category / Explanation	Expense	Revenue	Net 2022 Changes	FTE Impact
<b>Maintain Services</b>				
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
<b>Total Maintain Services</b>	<b>575</b>	<b>0</b>	<b>575</b>	<b>0.00</b>
Increase / (Decrease)				
2022 Pressure Category / Explanation	Expense	Revenue	Net 2022 Changes	FTE Impact
<b>Growth</b>				
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
<b>Total Growth</b>	<b>550</b>	<b>0</b>	<b>550</b>	<b>0.00</b>
<b>Total Budget Changes</b>	<b>1,445</b>	<b>0</b>	<b>1,445</b>	<b>0.00</b>



# 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
<b>Total</b>	<b>894</b>	<b>0</b>	<b>894</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

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

Program Information			Financial Details																																															
<b>Buildings-By-Law Services</b>			<b>Class of Estimate: C) Planning</b>																																															
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 &amp; 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><b>TOTAL Authority Request</b></td><td><b>38,755</b></td><td><b>6,000</b></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		<b>TOTAL Authority Request</b>	<b>38,755</b>	<b>6,000</b>	<b>2022 Request</b>	<b>350</b>	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																																																	
<b>TOTAL Authority Request</b>	<b>38,755</b>	<b>6,000</b>																																																
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																																											
<b>Forecast</b>		<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>																																													
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				
<b>Lifecycle Renewal - By-law</b>		<b>Class of Estimate: Not Applicable</b>				
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>		<b>2022 Request</b>	<b>544</b>	Projected Yearend Unspent Bal.	0	
		Revenues	0	Debt		
		Tax Supported/Dedicated	544	Tax Supported/Dedicated Debt	0	
		Rate Supported	0	Rate Supported Debt	0	
		Develop. Charges	0	Develop. Charges Debt	0	
		Gas Tax	0	Gas Tax Debt	0	
		<b>Forecast</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
		Authority	544	76	145	425
		Spending Plan	544	76	145	425
		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)

Project(s) within a Program Information			\$000's
<b>909118</b>	<b>By-law Ballistic Vest Replacement</b>	<b>Class of Estimate: Not Applicable</b>	<b>20</b>
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>			
<b>910514</b>	<b>Bylaw Equipment Replacement (2022)</b>	<b>Class of Estimate: Not Applicable</b>	<b>64</b>
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>			
<b>910569</b>	<b>Bylaw - Retrofit of Industrial Ave Facility (2022)</b>	<b>Class of Estimate: Not Applicable</b>	<b>460</b>
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
<b>Total</b>	<b>498</b>	<b>0</b>	<b>498</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

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

Project Information			Financial Details					
<b>910643 2022 Municipal Child Care Centre upgrades</b>			<b>Class of Estimate: Not Applicable</b>					
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>			<b>2022 Request</b>	<b>100</b>	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
			<b>Forecast</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	
			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																																															
<b>Buildings-Child Care Services</b>			<b>Class of Estimate: C) Planning</b>																																															
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 &amp; 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><b>TOTAL Authority Request</b></td><td><b>38,755</b></td><td><b>6,000</b></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		<b>TOTAL Authority Request</b>	<b>38,755</b>	<b>6,000</b>	<b>2022 Request</b>	<b>338</b>	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																																																	
<b>TOTAL Authority Request</b>	<b>38,755</b>	<b>6,000</b>																																																
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																																												
<b>Forecast</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>																																														
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)

<b>Project Information</b>		<b>Location/Description</b>	<b>\$000's</b>
----------------------------	--	-----------------------------	----------------

<b>910400</b>	<b>2022 Buildings-Child Care Services</b>	<b>Class of Estimate: C) Planning</b>	<b>338</b>
---------------	---	---------------------------------------	------------

Category: Renewal of City Assets	Ward: CW	Year of Completion: 2025
----------------------------------	----------	--------------------------

This program provides for lifecycle renewal and replacement works to existing building assets and is a component of the corporate Buildings and Parks Program.

Ward	Project	Description
12	Beausoleil Day Care Centre	Type II Condition Audit
17	Dr. Ernest Couture Child Care Centre	Resurface Parking Lot and Laneway
CW	City Wide: Child Care Facilities	Unscheduled Works: Child Care Facilities

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

Program Information			Financial Details																							
<b>Accessibility - Child Care Services</b>			<b>Class of Estimate: C) Planning</b>																							
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 &amp; Recreation</td> <td>1,775</td> </tr> <tr> <td>Social Services</td> <td>60</td> </tr> <tr> <td><b>TOTAL Authority Request</b></td> <td><b>2,500</b></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	<b>TOTAL Authority Request</b>	<b>2,500</b>	<b>2022 Request</b>	<b>60</b>	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																						
			<b>TOTAL Authority Request</b>	<b>2,500</b>																						
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																				
<b>Forecast</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>																						
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**  
**Service Area: Child Care**  
 In Thousands (\$000)

Project Information			Location/Description	\$000's
<b>910413 2022 Accessibility - Child Care Services</b>			<b>Class of Estimate: C) Planning</b>	<b>60</b>
Category: Service Enhancements	Ward: CW	Year of Completion: 2025		
<p>This program provides for barrier removal works to existing building assets and is a component of the corporate Buildings and Parks program.</p>				
Ward	Project	Description		
CW	City Wide: Child Care Facilities	Unscheduled Works: Child Care, Accessibility		

**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
<b>Total</b>	<b>5,588</b>	<b>550</b>	<b>4,513</b>	<b>0</b>	<b>525</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

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

Program Information		Financial Details				
<b>Lifecycle Renewal - Fire</b>		<b>Class of Estimate: Not Applicable</b>				
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>		<b>2022 Request</b>	<b>2,695</b>	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	
		<b>Forecast</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
		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
<b>910503 Fire Tech. Development &amp; Equipment-2022</b>		<b>Class of Estimate: Not Applicable</b>	
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>			
<b>910504 Specialty Fire Equip. Replacement-2022</b>		<b>Class of Estimate: Not Applicable</b>	
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>			
<b>910505 Fire Equipment Replacement Prog.-2022</b>		<b>Class of Estimate: Not Applicable</b>	
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
<b>910506 Fire Safety Equipment Replacement-2022</b>		<b>Class of Estimate: Not Applicable</b>	<b>475</b>
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>			
<b>910507 Fire Facility Equipment Replacement-2022</b>		<b>Class of Estimate: Not Applicable</b>	<b>495</b>
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>			
<b>910508 Fire Next Generation 9-1-1 Upgrade</b>		<b>Class of Estimate: Not Applicable</b>	<b>300</b>
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						
<b>906832 Fire Vehicles &amp; Equipment</b>			<b>Class of Estimate: Not Applicable</b>						
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>			<b>2022 Request</b>		<b>500</b>	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
			<b>Forecast</b>		<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	
			Authority		500	500	500	500	
			Spending Plan		500	500	500	500	
			FTE's		0	0	0	0	
Operating Impact		0	0	0	0				
<b>910476 Fire Training Centre Study</b>			<b>Class of Estimate: Not Applicable</b>						
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>			<b>2022 Request</b>		<b>100</b>	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
			<b>Forecast</b>		<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	
			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				
<b>910509 CBRN Grant-2022</b>			<b>Class of Estimate: Not Applicable</b>				
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>			<b>2022 Request</b>	<b>150</b>	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
			<b>Forecast</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
			Authority	150	150	150	150
			Spending Plan	150	150	150	150
			FTE's	0	0	0	0
Operating Impact	0	0	0	0			
<b>910510 USAR Grant-2022</b>			<b>Class of Estimate: Not Applicable</b>				
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>			<b>2022 Request</b>	<b>400</b>	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
			<b>Forecast</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
			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																																															
<b>Buildings-Fire Services</b>			<b>Class of Estimate: C) Planning</b>																																															
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 &amp; 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><b>TOTAL Authority Request</b></td><td><b>38,755</b></td><td><b>6,000</b></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		<b>TOTAL Authority Request</b>	<b>38,755</b>	<b>6,000</b>	<b>2022 Request</b>	<b>1,743</b>	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																																																	
<b>TOTAL Authority Request</b>	<b>38,755</b>	<b>6,000</b>																																																
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																																												
<b>Forecast</b>		<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>																																													
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**  
**Service Area: Fire Services**  
**In Thousands (\$000)**

Project Information		Location/Description	\$000's
<b>910402 2022 Buildings-Fire Services</b>		<b>Class of Estimate: C) Planning</b>	<b>1,743</b>
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	Location Description	
02	Fire Station 54 - Blackburn Hamlet	Type II Condition Audit, Replace Air Handlers and Rooftop Split A/C's	
09	Fire Station 24 - Viewmont	Type II Condition Audit	
12	Fire Station 13 - Sandy Hill	Replace Fire Alarm System	
13	Fire Station 51 - Carson Grove	Structural Review - Concrete Masonry Block	
13	Fire Station 56 - Overbrook	Geotechnical Review (Subgrade Material Deterioration)	
15	Fire Station 23 - Hampton Park	Structural Review (CMU Walls)	
17	Fire Station 12 - Glebe	Repair Brick and Concrete Veneer Cladding	
18	Fire Services: Randall Dispatch Centre	Elevator Modernization, Replace Aluminum Windows	
18	Fire Station 36 Burn Building	Structural Assessment - NFPA Regulations	
19	Fire Station 53 - Fallingbrook	Type II Condition Audit	
19	Fire Station 71/Paramedic Post - Navan	Replace Metal Roof	
21	Fire Station 83 - North Gower	Masonry Restoration of Hose Tower, Block Façade Rehabilitation	
23	Fire Station 41 - Eagleson	Investigate Cause of Cracks (Foundation Walls)	
CW	City Wide: Fire Services Facilities	Unscheduled Works: Fire Services Facilities	
CW	City Wide: Fire Services Facilities	Unscheduled Works: Overhead Doors	

**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
<b>Total</b>	<b>10,169</b>	<b>198</b>	<b>8,471</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,500</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,500</b>

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

Project Information			Financial Details					
<b>909857 Call Bell System</b>			<b>Class of Estimate: Not Applicable</b>					
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>			<b>2022 Request</b>		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
			<b>Forecast</b>		<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
			Authority		250	0	0	0
			Spending Plan		481	0	0	0
			FTE's		0	0	0	0
			Operating Impact		0	0	0	0
			<b>910642 2022 Furniture &amp; Equip. - Long Term Care</b>			<b>Class of Estimate: Not Applicable</b>		
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>			<b>2022 Request</b>		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
			<b>Forecast</b>		<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
			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					
<b>910645 2022 Minor Capital Program - Long Term Care</b>			<b>Class of Estimate: Not Applicable</b>					
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>			<b>2022 Request</b>		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
			<b>Forecast</b>		<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
			Authority		198	176	44	0
			Spending Plan		198	176	44	0
			FTE's		0	0	0	0
Operating Impact		0	0	0	0			
<b>910646 Air Conditioning - Long Term Care</b>			<b>Class of Estimate: Not Applicable</b>					
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>			<b>2022 Request</b>		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
			<b>Forecast</b>		<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
			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																																															
<b>Buildings-Long Term Care</b>			<b>Class of Estimate: C) Planning</b>																																															
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 &amp; 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><b>TOTAL Authority Request</b></td><td><b>38,755</b></td><td><b>6,000</b></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		<b>TOTAL Authority Request</b>	<b>38,755</b>	<b>6,000</b>	<b>2022 Request</b>	<b>7,200</b>	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																																																	
<b>TOTAL Authority Request</b>	<b>38,755</b>	<b>6,000</b>																																																
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																																												
<b>Forecast</b>		<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>																																													
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																						
<b>Accessibility - Long Term Care</b>		<b>Class of Estimate: C) Planning</b>																						
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 &amp; Recreation</td> <td>1,775</td> </tr> <tr> <td>Social Services</td> <td>60</td> </tr> <tr> <td><b>TOTAL Authority Request</b></td> <td><b>2,500</b></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	<b>TOTAL Authority Request</b>	<b>2,500</b>	<b>2022 Request</b>	<b>110</b>	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																					
		<b>TOTAL Authority Request</b>	<b>2,500</b>																					
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																			
<b>Forecast</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>																				
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
<b>Total</b>	<b>4,084</b>	<b>0</b>	<b>3,305</b>	<b>0</b>	<b>780</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

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

Program Information		Financial Details					
<b>Lifecycle Renewal - Paramedic</b>		<b>Class of Estimate: Not Applicable</b>					
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>		<b>2022 Request</b>	<b>3,067</b>	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
		<b>Forecast</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	
		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
<b>910589 Paramedic Defibrillator Replacement (2022)</b>		<b>Class of Estimate: Not Applicable</b>	<b>2,300</b>
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>			
<b>910590 Paramedic Equipment Replacement (2022)</b>		<b>Class of Estimate: Not Applicable</b>	<b>277</b>
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>			
<b>910591 Paramedic Facilities Equipment Replace</b>		<b>Class of Estimate: Not Applicable</b>	<b>140</b>
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
<b>910592 Paramedic Technology &amp; Equipment (2022)</b>		<b>Class of Estimate: Not Applicable</b>	<b>350</b>
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							
<b>909076 Paramedic West End Deployment Facility</b>			<b>Class of Estimate: D) Conceptual</b>							
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>			<b>2022 Request</b>		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	
			<b>Forecast</b>		<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>		
			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					
<b>910588 Paramedic Vehicles &amp; Equipment (2022)</b>			<b>Class of Estimate: Not Applicable</b>							
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>			<b>2022 Request</b>		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	
			<b>Forecast</b>		<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>		
			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
<b>Total</b>	<b>6,000</b>	<b>0</b>	<b>5,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,000</b>

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

Program Information			Financial Details																																															
<b>Parks - Parks &amp; Recreation</b>			<b>Class of Estimate: C) Planning</b>																																															
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 &amp; 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><b>TOTAL Authority Request</b></td><td><b>38,755</b></td><td><b>6,000</b></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		<b>TOTAL Authority Request</b>	<b>38,755</b>	<b>6,000</b>	<b>2022 Request</b>	<b>6,000</b>	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																																																	
<b>TOTAL Authority Request</b>	<b>38,755</b>	<b>6,000</b>																																																
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																																														
<b>Forecast</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>																																														
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
<b>910412 2022 Parks - Parks &amp; Rec</b>		<b>Class of Estimate: C) Planning</b>	<b>6,000</b>
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
<b>Total</b>	<b>45,660</b>	<b>6,521</b>	<b>21,237</b>	<b>0</b>	<b>14,858</b>	<b>0</b>	<b>3,000</b>	<b>0</b>	<b>44</b>	<b>0</b>	<b>3,044</b>

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

Program Information			Financial Details																																															
<b>Buildings-Parks &amp; Recreation</b>			<b>Class of Estimate: C) Planning</b>																																															
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 &amp; 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><b>TOTAL Authority Request</b></td><td><b>38,755</b></td><td><b>6,000</b></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		<b>TOTAL Authority Request</b>	<b>38,755</b>	<b>6,000</b>	<b>2022 Request</b>	<b>15,224</b>	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																																																	
<b>TOTAL Authority Request</b>	<b>38,755</b>	<b>6,000</b>																																																
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																																													
<b>Forecast</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>																																														
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
<b>910407 2022 Buildings-Parks &amp; Rec</b>		<b>Class of Estimate: C) Planning</b>	<b>15,224</b>
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
<b>Class of Estimate: C) Planning</b>			
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
<b>Class of Estimate: C) Planning</b>			
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)

Project Information		Location/Description	\$000's
<b>Class of Estimate: C) Planning</b>			
Category:	Ward:	Year of Completion:	
2022 Buildings-Parks & Rec Continued			
22	Fred Barrett Arena	Advance Design : Replace East Rink Floor, Boards and Header	
22	Fred Barrett Arena	Replace Fire Alarm System	
23	Eva James Memorial Community Centre	Type II Condition Audit	
23	Kanata Recreation Complex	Advance Design : Replace Rink A Refrigerated Slab	
23	Kanata Recreation Complex	Advance Design : Replace Rink B Dehumidifiers (2)	
23	Katimavik Outdoor Pool: Change Pavilion	Type II Condition Audit	
23	Katimavik Outdoor Pool: Community Centre	Type II Condition Audit	
CW	City Wide: Parks and Recreation Facilities	Unscheduled Works: Condition Audits/Advance Design	
CW	City Wide: Parks and Recreation Facilities	Unscheduled Works: Parks & Recreation - General Buildings	
CW	City Wide: Parks and Recreation Facilities	Unscheduled Works: Underground Services	
CW	City Wide: Parks and Recreation Facilities	Site Specific: Parking Lot Remediation	
CW	City Wide: Parks and Recreation Facilities	Unscheduled Works: Parks & Recreation - Heritage Buildings	

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

Program Information		Financial Details																					
<b>Accessibility - Parks &amp; Recreation</b>		<b>Class of Estimate: C) Planning</b>																					
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 &amp; Recreation</td> <td>1,775</td> </tr> <tr> <td>Social Services</td> <td>60</td> </tr> <tr> <td><b>TOTAL Authority Request</b></td> <td><b>2,500</b></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	<b>TOTAL Authority Request</b>	<b>2,500</b>	<b>2022 Request</b>	<b>1,775</b>	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																				
		<b>TOTAL Authority Request</b>	<b>2,500</b>																				
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																				
<b>Forecast</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>																			
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)

Project Information	Location/Description	\$000's
---------------------	----------------------	---------

<b>910418 2022 Accessibility - Parks &amp; Rec</b>	<b>Class of Estimate: C) Planning</b>	<b>1,775</b>
Category: Service Enhancements	Ward: CW	Year of Completion: 2025

This program provides for barrier removal works to existing building assets and is a component of the corporate Buildings and Parks program.

Ward	Project	Description	
05	Erskine Johnston Arena	Install Handrails in Arena Stands	
06	CardelRec Recreation Complex	Install Handrails in Arena Stands	
07	Olde Forge Community Centre	Resurface Parking Lot, Replace Walkway, Passenger Loading Area	
07	Woodroffe Park: Fieldhouse	Advance Design : Exterior Path of Travel	
09	Nepean Sportsplex	Install Accessible Viewing Platform, Install Handrails in Arena 2 & 3 Stands	
09	Tanglewood Park Community Centre	Barrier Removals	
18	Jim Durrell Recreation Complex	Install Handrails in Arena Stands	
19	Navan Memorial Centre	Advance Design : Modify Ramp at Arena Entrance	
CW	City Wide: Parks & Recreation Facilities	Unscheduled Works: Parks & Rec Facilities, Accessibility	
CW	City Wide: Parks & Recreation Facilities	City Wide: Advance Design/Rating Tool	
CW	City Wide: Parks & Recreation Facilities	City Wide: Power Door Operators	

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

Program Information			Financial Details																																															
<b>Buildings-Cultural Services</b>			<b>Class of Estimate: C) Planning</b>																																															
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 &amp; 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><b>TOTAL Authority Request</b></td><td><b>38,755</b></td><td><b>6,000</b></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		<b>TOTAL Authority Request</b>	<b>38,755</b>	<b>6,000</b>	<b>2022 Request</b>	<b>803</b>	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																																																	
<b>TOTAL Authority Request</b>	<b>38,755</b>	<b>6,000</b>																																																
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																																													
<b>Forecast</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>																																														
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)

Project Information		Location/Description	\$000's
<b>910401 2022 Buildings-Cultural Services</b>		<b>Class of Estimate: C) Planning</b>	<b>803</b>
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	
05	Pinhey Estate Main Building	Exterior Walls - Localized Repointing and Repair	
08	Nepean Museum	Replace Roof - North End (Offices), Repair and Paint Masonry Walls	
12	Arts Court	Replace Penthouse Boilers (2)	
18	Billings Estate Museum: Main House	Electrical Infrared Scan	
23	Ron Maslin Playhouse	Type II Condition Audit	
CW	City Wide: Community and Culture Facilities	Unscheduled Works: Cultural Services - General Buildings	
CW	City Wide: Community and Culture Facilities	Unscheduled Works: Cultural Services - Heritage Buildings	

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

Program Information		Financial Details																					
<b>Accessibility - Cultural Services</b>		<b>Class of Estimate: C) Planning</b>																					
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 &amp; Recreation</td> <td>1,775</td> </tr> <tr> <td>Social Services</td> <td>60</td> </tr> <tr> <td><b>TOTAL Authority Request</b></td> <td><b>2,500</b></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	<b>TOTAL Authority Request</b>	<b>2,500</b>	<b>2022 Request</b>	<b>60</b>	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																				
		<b>TOTAL Authority Request</b>	<b>2,500</b>																				
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																				
<b>Forecast</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>																			
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**  
**Service Area: Parks, Recreation & Culture**  
 In Thousands (\$000)

Project Information		Location/Description	\$000's
<b>910414 2022 Accessibility - Cultural Services</b>		<b>Class of Estimate: C) Planning</b>	<b>60</b>
Category: Service Enhancements	Ward: CW	Year of Completion: 2025	
<p>This program provides for barrier removal works to existing building assets and is a component of the corporate Buildings and Parks program.</p>			
Ward	Project	Description	
CW	City Wide: Community and Culture Facilities	Unscheduled Works: Cultural Services, Accessibility	



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

Project Information			Financial Details					
<b>909104 Beach Pavillion Upgrade/Renewal</b>			<b>Class of Estimate: B) Design</b>					
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.			<b>2022 Request</b>		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
			<b>Forecast</b>		<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
			Authority		921	581	0	0
			Spending Plan		921	581	0	0
			FTE's		0	0	0	0
			Operating Impact		0	0	0	0
			<b>909107 Facility Minor Capital Front of House Repairs</b>			<b>Class of Estimate: Not Applicable</b>		
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.			<b>2022 Request</b>		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
			<b>Forecast</b>		<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
			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						
<b>910129 Park Pathway Lighting 2022</b>			<b>Class of Estimate: Not Applicable</b>						
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.			<b>2022 Request</b>		<b>250</b>	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
			<b>Forecast</b>		<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	
			Authority		250	0	300		0
			Spending Plan		250	0	300		0
			FTE's		0	0	0		0
Operating Impact		0	0	0		0			
<b>910185 Outdoor Sports Court Redevelopment 2022</b>			<b>Class of Estimate: Not Applicable</b>						
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.			<b>2022 Request</b>		<b>200</b>	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
			<b>Forecast</b>		<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	
			Authority		200	0	200		0
			Spending Plan		200	0	200		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						
<b>910192 Infrastruct Support - Outdoor Rinks 2022</b>			<b>Class of Estimate: Not Applicable</b>						
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>			<b>2022 Request</b>		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
			<b>Forecast</b>		<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	
			Authority		400	0	400	0	
			Spending Plan		400	0	400	0	
			FTE's		0	0	0	0	
Operating Impact		0	0	0	0				
<b>910194 Signage for City Assets</b>			<b>Class of Estimate: Not Applicable</b>						
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>			<b>2022 Request</b>		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
			<b>Forecast</b>		<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	
			Authority		10	15	15	15	
			Spending Plan		10	15	15	15	
			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							
<b>910524 Minor Park Improvement 2022</b>			<b>Class of Estimate: Not Applicable</b>							
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>			<b>2022 Request</b>		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		
			<b>Forecast</b>		<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>		
			Authority		250	250	250	250		
			Spending Plan		250	250	250	250		
			FTE's		0	0	0	0		
Operating Impact		0	0	0	0					
<b>910560 Infrastructure Upgrades 2022</b>			<b>Class of Estimate: Not Applicable</b>							
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>			<b>2022 Request</b>		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		
			<b>Forecast</b>		<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>		
			Authority		645	934	925	984		
			Spending Plan		645	934	925	984		
			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						
<b>910561 Outdoor Pool Security Upgrades 2022</b>			<b>Class of Estimate: Not Applicable</b>						
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>			<b>2022 Request</b>		<b>150</b>	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
			<b>Forecast</b>		<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	
			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			
<b>910562 Cultural Building &amp; Equip 2022</b>			<b>Class of Estimate: Not Applicable</b>						
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>			<b>2022 Request</b>		<b>125</b>	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
			<b>Forecast</b>		<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	
			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			

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

Project Information			Financial Details					
<b>910563 Museum Sustainability Plan 2022</b>			<b>Class of Estimate: Not Applicable</b>					
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>			<b>2022 Request</b>		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
			<b>Forecast</b>		<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
			Authority		200	200	200	200
			Spending Plan		200	200	200	200
			FTE's		0	0	0	0
Operating Impact		0	0	0	0			
<b>910565 Artifact &amp; Art Collection Restore &amp; Maint 2022</b>			<b>Class of Estimate: Not Applicable</b>					
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>			<b>2022 Request</b>		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
			<b>Forecast</b>		<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
			Authority		60	70	80	80
			Spending Plan		60	70	80	80
			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					
<b>909839 Community Centre - East (EUC)</b>			<b>Class of Estimate: C) Planning</b>					
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>			<b>2022 Request</b>		<b>1,050</b>	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
			<b>Forecast</b>		<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
			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			
<b>909841 Community Centre Space Upgrades - Sawmill Creek &amp; Alexander</b>			<b>Class of Estimate: C) Planning</b>					
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 &amp; Alexander Community Centre. The funding split is approximately two-thirds for the Alexander CC and one-third for the Sawmill Creek CC.</p>			<b>2022 Request</b>		<b>12,772</b>	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
			<b>Forecast</b>		<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
			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			

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


Project Information			Financial Details							
<b>910584 Riverside South Recreation Pool</b>			<b>Class of Estimate: C) Planning</b>							
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>			<b>2022 Request</b>		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
			<b>Forecast</b>		<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>		
			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					
<b>910566 Major Capital Partnership 2022</b>			<b>Class of Estimate: Not Applicable</b>							
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>			<b>2022 Request</b>		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
			<b>Forecast</b>		<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>		
			Authority		730	811	893	977		
			Spending Plan		730	811	893	977		
			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					
<b>910567 Minor Capital Partnership 2022</b>		<b>Class of Estimate: Not Applicable</b>					
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>		<b>2022 Request</b>	<b>300</b>	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
		<b>Forecast</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	
		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						
<b>908532 Carp Airport Community Park</b>			<b>Class of Estimate: D) Conceptual</b>						
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>			<b>2022 Request</b>		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
			<b>Forecast</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>		
			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					
<b>908536 Fernbank Community District Park</b>			<b>Class of Estimate: D) Conceptual</b>					
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>			<b>2022 Request</b>	<b>645</b>	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
			<b>Forecast</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	
			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							
<b>908538 Humanics Linear Park</b>			<b>Class of Estimate: D) Conceptual</b>							
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>			<b>2022 Request</b>		<b>141</b>	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	
			<b>Forecast</b>		<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>		
			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						
<b>908542 Ogilvie Cummings Parkette</b>			<b>Class of Estimate: D) Conceptual</b>						
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>			<b>2022 Request</b>		<b>313</b>	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	
			<b>Forecast</b>		<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	
			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							
<b>908543 Tom Schonberg Park</b>			<b>Class of Estimate: A) Pre-Tender</b>							
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>			<b>2022 Request</b>		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	
			<b>Forecast</b>		<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>		
			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						
<b>908545 Quinn Farm Park: Cadieux Land &amp; Farm Sub</b>			<b>Class of Estimate: D) Conceptual</b>						
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>			<b>2022 Request</b>		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
			<b>Forecast</b>		<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	
			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			
									

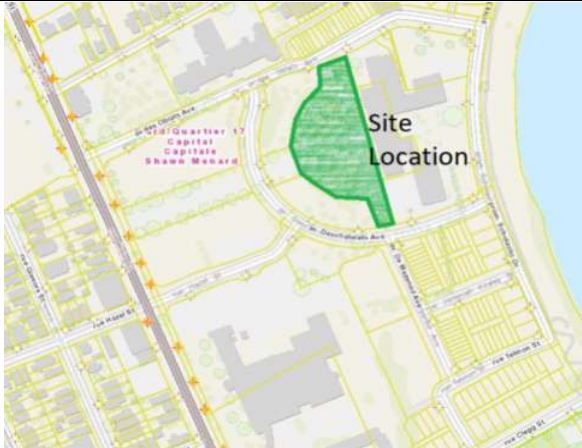


**City of Ottawa**  
**2022 Draft Capital Budget**  
**Service Area: Parks, Recreation & Culture**  
**In Thousands (\$000)**


Project Information			Financial Details						
<b>909490 Jockvale River District Park</b>			<b>Class of Estimate: D) Conceptual</b>						
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>			<b>2022 Request</b>		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
			<b>Forecast</b>		<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	
			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					
<b>910189 Greystone Village Forecourt</b>			<b>Class of Estimate: D) Conceptual</b>					
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>			<b>2022 Request</b>	<b>1,108</b>	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		
			<b>Forecast</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	
			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				
								

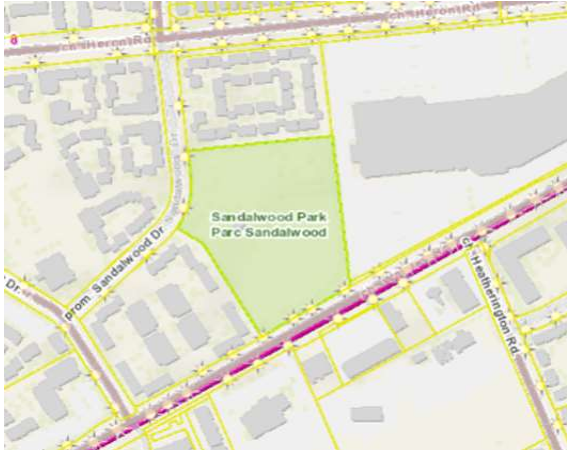
**City of Ottawa**  
**2022 Draft Capital Budget**  
**Service Area: Parks, Recreation & Culture**  
**In Thousands (\$000)**

Project Information			Financial Details						
<b>910580 552 Booth Street - Urban Park</b>			<b>Class of Estimate: C) Planning</b>						
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>			<b>2022 Request</b>		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
			<b>Forecast</b>		<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	
			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						
<b>910582 1770 Heatherington Road - Urban Park</b>			<b>Class of Estimate: D) Conceptual</b>						
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>			<b>2022 Request</b>		<b>621</b>	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
			<b>Forecast</b>		<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	
			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						
<b>910583 Heron Gate - 2 Urban Parks</b>			<b>Class of Estimate: D) Conceptual</b>						
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>			<b>2022 Request</b>		<b>350</b>	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	
			<b>Forecast</b>		<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	
			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
<b>Total</b>	<b>550</b>	<b>0</b>	<b>550</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

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

Program Information		Financial Details				
<b>Lifecycle Renewal - Public Safety</b>		<b>Class of Estimate:</b>	<b>Not Applicable</b>			
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>		<b>2022 Request</b>	<b>550</b>	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	
		<b>Forecast</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
		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
<b>909832 Emergency Operations Centre Upgrade</b>			<b>Class of Estimate: Not Applicable</b>
Category: Renewal of City Assets	Ward: CW	Year of Completion: 2023	<b>50</b>
<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>			
<b>910511 IMCMS Equipment (2022)</b>			<b>Class of Estimate: Not Applicable</b>
Category: Renewal of City Assets	Ward: CW	Year of Completion: 2024	<b>50</b>
<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>			
<b>910512 Security Operations Eqpt Replacement (2022)</b>			<b>Class of Estimate: Not Applicable</b>
Category: Renewal of City Assets	Ward: CW	Year of Completion: 2025	<b>350</b>
<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
<b>910513 Emergency Operations Eqpt Replacement (2022)</b>		<b>Class of Estimate: Not Applicable</b>	<b>100</b>
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
<b>Total</b>	<b>510</b>	<b>0</b>	<b>510</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

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

Program Information			Financial Details																																															
<b>Buildings-Social Services</b>			<b>Class of Estimate: C) Planning</b>																																															
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 &amp; 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><b>TOTAL Authority Request</b></td><td><b>38,755</b></td><td><b>6,000</b></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		<b>TOTAL Authority Request</b>	<b>38,755</b>	<b>6,000</b>	<b>2022 Request</b>	<b>450</b>	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																																																	
<b>TOTAL Authority Request</b>	<b>38,755</b>	<b>6,000</b>																																																
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																																												
<b>Forecast</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>																																														
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																					
<b>Accessibility - Social Services</b>		<b>Class of Estimate: C) Planning</b>																					
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 &amp; Recreation</td> <td>1,775</td> </tr> <tr> <td>Social Services</td> <td>60</td> </tr> <tr> <td><b>TOTAL Authority Request</b></td> <td><b>2,500</b></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	<b>TOTAL Authority Request</b>	<b>2,500</b>	<b>2022 Request</b>	<b>60</b>	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																				
		<b>TOTAL Authority Request</b>	<b>2,500</b>																				
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																				
<b>Forecast</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>																			
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**  
**Service Area: Social Services**  
 In Thousands (\$000)

Project Information			Location/Description	\$000's
<b>910419</b>		<b>2022 Accessibility - Social Services</b>	<b>Class of Estimate: C) Planning</b>	<b>60</b>
Category:	Service Enhancements	Ward:	CW	Year of Completion: 2025
<p>This program provides for barrier removal works to existing building assets and is a component of the corporate Buildings and Parks program.</p>				
Ward	Project	Description		
CW	City Wide: Social and Housing Facilities	Unscheduled Works: Social and Housing Services, Accessibility		

**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
<b>By-Law &amp; Regulatory Services</b>					
<b>Renewal of City Assets</b>					
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
<b>Renewal of City Assets Total</b>	<b>894</b>	<b>576</b>	<b>695</b>	<b>985</b>	<b>3,150</b>

<b>By-Law &amp; Regulatory Services Total</b>	<b>894</b>	<b>576</b>	<b>695</b>	<b>985</b>	<b>3,150</b>
---	------------	------------	------------	------------	--------------

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

<b>Service Enhancements</b>					
910413 2022 Accessibility - Child Care Services	60	60	70	80	270
<b>Service Enhancements Total</b>	<b>60</b>	<b>60</b>	<b>70</b>	<b>80</b>	<b>270</b>

<b>Child Care Total</b>	<b>498</b>	<b>310</b>	<b>402</b>	<b>350</b>	<b>1,560</b>
-------------------------	------------	------------	------------	------------	--------------

<b>Fire Services</b>					
<b>Renewal of City Assets</b>					
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
<b>Renewal of City Assets Total</b>	<b>4,438</b>	<b>3,250</b>	<b>5,401</b>	<b>5,060</b>	<b>18,149</b>

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
<b>Growth Total</b>	<b>600</b>	<b>3,500</b>	<b>3,500</b>	<b>10,500</b>	<b>18,100</b>

Service Enhancements					
910509 CBRN Grant-2022	150	150	150	150	600
910510 USAR Grant-2022	400	400	400	400	1,600
<b>Service Enhancements Total</b>	<b>550</b>	<b>550</b>	<b>550</b>	<b>550</b>	<b>2,200</b>

<b>Fire Services Total</b>	<b>5,588</b>	<b>7,300</b>	<b>9,451</b>	<b>16,110</b>	<b>38,449</b>
----------------------------	--------------	--------------	--------------	---------------	---------------

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
<b>Renewal of City Assets Total</b>	<b>10,059</b>	<b>1,493</b>	<b>1,468</b>	<b>1,460</b>	<b>14,480</b>

Service Enhancements					
910417 2022 Accessibility - Long Term Care	110	60	70	80	320
<b>Service Enhancements Total</b>	<b>110</b>	<b>60</b>	<b>70</b>	<b>80</b>	<b>320</b>

<b>Long Term Care Total</b>	<b>10,169</b>	<b>1,553</b>	<b>1,538</b>	<b>1,540</b>	<b>14,800</b>
-----------------------------	---------------	--------------	--------------	--------------	---------------

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
<b>Renewal of City Assets Total</b>	<b>3,067</b>	<b>2,200</b>	<b>1,195</b>	<b>643</b>	<b>7,105</b>

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
<b>Growth Total</b>	<b>1,017</b>	<b>517</b>	<b>2,767</b>	<b>2,072</b>	<b>6,373</b>

<b>Paramedic Service Total</b>	<b>4,084</b>	<b>2,717</b>	<b>3,962</b>	<b>2,715</b>	<b>13,478</b>
--------------------------------	--------------	--------------	--------------	--------------	---------------

Parks, Buildings, & Grounds					
Renewal of City Assets					
910412 2022 Parks - Parks & Rec	6,000	7,000	7,000	10,000	30,000
<b>Renewal of City Assets Total</b>	<b>6,000</b>	<b>7,000</b>	<b>7,000</b>	<b>10,000</b>	<b>30,000</b>

<b>Parks, Buildings, &amp; Grounds Total</b>	<b>6,000</b>	<b>7,000</b>	<b>7,000</b>	<b>10,000</b>	<b>30,000</b>
--	--------------	--------------	--------------	---------------	---------------

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
<b>Renewal of City Assets Total</b>	<b>19,538</b>	<b>43,672</b>	<b>39,603</b>	<b>44,337</b>	<b>147,150</b>

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
<b>Growth Total</b>	<b>23,257</b>	<b>19,703</b>	<b>39,487</b>	<b>62,614</b>	<b>145,060</b>

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
<b>Service Enhancements Total</b>	<b>2,865</b>	<b>2,566</b>	<b>2,663</b>	<b>2,767</b>	<b>10,861</b>

<b>Parks, Recreation &amp; Culture Total</b>	<b>45,660</b>	<b>65,941</b>	<b>81,753</b>	<b>109,718</b>	<b>303,071</b>
--	---------------	---------------	---------------	----------------	----------------

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
<b>Renewal of City Assets Total</b>	<b>550</b>	<b>600</b>	<b>555</b>	<b>690</b>	<b>2,395</b>

<b>Public Safety Service Total</b>	<b>550</b>	<b>600</b>	<b>555</b>	<b>690</b>	<b>2,395</b>
------------------------------------	------------	------------	------------	------------	--------------

**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
<b>Social Services</b>					
<b>Renewal of City Assets</b>					
910409 2022 Buildings-Social Services	450	250	280	280	1,260
<b>Renewal of City Assets Total</b>	<b>450</b>	<b>250</b>	<b>280</b>	<b>280</b>	<b>1,260</b>
<b>Service Enhancements</b>					
910419 2022 Accessibility - Social Services	60	60	70	80	270
<b>Service Enhancements Total</b>	<b>60</b>	<b>60</b>	<b>70</b>	<b>80</b>	<b>270</b>
<b>Social Services Total</b>	<b>510</b>	<b>310</b>	<b>350</b>	<b>360</b>	<b>1,530</b>
<b>Grand Total</b>	<b>73,953</b>	<b>86,307</b>	<b>105,706</b>	<b>142,468</b>	<b>408,433</b>

**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
<b>By-Law &amp; Regulatory Services</b>					
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
<b>By-Law &amp; Regulatory Services Total</b>	<b>1,059</b>	<b>310</b>	<b>749</b>	<b>35</b>	<b>714</b>

<b>Child Care</b>					
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
<b>Child Care Total</b>	<b>6,604</b>	<b>4,024</b>	<b>2,580</b>	<b>262</b>	<b>2,318</b>

<b>Fire Services</b>					
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

**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
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
<b>Fire Services Total</b>	<b>38,216</b>	<b>19,145</b>	<b>19,071</b>	<b>2,408</b>	<b>16,663</b>

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
<b>Long Term Care Total</b>	<b>17,573</b>	<b>5,701</b>	<b>11,872</b>	<b>2,120</b>	<b>9,752</b>

**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
<b>Paramedic Service</b>					
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
<b>Paramedic Service Total</b>	<b>21,638</b>	<b>15,423</b>	<b>6,215</b>	<b>360</b>	<b>5,855</b>
<b>Parks, Buildings, &amp; Grounds</b>					
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
<b>Parks, Buildings, &amp; Grounds Total</b>	<b>17,737</b>	<b>6,004</b>	<b>11,734</b>	<b>3,186</b>	<b>8,548</b>
<b>Parks, Recreation &amp; Culture</b>					
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

**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
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

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
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



**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
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

**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
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

**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
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

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
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

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
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
<b>Parks, Recreation &amp; Culture Total</b>	<b>359,808</b>	<b>211,873</b>	<b>147,935</b>	<b>17,976</b>	<b>129,959</b>

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
<b>Security &amp; Emergency Mgmt Total</b>	<b>10,583</b>	<b>10,087</b>	<b>496</b>	<b>123</b>	<b>373</b>

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
<b>Social Services Total</b>	<b>4,891</b>	<b>1,138</b>	<b>3,752</b>	<b>212</b>	<b>3,540</b>

Public Safety Service					
909832 Emergency Operations Centre Upgrade	100	38	62	0	62
<b>Public Safety Service Total</b>	<b>100</b>	<b>38</b>	<b>62</b>	<b>0</b>	<b>62</b>

<b>Grand Total</b>	<b>478,208</b>	<b>273,744</b>	<b>204,464</b>	<b>26,681</b>	<b>177,783</b>
--------------------	----------------	----------------	----------------	---------------	----------------