



# Draft **BUDGET** 2022

**Pathway to recovery:  
Investing in our people  
and communities**

**Finance & Economic  
Development  
Committee**

**Tabled November 3, 2021**



2021-039\_03



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Finance Economic and Development Committee

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## **Elected Officials**

### **2022 Service Area Summary**

The Mayor and all 23 City Councillors are given a Constituency Services Budget with which to run their offices. The Constituency Services Budget is used for such things as community events, sponsorships and donations, advertising and office supplies. The budget is also used to pay political staff and individuals who provide professional assistance to a Member's Office. Expenditures are governed by the Council Expense Policy.

#### **Programs/Services Offered**

In accordance with the Municipal Act, 2001

- Support the Statutory Role of Council:
  - Represent the public and consider the well-being and interests of the municipality
  - Develop and evaluate policies and programs and determine which services the municipality provides
  - Maintain the financial integrity of the municipality
  - Administrative and controllership policies to implement decisions of Council, and
  - Accountability and transparency of City's operations including the activities of senior management
- Support the Statutory Role of the Mayor:
  - Preside over Council meetings to ensure business is carried out efficiently and effectively
  - Provide information and recommendations to Council with respect to the role of Council concerning its administrative and controllership policies as well as the accountability and transparency of the City's operations; and
  - Uphold and promote purposes of the municipality as a representative of the municipality locally, nationally and internationally

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

	2020	2021		2022	\$ Change over 2021 Budget
	Actual	Forecast	Budget	Estimate	
<b>Expenditures by Program</b>					
Mayor's Office	891	960	960	976	16
Constituency Services & Administration	11,476	11,498	12,348	12,572	224
Provision for Surplus	0	0	-550	-550	0
<b>Gross Expenditure</b>	<b>12,367</b>	<b>12,458</b>	<b>12,758</b>	<b>12,998</b>	<b>240</b>
Recoveries & Allocations	-72	0	0	0	0
Revenue	0	0	0	0	0
<b>Net Requirement</b>	<b>12,295</b>	<b>12,458</b>	<b>12,758</b>	<b>12,998</b>	<b>240</b>
<b>Expenditures by Type</b>					
Salaries, Wages & Benefits	10,825	10,932	11,232	11,472	240
Overtime	5	0	0	0	0
Material & Services	1,311	1,195	1,195	1,195	0
Transfers/Grants/Financial Charges	76	217	217	217	0
Fleet Costs	0	0	0	0	0
Program Facility Costs	0	0	0	0	0
Other Internal Costs	150	114	114	114	0
<b>Gross Expenditures</b>	<b>12,367</b>	<b>12,458</b>	<b>12,758</b>	<b>12,998</b>	<b>240</b>
Recoveries & Allocations	-72	0	0	0	0
<b>Net Expenditure</b>	<b>12,295</b>	<b>12,458</b>	<b>12,758</b>	<b>12,998</b>	<b>240</b>
<b>Revenues By Type</b>					
Federal	0	0	0	0	0
Provincial	0	0	0	0	0
Own Funds	0	0	0	0	0
Fees and Services	0	0	0	0	0
Fines	0	0	0	0	0
Other	0	0	0	0	0
<b>Total Revenue</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Requirement</b>	<b>12,295</b>	<b>12,458</b>	<b>12,758</b>	<b>12,998</b>	<b>240</b>
<b>Full Time Equivalents</b>			<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

## Office of the City Clerk

### 2022 Service Area Summary

The City Clerk function ensures that all statutory obligations are administered to fully comply with Provincial legislation (Elections, Access to Information and Privacy, Information Management, Accessibility, Intergovernmental Affairs, French Language Services, Archives, Council Meetings, etc.).

#### Programs/Services Offered

- Support to City Council meetings and provision of staff resources to Standing and Advisory Committees as well as several boards, pursuant to the *Municipal Act, 2001*, the *City of Ottawa Act, 1999* and related provincial statutes.
- Administration of the Accountability Framework (e.g. the Lobbyist Registry, Public Disclosure of Elected Officials' Office Expenses, support to Integrity Commissioner, etc.), governance policies and procedures.
- Point of contact on all matters of protocol between the City and federal, provincial and municipal governments, offices of government officials, diplomatic missions, military, civic, cultural and religious organizations as well as responsibility for a wide range of Protocol activities that include events, issuance of proclamations, courtesy calls with the Mayor, visiting delegations, flag protocol, gift bank and Council presentations.
- Point of contact for intergovernmental matters, applying a strategic lens to issues in order to communicate effectively to senior decision makers.
- Fulfilling legislated and advisory responsibilities relating to elections pursuant to the *Municipal Elections Act, 1996* as well as access to information and protection of privacy in accordance with the *Municipal Freedom of Information and Protection of Privacy Act*, the *Personal Health Information Protection Act* and related provincial statutes and regulations.
- Providing advice and monitoring matters of accessibility, disability and the *Accessibility for Ontarians with Disabilities Act, 2005*.
- Identifying, preserving, and providing public access to archival records through the City of Ottawa Archives.
- Providing administrative support to elected officials, particularly in areas of finance, human resources, information technology and access to information requests.



- Providing advice to City staff on the implementation of the Bilingualism Policy; assisting departments in developing, implementing and evaluating programs and services offered in French; working with internal stakeholders to ensure a Francophone lens is applied when planning for municipal projects; providing advice on best practices related to French-language services delivery in support of the Service Excellence Through Innovation Council priority.
- Handling City-wide complaints pertaining to French-language services and providing Translation and Interpretation Services to the corporation.
- Developing, monitoring and maintaining Corporate and Departmental Information Management policies; design and maintenance of the corporate records classifications and the City's Retention and Disposition By-law pursuant to the *Municipal Act, 2001*.
- Processing printing requests, delivering internal mail, coordinating courier services and processing external mail.

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

	2020	2021		2022	\$ Change over 2021 Budget
	Actual	Forecast	Budget	Estimate	
<b>Expenditures by Program</b>					
City Clerk's Office	508	470	470	475	5
Policy & Technical Solution Services	6,467	6,149	6,149	6,492	343
Council & Committee Services	2,654	2,739	2,739	2,758	19
Protocol	1,023	1,060	1,360	1,373	13
French Language Services	3,701	2,838	3,218	3,190	-29
Legislative Services	7,003	7,209	7,209	7,339	130
Election	2,103	1,210	1,210	9,715	8,505
<b>Gross Expenditure</b>	<b>23,459</b>	<b>21,675</b>	<b>22,355</b>	<b>31,341</b>	<b>8,986</b>
Recoveries & Allocations	-2,817	-2,715	-2,715	-2,715	0
Revenue	-1,592	-649	-649	-9,074	-8,425
<b>Net Requirement</b>	<b>19,050</b>	<b>18,311</b>	<b>18,991</b>	<b>19,552</b>	<b>561</b>
<b>Expenditures by Type</b>					
Salaries, Wages & Benefits	14,761	14,370	14,370	16,815	2,445
Overtime	263	82	82	1,926	1,844
Material & Services	6,867	5,668	6,348	10,939	4,591
Transfers/Grants/Financial Charges	130	0	0	0	0
Fleet Costs	82	93	93	153	60
Program Facility Costs	1,087	1,267	1,267	1,314	47
Other Internal Costs	269	195	195	195	0
<b>Gross Expenditures</b>	<b>23,459</b>	<b>21,675</b>	<b>22,355</b>	<b>31,341</b>	<b>8,986</b>
Recoveries & Allocations	-2,817	-2,715	-2,715	-2,715	0
<b>Net Expenditure</b>	<b>20,642</b>	<b>18,960</b>	<b>19,640</b>	<b>28,626</b>	<b>8,986</b>
<b>Revenues By Type</b>					
Federal	-147	-44	-44	0	44
Provincial	65	0	0	0	0
Own Funds	-1,508	-597	-597	-9,065	-8,469
Fees and Services	-2	0	0	0	0
Fines	0	-9	-9	-9	0
Other	0	0	0	0	0
<b>Total Revenue</b>	<b>-1,592</b>	<b>-649</b>	<b>-649</b>	<b>-9,074</b>	<b>-8,425</b>
<b>Net Requirement</b>	<b>19,050</b>	<b>18,311</b>	<b>18,991</b>	<b>19,552</b>	<b>561</b>
<b>Full Time Equivalent</b>			<b>144.55</b>	<b>144.55</b>	<b>0.00</b>

City of Ottawa  
City Clerk - User Fees

	2020 Rate \$	2021 Rate \$	2022 Rate \$	% Change Over 2021	% Change Over 2020	Effective Date	2022 Revenue (\$000)
<b>Digital Prints, B&amp;W or Colour</b>							
Up to 8 x 10	20.03	20.43	20.84	2%	4%	01-Jan-22	
On archival paper (add)	1.90	1.94	1.98	2%	4%	01-Jan-22	
11 x 14 or 16 x 20	54.12	55.20	56.31	2%	4%	01-Jan-22	
20 x 24	81.18	82.80	84.46	2%	4%	01-Jan-22	
On archival paper (add)	6.49	6.62	6.75	2%	4%	01-Jan-22	
Oversize photographs, black and white (per sq. ft)	20.03	20.43	20.84	2%	4%	01-Jan-22	
Oversize photographs, col. (per sq. ft)	20.03	20.43	20.84	2%	4%	01-Jan-22	
Frame (11 x 14) + mat	40.00	40.80	41.62	2%	4%	01-Jan-22	
Rush surcharge	50%	50%	50%	0%	0%	01-Jan-22	
<b>Digital Scans</b>							
Up to 8 x 10 target size, 100 dpi	7.86	8.02	8.18	2%	4%	01-Jan-22	
Up to 4 x 5 target size, 300 dpi	8.58	8.75	8.93	2%	4%	01-Jan-22	
Up to 8 x 10 target size, 300 dpi	14.62	14.91	15.21	2%	4%	01-Jan-22	
Up to 8 x 10 target size, 600 dpi	37.88	38.64	39.41	2%	4%	01-Jan-22	
Maps & plans, 300 dpi	16.24	16.56	16.90	2%	4%	01-Jan-22	
Custom photography / scanning (per hour)	40.00	40.80	41.62	2%	4%	01-Jan-22	
On CD or DVD (add)	2.71	2.76	2.82	2%	4%	01-Jan-22	
Rush surcharge	50%	50%	50%	0%	0%	01-Jan-22	
<b>Audio-visual</b>							
Duplication to CD or DVD (supported formats)	20.00	20.40	20.81	2%	4%	01-Jan-22	
<b>Photocopies</b>							
Photocopying (self-serve)	0.25	0.25	0.25	0%	0%	01-Jan-22	
Photocopying (large, self-serve)	1.00	1.00	1.00	0%	0%	01-Jan-22	
Photocopying (by staff)	0.50	0.50	0.50	0%	0%	01-Jan-22	

City of Ottawa  
City Clerk - User Fees

	2020 Rate \$	2021 Rate \$	2022 Rate \$	% Change Over 2021	% Change Over 2020	Effective Date	2022 Revenue (\$000)
<b>Research and Associated Fees</b>							
Research	40.00	40.80	40.80	0%	2%	01-Jan-22	
Certified True Copy	Free	Free	Free	-	-	01-Jan-22	
<b>Usage fees, commercial / internet publication, still images used in publication per image, non-exclusive, non-transferable, one-time only, single- language</b>							
Fee per image, NFP	Free	Free	Free	-	-	01-Jan-22	
Fee per image, commercial	50.00	50.00	50.00	0%	0%	01-Jan-22	
<b>Publications</b>							
Individual titles	Cover price	Cover price	Cover price	-	-	01-Jan-22	
<b>Rentals / Other</b>							
Rooms as per existing Facility schedule	Facility schedule	Facility schedule	Facility schedule			01-Jan-22	
Room rental contract change fee	10.00	10.00	10.00	0%	0%	01-Jan-22	
Gallery space (commercial rental)	Negotiated contract	Negotiated contract	Negotiated contract	-	-	01-Jan-22	
Exhibit / artifact loan fee (per hour - intake / return)	50.00	50.00	50.00	0%	0%	01-Jan-22	
Exhibit case rental (per day)	250.00	250.00	250.00	0%	0%	01-Jan-22	
Exhibition design services (per hour)	50.00	50.00	50.00	0%	0%	01-Jan-22	
Archival quality boxes (20 cm box, per lot of 25)	60.75	60.75	60.75	0%	0%	01-Jan-22	
Home Archives Kit	65.00	65.00	65.00	0%	0%	01-Jan-22	
Deluxe Home Archives Kit	99.00	99.00	99.00	0%	0%	01-Jan-22	
<b>Total Departmental</b>							<b>0</b>

# City Manager's Office

## 2022 Budget Service Area Summary

The City Manager connects the values and priorities of Council with the administrative resources, operations, and alignment needed to meet those priorities. The City Manager acts as the primary agent of Council by establishing vision and corporate strategies for producing results; aligning people to the vision; motivating and inspiring people to overcome challenges and producing the change needed to achieve results.

### Programs/Services Offered

The City Manager's Office supports the City Manager in:

- Leading the implementation of City Council decisions
- Facilitating responsiveness and access in all areas of programs, services and policy development
- Providing leadership by working to maintain the integrity of the organization
- Promoting and advancing Council direction to other levels of government and external organizations
- Providing advice and information to Council, staff and senior management
- Supports the corporation's governance structure and processes
- Provides policy and strategic advice to the City Manager and Council in key areas and activities, including upper-tier legislation and its implications on City operations
- Supports the City Manager and Council with intergovernmental relations including participation in provincial, national and international municipal associations such as the Association of Ontario Municipalities (AMO), the Federation of Canadian Municipalities (FCM), the Mayors and Regional Chairs of Ontario (MARCO), the Regional Chief Administrative Officers (CAOs), and provincial and federal ministries, etc.
- Legislative Agenda – review and quality control
- Supports Council, Finance and Economic Development Committee and Audit Committee
- Supports and advances the City Manager's community relations
- Proactively supports relations with Council and key stakeholders
- Proactively supports the City Manager's internal communications and outreach
- Provides leadership in the strategic management of key corporate projects

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

	2020	2021		2022	\$ Change over 2021 Budget
	Actual	Forecast	Budget	Estimate	
<b>Expenditures by Program</b>					
City Manager's Office	1,995	2,135	2,160	2,205	45
<b>Gross Expenditure</b>	<b>1,995</b>	<b>2,135</b>	<b>2,160</b>	<b>2,205</b>	<b>45</b>
Recoveries & Allocations	0	0	0	0	0
Revenue	0	0	0	0	0
<b>Net Requirement</b>	<b>1,995</b>	<b>2,135</b>	<b>2,160</b>	<b>2,205</b>	<b>45</b>
<b>Expenditures by Type</b>					
Salaries, Wages & Benefits	1,995	2,043	2,043	2,088	45
Overtime	0	0	0	0	0
Material & Services	0	79	104	104	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	0	13	13	13	0
<b>Gross Expenditures</b>	<b>1,995</b>	<b>2,135</b>	<b>2,160</b>	<b>2,205</b>	<b>45</b>
Recoveries & Allocations	0	0	0	0	0
<b>Net Expenditure</b>	<b>1,995</b>	<b>2,135</b>	<b>2,160</b>	<b>2,205</b>	<b>45</b>
<b>Revenues By Type</b>					
Federal	0	0	0	0	0
Provincial	0	0	0	0	0
Municipal	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>1,995</b>	<b>2,135</b>	<b>2,160</b>	<b>2,205</b>	<b>45</b>
<b>Full Time Equivalents</b>			<b>13.00</b>	<b>13.00</b>	<b>0.00</b>

## **Transit Services Department**

### **2022 Service Area Summary - Rail Construction Program**

The role of the Rail Construction Program is to lead the close-out of the Stage 1 O-Train Confederation Line Light Rail Transit (LRT) project and lead the construction and implementation of the Stage 2 LRT project.

The O-Train Confederation Line provides rapid and high-quality transit service from Tunney's Pasture Station in the west to Blair Station in the east. The Stage 2 Project will extend the Confederation Line from Tunney's Pasture to Baseline Station and Moodie Station in the west and from Blair Station to Trim Road in the east. Stage 2 LRT will also extend the existing Trillium Line farther south to Limebank Road, with a new rail link to the Ottawa Macdonald-Cartier International Airport. Several municipal infrastructure projects are also bundled with the Stage 2 project along with the delivery of works and activities associated with the City's Memorandum of Understanding with Rideau Transit Group (RTG) to support and maintain the expanded Confederation Line. The Rail Construction Program administers the contracts with the Stage 1 construction consortium, RTG, and the Stage 2 project consortiums, East West Connectors (EWC) and TransitNEXT for the O-Train Confederation Line and Trillium Line expansion project respectively.

#### **Programs/Services Offered**

- Ensure technical compliance with the Project Agreements requirements for each project
- Lead the design and construction of the O-Train Confederation and Trillium Line extensions, civil works, environmental controls, traffic and facilities, including stations, tracks and tunnels, rail systems, vehicles, testing and commissioning and integration with the existing system
- Manage the projects scope, cost and schedule
- Manage risk, scope, change and dispute resolution
- Identify land and property requirements
- Coordinate planning works to support Official Plan (OP) land use goals, Transportation Master Plan (TMP) goals, and arts and culture
- Coordinate urban design and support business development opportunities
- Lead all rail related City bundled projects
- Manage communications for all projects associated with light rail construction, including stakeholder relations and community engagement
- Administer the Public Art Program for light rail capital projects
- Administer senior government contribution agreements
- Oversee completion and administration of related property acquisitions, easements (both temporary and permanent), as well as third party agreements

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

	2020	2021		2022	\$ Change over 2021 Budget
	Actual	Forecast	Budget	Estimate	
<b>Expenditures by Program</b>					
O-Train Construction	1,067	0	0	0	0
Rail Construction Program Service	7,875	8,886	10,321	11,192	871
<b>Gross Expenditure</b>	<b>8,942</b>	<b>8,886</b>	<b>10,321</b>	<b>11,192</b>	<b>871</b>
Recoveries & Allocations	-8,942	-8,881	-10,316	-11,187	-871
Revenue	0	-5	-5	-5	0
<b>Net Requirement</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditures by Type</b>					
Salaries, Wages & Benefits	8,797	8,704	10,106	10,787	681
Overtime	115	177	210	400	190
Material & Services	0	5	5	5	0
Transfers/Grants/Financial Charges	0	0	0	0	0
Fleet Costs	0	0	0	0	0
Program Facility Costs	0	0	0	0	0
Other Internal Costs	30	0	0	0	0
<b>Gross Expenditures</b>	<b>8,942</b>	<b>8,886</b>	<b>10,321</b>	<b>11,192</b>	<b>871</b>
Recoveries & Allocations	-8,942	-8,881	-10,316	-11,187	-871
<b>Net Expenditure</b>	<b>0</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>0</b>
<b>Revenues By Type</b>					
Federal	0	0	0	0	0
Provincial	0	0	0	0	0
Own Funds	0	0	0	0	0
Fees and Services	0	-5	-5	-5	0
Fines	0	0	0	0	0
Other	0	0	0	0	0
<b>Total Revenue</b>	<b>0</b>	<b>-5</b>	<b>-5</b>	<b>-5</b>	<b>0</b>
<b>Net Requirement</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Full Time Equivalents</b>			<b>12.00</b>	<b>12.00</b>	<b>0.00</b>



City of Ottawa  
Transportation Services Department  
Rail Construction Program Service - User Fees

	2020 Rate \$	2021 Rate \$	2022 Rate \$	% Change Over 2021	Effective Date	2022 Revenue (\$000)
<b>Proximity Fees</b>						
<b>Shoring – Design &amp; Monitoring Plan</b>						
Level 1 Fee	500	563	563	0%	01-Jan-22	
Level 2 Fee	2,000	2,252	2,252	0%	01-Jan-22	
Level 3 Fee	4,000	4,505	4,505	0%	01-Jan-22	
<b>Excavation Support System</b>						
Level 2 Fee	500	563	563	0%	01-Jan-22	
Level 3 Fee	1,500	1,689	1,689	0%	01-Jan-22	
<b>Geotechnical Hydrogeological Analysis</b>						
Level 2 Fee	1,000	1,126	1,126	0%	01-Jan-22	
Level 3 Fee	1,000	1,126	1,126	0%	01-Jan-22	
<b>Groundwater Control Plan</b>						
Level 1 Fee	500	563	563	0%	01-Jan-22	
Level 2 Fee	2,000	2,252	2,252	0%	01-Jan-22	
Level 3 Fee	2,000	2,252	2,252	0%	01-Jan-22	
<b>Waterproofing System</b>						
Level 2 Fee	500	563	563	0%	01-Jan-22	
Level 3 Fee	1,000	1,126	1,126	0%	01-Jan-22	
<b>Structural Analysis –Loading</b>						
Level 2 Fee	2,000	2,252	2,252	0%	01-Jan-22	
Level 3 Fee	2,000	2,252	2,252	0%	01-Jan-22	
<b>Fire Ventilation</b>						
Level 2 Fee	500	563	563	0%	01-Jan-22	
Level 3 Fee	1,000	1,126	1,126	0%	01-Jan-22	
<b>Station Ventilation</b>						
Level 2 Fee	500	563	563	0%	01-Jan-22	
Level 3 Fee	1,000	1,126	1,126	0%	01-Jan-22	
<b>Access Requirements (including AODA)</b>						
Level 1 Fee	500	563	563	0%	01-Jan-22	
Level 2 Fee	500	563	563	0%	01-Jan-22	
Level 3 Fee	750	845	845	0%	01-Jan-22	
<b>Noise and Vibration Study</b>						
Level 1 Fee	500	563	563	0%	01-Jan-22	
Level 2 Fee	1,000	1,126	1,126	0%	01-Jan-22	
Level 3 Fee	2,000	2,252	2,252	0%	01-Jan-22	

City of Ottawa  
 Transportation Services Department  
 Rail Construction Program Service - User Fees

	2020 Rate \$	2021 Rate \$	2022 Rate \$	% Change Over 2021	Effective Date	2022 Revenue (\$000)
<b>EMI/Stray Current</b>						
Level 2 Fee	500	563	563	0%	01-Jan-22	
Level 3 Fee	500	563	563	0%	01-Jan-22	
<b>Construction Coordination Protocols</b>						
Level 1 Fee	500	563	563	0%	01-Jan-22	
Level 2 Fee	1,500	1,689	1,689	0%	01-Jan-22	
Level 3 Fee	3,000	3,378	3,378	0%	01-Jan-22	
<b>Pre-Post Construction Surveys</b>						
Level 1 Fee	500	563	563	0%	01-Jan-22	
Level 2 Fee	500	563	563	0%	01-Jan-22	
Level 3 Fee	1,500	1,689	1,689	0%	01-Jan-22	
<b>Set-Back Requirements from Structures in the Zone of Influence</b>						
Level 1 Fee	500	563	563	0%	01-Jan-22	
Level 2 Fee	1,000	1,126	1,126	0%	01-Jan-22	
Level 3 Fee	1,500	1,689	1,689	0%	01-Jan-22	
<b>Fire/Smoke Dispersion Analysis</b>						
Level 2 Fee	1,500	1,689	1,689	0%	01-Jan-22	
Level 3 Fee	2,000	2,252	2,252	0%	01-Jan-22	
<b>Crane Swing and Lifting Loads</b>						
Level 1 Fee	500	563	563	0%	01-Jan-22	
Level 2 Fee	1,000	1,126	1,126	0%	01-Jan-22	
Level 3 Fee	1,500	1,689	1,689	0%	01-Jan-22	
<b>Insurance Requirements</b>						
Level 2 Fee	500	563	563	0%	01-Jan-22	
Level 3 Fee	500	563	563	0%	01-Jan-22	
<b>Property – M&amp;L Requirements</b>						
Level 2 Fee	500	563	563	0%	01-Jan-22	
Level 3 Fee	1,000	1,126	1,126	0%	01-Jan-22	

City of Ottawa  
 Transportation Services Department  
 Rail Construction Program Service - User Fees

	2020 Rate \$	2021 Rate \$	2022 Rate \$	% Change Over 2021	Effective Date	2022 Revenue (\$000)
<b>Utility relocations and Installations</b>						
Level 1 Fee	500	563	563	0%	01-Jan-22	
Level 2 Fee	1,000	1,126	1,126	0%	01-Jan-22	
Level 3 Fee	1,500	1,689	1,689	0%	01-Jan-22	
<b>Entrance Connection Agreement</b>						
Level 2 Fee	4,000	4,505	4,505	0%	01-Jan-22	
Level 3 Fee	5,000	5,631	5,631	0%	01-Jan-22	
<b>Security Plan</b>						
Level 2 Fee	1,500	1,689	1,689	0%	01-Jan-22	
Level 3 Fee	1,500	1,689	1,689	0%	01-Jan-22	
<b>Construction As-Built Drawings</b>						
Level 2 Fee	500	563	563	0%	01-Jan-22	
Level 3 Fee	1,500	1,689	1,689	0%	01-Jan-22	
<b>Total Departmental</b>						

City of Ottawa  
 Planning, Infrastructure & Economic Development Department  
 GM's Office & Business and Technical 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	566	425	475	490	15
Business and Technical Support Services	3,925	3,886	4,386	4,686	300
<b>Gross Expenditure</b>	<b>4,491</b>	<b>4,311</b>	<b>4,861</b>	<b>5,176</b>	<b>315</b>
Recoveries & Allocations	-1,755	-1,880	-1,880	-2,025	-145
Revenue	-3	0	0	0	0
<b>Net Requirement</b>	<b>2,733</b>	<b>2,431</b>	<b>2,981</b>	<b>3,151</b>	<b>170</b>
<b>Expenditures by Type</b>					
Salaries, Wages & Benefits	4,139	3,868	4,408	4,723	315
Overtime	0	15	15	15	0
Material & Services	176	364	374	374	0
Transfers/Grants/Financial Charges	12	50	50	50	0
Fleet Costs	0	0	0	0	0
Program Facility Costs	0	0	0	0	0
Other Internal Costs	164	14	14	14	0
<b>Gross Expenditures</b>	<b>4,491</b>	<b>4,311</b>	<b>4,861</b>	<b>5,176</b>	<b>315</b>
Recoveries & Allocations	-1,755	-1,880	-1,880	-2,025	-145
<b>Net Expenditure</b>	<b>2,736</b>	<b>2,431</b>	<b>2,981</b>	<b>3,151</b>	<b>170</b>
<b>Revenues By Type</b>					
Federal	0	0	0	0	0
Provincial	-3	0	0	0	0
Own Funds	0	0	0	0	0
Fees and Services	0	0	0	0	0
Fines	0	0	0	0	0
Other	0	0	0	0	0
<b>Total Revenue</b>	<b>-3</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Requirement</b>	<b>2,733</b>	<b>2,431</b>	<b>2,981</b>	<b>3,151</b>	<b>170</b>
<b>Full Time Equivalents</b>			<b>37.00</b>	<b>38.00</b>	<b>1.00</b>

## **Planning, Infrastructure and Economic Development Department 2022 Service Area Summary - Community, Policy and Partnerships**

Economic Development and Long-Range Planning – The Community, Policy and Partnerships branch is part of the Planning, Infrastructure and Economic Development (PIED) Department, a department that champions the city-building priorities from planning and delivering growth opportunities and infrastructure, to managing City assets and investments, to fostering economic prosperity.

**Community, Policy and Partnerships:** responsible for implementing policies, strategies, projects and programs to grow and diversify the City’s economy. Collaborates with key economic development partners in developing and implementing economic development policies, strategies and programs under the umbrella of the City’s overarching Economic Development Strategy to capitalize on assets and opportunities in growing and diversifying the City’s economy as a key element of broader city building.

### **Programs/Services Offered**

**Community and Cultural Economic Development:** Works with partners in advancing the development and implementation of initiatives in support of the Creative, Cultural and Tourism industries and Urban Services/Main Streets pillars.

**Economic Policy and Partnerships:** Works with partners in advancing the development and implementation of initiatives in support of Knowledge Based industries and Rural Economy pillars.

## **Planning, Infrastructure and Economic Development Department 2022 Service Area Summary – Forecasting and Monitoring**

Economic Development and Long-Range Planning – Forecasting and Monitoring is part of the Planning, Infrastructure and Economic Development (PIED) Department, a department that champions the city-building priorities from planning and delivering growth opportunities and infrastructure, to managing City assets and investments, to fostering economic prosperity.

### **Programs/Services Offered**

**Forecasting and Monitoring:** the centre of expertise for population, employment, land use, development of travel demand input data, and for monitoring and forecasting related to population, employment and housing to inform the development of economic and planning policy and to monitor development and economic activity within the City.

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

	2020	2021		2022	\$ Change over 2021 Budget
	Actual	Forecast	Budget	Estimate	
<b>Expenditures by Program</b>					
Director's Office	334	327	327	335	8
Community, Policy and Partnerships	8,636	8,944	8,844	8,733	-111
Forecasting and Monitoring	615	643	828	656	-172
<b>Gross Expenditure</b>	<b>9,585</b>	<b>9,914</b>	<b>9,999</b>	<b>9,724</b>	<b>-275</b>
Recoveries & Allocations	-3	0	0	0	0
Revenue	-239	-125	-125	0	125
<b>Net Requirement</b>	<b>9,343</b>	<b>9,789</b>	<b>9,874</b>	<b>9,724</b>	<b>-150</b>
<b>Expenditures by Type</b>					
Salaries, Wages & Benefits	2,058	2,201	2,386	2,236	-150
Overtime	1	6	6	6	0
Material & Services	337	354	354	279	-75
Transfers/Grants/Financial Charges	7,102	7,348	7,248	7,198	-50
Fleet Costs	0	0	0	0	0
Program Facility Costs	0	0	0	0	0
Other Internal Costs	87	5	5	5	0
<b>Gross Expenditures</b>	<b>9,585</b>	<b>9,914</b>	<b>9,999</b>	<b>9,724</b>	<b>-275</b>
Recoveries & Allocations	-3	0	0	0	0
<b>Net Expenditure</b>	<b>9,582</b>	<b>9,914</b>	<b>9,999</b>	<b>9,724</b>	<b>-275</b>
<b>Revenues By Type</b>					
Federal	0	0	0	0	0
Provincial	-244	-125	-125	0	125
Own Funds	0	0	0	0	0
Fees and Services	5	0	0	0	0
Fines	0	0	0	0	0
Other	0	0	0	0	0
<b>Total Revenue</b>	<b>-239</b>	<b>-125</b>	<b>-125</b>	<b>0</b>	<b>125</b>
<b>Net Requirement</b>	<b>9,343</b>	<b>9,789</b>	<b>9,874</b>	<b>9,724</b>	<b>-150</b>
<b>Full Time Equivalents</b>			<b>17.00</b>	<b>17.00</b>	<b>0.00</b>

City of Ottawa  
 Planning, Infrastructure & Economic Development Department  
 Economic Development and Long Range Planning - User Fees

	2020 Rate \$	2021 Rate \$	2022 Rate \$	% Change Over 2021	% Change Over 2020	Effective Date	2022 Revenue (\$000)
Retail Business Holidays Act exemption application fee	2,500.00	2,560.00	2,650.00	3.5%	6.0%	01-Jan-22	
<b>Total</b>							<b>0</b>



## **Planning, Infrastructure and Economic Development Department 2022 Service Area Summary- Corporate Real Estate Office**

Corporate Real Estate Office (CREO) is part of the Planning, Infrastructure and Economic Development (PIED) Department, a department that champions the city-building priorities from planning and delivering growth opportunities and infrastructure, managing City assets and investments to fostering economic prosperity. CREO acts as the City's real estate manager, corporate landlord, project manager and developer. As the City's centre of real estate expertise, CREO strategically manages major assets for the City, enabling other departments to deliver programs and services by providing land, buildings and real estate services.

### **Programs/Services Offered**

CREO provides one-stop shopping for real estate matters through the following services:

- Acquisition of land and buildings to support a wide variety of City services and initiatives
- Corporate accommodation
- Disposal of property that is surplus to the City's needs
- Environmental assessment, remediation and soil management of City-owned land
- Leasing, oversight of interim portfolio and property tax assessment review of City-owned properties
- Valuation and appraisal
- Realty initiatives, strategic land development and special projects

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

	2020	2021		2022	\$ Change over 2021 Budget
	Actual	Forecast	Budget	Estimate	
<b>Expenditures by Program</b>					
Director's Office	312	315	315	319	4
Realty Services	2,016	2,232	2,232	2,253	21
Realty Initiatives & Development	10,773	12,388	12,788	12,839	51
<b>Gross Expenditure</b>	<b>13,101</b>	<b>14,935</b>	<b>15,335</b>	<b>15,411</b>	<b>76</b>
Recoveries & Allocations	-5,663	-5,705	-5,705	-5,705	0
Revenue	-219	-329	-329	-339	-10
<b>Net Requirement</b>	<b>7,219</b>	<b>8,901</b>	<b>9,301</b>	<b>9,367</b>	<b>66</b>
<b>Expenditures by Type</b>					
Salaries, Wages & Benefits	5,281	5,301	5,301	5,377	76
Overtime	2	27	27	27	0
Material & Services	1,501	4,202	4,602	4,602	0
Transfers/Grants/Financial Charges	6,150	5,161	5,161	5,161	0
Fleet Costs	0	0	0	0	0
Program Facility Costs	0	0	0	0	0
Other Internal Costs	167	244	244	244	0
<b>Gross Expenditures</b>	<b>13,101</b>	<b>14,935</b>	<b>15,335</b>	<b>15,411</b>	<b>76</b>
Recoveries & Allocations	-5,663	-5,705	-5,705	-5,705	0
<b>Net Expenditure</b>	<b>7,438</b>	<b>9,230</b>	<b>9,630</b>	<b>9,706</b>	<b>76</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	-219	-329	-329	-339	-10
Fines	0	0	0	0	0
Other	0	0	0	0	0
<b>Total Revenue</b>	<b>-219</b>	<b>-329</b>	<b>-329</b>	<b>-339</b>	<b>-10</b>
<b>Net Requirement</b>	<b>7,219</b>	<b>8,901</b>	<b>9,301</b>	<b>9,367</b>	<b>66</b>
<b>Full Time Equivalents</b>			<b>40.50</b>	<b>40.50</b>	<b>0.00</b>

City of Ottawa  
 Planning, Infrastructure & Economic Development Department  
 Corporate Real Estate Office - User Fees

	2020 Rate \$	2021 Rate \$	2022 Rate \$	% Change Over 2021	% Change Over 2020	Effective Date	2022 Revenue (\$000)
<b>Real Estate Agreements</b>							
Lease agreements	1,104.00	1,126.00	1,149.00	2.0%	4.1%	01-Jan-22	
Lease Assignment Amendment	552.00	563.00	574.00	2.0%	4.0%	01-Jan-22	
Lease Renewal Agreements	552.00	563.00	574.00	2.0%	4.0%	01-Jan-22	
License of Occupation Agreements	1,104.00	1,126.00	1,149.00	2.0%	4.1%	01-Jan-22	
License Assignment	552.00	563.00	574.00	2.0%	4.0%	01-Jan-22	
License Renewal	552.00	563.00	574.00	2.0%	4.0%	01-Jan-22	
Consent to Enter Agreements	275.00	280.00	286.00	2.1%	4.0%	01-Jan-22	
Reconveyance of Dedicated Road Widening requirements	552.00	563.00	574.00	2.0%	4.0%	01-Jan-22	
Cost of Negotiation of off-site management agreement	1,655.00	1,688.00	1,722.00	2.0%	4.0%	01-Jan-22	
Cost of Negotiation fee	1,655.00	1,688.00	1,722.00	2.0%	4.0%	01-Jan-22	
Cost of appraisal	actual cost	actual cost	actual cost	n/a	n/a	01-Jan-22	
Cost of appraisal admin fee	1,655.00	1,688.00	1,722.00	2.0%	4.0%	01-Jan-22	
Cost of survey	actual cost	actual cost	actual cost	n/a	n/a	01-Jan-22	
Cost of survey admin fee	1,655.00	1,688.00	1,722.00	2.0%	4.0%	01-Jan-22	
Recovery of actual costs relating to real estate operations	actual cost	actual cost	actual cost	n/a	n/a	01-Jan-22	
Administration and overhead charge for third party requests wherein the benefit is for the party's sole interest.	15%	15%	15%	n/a	n/a	01-Jan-22	
<b>Total Departmental</b>							<b>-10</b>

City of Ottawa  
 Innovative Client Services Department  
 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	621	663	663	672	9
Business Support Services	2,143	2,441	2,891	2,952	61
<b>Gross Expenditure</b>	<b>2,764</b>	<b>3,104</b>	<b>3,554</b>	<b>3,624</b>	<b>70</b>
Recoveries & Allocations	0	0	0	0	0
Revenue	0	0	0	0	0
<b>Net Requirement</b>	<b>2,764</b>	<b>3,104</b>	<b>3,554</b>	<b>3,624</b>	<b>70</b>
<b>Expenditures by Type</b>					
Salaries, Wages & Benefits	2,701	3,041	3,396	3,466	70
Overtime	4	1	1	1	0
Material & Services	36	37	132	132	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	23	25	25	25	0
<b>Gross Expenditures</b>	<b>2,764</b>	<b>3,104</b>	<b>3,554</b>	<b>3,624</b>	<b>70</b>
Recoveries & Allocations	0	0	0	0	0
<b>Net Expenditure</b>	<b>2,764</b>	<b>3,104</b>	<b>3,554</b>	<b>3,624</b>	<b>70</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>2,764</b>	<b>3,104</b>	<b>3,554</b>	<b>3,624</b>	<b>70</b>
<b>Full Time Equivalents</b>			<b>26.00</b>	<b>26.00</b>	<b>0.00</b>

## **Innovative Client Services Department**

### **2022 Service Area Summary - Service Transformation**

Service Transformation executes enterprise-wide transformation projects and programs to support the client and employee experience.

#### **Programs/Services Offered**

##### **Culture and Strategy Branch**

**Strategic and Risk Planning:** Leads the corporate strategic planning and the corporate risk planning processes.

**Organizational Development:** Provides strategic advice and guidance to inspire people-centered, meaningful change leadership in service of the organization's cultural transformation vision.

##### **Experience Design and Innovation Branch**

**Business Transformation and Experience Design:** Supports the organization by working with departments to provide specialized business architecture, service design and data analysis expertise for the future of work and future of service programs.

**Open Data and Innovation Ecosystem:** Manages the City's open data program and will work to define our forward-looking approach to innovation and connectivity.

City of Ottawa  
 Innovative Client Services Department  
 Service Transformation - Operating Resource Requirement  
 In Thousands (\$000)

	2020	2021		2022	\$ Change over 2021 Budget
	Actual	Forecast	Budget	Estimate	
<b>Expenditures by Program</b>					
Service Transformation	3,039	2,960	3,485	3,480	-5
<b>Gross Expenditure</b>	<b>3,039</b>	<b>2,960</b>	<b>3,485</b>	<b>3,480</b>	<b>-5</b>
Recoveries & Allocations	0	0	0	0	0
Revenue	0	0	0	0	0
<b>Net Requirement</b>	<b>3,039</b>	<b>2,960</b>	<b>3,485</b>	<b>3,480</b>	<b>-5</b>
<b>Expenditures by Type</b>					
Salaries, Wages & Benefits	2,831	2,716	3,216	3,211	-5
Overtime	0	2	2	2	0
Material & Services	134	233	258	258	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	74	9	9	9	0
<b>Gross Expenditures</b>	<b>3,039</b>	<b>2,960</b>	<b>3,485</b>	<b>3,480</b>	<b>-5</b>
Recoveries & Allocations	0	0	0	0	0
<b>Net Expenditure</b>	<b>3,039</b>	<b>2,960</b>	<b>3,485</b>	<b>3,480</b>	<b>-5</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>3,039</b>	<b>2,960</b>	<b>3,485</b>	<b>3,480</b>	<b>-5</b>
<b>Full Time Equivalent</b>			<b>24.00</b>	<b>24.00</b>	<b>0.00</b>

## **Innovative Client Services Department**

### **2022 Service Area Summary - Public Information and Media Relations**

Public Information and Media Relations informs and engages Ottawa residents on programs, services and issues that are paramount to their participation as citizens and that help improve their quality of life. It guides strategic communications that align with the City's priorities, focus on inclusivity and provide critical information during times of emergency that safeguard residents' trust and confidence in the City. In 2020 and 2021, PIMR led the communications for both the City's COVID-19 response and the vaccination roll-out while continuing to support business continuity.

#### **Programs/Services offered**

Public Information and Media Relations consists of three branches:

**Public Information – Outreach:** leads the Public Engagement Strategy, engages with citizens via the City's social media channels, leads the communications and stakeholder relations for major City-building projects, manages the City's advertising and measures the effectiveness of communications plans and projects. They also create content such as videos, photos and graphics.

**Public Information – Communications:** develops the Corporate Annual Communications Calendar and communicates City priorities and services to the public. This includes writing all media and public products, such as public service announcements, news releases and online articles.

**Media Relations and Legislative Support:** is responsible for media relations, media monitoring, issues management, events and the development of speaking notes, provides strategic communications advice on the legislative agenda, supports the communications needs of Chairs, Committees and departments, and develops Committee and Council updates for the public.

City of Ottawa  
 Innovative Client Services Department  
 Public Information & Media Relations - Operating Resource Requirement  
 In Thousands (\$000)

	2020	2021		2022	\$ Change over 2021 Budget
	Actual	Forecast	Budget	Estimate	
<b>Expenditures by Program</b>					
Director's Office	393	344	379	234	-145
Media Relations & Outreach	1,286	1,246	1,271	1,271	0
Public Information	2,401	2,454	2,839	2,964	125
<b>Gross Expenditure</b>	<b>4,080</b>	<b>4,044</b>	<b>4,489</b>	<b>4,469</b>	<b>-20</b>
Recoveries & Allocations	-150	-125	-125	-125	0
Revenue	0	-250	-250	0	250
<b>Net Requirement</b>	<b>3,930</b>	<b>3,669</b>	<b>4,114</b>	<b>4,344</b>	<b>230</b>
<b>Expenditures by Type</b>					
Salaries, Wages & Benefits	3,832	3,876	3,931	3,761	-170
Overtime	28	29	29	29	0
Material & Services	200	122	512	662	150
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	20	17	17	17	0
<b>Gross Expenditures</b>	<b>4,080</b>	<b>4,044</b>	<b>4,489</b>	<b>4,469</b>	<b>-20</b>
Recoveries & Allocations	-150	-125	-125	-125	0
<b>Net Expenditure</b>	<b>3,930</b>	<b>3,919</b>	<b>4,364</b>	<b>4,344</b>	<b>-20</b>
<b>Revenues By Type</b>					
Federal	0	0	0	0	0
Provincial	0	-250	-250	-250	0
Own Funds	0	0	0	250	250
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>-250</b>	<b>-250</b>	<b>0</b>	<b>250</b>
<b>Net Requirement</b>	<b>3,930</b>	<b>3,669</b>	<b>4,114</b>	<b>4,344</b>	<b>230</b>
<b>Full Time Equivalents</b>			<b>33.00</b>	<b>33.00</b>	<b>0.00</b>



# Innovative Client Services Department

## 2022 Service Area Summary - Human Resources Services

Human Resources Services (HR) supports a thriving organization by partnering with our clients to deliver a full range of services to meet employee and business needs with the goal of maximizing the workforce potential to deliver excellent service. As an integrated team, HR Services provides:

- Forward-thinking human resource expertise tailored to the unique business and strategic needs of our clients
- Expertise and services to create an inclusive, healthy, safe and collaborative workforce
- Support for the development of a high performing workforce with a seamless experience for the City's talent throughout their career with an employer of choice
- An explicit governance framework that enables management decision-making through clear roles and responsibilities

### Programs/Services Offered

**Business Services** - Portfolio-focused HR service hubs provide departments with a dedicated team of cross disciplinary HR professionals who provide tailored HR solutions to meet operational needs and achieve unique business goals.

**Innovative Solutions** - Oversees HR systems strategy, systems maintenance and information management to enable process improvement and strategic decision-making.

**Programs & Planning** - Develops HR programs and plans to ensure our workforce is healthy, diverse, adaptive and engaged.

**Strategic Projects** - Oversees communications, change management and employee engagement for corporate HR initiatives.

**Total Rewards** - Comprised of the plans and programs that are designed to effectively attract, motivate and retain employees.

City of Ottawa  
 Innovative Client Services Department  
 Human Resources - Operating Resource Requirement  
 In Thousands (\$000)

	2020	2021		2022	\$ Change over 2021 Budget
	Actual	Forecast	Budget	Estimate	
<b>Expenditures by Program</b>					
Director's Office	1,102	857	857	1,582	725
Innovative Solutions	3,563	2,150	2,195	2,236	41
Total Rewards	2,854	2,779	3,379	3,414	35
HR Programs & Planning	3,627	3,495	4,125	4,403	278
HR Business Services	7,483	7,234	7,309	7,417	108
<b>Gross Expenditure</b>	<b>18,629</b>	<b>16,515</b>	<b>17,865</b>	<b>19,052</b>	<b>1,187</b>
Recoveries & Allocations	-1,628	-730	-730	-730	0
Revenue	-765	-765	-765	-765	0
<b>Net Requirement</b>	<b>16,236</b>	<b>15,020</b>	<b>16,370</b>	<b>17,557</b>	<b>1,187</b>
<b>Expenditures by Type</b>					
Salaries, Wages & Benefits	14,955	13,402	13,402	14,479	1,077
Overtime	0	3	3	3	0
Material & Services	3,605	2,963	4,313	4,423	110
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	69	147	147	147	0
<b>Gross Expenditures</b>	<b>18,629</b>	<b>16,515</b>	<b>17,865</b>	<b>19,052</b>	<b>1,187</b>
Recoveries & Allocations	-1,628	-730	-730	-730	0
<b>Net Expenditure</b>	<b>17,001</b>	<b>15,785</b>	<b>17,135</b>	<b>18,322</b>	<b>1,187</b>
<b>Revenues By Type</b>					
Federal	0	0	0	0	0
Provincial	0	0	0	0	0
Own Funds	-765	-765	-765	-765	0
Fees and Services	0	0	0	0	0
Fines	0	0	0	0	0
Other	0	0	0	0	0
<b>Total Revenue</b>	<b>-765</b>	<b>-765</b>	<b>-765</b>	<b>-765</b>	<b>0</b>
<b>Net Requirement</b>	<b>16,236</b>	<b>15,020</b>	<b>16,370</b>	<b>17,557</b>	<b>1,187</b>
<b>Full Time Equivalents</b>			<b>114.80</b>	<b>115.80</b>	<b>1.00</b>

## **Innovative Client Services Department**

### **2022 Service Area Summary - ServiceOttawa**

ServiceOttawa is the first stop for City information and services for residents, businesses, visitors and internal partners, through a choice of channels providing reliable and high-quality information and services. As the service responsible for the front-end customer experience, a consistent and positive client experience is provided across multiple channels.

#### **Programs/Services Offered**

City services are available through ottawa.ca and other key websites, email, by calling 3-1-1, or by visiting one of the seven Client Service Centres (CSC) or three Provincial Offences Act (POA) counter sites.

Information and services are provided on behalf of city departments and various levels of government. Additionally, ServiceOttawa plays a key role in liaising with, and dispatching critical services. ServiceOttawa supports departments through expertise in web tools and technology, processes and practices to support the on-line self-service channel, and the oversight and day-to-day operations of ottawa.ca. Additionally, ServiceOttawa works closely with partner departments to ensure that the right information and services are available to residents, businesses and visitors 24/7.

In 2020, ServiceOttawa supported over nine million online visits to ottawa.ca while 3-1-1 agents answered approximately 538,200 client inquiries over the phone and responded to 16,557 emails from residents, businesses, and visitors. With COVID-19 impacting in-person services, the CSC mobilized their phone lines and together with POA services offered 58,000 calls, launched online services and received 37,500 online forms, while still processing 45,087 in-person transactions. This ultimately generated \$87.1 million in revenue that was handled by ServiceOttawa.

City of Ottawa  
 Innovative Client Services Department  
 ServiceOttawa - Operating Resource Requirement  
 In Thousands (\$000)

	2020	2021		2022	\$ Change over 2021 Budget
	Actual	Forecast	Budget	Estimate	
<b>Expenditures by Program</b>					
Director's Office	976	1,001	1,001	906	-95
Web Services	1,287	1,336	1,386	1,460	74
Call Center Services	3,891	3,682	3,682	3,795	113
Counter Services	7,152	8,931	9,319	11,841	2,522
<b>Gross Expenditure</b>	<b>13,306</b>	<b>14,950</b>	<b>15,388</b>	<b>18,002</b>	<b>2,614</b>
Recoveries & Allocations	-442	-518	-518	-2,872	-2,354
Revenue	-770	-1,276	-1,304	-1,304	0
<b>Net Requirement</b>	<b>12,094</b>	<b>13,156</b>	<b>13,566</b>	<b>13,826</b>	<b>260</b>
<b>Expenditures by Type</b>					
Salaries, Wages & Benefits	11,244	11,655	11,655	12,892	1,237
Overtime	144	157	157	157	0
Material & Services	1,533	2,683	3,121	4,498	1,377
Transfers/Grants/Financial Charges	1	0	0	0	0
Fleet Costs	0	0	0	0	0
Program Facility Costs	0	0	0	0	0
Other Internal Costs	384	455	455	455	0
<b>Gross Expenditures</b>	<b>13,306</b>	<b>14,950</b>	<b>15,388</b>	<b>18,002</b>	<b>2,614</b>
Recoveries & Allocations	-442	-518	-518	-2,872	-2,354
<b>Net Expenditure</b>	<b>12,864</b>	<b>14,432</b>	<b>14,870</b>	<b>15,130</b>	<b>260</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	-770	-1,276	-1,304	-1,304	0
Fines	0	0	0	0	0
Other	0	0	0	0	0
<b>Total Revenue</b>	<b>-770</b>	<b>-1,276</b>	<b>-1,304</b>	<b>-1,304</b>	<b>0</b>
<b>Net Requirement</b>	<b>12,094</b>	<b>13,156</b>	<b>13,566</b>	<b>13,826</b>	<b>260</b>
<b>Full Time Equivalents</b>			<b>120.07</b>	<b>120.07</b>	<b>0.00</b>

City of Ottawa  
 Innovative Client Services Department  
 ServiceOttawa - User Fees

	2020 Rate \$	2021 Rate \$	2022 Rate \$	% Change Over 2021	% Change Over 2020	Effective Date	2022 Revenue (\$000)
<b>Vital Stats Program</b>							
Marriage License	168.10	171.50	174.93	2%	4%	01-Jan-22	
Death Registration	47.20	48.15	49.11	2%	4%	01-Jan-22	
Commission of Oaths (Affidavits)	14.80	15.10	15.40	2%	4%	01-Jan-22	
Express Processing (Xpresspost)	39.50	40.30	41.11	2%	4%	01-Jan-22	
<b>Civil Marriages</b>							
Option A: M-F (business hours)	147.00	150.00	153.00	2%	4%	01-Jan-22	
Option B: Friday evening & Saturday afternoons	220.60	225.00	229.50	2%	4%	01-Jan-22	
<b>Community and Customer Service</b>							
<b>Photocopies</b>							
First Page	1.20	1.20	1.22	2%	2%	01-Jan-22	
Each additional page	0.35	0.35	0.36	2%	2%	01-Jan-22	
<b>Promotional Merchandise</b>							
Flag Large 9x5	193.00	193.00	196.86	2%	2%	01-Jan-22	
Flag Small 6x3	84.00	84.00	85.68	2%	2%	01-Jan-22	
Lapel Pins	0.70	0.70	0.71	2%	2%	01-Jan-22	
<b>Total Departmental</b>							<b>0</b>

## Innovative Client Services Department

### 2022 Service Area Summary - Legal Services

The Legal Services function utilizes both in-house and external legal resources to provide a full range of core legal services, in addition to labour relations (i.e. collective bargaining, grievance management, etc.) as well as claims and insurance management.

#### Programs/Services Offered

- Legal and procedural advice, including: legislative drafting, interpretation and application of statutes and by-laws; access to information and privacy law; financial and governance matters; municipal assessment and taxation legal issues; etc.
- Corporate and commercial law support, including: review and drafting of contracts, funding agreements, etc.; tendering and procurement law advice and support under the *Purchasing By-law*; representation of the City in construction-related disputes, etc.
- Labour relations support, including: advice and support for management relating to employee/union obligations under federal and provincial labour and employment-related statutes; leading collective bargaining on behalf of the City; administration of the grievance process; and, representation of the City in rights and interest arbitrations
- Advocacy on behalf of the City in all forms of litigation, including: civil litigation; prosecutions of charges laid pursuant to the City's by-laws and in respect of other provincial offences (e.g. Highway Traffic Act, Compulsory Automobile Insurance Act, etc.) pursuant to the Memorandum of Understanding with the Ministry of the Attorney General; receipt, investigation and adjudication of non-litigated claims against the City (e.g. potholes; flooding; etc.); administrative proceedings before provincial and federal tribunals (e.g. Ontario Human Rights Tribunal, Ontario Assessment Review Board, etc.)
- Planning and Development law advice, including: preparation and review of development-related agreements; zoning and official plan legal issues under the *Planning Act* and the *Development Charges Act*; conduct of real estate transactions involving the City; and, representation of the City in matters before the Local Planning Appeals Tribunal
- Advice and oversight of the City's Insurance programs, including: advising on adequate insurance and indemnification requirements on contracts, policies, terms and conditions and conducting the City's annual insurance renewal process
- Ethics advice and guidance, including the provision of educational resources in support of the City's *Employee Code of Conduct*/ethics program

City of Ottawa  
 Innovative Client Services Department  
 Legal Services - Operating Resource Requirement  
 In Thousands (\$000)

	2020	2021		2022	\$ Change over 2021 Budget
	Actual	Forecast	Budget	Estimate	
<b>Expenditures by Program</b>					
Legal Services	13,527	11,943	11,973	12,724	751
<b>Gross Expenditure</b>	<b>13,527</b>	<b>11,943</b>	<b>11,973</b>	<b>12,724</b>	<b>751</b>
Recoveries & Allocations	-3,513	-2,200	-2,200	-2,689	-489
Revenue	-26	0	0	0	0
<b>Net Requirement</b>	<b>9,988</b>	<b>9,743</b>	<b>9,773</b>	<b>10,035</b>	<b>262</b>
<b>Expenditures by Type</b>					
Salaries, Wages & Benefits	9,832	10,252	10,252	11,003	751
Overtime	0	31	31	31	0
Material & Services	3,660	1,603	1,633	1,633	0
Transfers/Grants/Financial Charges	0	0	0	0	0
Fleet Costs	0	0	0	0	0
Program Facility Costs	0	0	0	0	0
Other Internal Costs	35	57	57	57	0
<b>Gross Expenditures</b>	<b>13,527</b>	<b>11,943</b>	<b>11,973</b>	<b>12,724</b>	<b>751</b>
Recoveries & Allocations	-3,513	-2,200	-2,200	-2,689	-489
<b>Net Expenditure</b>	<b>10,014</b>	<b>9,743</b>	<b>9,773</b>	<b>10,035</b>	<b>262</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	-26	0	0	0	0
Fines	0	0	0	0	0
Other	0	0	0	0	0
<b>Total Revenue</b>	<b>-26</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Requirement</b>	<b>9,988</b>	<b>9,743</b>	<b>9,773</b>	<b>10,035</b>	<b>262</b>
<b>Full Time Equivalents</b>			<b>86.00</b>	<b>89.00</b>	<b>3.00</b>

## **Innovative Client Services Department**

### **2022 Service Area Summary - Supply Services**

The Supply Services area administers the procurement and payment activities of the City, Ottawa Police and Ottawa Public Library in accordance with the City of Ottawa Procurement By-law, Federal and Provincial Legislation, and established policies and procedures to ensure:

- The competitive process is cost-effective and used whenever possible
- Fair, open and equitable treatment to all suppliers
- Best value for taxpayer dollars

#### **Programs/Services Offered**

##### **Procurement Services**

Responsible for managing and directing the strategic procurement of all goods, services and construction for the City of Ottawa, Ottawa Police Service and Library Board (approximately \$1B annually), focusing on best value, industry-accepted best practices and managed risk.

##### **Strategic Sourcing**

Responsible for managing the City's supply chain, including the payment of all goods, services, and construction for the City of Ottawa, Ottawa Police Services, Ottawa Public Library, and the Business Improvement Areas (approximately \$3B annually).

##### **Energy Management and Strategy Branch**

Responsible for compliance monitoring and performance data analytics, in addition to a broad range of energy-related initiatives that are currently decentralized, including the strategic oversight of energy project delivery and managing financial and reporting processes.



City of Ottawa  
 Innovative Client Services Department  
 Supply Services - Operating Resource Requirement  
 In Thousands (\$000)

	2020	2021		2022	\$ Change over 2021 Budget
	Actual	Forecast	Budget	Estimate	
<b>Expenditures by Program</b>					
Supply Services	8,329	8,349	7,149	7,330	181
<b>Gross Expenditure</b>	<b>8,329</b>	<b>8,349</b>	<b>7,149</b>	<b>7,330</b>	<b>181</b>
Recoveries & Allocations	-1,590	-1,525	-1,525	-2,125	-600
Revenue	-2,088	-1,985	-785	-785	0
<b>Net Requirement</b>	<b>4,651</b>	<b>4,839</b>	<b>4,839</b>	<b>4,420</b>	<b>-419</b>
<b>Expenditures by Type</b>					
Salaries, Wages & Benefits	6,942	6,923	6,923	7,104	181
Overtime	19	7	7	7	0
Material & Services	355	1,358	158	158	0
Transfers/Grants/Financial Charges	7	0	0	0	0
Fleet Costs	0	0	0	0	0
Program Facility Costs	0	0	0	0	0
Other Internal Costs	1,006	61	61	61	0
<b>Gross Expenditures</b>	<b>8,329</b>	<b>8,349</b>	<b>7,149</b>	<b>7,330</b>	<b>181</b>
Recoveries & Allocations	-1,590	-1,525	-1,525	-2,125	-600
<b>Net Expenditure</b>	<b>6,739</b>	<b>6,824</b>	<b>5,624</b>	<b>5,205</b>	<b>-419</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	-2,088	-1,985	-785	-785	0
Fines	0	0	0	0	0
Other	0	0	0	0	0
<b>Total Revenue</b>	<b>-2,088</b>	<b>-1,985</b>	<b>-785</b>	<b>-785</b>	<b>0</b>
<b>Net Requirement</b>	<b>4,651</b>	<b>4,839</b>	<b>4,839</b>	<b>4,420</b>	<b>-419</b>
<b>Full Time Equivalents</b>			<b>65.99</b>	<b>65.99</b>	<b>0.00</b>

City of Ottawa  
 Finance Services Department  
 Chief Financial Officer/Treasurer & 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>					
Chief Financial Officer/Treasurer	435	543	543	551	8
Business Support Services	1,734	2,064	2,064	2,137	73
<b>Gross Expenditure</b>	<b>2,169</b>	<b>2,607</b>	<b>2,607</b>	<b>2,688</b>	<b>81</b>
Recoveries & Allocations	0	0	0	0	0
Revenue	0	0	0	0	0
<b>Net Requirement</b>	<b>2,169</b>	<b>2,607</b>	<b>2,607</b>	<b>2,688</b>	<b>81</b>
<b>Expenditures by Type</b>					
Salaries, Wages & Benefits	2,071	2,253	2,253	2,334	81
Overtime	0	0	0	0	0
Material & Services	71	327	327	327	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	27	27	27	27	0
<b>Gross Expenditures</b>	<b>2,169</b>	<b>2,607</b>	<b>2,607</b>	<b>2,688</b>	<b>81</b>
Recoveries & Allocations	0	0	0	0	0
<b>Net Expenditure</b>	<b>2,169</b>	<b>2,607</b>	<b>2,607</b>	<b>2,688</b>	<b>81</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>2,169</b>	<b>2,607</b>	<b>2,607</b>	<b>2,688</b>	<b>81</b>
<b>Full Time Equivalents</b>			<b>18.00</b>	<b>18.00</b>	<b>0.00</b>

## **Finance Services Department**

### **2022 Service Area Summary - Revenue Service Area**

The Revenue service area (“Revenue”) supports the delivery of City services by: providing excellent service to the public and City departments; partnering with clients to develop innovative solutions to business needs; and ensuring compliance with all legislation, by-laws and other governance requirements.

#### **Programs/Services Offered**

Revenue Services provides a broad range of services to internal and external clients. The service area plays a critical role throughout the corporation, and shares commonalities that will help the department to become more efficient. Revenue Services upholds the statutory requirements of the Municipal Act and other Acts of Legislation; provides services and expertise on all financial revenue matters within the organization; and establishes policies that support the City in its goal to become financially sustainable.

Core services include:

- Developing the City’s tax policies, issuing and collecting all City tax bills, administering the assessment roll, managing assessment appeals, administering tax mitigation programs, and maintaining all customer tax accounts
- Responsibility for the maintenance of the water meters, setting water meter standards as well as oversight of the automated meter reading infrastructure across the City
- Issuing and collecting on all City water bills as well as maintaining all customer water accounts
- Provides billing and collection services for all accounts receivable (corporate accounts receivable, provincial offences fines, payment in lieu of taxation, etc.)
- Oversight of the Municipal Accommodation Tax and the City’s corporate cash handling policies and procedures
- Oversees the City’s customer payment strategy and Resident payment experience by managing and offering multiple payment channel options.

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

	2020	2021		2022	\$ Change over 2021 Budget
	Actual	Forecast	Budget	Estimate	
<b>Expenditures by Program</b>					
Revenue Services	21,599	22,735	22,735	23,895	1,160
<b>Gross Expenditure</b>	<b>21,599</b>	<b>22,735</b>	<b>22,735</b>	<b>23,895</b>	<b>1,160</b>
Recoveries & Allocations	-8,374	-10,577	-10,577	-11,313	-736
Revenue	-6,913	-8,257	-6,757	-7,107	-350
<b>Net Requirement</b>	<b>6,312</b>	<b>3,901</b>	<b>5,401</b>	<b>5,475</b>	<b>74</b>
<b>Expenditures by Type</b>					
Salaries, Wages & Benefits	17,401	18,001	18,001	19,161	1,160
Overtime	212	22	22	22	0
Material & Services	3,598	4,183	4,183	4,183	0
Transfers/Grants/Financial Charges	71	130	130	130	0
Fleet Costs	224	243	243	243	0
Program Facility Costs	0	156	156	156	0
Other Internal Costs	93	0	0	0	0
<b>Gross Expenditures</b>	<b>21,599</b>	<b>22,735</b>	<b>22,735</b>	<b>23,895</b>	<b>1,160</b>
Recoveries & Allocations	-8,374	-10,577	-10,577	-11,313	-736
<b>Net Expenditure</b>	<b>13,225</b>	<b>12,158</b>	<b>12,158</b>	<b>12,582</b>	<b>424</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	-6,913	-8,257	-6,757	-7,107	-350
Fines	0	0	0	0	0
Other	0	0	0	0	0
<b>Total Revenue</b>	<b>-6,913</b>	<b>-8,257</b>	<b>-6,757</b>	<b>-7,107</b>	<b>-350</b>
<b>Net Requirement</b>	<b>6,312</b>	<b>3,901</b>	<b>5,401</b>	<b>5,475</b>	<b>74</b>
<b>Full Time Equivalents</b>			<b>192.45</b>	<b>199.45</b>	<b>7.00</b>

City of Ottawa  
Finance Services Department  
Revenue Services - User Fees

	2020 Rate \$	2021 Rate \$	2022 Rate \$	% Change Over 2021	% Change Over 2020	Effective Date	2022 Revenue (\$000)
<b>Revenue - User Fees</b>							
Tax Certificates	72.50	72.50	73.00	1%	1%	01-Jan-22	-100
Water Certificates	72.50	72.50	73.00	1%	1%	01-Jan-22	
Reminder Notice: Tax	8.15	8.40	8.60	2%	6%	01-Jan-22	
Reminder Notice: Water	8.15	8.40	8.60	2%	6%	01-Jan-22	-50
New Account Fee: Tax	72.50	75.00	75.00	0%	3%	01-Jan-22	
New Account Fee: Water	72.50	75.00	77.00	3%	6%	01-Jan-22	
Tax Change of Ownership/Name	45.00	46.00	47.00	2%	4%	01-Jan-22	-55
Water Change of Ownership/Occupancy	44.00	46.00	47.00	2%	7%	01-Jan-22	-45
Bill Reprint/Statement of Account History : Tax	38.75	38.75	39.00	1%	1%	01-Jan-22	
Bill Reprint/Statement of Account History : Water	38.75	38.75	39.00	1%	1%	01-Jan-22	
Return Cheque Fee: Tax	47.00	48.00	49.00	2%	4%	01-Jan-22	
Return Cheque Fee: Water	47.00	48.00	49.00	2%	4%	01-Jan-22	
Return PTP/PAD Fee: Tax	47.00	48.00	49.00	2%	4%	01-Jan-22	
Return PTP/PAD Fee: Water	35.00	36.00	37.00	3%	6%	01-Jan-22	
Return Payment Fee: Accounts Receivable	47.00	48.00	49.00	2%	4%	01-Jan-22	
Return Payment Fee: Overpayment Recovery	47.00	48.00	49.00	2%	4%	01-Jan-22	
Deferral Program: New Application	144.00	148.00	151.00	2%	5%	01-Jan-22	
Deferral Program: Renewal	51.00	52.00	53.00	2%	4%	01-Jan-22	
Tax/Water Payment Redistribution	28.50	29.00	30.00	3%	5%	01-Jan-22	
Refund Processing Fee	28.50	29.00	30.00	3%	5%	01-Jan-22	
Mortgage List and Bulk Maintenance: Tax	12.25	15.00	16.00	7%	31%	01-Jan-22	-100
Arrears list research for mortgage companies	39.75	39.75	39.75	0%	0%	01-Jan-22	
Water Termination Notice	44.00	45.50	46.50	2%	6%	01-Jan-22	
Water Consumption Report	41.00	42.00	43.00	2%	5%	01-Jan-22	

City of Ottawa  
Finance Services Department  
Revenue Services - User Fees

	2020 Rate \$	2021 Rate \$	2022 Rate \$	% Change Over 2021	% Change Over 2020	Effective Date	2022 Revenue (\$000)
<b>Tax Sales Fees</b>							
Municipal Tax Sale: Step 1	1,422.00	1,465.00	1,494.00	2%	5%	01-Jan-22	
Municipal Tax Sale: Step 2	430.00	443.00	452.00	2%	5%	01-Jan-22	
Extension Agreement	860.00	886.00	904.00	2%	5%	01-Jan-22	
Survey	Actual cost	Actual cost	Actual cost	0%	0%	01-Jan-22	
<b>Sale of Land by Tender Process</b>							
Expenses for Tax Sale Proceedings	902.00	930.00	949.00	2%	5%	01-Jan-22	
After Tender Opening: Mailing Costs	300.00	300.00	306.00	2%	2%	01-Jan-22	
After Tender Opening: Registration	430.00	443.00	452.00	2%	5%	01-Jan-22	
After Tender Opening: Distribution of Sale	430.00	443.00	452.00	2%	5%	01-Jan-22	
Tender Package Purchase	44.00	45.50	46.50	2%	6%	01-Jan-22	
Advertising Costs	Actual cost	Actual cost	Actual cost	0%	0%	01-Jan-22	
Legal Cost	Actual cost	Actual cost	Actual cost	0%	0%	01-Jan-22	
<b>Collection Fees</b>							
Collection Handling Fee	44.00	45.00	46.00	2%	5%	01-Jan-22	
Private Collection Agency Fee Recovery	Actual %	Actual %	Actual %	0%	0%	01-Jan-22	
Account Statement Fee: Accounts Receivable	38.75	38.75	39.00	0%	0%	01-Jan-22	
Additions to Tax Roll	44.00	48.00	49.00	2%	11%	01-Jan-22	
Registered Letter for Arrears on Tax Account	44.00	45.00	46.00	2%	5%	01-Jan-22	
Corporate Accounts Receivable Interest	1.25% Compounded per month	1.25% Compounded per month	1.25 % Compounded per month	0%	0%	01-Jan-22	
Water Bill Interest Applied after the due date, every 15 days thereafter and before each bill.	0.0417% Daily Rate	0.0417% Daily Rate	0.0417% Daily Rate	0%	0%	01-Jan-22	
Credit Card/Mastercard Visa Debit Service fee	1.99%	1.99%	1.99%	0%	0%	01-Jan-22	
<b>Total Departmental</b>							<b>-350</b>

## **Finance Services Department**

### **2022 Service Area Summary - Corporate Finance Service Area**

The Corporate Finance service area supports the delivery of city services by providing excellent service to the public and City departments; partnering with clients to develop innovative solutions to business needs; and ensuring compliance with all legislation, by-laws and other governance requirements.

#### **Programs/Services Offered**

Comprised of Financial Services, Planning & Budgeting, Accounting, Treasury, Financial Reporting and Systems and Commodity Tax Compliance, these areas uphold the statutory requirements of the Municipal Act and other Acts of Legislation; provides services and expertise on all financial matters within the organization; and establishes policies that support the City in its goal to become financially sustainable.

Core services include:

- Developing and monitoring the City of Ottawa's operating, capital, and rate budgets
- Preparing the City's annual financial statements and related reporting
- Responsibility for Commodity Tax and Harmonized Sales Tax oversight
- Manage the issuance of City debt, sinking funds and investment portfolios
- Providing financial support and services to all City Departments and various boards and agencies
- Preparing the City's Long Range Financial Plans and financial strategies

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

	2020	2021		2022	\$ Change over 2021 Budget
	Actual	Forecast	Budget	Estimate	
<b>Expenditures by Program</b>					
Corporate Finance	15,404	16,031	16,031	17,259	1,228
<b>Gross Expenditure</b>	<b>15,404</b>	<b>16,031</b>	<b>16,031</b>	<b>17,259</b>	<b>1,228</b>
Recoveries & Allocations	-1,120	-901	-901	-1,441	-540
Revenue	0	0	0	0	0
<b>Net Requirement</b>	<b>14,284</b>	<b>15,130</b>	<b>15,130</b>	<b>15,818</b>	<b>688</b>
<b>Expenditures by Type</b>					
Salaries, Wages & Benefits	14,863	15,324	15,324	16,532	1,208
Overtime	107	51	51	51	0
Material & Services	366	602	602	622	20
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	68	54	54	54	0
<b>Gross Expenditures</b>	<b>15,404</b>	<b>16,031</b>	<b>16,031</b>	<b>17,259</b>	<b>1,228</b>
Recoveries & Allocations	-1,120	-901	-901	-1,441	-540
<b>Net Expenditure</b>	<b>14,284</b>	<b>15,130</b>	<b>15,130</b>	<b>15,818</b>	<b>688</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>14,284</b>	<b>15,130</b>	<b>15,130</b>	<b>15,818</b>	<b>688</b>
<b>Full Time Equivalents</b>			<b>146.89</b>	<b>146.89</b>	<b>0.00</b>



## **Finance Services Department**

### **2022 Service Area Summary – Payroll, Pensions and Benefits Service Area**

The Payroll, Pensions and Benefits service area supports the delivery of city services by providing excellent service to employees of City departments, Ottawa Police Services, Ottawa Public Library, and Ottawa Public Health; partnering with clients to develop innovative solutions to business needs; and ensuring compliance with all federal and provincial regulatory legislation, collective agreements and other governance requirements.

#### **Programs/Services Offered**

Comprised of Payroll Operations, Employee Client Services, SAP Systems Interfaces and Time Management, Pension and Benefit Administration, Financial Management, and Compliance Oversight. Provides services and expertise on all employee movement processing, time management, payroll, benefits and pension matters within the organization; and establishes programs and policies that support all employees on a daily basis and the City in its goal to be financially sustainable.

Core services include:

- Producing accurate pay for employees
- Administering employee benefit programs
- Administering Employers Pension plan responsibilities including OMERs, OC Transpo, COSF
- Providing oversight for centralized and decentralized time and attendance management
- Preparing and reporting all 3<sup>rd</sup> party payroll, pension and benefits remittances
- Providing expertise for SAP pay and time solutions
- Developing policies to promote equitable payroll practises across the corporation
- Managing the reimbursement of many employee expenses
- Maintaining and monitoring payroll compliance with contractual and legislated requirements

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

	2020	2021		2022	\$ Change over 2021 Budget
	Actual	Forecast	Budget	Estimate	
<b>Expenditures by Program</b>					
Payroll	7,379	7,214	7,214	7,617	403
<b>Gross Expenditure</b>	<b>7,379</b>	<b>7,214</b>	<b>7,214</b>	<b>7,617</b>	<b>403</b>
Recoveries & Allocations	-737	-216	-216	-396	-180
Revenue	0	0	0	0	0
<b>Net Requirement</b>	<b>6,642</b>	<b>6,998</b>	<b>6,998</b>	<b>7,221</b>	<b>223</b>
<b>Expenditures by Type</b>					
Salaries, Wages & Benefits	6,973	6,871	6,871	7,274	403
Overtime	45	20	20	20	0
Material & Services	249	210	210	210	0
Transfers/Grants/Financial Charges	0	113	113	113	0
Fleet Costs	0	0	0	0	0
Program Facility Costs	0	0	0	0	0
Other Internal Costs	112	0	0	0	0
<b>Gross Expenditures</b>	<b>7,379</b>	<b>7,214</b>	<b>7,214</b>	<b>7,617</b>	<b>403</b>
Recoveries & Allocations	-737	-216	-216	-396	-180
<b>Net Expenditure</b>	<b>6,642</b>	<b>6,998</b>	<b>6,998</b>	<b>7,221</b>	<b>223</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>6,642</b>	<b>6,998</b>	<b>6,998</b>	<b>7,221</b>	<b>223</b>
<b>Full Time Equivalents</b>			<b>66.33</b>	<b>66.33</b>	<b>0.00</b>

## **Non-Departmental 2022 Service Area Summary**

### **Programs/Services Offered**

#### Corporate Human Resource Provision

- Sick Leave Banks: Applies only to staff hired before the introduction of income protection plans in the late 1970's
- Retiree Costs: Includes Benefits for Retirees and Pension Supplementation
- Employee Benefits: Includes Past Service Pension and Disability Accommodation Provision

#### Capital Formation Costs

- Contribution to Reserves: The yearly contributions from the operating budget to various reserves
- Endowment Fund: The fund payout policy provides for an annual payout which is the lesser of the earnings in the year or 6.5 per cent, which are used to support the capital program
- Debt Charges: The annual principal and interest payments made to holders of municipal debentures (bonds).
- Sale of Surplus Lands: Income generated by the sale of lands identified by the City as surplus
- Ottawa Lands Development: Council-approved land sales generated by the Ottawa Community Lands Development Corporation
- 100 Constellation lease payment

#### Corporate Common Expenditures

- Financial Charges & Other: expenditures relating to daily cash management, placing and servicing long term financing, and other sundry financial charges
- Community Improvement Grants: Brownfield assistance programs to provide financial incentives for redevelopment of contaminated sites

## Corporate Common Revenues

- Penalties & Interest: Revenue earned from accounts in arrears on their taxes, water bills and accounts receivable
- Investment Income: Income generated by the City's positive cash flow not required for current operations
- Hydro Ottawa – Dividend Payment: Annual payment to the City in the amount, which is the greater of \$20 million or 60% of Hydro Ottawa's net income
- Other: Includes the City's share of Provincial Offence Act fine revenue, net proceeds from Rideau Carleton Raceway and Lottery Fees, Municipal Accommodation Tax revenue and other various revenues

## Tax Related Revenues & Expenditures

- Tax Rebates and Remissions: Includes reimbursement of property taxes for charities
- Municipal Property Assessment Corporation (MPAC): The City's proportionate share of the annual MPAC operating costs
- Supplementary Assessment: Tax revenue from new properties assessed after the return of the annual assessment roll
- Payments in lieu of Taxation: Payments made by Federal and Provincial government institutions on their properties including the taxes for education raised from these properties but retained by the City
- Public Institutions: Payments made by the Provincial government for payment in lieu of taxes for hospitals, universities and penitentiaries
- Local Improvement Revenue: Taxes raised to reimburse the costs incurred by the City for works constructed on behalf of benefiting taxpayers
- Property Taxes: The main source of revenue for funding municipal services

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

	2020	2021		2022	\$ Change over 2021 Budget
	Actual	Forecast	Budget	Estimate	
<b>Corporate Human Resource Provision Expenditure</b>					
Sick Leave Banks	3,020	3,020	3,020	3,020	0
Retiree Costs	2,500	2,500	2,500	2,500	0
Employee Benefits	1,128	1,128	1,128	1,153	25
Benefit Adjustments	75	75	75	75	0
<b>Net Corp HR Provision Requirement</b>	<b>6,723</b>	<b>6,723</b>	<b>6,723</b>	<b>6,748</b>	<b>25</b>
<b>Capital Formation Costs Expenditure</b>					
Contribution to City Wide Capital Reserve	128,598	140,431	140,431	149,876	9,445
Contribution to Tax Stabilization Reserve	15,812	10,161	10,161	12,596	2,435
Contribution to Gas Tax Reserve Fund	57,683	93,211	93,211	93,211	0
Transfer to CW Capital from Endowment Earnings	13,000	13,000	13,000	13,000	0
Transfer to CW Capital from OCLDC	5,008	5,000	5,000	5,000	0
Transfer to CW Capital from Sale of Surplus Land	6,625	5,000	1,500	1,500	0
City Wide Debt Charges	92,059	90,181	89,782	88,632	-1,150
100 Constellation Lease	6,411	6,413	6,412	6,412	0
<b>Gross Expenditure</b>	<b>325,196</b>	<b>363,397</b>	<b>359,497</b>	<b>370,227</b>	<b>10,730</b>
Recoveries & Allocations	0	0	0	0	0
<b>Net Expenditure</b>	<b>325,196</b>	<b>363,397</b>	<b>359,497</b>	<b>370,227</b>	<b>10,730</b>
<b>Revenue</b>					
Contribution from Tax Stabilization Reserve	-4,880	-2,000	-2,000	-25,225	-23,225
Gas Tax Receipts	-57,683	-93,211	-93,211	-93,211	0
Endowment Fund Earnings	-13,000	-13,000	-13,000	-13,000	0
Ottawa Lands Development Corp (OCLDC)	-5,008	-5,000	-5,000	-5,000	0
Sale of Surplus Land	-6,625	-5,000	-1,500	-1,500	0
City Wide Debt Charge Funding	-11,736	-8,952	-9,052	-9,052	0
<b>Total Revenue</b>	<b>-98,932</b>	<b>-127,163</b>	<b>-123,763</b>	<b>-146,988</b>	<b>-23,225</b>
<b>Net Capital Formation Costs Requirement</b>	<b>226,264</b>	<b>236,234</b>	<b>235,734</b>	<b>223,239</b>	<b>-12,495</b>

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

	2020	2021		2022	\$ Change over 2021 Budget
	Actual	Forecast	Budget	Estimate	
<b>Corporate Common Expenditures</b>					
<b>Expenditure</b>					
Financial Charges & Other	9,642	13,267	15,267	14,745	-522
<b>Gross Expenditure</b>	<b>9,642</b>	<b>13,267</b>	<b>15,267</b>	<b>14,745</b>	<b>-522</b>
Recoveries & Allocations	-44,461	-45,748	-45,748	-45,888	-140
<b>Net Expenditure</b>	<b>-34,819</b>	<b>-32,481</b>	<b>-30,481</b>	<b>-31,143</b>	<b>-662</b>
<b>Net Corporate Common Expenditures Requirement</b>	<b>-34,819</b>	<b>-32,481</b>	<b>-30,481</b>	<b>-31,143</b>	<b>-662</b>
<b>Corporate Common Revenues</b>					
<b>Expenditure</b>					
Automated Speed Enforcement	3	0	0	0	0
Penalty & Interest	321	350	0	0	0
Investment Income	326	326	326	326	0
Provincial Offences Act	233	137	137	137	0
Hydro Ottawa Dividends	2,600	2,500	0	0	0
Municipal Accommodation Tax	5,250	18,000	18,000	18,000	0
<b>Gross Expenditure</b>	<b>8,733</b>	<b>21,313</b>	<b>18,463</b>	<b>18,463</b>	<b>0</b>
Recoveries & Allocations	0	0	0	0	0
<b>Net Expenditure</b>	<b>8,733</b>	<b>21,313</b>	<b>18,463</b>	<b>18,463</b>	<b>0</b>
<b>Revenue</b>					
Penalty & Interest	-17,699	-19,254	-16,904	-17,404	-500
Investment Income	-18,726	-22,987	-22,987	-25,987	-3,000
Hydro Ottawa Dividends	-22,600	-22,500	-20,000	-20,000	0
Provincial Offences Act	-5,755	-6,257	-4,757	-5,257	-500
Red Light Camera	-9,925	-11,725	-11,725	-11,725	0
Automated Speed Enforcement	-2,556	-6,500	-6,500	0	6,500
Rideau Carleton Raceway	-5,600	-5,600	-5,600	-4,200	1,400
Lottery Fees	-1,004	-1,004	-1,004	-1,004	0
Municipal Accommodation Tax	-6,000	-18,750	-18,750	-18,750	0
Other Miscellaneous Revenue	-6,884	-3,845	-3,845	-4,345	-500
<b>Total Revenue</b>	<b>-96,749</b>	<b>-118,422</b>	<b>-112,072</b>	<b>-108,672</b>	<b>3,400</b>
<b>Net Corporate Common Revenues Requirement</b>	<b>-88,016</b>	<b>-97,109</b>	<b>-93,609</b>	<b>-90,209</b>	<b>3,400</b>

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

	2020	2021		2022	\$ Change over 2021 Budget
	Actual	Forecast	Budget	Estimate	
<b>Tax Related Expenditures and Revenues</b>					
<b>Expenditure</b>					
Tax Rebates & Remissions	35,011	26,775	23,775	23,775	0
Municipal Property Assessment Corp	13,695	13,697	13,697	13,697	0
<b>Net Expenditure</b>	<b>48,706</b>	<b>40,472</b>	<b>37,472</b>	<b>37,472</b>	<b>0</b>
<b>Revenue</b>					
Supplemental Assessment	-33,366	-28,934	-28,934	-29,434	-500
Payments-in-Lieu Taxation	-169,798	-166,890	-168,890	-164,890	4,000
Public Institutions	-6,805	-6,800	-6,800	-6,800	0
Property Tax Revenue	-1,743,383	-1,827,309	-1,827,309	-1,914,489	-87,180
<b>Total Revenue</b>	<b>-1,953,352</b>	<b>-2,029,933</b>	<b>-2,031,933</b>	<b>-2,115,613</b>	<b>-83,680</b>
<b>Net Tax Related Expenditures and Revenues</b>	<b>-1,904,646</b>	<b>-1,989,461</b>	<b>-1,994,461</b>	<b>-2,078,141</b>	<b>-83,680</b>
<b>Total Net Requirement</b>	<b>-1,794,494</b>	<b>-1,876,094</b>	<b>-1,876,094</b>	<b>-1,969,506</b>	<b>-93,412</b>

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

	2020	2021		2022	\$ Change over 2021 Budget
	Actual	Forecast	Budget	Estimate	
<b>Expenditures by Type</b>					
Salaries, Wages & Benefits	7,008	7,517	7,517	7,667	150
Overtime	0	0	0	0	0
Material & Services	16,914	18,468	18,468	19,343	875
Transfers/Grants/Financial Charges	383,890	426,426	418,676	427,884	9,208
Fleet Costs	0	0	0	0	0
Program Facility Costs	0	0	0	0	0
Other Internal Costs	-8,812	-7,239	-7,239	-7,239	0
<b>Gross Expenditures</b>	<b>399,000</b>	<b>445,172</b>	<b>437,422</b>	<b>447,655</b>	<b>10,233</b>
Recoveries & Allocations	-44,461	-45,748	-45,748	-45,888	-140
<b>Net Expenditure</b>	<b>354,539</b>	<b>399,424</b>	<b>391,674</b>	<b>401,767</b>	<b>10,093</b>
<b>Revenues By Type</b>					
Federal	-56,683	-56,684	-56,684	-56,684	0
Provincial	-15,283	-51,104	-44,604	-43,204	1,400
Municipal	0	0	0	0	0
Own Funds	-7,855	-2,000	-2,000	-25,225	-23,225
Property Taxes	-1,782,502	-1,874,397	-1,874,397	-1,961,577	-87,180
Investment Income	-54,639	-56,062	-56,062	-59,062	-3,000
Development Charges	-9,688	-7,009	-7,009	-7,009	0
PIL	-176,604	-173,691	-175,691	-171,691	4,000
Fees and Services	-1,437	-2,874	-2,774	-4,474	-1,700
Fines	-32,130	-40,950	-41,300	-34,800	6,500
Other	-12,212	-10,747	-7,247	-7,547	-300
<b>Total Revenue</b>	<b>-2,149,033</b>	<b>-2,275,518</b>	<b>-2,267,768</b>	<b>-2,371,273</b>	<b>-103,505</b>
<b>Net Requirement</b>	<b>-1,794,494</b>	<b>-1,876,094</b>	<b>-1,876,094</b>	<b>-1,969,506</b>	<b>-93,412</b>



City Of Ottawa  
 2022 Draft Capital Budget  
 Finance & Economic Development Committee  
 Capital Funding Summary  
 In Thousands \$(000's)

Project Description	Revenues	Gas Tax	Tax Supported/ Dedicated	Develop. Charges	Tax Supported/ Dedicated Debt	Grand Total
<b>Corporate Real Estate Office</b>						
Service Enhancements						
909154 Accommodation Fit-Ups and Renovations	0	0	500	0	0	500
<b>Service Enhancements Total</b>	<b>0</b>	<b>0</b>	<b>500</b>	<b>0</b>	<b>0</b>	<b>500</b>
<b>Corporate Real Estate Office Total</b>	<b>0</b>	<b>0</b>	<b>500</b>	<b>0</b>	<b>0</b>	<b>500</b>
<b>General Government</b>						
Renewal of City Assets						
910403 2022 Buildings-General Government	0	0	3,085	0	1,000	4,085
<b>Renewal of City Assets Total</b>	<b>0</b>	<b>0</b>	<b>3,085</b>	<b>0</b>	<b>1,000</b>	<b>4,085</b>
Service Enhancements						
910415 2022 Accessibility - General Government	0	0	375	0	0	375
<b>Service Enhancements Total</b>	<b>0</b>	<b>0</b>	<b>375</b>	<b>0</b>	<b>0</b>	<b>375</b>
<b>General Government Total</b>	<b>0</b>	<b>0</b>	<b>3,460</b>	<b>0</b>	<b>1,000</b>	<b>4,460</b>
<b>Grand Total</b>	<b>0</b>	<b>0</b>	<b>3,960</b>	<b>0</b>	<b>1,000</b>	<b>4,960</b>