



Draft **BUDGET** 2022

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

**Finance & Economic
Development
Committee**

Tabled November 3, 2021



Contents

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 | |
| Expenditures by Program | | | | | |
| 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 |
| Gross Expenditure | 12,367 | 12,458 | 12,758 | 12,998 | 240 |
| Recoveries & Allocations | -72 | 0 | 0 | 0 | 0 |
| Revenue | 0 | 0 | 0 | 0 | 0 |
| Net Requirement | 12,295 | 12,458 | 12,758 | 12,998 | 240 |
| Expenditures by Type | | | | | |
| 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 |
| Gross Expenditures | 12,367 | 12,458 | 12,758 | 12,998 | 240 |
| Recoveries & Allocations | -72 | 0 | 0 | 0 | 0 |
| Net Expenditure | 12,295 | 12,458 | 12,758 | 12,998 | 240 |
| Revenues By Type | | | | | |
| Federal | 0 | 0 | 0 | 0 | 0 |
| Provincial | 0 | 0 | 0 | 0 | 0 |
| Own Funds | 0 | 0 | 0 | 0 | 0 |
| Fees and Services | 0 | 0 | 0 | 0 | 0 |
| Fines | 0 | 0 | 0 | 0 | 0 |
| Other | 0 | 0 | 0 | 0 | 0 |
| Total Revenue | 0 | 0 | 0 | 0 | 0 |
| Net Requirement | 12,295 | 12,458 | 12,758 | 12,998 | 240 |
| Full Time Equivalents | | | 0.00 | 0.00 | 0.00 |

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 | |
| Expenditures by Program | | | | | |
| 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 |
| Gross Expenditure | 23,459 | 21,675 | 22,355 | 31,341 | 8,986 |
| Recoveries & Allocations | -2,817 | -2,715 | -2,715 | -2,715 | 0 |
| Revenue | -1,592 | -649 | -649 | -9,074 | -8,425 |
| Net Requirement | 19,050 | 18,311 | 18,991 | 19,552 | 561 |
| Expenditures by Type | | | | | |
| 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 |
| Gross Expenditures | 23,459 | 21,675 | 22,355 | 31,341 | 8,986 |
| Recoveries & Allocations | -2,817 | -2,715 | -2,715 | -2,715 | 0 |
| Net Expenditure | 20,642 | 18,960 | 19,640 | 28,626 | 8,986 |
| Revenues By Type | | | | | |
| 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 |
| Total Revenue | -1,592 | -649 | -649 | -9,074 | -8,425 |
| Net Requirement | 19,050 | 18,311 | 18,991 | 19,552 | 561 |
| Full Time Equivalent | | | 144.55 | 144.55 | 0.00 |

City of Ottawa
City Clerk - User Fees

| | 2020 Rate \$ | 2021 Rate \$ | 2022 Rate \$ | % Change Over 2021 | % Change Over 2020 | Effective Date | 2022 Revenue (\$000) |
|--|--------------------|--------------------|--------------------|-----------------------|-----------------------|-------------------|----------------------------|
| Digital Prints, B&W or Colour | | | | | | | |
| 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 | |
| Digital Scans | | | | | | | |
| 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 | |
| Audio-visual | | | | | | | |
| Duplication to CD or DVD (supported formats) | 20.00 | 20.40 | 20.81 | 2% | 4% | 01-Jan-22 | |
| Photocopies | | | | | | | |
| 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) |
|---|---------------------|---------------------|---------------------|-----------------------|-----------------------|-------------------|----------------------------|
| Research and Associated Fees | | | | | | | |
| Research | 40.00 | 40.80 | 40.80 | 0% | 2% | 01-Jan-22 | |
| Certified True Copy | Free | Free | Free | - | - | 01-Jan-22 | |
| Usage fees, commercial / internet publication, still images used in publication per image, non-exclusive, non-transferable, one-time only, single-language | | | | | | | |
| 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 | |
| Publications | | | | | | | |
| Individual titles | Cover price | Cover price | Cover price | - | - | 01-Jan-22 | |
| Rentals / Other | | | | | | | |
| 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 | |
| Total Departmental | | | | | | | 0 |

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 | |
| Expenditures by Program | | | | | |
| City Manager's Office | 1,995 | 2,135 | 2,160 | 2,205 | 45 |
| Gross Expenditure | 1,995 | 2,135 | 2,160 | 2,205 | 45 |
| Recoveries & Allocations | 0 | 0 | 0 | 0 | 0 |
| Revenue | 0 | 0 | 0 | 0 | 0 |
| Net Requirement | 1,995 | 2,135 | 2,160 | 2,205 | 45 |
| Expenditures by Type | | | | | |
| 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 |
| Gross Expenditures | 1,995 | 2,135 | 2,160 | 2,205 | 45 |
| Recoveries & Allocations | 0 | 0 | 0 | 0 | 0 |
| Net Expenditure | 1,995 | 2,135 | 2,160 | 2,205 | 45 |
| Revenues By Type | | | | | |
| 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 |
| Total Revenue | 0 | 0 | 0 | 0 | 0 |
| Net Requirement | 1,995 | 2,135 | 2,160 | 2,205 | 45 |
| Full Time Equivalents | | | 13.00 | 13.00 | 0.00 |

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 | |
| Expenditures by Program | | | | | |
| O-Train Construction | 1,067 | 0 | 0 | 0 | 0 |
| Rail Construction Program Service | 7,875 | 8,886 | 10,321 | 11,192 | 871 |
| Gross Expenditure | 8,942 | 8,886 | 10,321 | 11,192 | 871 |
| Recoveries & Allocations | -8,942 | -8,881 | -10,316 | -11,187 | -871 |
| Revenue | 0 | -5 | -5 | -5 | 0 |
| Net Requirement | 0 | 0 | 0 | 0 | 0 |
| Expenditures by Type | | | | | |
| 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 |
| Gross Expenditures | 8,942 | 8,886 | 10,321 | 11,192 | 871 |
| Recoveries & Allocations | -8,942 | -8,881 | -10,316 | -11,187 | -871 |
| Net Expenditure | 0 | 5 | 5 | 5 | 0 |
| Revenues By Type | | | | | |
| Federal | 0 | 0 | 0 | 0 | 0 |
| Provincial | 0 | 0 | 0 | 0 | 0 |
| Own Funds | 0 | 0 | 0 | 0 | 0 |
| Fees and Services | 0 | -5 | -5 | -5 | 0 |
| Fines | 0 | 0 | 0 | 0 | 0 |
| Other | 0 | 0 | 0 | 0 | 0 |
| Total Revenue | 0 | -5 | -5 | -5 | 0 |
| Net Requirement | 0 | 0 | 0 | 0 | 0 |
| Full Time Equivalents | | | 12.00 | 12.00 | 0.00 |

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) |
|---|--------------------|--------------------|--------------------|-----------------------|-------------------|----------------------------|
| Proximity Fees | | | | | | |
| Shoring – Design & Monitoring Plan | | | | | | |
| 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 | |
| Excavation Support System | | | | | | |
| Level 2 Fee | 500 | 563 | 563 | 0% | 01-Jan-22 | |
| Level 3 Fee | 1,500 | 1,689 | 1,689 | 0% | 01-Jan-22 | |
| Geotechnical Hydrogeological Analysis | | | | | | |
| 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 | |
| Groundwater Control Plan | | | | | | |
| 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 | |
| Waterproofing System | | | | | | |
| Level 2 Fee | 500 | 563 | 563 | 0% | 01-Jan-22 | |
| Level 3 Fee | 1,000 | 1,126 | 1,126 | 0% | 01-Jan-22 | |
| Structural Analysis –Loading | | | | | | |
| 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 | |
| Fire Ventilation | | | | | | |
| Level 2 Fee | 500 | 563 | 563 | 0% | 01-Jan-22 | |
| Level 3 Fee | 1,000 | 1,126 | 1,126 | 0% | 01-Jan-22 | |
| Station Ventilation | | | | | | |
| Level 2 Fee | 500 | 563 | 563 | 0% | 01-Jan-22 | |
| Level 3 Fee | 1,000 | 1,126 | 1,126 | 0% | 01-Jan-22 | |
| Access Requirements (including AODA) | | | | | | |
| 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 | |
| Noise and Vibration Study | | | | | | |
| 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) |
|---|--------------------|--------------------|--------------------|-----------------------|-------------------|----------------------------|
| EMI/Stray Current | | | | | | |
| Level 2 Fee | 500 | 563 | 563 | 0% | 01-Jan-22 | |
| Level 3 Fee | 500 | 563 | 563 | 0% | 01-Jan-22 | |
| Construction Coordination Protocols | | | | | | |
| 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 | |
| Pre-Post Construction Surveys | | | | | | |
| 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 | |
| Set-Back Requirements from Structures in the Zone of Influence | | | | | | |
| 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 | |
| Fire/Smoke Dispersion Analysis | | | | | | |
| 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 | |
| Crane Swing and Lifting Loads | | | | | | |
| 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 | |
| Insurance Requirements | | | | | | |
| Level 2 Fee | 500 | 563 | 563 | 0% | 01-Jan-22 | |
| Level 3 Fee | 500 | 563 | 563 | 0% | 01-Jan-22 | |
| Property – M&L Requirements | | | | | | |
| 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) |
|--|--------------------|--------------------|--------------------|-----------------------|-------------------|----------------------------|
| Utility relocations and Installations | | | | | | |
| 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 | |
| Entrance Connection Agreement | | | | | | |
| 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 | |
| Security Plan | | | | | | |
| 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 | |
| Construction As-Built Drawings | | | | | | |
| Level 2 Fee | 500 | 563 | 563 | 0% | 01-Jan-22 | |
| Level 3 Fee | 1,500 | 1,689 | 1,689 | 0% | 01-Jan-22 | |
| Total Departmental | | | | | | |

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 | |
| Expenditures by Program | | | | | |
| General Manager's Office | 566 | 425 | 475 | 490 | 15 |
| Business and Technical Support Services | 3,925 | 3,886 | 4,386 | 4,686 | 300 |
| Gross Expenditure | 4,491 | 4,311 | 4,861 | 5,176 | 315 |
| Recoveries & Allocations | -1,755 | -1,880 | -1,880 | -2,025 | -145 |
| Revenue | -3 | 0 | 0 | 0 | 0 |
| Net Requirement | 2,733 | 2,431 | 2,981 | 3,151 | 170 |
| Expenditures by Type | | | | | |
| 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 |
| Gross Expenditures | 4,491 | 4,311 | 4,861 | 5,176 | 315 |
| Recoveries & Allocations | -1,755 | -1,880 | -1,880 | -2,025 | -145 |
| Net Expenditure | 2,736 | 2,431 | 2,981 | 3,151 | 170 |
| Revenues By Type | | | | | |
| 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 |
| Total Revenue | -3 | 0 | 0 | 0 | 0 |
| Net Requirement | 2,733 | 2,431 | 2,981 | 3,151 | 170 |
| Full Time Equivalents | | | 37.00 | 38.00 | 1.00 |

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 | |
| Expenditures by Program | | | | | |
| 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 |
| Gross Expenditure | 9,585 | 9,914 | 9,999 | 9,724 | -275 |
| Recoveries & Allocations | -3 | 0 | 0 | 0 | 0 |
| Revenue | -239 | -125 | -125 | 0 | 125 |
| Net Requirement | 9,343 | 9,789 | 9,874 | 9,724 | -150 |
| Expenditures by Type | | | | | |
| 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 |
| Gross Expenditures | 9,585 | 9,914 | 9,999 | 9,724 | -275 |
| Recoveries & Allocations | -3 | 0 | 0 | 0 | 0 |
| Net Expenditure | 9,582 | 9,914 | 9,999 | 9,724 | -275 |
| Revenues By Type | | | | | |
| 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 |
| Total Revenue | -239 | -125 | -125 | 0 | 125 |
| Net Requirement | 9,343 | 9,789 | 9,874 | 9,724 | -150 |
| Full Time Equivalents | | | 17.00 | 17.00 | 0.00 |

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 | |
| Total | | | | | | | 0 |

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 | |
| Expenditures by Program | | | | | |
| 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 |
| Gross Expenditure | 13,101 | 14,935 | 15,335 | 15,411 | 76 |
| Recoveries & Allocations | -5,663 | -5,705 | -5,705 | -5,705 | 0 |
| Revenue | -219 | -329 | -329 | -339 | -10 |
| Net Requirement | 7,219 | 8,901 | 9,301 | 9,367 | 66 |
| Expenditures by Type | | | | | |
| 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 |
| Gross Expenditures | 13,101 | 14,935 | 15,335 | 15,411 | 76 |
| Recoveries & Allocations | -5,663 | -5,705 | -5,705 | -5,705 | 0 |
| Net Expenditure | 7,438 | 9,230 | 9,630 | 9,706 | 76 |
| Revenues By Type | | | | | |
| Federal | 0 | 0 | 0 | 0 | 0 |
| Provincial | 0 | 0 | 0 | 0 | 0 |
| Own Funds | 0 | 0 | 0 | 0 | 0 |
| Fees and Services | -219 | -329 | -329 | -339 | -10 |
| Fines | 0 | 0 | 0 | 0 | 0 |
| Other | 0 | 0 | 0 | 0 | 0 |
| Total Revenue | -219 | -329 | -329 | -339 | -10 |
| Net Requirement | 7,219 | 8,901 | 9,301 | 9,367 | 66 |
| Full Time Equivalents | | | 40.50 | 40.50 | 0.00 |

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) |
|---|--------------------|--------------------|--------------------|-----------------------|-----------------------|-------------------|----------------------------|
| Real Estate Agreements | | | | | | | |
| 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 | |
| Total Departmental | | | | | | | -10 |

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 | |
| Expenditures by Program | | | | | |
| General Manager's Office | 621 | 663 | 663 | 672 | 9 |
| Business Support Services | 2,143 | 2,441 | 2,891 | 2,952 | 61 |
| Gross Expenditure | 2,764 | 3,104 | 3,554 | 3,624 | 70 |
| Recoveries & Allocations | 0 | 0 | 0 | 0 | 0 |
| Revenue | 0 | 0 | 0 | 0 | 0 |
| Net Requirement | 2,764 | 3,104 | 3,554 | 3,624 | 70 |
| Expenditures by Type | | | | | |
| 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 |
| Gross Expenditures | 2,764 | 3,104 | 3,554 | 3,624 | 70 |
| Recoveries & Allocations | 0 | 0 | 0 | 0 | 0 |
| Net Expenditure | 2,764 | 3,104 | 3,554 | 3,624 | 70 |
| Revenues By Type | | | | | |
| Federal | 0 | 0 | 0 | 0 | 0 |
| Provincial | 0 | 0 | 0 | 0 | 0 |
| Own Funds | 0 | 0 | 0 | 0 | 0 |
| Fees and Services | 0 | 0 | 0 | 0 | 0 |
| Fines | 0 | 0 | 0 | 0 | 0 |
| Other | 0 | 0 | 0 | 0 | 0 |
| Total Revenue | 0 | 0 | 0 | 0 | 0 |
| Net Requirement | 2,764 | 3,104 | 3,554 | 3,624 | 70 |
| Full Time Equivalents | | | 26.00 | 26.00 | 0.00 |

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 | |
| Expenditures by Program | | | | | |
| Service Transformation | 3,039 | 2,960 | 3,485 | 3,480 | -5 |
| Gross Expenditure | 3,039 | 2,960 | 3,485 | 3,480 | -5 |
| Recoveries & Allocations | 0 | 0 | 0 | 0 | 0 |
| Revenue | 0 | 0 | 0 | 0 | 0 |
| Net Requirement | 3,039 | 2,960 | 3,485 | 3,480 | -5 |
| Expenditures by Type | | | | | |
| 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 |
| Gross Expenditures | 3,039 | 2,960 | 3,485 | 3,480 | -5 |
| Recoveries & Allocations | 0 | 0 | 0 | 0 | 0 |
| Net Expenditure | 3,039 | 2,960 | 3,485 | 3,480 | -5 |
| Revenues By Type | | | | | |
| Federal | 0 | 0 | 0 | 0 | 0 |
| Provincial | 0 | 0 | 0 | 0 | 0 |
| Own Funds | 0 | 0 | 0 | 0 | 0 |
| Fees and Services | 0 | 0 | 0 | 0 | 0 |
| Fines | 0 | 0 | 0 | 0 | 0 |
| Other | 0 | 0 | 0 | 0 | 0 |
| Total Revenue | 0 | 0 | 0 | 0 | 0 |
| Net Requirement | 3,039 | 2,960 | 3,485 | 3,480 | -5 |
| Full Time Equivalent | | | 24.00 | 24.00 | 0.00 |

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 | |
| Expenditures by Program | | | | | |
| 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 |
| Gross Expenditure | 4,080 | 4,044 | 4,489 | 4,469 | -20 |
| Recoveries & Allocations | -150 | -125 | -125 | -125 | 0 |
| Revenue | 0 | -250 | -250 | 0 | 250 |
| Net Requirement | 3,930 | 3,669 | 4,114 | 4,344 | 230 |
| Expenditures by Type | | | | | |
| 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 |
| Gross Expenditures | 4,080 | 4,044 | 4,489 | 4,469 | -20 |
| Recoveries & Allocations | -150 | -125 | -125 | -125 | 0 |
| Net Expenditure | 3,930 | 3,919 | 4,364 | 4,344 | -20 |
| Revenues By Type | | | | | |
| 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 |
| Total Revenue | 0 | -250 | -250 | 0 | 250 |
| Net Requirement | 3,930 | 3,669 | 4,114 | 4,344 | 230 |
| Full Time Equivalents | | | 33.00 | 33.00 | 0.00 |

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 | |
| Expenditures by Program | | | | | |
| 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 |
| Gross Expenditure | 18,629 | 16,515 | 17,865 | 19,052 | 1,187 |
| Recoveries & Allocations | -1,628 | -730 | -730 | -730 | 0 |
| Revenue | -765 | -765 | -765 | -765 | 0 |
| Net Requirement | 16,236 | 15,020 | 16,370 | 17,557 | 1,187 |
| Expenditures by Type | | | | | |
| 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 |
| Gross Expenditures | 18,629 | 16,515 | 17,865 | 19,052 | 1,187 |
| Recoveries & Allocations | -1,628 | -730 | -730 | -730 | 0 |
| Net Expenditure | 17,001 | 15,785 | 17,135 | 18,322 | 1,187 |
| Revenues By Type | | | | | |
| 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 |
| Total Revenue | -765 | -765 | -765 | -765 | 0 |
| Net Requirement | 16,236 | 15,020 | 16,370 | 17,557 | 1,187 |
| Full Time Equivalents | | | 114.80 | 115.80 | 1.00 |

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 | |
| Expenditures by Program | | | | | |
| 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 |
| Gross Expenditure | 13,306 | 14,950 | 15,388 | 18,002 | 2,614 |
| Recoveries & Allocations | -442 | -518 | -518 | -2,872 | -2,354 |
| Revenue | -770 | -1,276 | -1,304 | -1,304 | 0 |
| Net Requirement | 12,094 | 13,156 | 13,566 | 13,826 | 260 |
| Expenditures by Type | | | | | |
| 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 |
| Gross Expenditures | 13,306 | 14,950 | 15,388 | 18,002 | 2,614 |
| Recoveries & Allocations | -442 | -518 | -518 | -2,872 | -2,354 |
| Net Expenditure | 12,864 | 14,432 | 14,870 | 15,130 | 260 |
| Revenues By Type | | | | | |
| Federal | 0 | 0 | 0 | 0 | 0 |
| Provincial | 0 | 0 | 0 | 0 | 0 |
| Own Funds | 0 | 0 | 0 | 0 | 0 |
| Fees and Services | -770 | -1,276 | -1,304 | -1,304 | 0 |
| Fines | 0 | 0 | 0 | 0 | 0 |
| Other | 0 | 0 | 0 | 0 | 0 |
| Total Revenue | -770 | -1,276 | -1,304 | -1,304 | 0 |
| Net Requirement | 12,094 | 13,156 | 13,566 | 13,826 | 260 |
| Full Time Equivalents | | | 120.07 | 120.07 | 0.00 |

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) |
|--|--------------------|--------------------|--------------------|-----------------------|-----------------------|-------------------|----------------------------|
| Vital Stats Program | | | | | | | |
| 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 | |
| Civil Marriages | | | | | | | |
| 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 | |
| Community and Customer Service | | | | | | | |
| Photocopies | | | | | | | |
| 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 | |
| Promotional Merchandise | | | | | | | |
| 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 | |
| Total Departmental | | | | | | | 0 |

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 | |
| Expenditures by Program | | | | | |
| Legal Services | 13,527 | 11,943 | 11,973 | 12,724 | 751 |
| Gross Expenditure | 13,527 | 11,943 | 11,973 | 12,724 | 751 |
| Recoveries & Allocations | -3,513 | -2,200 | -2,200 | -2,689 | -489 |
| Revenue | -26 | 0 | 0 | 0 | 0 |
| Net Requirement | 9,988 | 9,743 | 9,773 | 10,035 | 262 |
| Expenditures by Type | | | | | |
| 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 |
| Gross Expenditures | 13,527 | 11,943 | 11,973 | 12,724 | 751 |
| Recoveries & Allocations | -3,513 | -2,200 | -2,200 | -2,689 | -489 |
| Net Expenditure | 10,014 | 9,743 | 9,773 | 10,035 | 262 |
| Revenues By Type | | | | | |
| Federal | 0 | 0 | 0 | 0 | 0 |
| Provincial | 0 | 0 | 0 | 0 | 0 |
| Own Funds | 0 | 0 | 0 | 0 | 0 |
| Fees and Services | -26 | 0 | 0 | 0 | 0 |
| Fines | 0 | 0 | 0 | 0 | 0 |
| Other | 0 | 0 | 0 | 0 | 0 |
| Total Revenue | -26 | 0 | 0 | 0 | 0 |
| Net Requirement | 9,988 | 9,743 | 9,773 | 10,035 | 262 |
| Full Time Equivalents | | | 86.00 | 89.00 | 3.00 |

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 | |
| Expenditures by Program | | | | | |
| Supply Services | 8,329 | 8,349 | 7,149 | 7,330 | 181 |
| Gross Expenditure | 8,329 | 8,349 | 7,149 | 7,330 | 181 |
| Recoveries & Allocations | -1,590 | -1,525 | -1,525 | -2,125 | -600 |
| Revenue | -2,088 | -1,985 | -785 | -785 | 0 |
| Net Requirement | 4,651 | 4,839 | 4,839 | 4,420 | -419 |
| Expenditures by Type | | | | | |
| 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 |
| Gross Expenditures | 8,329 | 8,349 | 7,149 | 7,330 | 181 |
| Recoveries & Allocations | -1,590 | -1,525 | -1,525 | -2,125 | -600 |
| Net Expenditure | 6,739 | 6,824 | 5,624 | 5,205 | -419 |
| Revenues By Type | | | | | |
| Federal | 0 | 0 | 0 | 0 | 0 |
| Provincial | 0 | 0 | 0 | 0 | 0 |
| Own Funds | 0 | 0 | 0 | 0 | 0 |
| Fees and Services | -2,088 | -1,985 | -785 | -785 | 0 |
| Fines | 0 | 0 | 0 | 0 | 0 |
| Other | 0 | 0 | 0 | 0 | 0 |
| Total Revenue | -2,088 | -1,985 | -785 | -785 | 0 |
| Net Requirement | 4,651 | 4,839 | 4,839 | 4,420 | -419 |
| Full Time Equivalents | | | 65.99 | 65.99 | 0.00 |

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 | |
| Expenditures by Program | | | | | |
| Chief Financial Officer/Treasurer | 435 | 543 | 543 | 551 | 8 |
| Business Support Services | 1,734 | 2,064 | 2,064 | 2,137 | 73 |
| Gross Expenditure | 2,169 | 2,607 | 2,607 | 2,688 | 81 |
| Recoveries & Allocations | 0 | 0 | 0 | 0 | 0 |
| Revenue | 0 | 0 | 0 | 0 | 0 |
| Net Requirement | 2,169 | 2,607 | 2,607 | 2,688 | 81 |
| Expenditures by Type | | | | | |
| 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 |
| Gross Expenditures | 2,169 | 2,607 | 2,607 | 2,688 | 81 |
| Recoveries & Allocations | 0 | 0 | 0 | 0 | 0 |
| Net Expenditure | 2,169 | 2,607 | 2,607 | 2,688 | 81 |
| Revenues By Type | | | | | |
| Federal | 0 | 0 | 0 | 0 | 0 |
| Provincial | 0 | 0 | 0 | 0 | 0 |
| Own Funds | 0 | 0 | 0 | 0 | 0 |
| Fees and Services | 0 | 0 | 0 | 0 | 0 |
| Fines | 0 | 0 | 0 | 0 | 0 |
| Other | 0 | 0 | 0 | 0 | 0 |
| Total Revenue | 0 | 0 | 0 | 0 | 0 |
| Net Requirement | 2,169 | 2,607 | 2,607 | 2,688 | 81 |
| Full Time Equivalents | | | 18.00 | 18.00 | 0.00 |

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 | |
| Expenditures by Program | | | | | |
| Revenue Services | 21,599 | 22,735 | 22,735 | 23,895 | 1,160 |
| Gross Expenditure | 21,599 | 22,735 | 22,735 | 23,895 | 1,160 |
| Recoveries & Allocations | -8,374 | -10,577 | -10,577 | -11,313 | -736 |
| Revenue | -6,913 | -8,257 | -6,757 | -7,107 | -350 |
| Net Requirement | 6,312 | 3,901 | 5,401 | 5,475 | 74 |
| Expenditures by Type | | | | | |
| 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 |
| Gross Expenditures | 21,599 | 22,735 | 22,735 | 23,895 | 1,160 |
| Recoveries & Allocations | -8,374 | -10,577 | -10,577 | -11,313 | -736 |
| Net Expenditure | 13,225 | 12,158 | 12,158 | 12,582 | 424 |
| Revenues By Type | | | | | |
| Federal | 0 | 0 | 0 | 0 | 0 |
| Provincial | 0 | 0 | 0 | 0 | 0 |
| Own Funds | 0 | 0 | 0 | 0 | 0 |
| Fees and Services | -6,913 | -8,257 | -6,757 | -7,107 | -350 |
| Fines | 0 | 0 | 0 | 0 | 0 |
| Other | 0 | 0 | 0 | 0 | 0 |
| Total Revenue | -6,913 | -8,257 | -6,757 | -7,107 | -350 |
| Net Requirement | 6,312 | 3,901 | 5,401 | 5,475 | 74 |
| Full Time Equivalents | | | 192.45 | 199.45 | 7.00 |

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) |
|--|--------------------|--------------------|--------------------|-----------------------|-----------------------|-------------------|----------------------------|
| Revenue - User Fees | | | | | | | |
| 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) |
|--|----------------------------------|----------------------------------|-----------------------------------|-----------------------|-----------------------|-------------------|----------------------------|
| Tax Sales Fees | | | | | | | |
| 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 | |
| Sale of Land by Tender Process | | | | | | | |
| 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 | |
| Collection Fees | | | | | | | |
| 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 | |
| Total Departmental | | | | | | | -350 |

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 | |
| Expenditures by Program | | | | | |
| Corporate Finance | 15,404 | 16,031 | 16,031 | 17,259 | 1,228 |
| Gross Expenditure | 15,404 | 16,031 | 16,031 | 17,259 | 1,228 |
| Recoveries & Allocations | -1,120 | -901 | -901 | -1,441 | -540 |
| Revenue | 0 | 0 | 0 | 0 | 0 |
| Net Requirement | 14,284 | 15,130 | 15,130 | 15,818 | 688 |
| Expenditures by Type | | | | | |
| 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 |
| Gross Expenditures | 15,404 | 16,031 | 16,031 | 17,259 | 1,228 |
| Recoveries & Allocations | -1,120 | -901 | -901 | -1,441 | -540 |
| Net Expenditure | 14,284 | 15,130 | 15,130 | 15,818 | 688 |
| Revenues By Type | | | | | |
| Federal | 0 | 0 | 0 | 0 | 0 |
| Provincial | 0 | 0 | 0 | 0 | 0 |
| Own Funds | 0 | 0 | 0 | 0 | 0 |
| Fees and Services | 0 | 0 | 0 | 0 | 0 |
| Fines | 0 | 0 | 0 | 0 | 0 |
| Other | 0 | 0 | 0 | 0 | 0 |
| Total Revenue | 0 | 0 | 0 | 0 | 0 |
| Net Requirement | 14,284 | 15,130 | 15,130 | 15,818 | 688 |
| Full Time Equivalents | | | 146.89 | 146.89 | 0.00 |

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 3rd 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 | |
| Expenditures by Program | | | | | |
| Payroll | 7,379 | 7,214 | 7,214 | 7,617 | 403 |
| Gross Expenditure | 7,379 | 7,214 | 7,214 | 7,617 | 403 |
| Recoveries & Allocations | -737 | -216 | -216 | -396 | -180 |
| Revenue | 0 | 0 | 0 | 0 | 0 |
| Net Requirement | 6,642 | 6,998 | 6,998 | 7,221 | 223 |
| Expenditures by Type | | | | | |
| 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 |
| Gross Expenditures | 7,379 | 7,214 | 7,214 | 7,617 | 403 |
| Recoveries & Allocations | -737 | -216 | -216 | -396 | -180 |
| Net Expenditure | 6,642 | 6,998 | 6,998 | 7,221 | 223 |
| Revenues By Type | | | | | |
| Federal | 0 | 0 | 0 | 0 | 0 |
| Provincial | 0 | 0 | 0 | 0 | 0 |
| Own Funds | 0 | 0 | 0 | 0 | 0 |
| Fees and Services | 0 | 0 | 0 | 0 | 0 |
| Fines | 0 | 0 | 0 | 0 | 0 |
| Other | 0 | 0 | 0 | 0 | 0 |
| Total Revenue | 0 | 0 | 0 | 0 | 0 |
| Net Requirement | 6,642 | 6,998 | 6,998 | 7,221 | 223 |
| Full Time Equivalents | | | 66.33 | 66.33 | 0.00 |

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 | |
| Corporate Human Resource Provision Expenditure | | | | | |
| 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 |
| Net Corp HR Provision Requirement | 6,723 | 6,723 | 6,723 | 6,748 | 25 |
| Capital Formation Costs Expenditure | | | | | |
| 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 |
| Gross Expenditure | 325,196 | 363,397 | 359,497 | 370,227 | 10,730 |
| Recoveries & Allocations | 0 | 0 | 0 | 0 | 0 |
| Net Expenditure | 325,196 | 363,397 | 359,497 | 370,227 | 10,730 |
| Revenue | | | | | |
| 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 |
| Total Revenue | -98,932 | -127,163 | -123,763 | -146,988 | -23,225 |
| Net Capital Formation Costs Requirement | 226,264 | 236,234 | 235,734 | 223,239 | -12,495 |

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

| | 2020 | 2021 | | 2022 | \$ Change over 2021 Budget |
|--|----------------|-----------------|-----------------|-----------------|-------------------------------|
| | Actual | Forecast | Budget | Estimate | |
| Corporate Common Expenditures | | | | | |
| Expenditure | | | | | |
| Financial Charges & Other | 9,642 | 13,267 | 15,267 | 14,745 | -522 |
| Gross Expenditure | 9,642 | 13,267 | 15,267 | 14,745 | -522 |
| Recoveries & Allocations | -44,461 | -45,748 | -45,748 | -45,888 | -140 |
| Net Expenditure | -34,819 | -32,481 | -30,481 | -31,143 | -662 |
| Net Corporate Common Expenditures Requirement | -34,819 | -32,481 | -30,481 | -31,143 | -662 |
| Corporate Common Revenues | | | | | |
| Expenditure | | | | | |
| 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 |
| Gross Expenditure | 8,733 | 21,313 | 18,463 | 18,463 | 0 |
| Recoveries & Allocations | 0 | 0 | 0 | 0 | 0 |
| Net Expenditure | 8,733 | 21,313 | 18,463 | 18,463 | 0 |
| Revenue | | | | | |
| 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 |
| Total Revenue | -96,749 | -118,422 | -112,072 | -108,672 | 3,400 |
| Net Corporate Common Revenues Requirement | -88,016 | -97,109 | -93,609 | -90,209 | 3,400 |

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

| | 2020 | 2021 | | 2022 | \$ Change over 2021 Budget |
|--|-------------------|-------------------|-------------------|-------------------|-------------------------------|
| | Actual | Forecast | Budget | Estimate | |
| Tax Related Expenditures and Revenues | | | | | |
| Expenditure | | | | | |
| 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 |
| Net Expenditure | 48,706 | 40,472 | 37,472 | 37,472 | 0 |
| Revenue | | | | | |
| 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 |
| Total Revenue | -1,953,352 | -2,029,933 | -2,031,933 | -2,115,613 | -83,680 |
| Net Tax Related Expenditures and Revenues | -1,904,646 | -1,989,461 | -1,994,461 | -2,078,141 | -83,680 |
| Total Net Requirement | -1,794,494 | -1,876,094 | -1,876,094 | -1,969,506 | -93,412 |

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

| | 2020 | 2021 | | 2022 | \$ Change over 2021 Budget |
|------------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------------------|
| | Actual | Forecast | Budget | Estimate | |
| Expenditures by Type | | | | | |
| 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 |
| Gross Expenditures | 399,000 | 445,172 | 437,422 | 447,655 | 10,233 |
| Recoveries & Allocations | -44,461 | -45,748 | -45,748 | -45,888 | -140 |
| Net Expenditure | 354,539 | 399,424 | 391,674 | 401,767 | 10,093 |
| Revenues By Type | | | | | |
| 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 |
| Total Revenue | -2,149,033 | -2,275,518 | -2,267,768 | -2,371,273 | -103,505 |
| Net Requirement | -1,794,494 | -1,876,094 | -1,876,094 | -1,969,506 | -93,412 |

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 |
|--|----------|----------|-----------------------------|---------------------|----------------------------------|--------------|
| Corporate Real Estate Office | | | | | | |
| Service Enhancements | | | | | | |
| 909154 Accommodation Fit-Ups and Renovations | 0 | 0 | 500 | 0 | 0 | 500 |
| Service Enhancements Total | 0 | 0 | 500 | 0 | 0 | 500 |
| Corporate Real Estate Office Total | 0 | 0 | 500 | 0 | 0 | 500 |
| General Government | | | | | | |
| Renewal of City Assets | | | | | | |
| 910403 2022 Buildings-General Government | 0 | 0 | 3,085 | 0 | 1,000 | 4,085 |
| Renewal of City Assets Total | 0 | 0 | 3,085 | 0 | 1,000 | 4,085 |
| Service Enhancements | | | | | | |
| 910415 2022 Accessibility - General Government | 0 | 0 | 375 | 0 | 0 | 375 |
| Service Enhancements Total | 0 | 0 | 375 | 0 | 0 | 375 |
| General Government Total | 0 | 0 | 3,460 | 0 | 1,000 | 4,460 |
| Grand Total | 0 | 0 | 3,960 | 0 | 1,000 | 4,960 |

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

| | 2021 Baseline | | | 2022 Adjustments | | | | 2022 | \$ Change over 2021 Budget |
|---|---------------|---------------|---------------------|-------------------|-------------|-------------|----------------------|---------------|----------------------------|
| | Forecast | Budget | Adj. to Base Budget | Maintain Services | Growth | COVID-19 | User Fees & Revenues | Estimate | |
| Expenditures by Program | | | | | | | | | |
| Mayor's Office | 960 | 960 | 0 | 16 | 0 | 0 | 0 | 976 | 16 |
| Constituency Services & Administration | 11,498 | 12,348 | 0 | 224 | 0 | 0 | 0 | 12,572 | 224 |
| Provision for Surplus | 0 | -550 | 0 | 0 | 0 | 0 | 0 | -550 | 0 |
| Gross Expenditure | 12,458 | 12,758 | 0 | 240 | 0 | 0 | 0 | 12,998 | 240 |
| Recoveries & Allocations | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Revenue | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Net Requirement | 12,458 | 12,758 | 0 | 240 | 0 | 0 | 0 | 12,998 | 240 |
| Expenditures by Type | | | | | | | | | |
| Salaries, Wages & Benefits | 10,932 | 11,232 | 0 | 240 | 0 | 0 | 0 | 11,472 | 240 |
| Overtime | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Material & Services | 1,195 | 1,195 | 0 | 0 | 0 | 0 | 0 | 1,195 | 0 |
| Transfers/Grants/Financial Charges | 217 | 217 | 0 | 0 | 0 | 0 | 0 | 217 | 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 | 114 | 114 | 0 | 0 | 0 | 0 | 0 | 114 | 0 |
| Gross Expenditures | 12,458 | 12,758 | 0 | 240 | 0 | 0 | 0 | 12,998 | 240 |
| Recoveries & Allocations | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Net Expenditure | 12,458 | 12,758 | 0 | 240 | 0 | 0 | 0 | 12,998 | 240 |
| Percent of 2022 Net Expenditure Budget | | | 0.0% | 1.9% | 0.0% | 0.0% | 0.0% | 1.9% | |
| Revenues By Type | | | | | | | | | |
| Federal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Provincial | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Own Funds | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fees and Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fines | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Revenue | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Percent of 2022 Revenue Budget | | | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | |
| Net Requirement | 12,458 | 12,758 | 0 | 240 | 0 | 0 | 0 | 12,998 | 240 |
| Percent of 2022 Net Requirement Budget | | | 0.0% | 1.9% | 0.0% | 0.0% | 0.0% | 1.9% | |
| Full Time Equivalents (FTE's) | | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Percent of 2022 FTE's | | | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | |

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

| 2021 Forecast vs. Budget Variance Explanation | Surplus / (Deficit) | | | |
|---|-----------------------|----------|------------------|-------------|
| | Expense | Revenue | Net | |
| Reduced expenditures primarily in compensation related accounts. | 300 | 0 | 300 | |
| Total Surplus / (Deficit) | 300 | 0 | 300 | |
| Total Adjustments to Base Budget | 0 | 0 | 0 | 0.00 |
| 2022 Pressure Category / Explanation | Increase / (Decrease) | | | |
| | Expense | Revenue | Net 2022 Changes | FTE Impact |
| Maintain Services All programs include an adjustment for potential 2022 cost of living, increments and benefit adjustments. | 240 | 0 | 240 | 0.00 |
| | 240 | 0 | 240 | 0.00 |
| | 240 | 0 | 240 | 0.00 |

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

| | 2021 Baseline | | | 2022 Adjustments | | | | 2022 | \$ Change over 2021 Budget |
|---|---------------|---------------|---------------------|-------------------|-------------|-------------|----------------------|---------------|----------------------------|
| | Forecast | Budget | Adj. to Base Budget | Maintain Services | Growth | COVID-19 | User Fees & Revenues | Estimate | |
| Expenditures by Program | | | | | | | | | |
| City Clerk's Office | 470 | 470 | 0 | 5 | 0 | 0 | 0 | 475 | 5 |
| Policy & Technical Solution Services | 6,149 | 6,149 | 0 | 238 | 105 | 0 | 0 | 6,492 | 343 |
| Council & Committee Services | 2,739 | 2,739 | 0 | 19 | 0 | 0 | 0 | 2,758 | 19 |
| Protocol | 1,060 | 1,360 | 0 | 13 | 0 | 0 | 0 | 1,373 | 13 |
| French Language Services | 2,838 | 3,218 | -44 | 15 | 0 | 0 | 0 | 3,190 | -29 |
| Legislative Services | 7,209 | 7,209 | 0 | 130 | 0 | 0 | 0 | 7,339 | 130 |
| Election | 1,210 | 1,210 | -597 | 9,102 | 0 | 0 | 0 | 9,715 | 8,505 |
| Gross Expenditure | 21,675 | 22,355 | -641 | 9,522 | 105 | 0 | 0 | 31,341 | 8,986 |
| Recoveries & Allocations | -2,715 | -2,715 | 0 | 0 | 0 | 0 | 0 | -2,715 | 0 |
| Revenue | -649 | -649 | 641 | -9,066 | 0 | 0 | 0 | -9,074 | -8,425 |
| Net Requirement | 18,311 | 18,991 | 0 | 456 | 105 | 0 | 0 | 19,552 | 561 |
| Expenditures by Type | | | | | | | | | |
| Salaries, Wages & Benefits | 14,370 | 14,370 | -115 | 2,455 | 105 | 0 | 0 | 16,815 | 2,445 |
| Overtime | 82 | 82 | 0 | 1,844 | 0 | 0 | 0 | 1,926 | 1,844 |
| Material & Services | 5,668 | 6,348 | -148 | 4,739 | 0 | 0 | 0 | 10,939 | 4,591 |
| Transfers/Grants/Financial Charges | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fleet Costs | 93 | 93 | 0 | 60 | 0 | 0 | 0 | 153 | 60 |
| Program Facility Costs | 1,267 | 1,267 | -362 | 409 | 0 | 0 | 0 | 1,314 | 47 |
| Other Internal Costs | 195 | 195 | -16 | 16 | 0 | 0 | 0 | 195 | 0 |
| Gross Expenditures | 21,675 | 22,355 | -641 | 9,522 | 105 | 0 | 0 | 31,341 | 8,986 |
| Recoveries & Allocations | -2,715 | -2,715 | 0 | 0 | 0 | 0 | 0 | -2,715 | 0 |
| Net Expenditure | 18,960 | 19,640 | -641 | 9,522 | 105 | 0 | 0 | 28,626 | 8,986 |
| Percent of 2022 Net Expenditure Budget | | | -3.3% | 48.5% | 0.5% | 0.0% | 0.0% | 45.8% | |

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

| | 2021 Baseline | | | 2022 Adjustments | | | | 2022 | \$ Change over 2021 Budget |
|---|---------------|---------------|---------------------|-------------------|-------------|-------------|----------------------|----------------|----------------------------|
| | Forecast | Budget | Adj. to Base Budget | Maintain Services | Growth | COVID-19 | User Fees & Revenues | Estimate | |
| Revenues By Type | | | | | | | | | |
| Federal | -44 | -44 | 44 | 0 | 0 | 0 | 0 | 0 | 44 |
| Provincial | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Own Funds | -597 | -597 | 597 | -9,066 | 0 | 0 | 0 | -9,065 | -8,469 |
| Fees and Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fines | -9 | -9 | 0 | 0 | 0 | 0 | 0 | -9 | 0 |
| Other | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Revenue | -649 | -649 | 641 | -9,066 | 0 | 0 | 0 | -9,074 | -8,425 |
| Percent of 2022 Revenue Budget | | | -98.7% | 1396.3% | 0.0% | 0.0% | 0.0% | 1297.6% | |
| Net Requirement | 18,311 | 18,991 | 0 | 456 | 105 | 0 | 0 | 19,552 | 561 |
| Percent of 2022 Net Requirement Budget | | | 0.0% | 2.4% | 0.6% | 0.0% | 0.0% | 3.0% | |
| Full Time Equivalents (FTE's) | | 144.55 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 144.55 | 0.00 |
| Percent of 2022 FTE's | | | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | |

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

| 2021 Forecast vs. Budget Variance Explanation | Surplus / (Deficit) | | | | |
|---|---------------------|---------------|------------------|-------------|--|
| | Expense | Revenue | Net | | |
| Cancelled Protocol events | 300 | 0 | 300 | | |
| Reduced non COVID Citywide Translation requests | 380 | 0 | 380 | | |
| Total Surplus / (Deficit) | 680 | 0 | 680 | | |
| Increase / (Decrease) | | | | | |
| 2021 Baseline Adjustment / Explanation | Expense | Revenue | Net 2022 Changes | FTE Impact | |
| Reverse 2021 Election requirement funded from Tax Stabilization Reserve | -597 | 597 | 0 | 0.00 | |
| Adjusted funding and expenses of 2020/21 French Language Services program funded by the Department of Canadian Heritage grant | -44 | 44 | 0 | 0.00 | |
| Total Adjustments to Base Budget | -641 | 641 | 0 | 0.00 | |
| Increase / (Decrease) | | | | | |
| 2022 Pressure Category / Explanation | Expense | Revenue | Net 2022 Changes | FTE Impact | |
| Maintain Services | | | | | |
| All programs include an adjustment for potential 2022 cost of living, increments and benefit adjustments. | 285 | 0 | 285 | 0.00 | |
| FTEs transferred over from Police Services with no Budget | 140 | 0 | 140 | 0.00 | |
| Efficiencies in purchased services | -105 | 0 | -105 | 0.00 | |
| 2022 Fleet Allocation | 60 | 0 | 60 | 0.00 | |
| Increase per diem by \$50 per hour to daily maximum of \$1250 approved by Council March 10, 2021 | 30 | 0 | 30 | 0.00 | |
| Increase in Facility costs related to inflation on compensation and lease contracts, and hydro, heating and water increases | 47 | 0 | 47 | 0.00 | |
| 2022 Election requirement funded from the Tax Stabilization Reserve | 9,066 | -9,066 | 0 | 0.00 | |
| | | | 0 | 0.00 | |
| Total Maintain Services | 9,522 | -9,066 | 456 | 0.00 | |
| Increase / (Decrease) | | | | | |
| 2022 Pressure Category / Explanation | Expense | Revenue | Net 2022 Changes | FTE Impact | |
| Growth | | | | | |
| Policy and Business Operations ATIP support- ATIP | 105 | 0 | 105 | 0.00 | |
| Total Growth | 105 | 0 | 105 | 0.00 | |
| Total Budget Changes | 8,986 | -8,425 | 561 | 0.00 | |

City of Ottawa
City Manager's Office - 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 | User Fees & Revenues | Estimate | |
| Expenditures by Program | | | | | | | | |
| City Manager's Office | 2,135 | 2,160 | 0 | 45 | 0 | | 2,205 | 45 |
| Gross Expenditure | 2,135 | 2,160 | 0 | 45 | 0 | 0 | 2,205 | 45 |
| Recoveries & Allocations | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Revenue | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Net Requirement | 2,135 | 2,160 | 0 | 45 | 0 | 0 | 2,205 | 45 |
| Expenditures by Type | | | | | | | | |
| Salaries, Wages & Benefits | 2,043 | 2,043 | 0 | 45 | 0 | | 2,088 | 45 |
| Overtime | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Material & Services | 79 | 104 | 0 | 0 | 0 | 0 | 104 | 0 |
| Transfers/Grants/Financial Charges | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fleet Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Program Facility Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other Internal Costs | 13 | 13 | 0 | 0 | 0 | 0 | 13 | 0 |
| Gross Expenditures | 2,135 | 2,160 | 0 | 45 | 0 | 0 | 2,205 | 45 |
| Recoveries & Allocations | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Net Expenditure | 2,135 | 2,160 | 0 | 45 | 0 | 0 | 2,205 | 45 |
| Percent of 2022 Net Expenditure Budget | | | 0.0% | 2.1% | 0.0% | 0.0% | 2.1% | |
| Revenues By Type | | | | | | | | |
| Federal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Provincial | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Municipal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Own Funds | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fees and Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fines | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Revenue | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Percent of 2022 Revenue Budget | | | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | |
| Net Requirement | 2,135 | 2,160 | 0 | 45 | 0 | 0 | 2,205 | 45 |
| Percent of 2022 Net Requirement Budget | | | 0.0% | 2.1% | 0.0% | 0.0% | 2.1% | |
| Full Time Equivalents (FTE's) | | 13.00 | 0.00 | 0.00 | 0.00 | 0.00 | 13.00 | 0.00 |
| Percent of 2022 FTE's | | | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | |

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

| 2021 Forecast vs. Budget Variance Explanation | Surplus / (Deficit) | | |
|---|---------------------|----------|-----------|
| | Expense | Revenue | Net |
| Savings in conferences, training, and professional services | 25 | 0 | 25 |
| Total Surplus / (Deficit) | 25 | 0 | 25 |

| 2022 Pressure Category / Explanation | Increase / (Decrease) | | | FTE Impact |
|---|-----------------------|----------|------------------|-------------|
| | Expense | Revenue | Net 2022 Changes | |
| Maintain Services All programs include an adjustment for potential 2022 cost of living, increments and benefit adjustments. | 45 | 0 | 45 | 0.00 |
| Total Maintain Services | 45 | 0 | 45 | 0.00 |
| Total Budget Changes | 45 | 0 | 45 | 0.00 |

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

| | 2021 Baseline | | | 2022 Adjustments | | | | 2022 | \$ Change over 2021 Budget |
|---|---------------|---------------|---------------------|-------------------|-------------|-------------|----------------------|---------------|----------------------------|
| | Forecast | Budget | Adj. to Base Budget | Maintain Services | Growth | COVID-19 | User Fees & Revenues | Estimate | |
| Expenditures by Program | | | | | | | | | |
| O-Train Construction | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Rail Construction Program Service | 8,886 | 10,321 | 662 | 209 | 0 | 0 | 0 | 11,192 | 871 |
| Gross Expenditure | 8,886 | 10,321 | 662 | 209 | 0 | 0 | 0 | 11,192 | 871 |
| Recoveries & Allocations | -8,881 | -10,316 | -662 | -209 | 0 | 0 | 0 | -11,187 | -871 |
| Revenue | -5 | -5 | 0 | 0 | 0 | 0 | 0 | -5 | 0 |
| Net Requirement | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Expenditures by Type | | | | | | | | | |
| Salaries, Wages & Benefits | 8,704 | 10,106 | 472 | 209 | 0 | 0 | 0 | 10,787 | 681 |
| Overtime | 177 | 210 | 190 | 0 | 0 | 0 | 0 | 400 | 190 |
| Material & Services | 5 | 5 | 0 | 0 | 0 | 0 | 0 | 5 | 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 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Gross Expenditures | 8,886 | 10,321 | 662 | 209 | 0 | 0 | 0 | 11,192 | 871 |
| Recoveries & Allocations | -8,881 | -10,316 | -662 | -209 | 0 | 0 | 0 | -11,187 | -871 |
| Net Expenditure | 5 | 5 | 0 | 0 | 0 | 0 | 0 | 5 | 0 |
| Percent of 2022 Net Expenditure Budget | | | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | |
| Revenues By Type | | | | | | | | | |
| Federal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Provincial | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Own Funds | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fees and Services | -5 | -5 | 0 | 0 | 0 | 0 | 0 | -5 | 0 |
| Fines | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Revenue | -5 | -5 | 0 | 0 | 0 | 0 | 0 | -5 | 0 |
| Percent of 2022 Revenue Budget | | | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | |
| Net Requirement | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Percent of 2022 Net Requirement Budget | | | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | |
| Full Time Equivalents (FTE's) | | 12.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 12.00 | 0.00 |
| Percent of 2022 FTE's | | | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | |

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

| 2021 Forecast vs. Budget Variance Explanation | Surplus / (Deficit) | | | | |
|---|---------------------|----------|------------------|-------------|--|
| | Expense | Revenue | Net | | |
| No significant variance to report. | 0 | 0 | 0 | | |
| Total Surplus / (Deficit) | 0 | 0 | 0 | | |
| Increase / (Decrease) | | | | | |
| 2021 Baseline Adjustment / Explanation | Expense | Revenue | Net 2022 Changes | FTE Impact | |
| Change in staffing levels and office budget for Rail Construction Program. | 662 | 0 | 662 | 0.00 | |
| Increased capital recoveries as a result of higher staffing levels and office budget. | -662 | 0 | -662 | 0.00 | |
| Total Adjustments to Base Budget | 0 | 0 | 0 | 0.00 | |
| Increase / (Decrease) | | | | | |
| 2022 Pressure Category / Explanation | Expense | Revenue | Net 2022 Changes | FTE Impact | |
| Maintain Services | | | | | |
| All programs include an adjustment for potential 2022 cost of living, increments and benefit adjustments. | 209 | 0 | 209 | 0.00 | |
| Increased capital recoveries for cost of living, increments and benefit adjustment. | -209 | 0 | -209 | 0.00 | |
| Total Maintain Services | 0 | 0 | 0 | 0.00 | |
| Total Budget Changes | 0 | 0 | 0 | 0.00 | |

City of Ottawa
 Planning, Infrastructure & Economic Development Department
 GM's Office & Business and Technical Support Services - Operating Resource Requirement Analysis
 In Thousands (\$000)

| | 2021 Baseline | | | 2022 Adjustments | | | | 2022 | \$ Change over 2021 Budget |
|---|---------------|--------------|---------------------|-------------------|-------------|-------------|----------------------|--------------|----------------------------|
| | Forecast | Budget | Adj. to Base Budget | Maintain Services | Growth | COVID-19 | User Fees & Revenues | Estimate | |
| Expenditures by Program | | | | | | | | | |
| General Manager's Office | 425 | 475 | 0 | 15 | 0 | 0 | 0 | 490 | 15 |
| Business and Technical Support Services | 3,886 | 4,386 | 0 | 45 | 255 | 0 | 0 | 4,686 | 300 |
| Gross Expenditure | 4,311 | 4,861 | 0 | 60 | 255 | 0 | 0 | 5,176 | 315 |
| Recoveries & Allocations | -1,880 | -1,880 | 0 | -10 | -135 | 0 | 0 | -2,025 | -145 |
| Revenue | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Net Requirement | 2,431 | 2,981 | 0 | 50 | 120 | 0 | 0 | 3,151 | 170 |
| Expenditures by Type | | | | | | | | | |
| Salaries, Wages & Benefits | 3,868 | 4,408 | 0 | 60 | 255 | 0 | 0 | 4,723 | 315 |
| Overtime | 15 | 15 | 0 | 0 | 0 | 0 | 0 | 15 | 0 |
| Material & Services | 364 | 374 | 0 | 0 | 0 | 0 | 0 | 374 | 0 |
| Transfers/Grants/Financial Charges | 50 | 50 | 0 | 0 | 0 | 0 | 0 | 50 | 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 | 14 | 14 | 0 | 0 | 0 | 0 | 0 | 14 | 0 |
| Gross Expenditures | 4,311 | 4,861 | 0 | 60 | 255 | 0 | 0 | 5,176 | 315 |
| Recoveries & Allocations | -1,880 | -1,880 | 0 | -10 | -135 | 0 | 0 | -2,025 | -145 |
| Net Expenditure | 2,431 | 2,981 | 0 | 50 | 120 | 0 | 0 | 3,151 | 170 |
| Percent of 2022 Net Expenditure Budget | | | 0.0% | 1.7% | 4.0% | 0.0% | 0.0% | 5.7% | |
| Revenues By Type | | | | | | | | | |
| Federal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Provincial | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Own Funds | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fees and Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fines | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Revenue | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Percent of 2022 Revenue Budget | | | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | |
| Net Requirement | 2,431 | 2,981 | 0 | 50 | 120 | 0 | 0 | 3,151 | 170 |
| Percent of 2022 Net Requirement Budget | | | 0.0% | 1.7% | 4.0% | 0.0% | 0.0% | 5.7% | |
| Full Time Equivalentents (FTE's) | | 37.00 | 0.00 | 0.00 | 1.00 | 0.00 | 0.00 | 38.00 | 1.00 |
| Percent of 2022 FTE's | | | 0.0% | 0.0% | 2.7% | 0.0% | 0.0% | 2.7% | |

City of Ottawa

Planning, Infrastructure & Economic Development Department

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

In Thousands (\$000)

| 2021 Forecast vs. Budget Variance Explanation | Surplus / (Deficit) | | | |
|--|-----------------------|----------|------------------|-------------|
| | Expense | Revenue | Net | |
| Compensation savings due to vacancies. | 550 | 0 | 550 | |
| Total Surplus / (Deficit) | 550 | 0 | 550 | |
| | Increase / (Decrease) | | | |
| | Expense | Revenue | Net 2022 Changes | FTE Impact |
| Maintain Services | | | | |
| All programs include an adjustment for potential 2022 cost of living, increments and benefit adjustments. | 60 | 0 | 60 | 0.00 |
| All programs include an adjustment for potential 2022 cost of living, increments and benefit adjustments - offset with recoveries and allocations. | -10 | 0 | -10 | 0.00 |
| Total Maintain Services | 50 | 0 | 50 | 0.00 |
| Growth | | | | |
| A resource (1 temporary position) is required to administer the various COVID-19 infrastructure funding stream agreement requirements. New funding streams have been created to support the pandemic response and economic recovery. Funded through capital. | 135 | 0 | 135 | 0.00 |
| A resource (1 temporary position) is required to administer the various COVID-19 infrastructure funding stream agreement requirements. New funding streams have been created to support the pandemic response and economic recovery. Offset with recoveries and allocations. | -135 | 0 | -135 | 0.00 |
| An Indigenous Consultation Intern Position will address the City's approved Indigenous Reconciliation policy objectives as per Council Report ACS2021-PIE-CRO-0003 Property Acquisition of 1010 Somerset Street, City of Ottawa. | 120 | 0 | 120 | 1.00 |
| Total Growth | 120 | 0 | 120 | 1.00 |
| Total Budget Changes | 170 | 0 | 170 | 1.00 |

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

| | 2021 Baseline | | | 2022 Adjustments | | | | 2022 | \$ Change over 2021 Budget |
|---|---------------|--------------|---------------------|-------------------|-------------|-------------|----------------------|--------------|----------------------------|
| | Forecast | Budget | Adj. to Base Budget | Maintain Services | Growth | COVID-19 | User Fees & Revenues | Estimate | |
| Expenditures by Program | | | | | | | | | |
| Director's Office | 327 | 327 | 0 | 8 | 0 | 0 | 0 | 335 | 8 |
| Community, Policy and Partnerships | 8,944 | 8,844 | -125 | 14 | 0 | 0 | 0 | 8,733 | -111 |
| Forecasting and Monitoring | 643 | 828 | -185 | 13 | 0 | 0 | 0 | 656 | -172 |
| Gross Expenditure | 9,914 | 9,999 | -310 | 35 | 0 | 0 | 0 | 9,724 | -275 |
| Recoveries & Allocations | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Revenue | -125 | -125 | 125 | 0 | 0 | 0 | 0 | 0 | 125 |
| Net Requirement | 9,789 | 9,874 | -185 | 35 | 0 | 0 | 0 | 9,724 | -150 |
| Expenditures by Type | | | | | | | | | |
| Salaries, Wages & Benefits | 2,201 | 2,386 | -185 | 35 | 0 | 0 | 0 | 2,236 | -150 |
| Overtime | 6 | 6 | 0 | 0 | 0 | 0 | 0 | 6 | 0 |
| Material & Services | 354 | 354 | -75 | 0 | 0 | 0 | 0 | 279 | -75 |
| Transfers/Grants/Financial Charges | 7,348 | 7,248 | -50 | 0 | 0 | 0 | 0 | 7,198 | -50 |
| Fleet Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Program Facility Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other Internal Costs | 5 | 5 | 0 | 0 | 0 | 0 | 0 | 5 | 0 |
| Gross Expenditures | 9,914 | 9,999 | -310 | 35 | 0 | 0 | 0 | 9,724 | -275 |
| Recoveries & Allocations | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Net Expenditure | 9,914 | 9,999 | -310 | 35 | 0 | 0 | 0 | 9,724 | -275 |
| Percent of 2022 Net Expenditure Budget | | | -3.1% | 0.4% | 0.0% | 0.0% | 0.0% | -2.8% | |

City of Ottawa
 Planning, Infrastructure & Economic Development Department
 Economic Development and Long Range 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 | |
| Revenues By Type | | | | | | | | | |
| Federal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Provincial | -125 | -125 | 125 | 0 | 0 | 0 | 0 | 0 | 125 |
| Own Funds | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fees and Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fines | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Revenue | -125 | -125 | 125 | 0 | 0 | 0 | 0 | 0 | 125 |
| Percent of 2022 Revenue Budget | | | -100.0% | 0.0% | 0.0% | 0.0% | 0.0% | -100.0% | |
| Net Requirement | 9,789 | 9,874 | -185 | 35 | 0 | 0 | 0 | 9,724 | -150 |
| Percent of 2022 Net Requirement Budget | | | -1.9% | 0.4% | 0.0% | 0.0% | 0.0% | -1.5% | |
| Full Time Equivalents (FTE's) | | 17.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 17.00 | 0.00 |
| Percent of 2022 FTE's | | | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | |

City of Ottawa

Planning, Infrastructure & Economic Development Department

Economic Development and Long Range Planning - Operating Resource Requirement Explanatory Notes

In Thousands (\$000)

| 2021 Forecast vs. Budget Variance Explanation | Surplus / (Deficit) | | | | |
|--|-----------------------|------------|------------------|-------------|--|
| | Expense | Revenue | Net | | |
| No significant variances to report. | 85 | 0 | 85 | | |
| Total Surplus / (Deficit) | 85 | 0 | 85 | | |
| 2021 Baseline Adjustment / Explanation | Increase / (Decrease) | | | | |
| | Expense | Revenue | Net 2022 Changes | FTE Impact | |
| Removal of 2021 one-time requirement to complete the Employment Survey (14 summer student positions). Due to COVID-19 the regular cycle will be delayed to 2023. | -185 | 0 | -185 | 0.00 | |
| Removal of one-time item for COVID-19 Economic Recovery, to address business support marketing. Offset by Safe Start Revenues. | -125 | 125 | 0 | 0.00 | |
| Total Adjustments to Base Budget | -310 | 125 | -185 | 0.00 | |
| 2022 Pressure Category / Explanation | Expense | Revenue | Net 2022 Changes | FTE Impact | |
| Maintain Services All programs include an adjustment for potential 2022 cost of living, increments and benefit adjustments. | 35 | 0 | 35 | 0.00 | |
| Total Maintain Services | 35 | 0 | 35 | 0.00 | |
| Total Budget Changes | -275 | 125 | -150 | 0.00 | |

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

| | 2021 Baseline | | | 2022 Adjustments | | | | 2022 | \$ Change over 2021 Budget |
|---|---------------|---------------|---------------------|-------------------|-------------|-------------|----------------------|---------------|----------------------------|
| | Forecast | Budget | Adj. to Base Budget | Maintain Services | Growth | COVID-19 | User Fees & Revenues | Estimate | |
| Expenditures by Program | | | | | | | | | |
| Director's Office | 315 | 315 | 0 | 4 | 0 | 0 | 0 | 319 | 4 |
| Realty Services | 2,232 | 2,232 | 0 | 21 | 0 | 0 | 0 | 2,253 | 21 |
| Realty Initiatives & Development | 12,388 | 12,788 | 0 | 51 | 0 | 0 | 0 | 12,839 | 51 |
| Gross Expenditure | 14,935 | 15,335 | 0 | 76 | 0 | 0 | 0 | 15,411 | 76 |
| Recoveries & Allocations | -5,705 | -5,705 | 0 | 0 | 0 | 0 | 0 | -5,705 | 0 |
| Revenue | -329 | -329 | 0 | 0 | 0 | 0 | -10 | -339 | -10 |
| Net Requirement | 8,901 | 9,301 | 0 | 76 | 0 | 0 | -10 | 9,367 | 66 |
| Expenditures by Type | | | | | | | | | |
| Salaries, Wages & Benefits | 5,301 | 5,301 | 0 | 76 | 0 | 0 | 0 | 5,377 | 76 |
| Overtime | 27 | 27 | 0 | 0 | 0 | 0 | 0 | 27 | 0 |
| Material & Services | 4,202 | 4,602 | 0 | 0 | 0 | 0 | 0 | 4,602 | 0 |
| Transfers/Grants/Financial Charges | 5,161 | 5,161 | 0 | 0 | 0 | 0 | 0 | 5,161 | 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 | 244 | 244 | 0 | 0 | 0 | 0 | 0 | 244 | 0 |
| Gross Expenditures | 14,935 | 15,335 | 0 | 76 | 0 | 0 | 0 | 15,411 | 76 |
| Recoveries & Allocations | -5,705 | -5,705 | 0 | 0 | 0 | 0 | 0 | -5,705 | 0 |
| Net Expenditure | 9,230 | 9,630 | 0 | 76 | 0 | 0 | 0 | 9,706 | 76 |
| Percent of 2022 Net Expenditure Budget | | | 0.0% | 0.8% | 0.0% | 0.0% | 0.0% | 0.8% | |

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

| | 2021 Baseline | | | 2022 Adjustments | | | | 2022 | \$ Change over 2021 Budget |
|---|---------------|--------------|---------------------|-------------------|-------------|-------------|----------------------|--------------|----------------------------|
| | Forecast | Budget | Adj. to Base Budget | Maintain Services | Growth | COVID-19 | User Fees & Revenues | Estimate | |
| Revenues By Type | | | | | | | | | |
| Federal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Provincial | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Own Funds | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fees and Services | -329 | -329 | 0 | 0 | 0 | 0 | -10 | -339 | -10 |
| Fines | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Revenue | -329 | -329 | 0 | 0 | 0 | 0 | -10 | -339 | -10 |
| Percent of 2022 Revenue Budget | | | 0.0% | 0.0% | 0.0% | 0.0% | 3.0% | 3.0% | |
| Net Requirement | 8,901 | 9,301 | 0 | 76 | 0 | 0 | -10 | 9,367 | 66 |
| Percent of 2022 Net Requirement Budget | | | 0.0% | 0.8% | 0.0% | 0.0% | -0.1% | 0.7% | |
| Full Time Equivalents (FTE's) | | 40.50 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 40.50 | 0.00 |
| Percent of 2022 FTE's | | | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | |

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

| 2021 Forecast vs. Budget Variance Explanation | Surplus / (Deficit) | | |
|---|---------------------|----------|------------|
| | Expense | Revenue | Net |
| Savings in deferred initiatives | 400 | 0 | 400 |
| Total Surplus / (Deficit) | 400 | 0 | 400 |

| 2022 Pressure Category / Explanation | Increase / (Decrease) | | | |
|---|-----------------------|----------|------------------|-------------|
| | Expense | Revenue | Net 2022 Changes | FTE Impact |
| Maintain Services All programs include an adjustment for potential 2022 cost of living, increments and benefit adjustments. | 76 | 0 | 76 | 0.00 |
| Total Maintain Services | 76 | 0 | 76 | 0.00 |

| 2022 Pressure Category / Explanation | Increase / (Decrease) | | | |
|---|-----------------------|------------|------------------|-------------|
| | Expense | Revenue | Net 2022 Changes | FTE Impact |
| User Fees & Revenues See following user fee schedule for details on the specific rates. | 0 | -10 | -10 | 0.00 |
| Total User Fees & Revenues | 0 | -10 | -10 | 0.00 |
| Total Budget Changes | 76 | -10 | 66 | 0.00 |

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

| | 2021 Baseline | | | 2022 Adjustments | | | | 2022 | \$ Change over 2021 Budget |
|---|---------------|--------------|---------------------|-------------------|-------------|-------------|----------------------|--------------|----------------------------|
| | Forecast | Budget | Adj. to Base Budget | Maintain Services | Growth | COVID-19 | User Fees & Revenues | Estimate | |
| Expenditures by Program | | | | | | | | | |
| General Manager's Office | 663 | 663 | 0 | 9 | 0 | 0 | 0 | 672 | 9 |
| Business Support Services | 2,441 | 2,891 | 0 | 61 | 0 | 0 | 0 | 2,952 | 61 |
| Gross Expenditure | 3,104 | 3,554 | 0 | 70 | 0 | 0 | 0 | 3,624 | 70 |
| Recoveries & Allocations | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Revenue | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Net Requirement | 3,104 | 3,554 | 0 | 70 | 0 | 0 | 0 | 3,624 | 70 |
| Expenditures by Type | | | | | | | | | |
| Salaries, Wages & Benefits | 3,041 | 3,396 | 0 | 70 | 0 | 0 | 0 | 3,466 | 70 |
| Overtime | 1 | 1 | 0 | 0 | 0 | 0 | 0 | 1 | 0 |
| Material & Services | 37 | 132 | 0 | 0 | 0 | 0 | 0 | 132 | 0 |
| Transfers/Grants/Financial Charges | 0 | | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fleet Costs | 0 | | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Program Facility Costs | 0 | | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other Internal Costs | 25 | 25 | 0 | 0 | 0 | 0 | 0 | 25 | 0 |
| Gross Expenditures | 3,104 | 3,554 | 0 | 70 | 0 | 0 | 0 | 3,624 | 70 |
| Recoveries & Allocations | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Net Expenditure | 3,104 | 3,554 | 0 | 70 | 0 | 0 | 0 | 3,624 | 70 |
| Percent of 2022 Net Expenditure Budget | | | 0.0% | 2.0% | 0.0% | 0.0% | 0.0% | 2.0% | |
| Revenues By Type | | | | | | | | | |
| Federal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Provincial | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Own Funds | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fees and Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fines | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Revenue | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Percent of 2022 Revenue Budget | | | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | |
| Net Requirement | 3,104 | 3,554 | 0 | 70 | 0 | 0 | 0 | 3,624 | 70 |
| Percent of 2022 Net Requirement Budget | | | 0.0% | 2.0% | 0.0% | 0.0% | 0.0% | 2.0% | |
| Full Time Equivalents (FTE's) | | 26.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 26.00 | 0.00 |
| Percent of 2022 FTE's | | | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | |

City of Ottawa

Innovative Client Services Department

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

In Thousands (\$000)

| | | Surplus / (Deficit) | | |
|---|--|---------------------|----------|------------|
| 2021 Forecast vs. Budget Variance Explanation | | Expense | Revenue | Net |
| BSS - Salaries, Wages & Benefits | | 355 | 0 | 355 |
| BSS - Material & Services | | 95 | 0 | 95 |
| Total Surplus / (Deficit) | | 450 | 0 | 450 |

| | | Increase / (Decrease) | | | |
|---|--|-----------------------|----------|------------------|-------------|
| 2022 Pressure Category / Explanation | | Expense | Revenue | Net 2022 Changes | FTE Impact |
| Maintain Services | | | | | |
| All programs include an adjustment for potential 2022 cost of living, increments and benefit adjustments. | | 70 | 0 | 70 | 0.00 |
| Total Maintain Services | | 70 | 0 | 70 | 0.00 |
| Total Budget Changes | | 70 | 0 | 70 | 0.00 |

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

| | 2021 Baseline | | | 2022 Adjustments | | | | 2022 | \$ Change over 2021 Budget |
|---|---------------|--------------|---------------------|-------------------|-------------|-------------|----------------------|--------------|----------------------------|
| | Forecast | Budget | Adj. to Base Budget | Maintain Services | Growth | COVID-19 | User Fees & Revenues | Estimate | |
| Expenditures by Program | | | | | | | | | |
| Service Transformation | 2,960 | 3,485 | 0 | -5 | 0 | 0 | 0 | 3,480 | -5 |
| Gross Expenditure | 2,960 | 3,485 | 0 | -5 | 0 | 0 | 0 | 3,480 | -5 |
| Recoveries & Allocations | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Revenue | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Net Requirement | 2,960 | 3,485 | 0 | -5 | 0 | 0 | 0 | 3,480 | -5 |
| Expenditures by Type | | | | | | | | | |
| Salaries, Wages & Benefits | 2,716 | 3,216 | 0 | -5 | 0 | 0 | 0 | 3,211 | -5 |
| Overtime | 2 | 2 | 0 | 0 | 0 | 0 | 0 | 2 | 0 |
| Material & Services | 233 | 258 | 0 | 0 | 0 | 0 | 0 | 258 | 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 | 9 | 9 | 0 | 0 | 0 | 0 | 0 | 9 | 0 |
| Gross Expenditures | 2,960 | 3,485 | 0 | -5 | 0 | 0 | 0 | 3,480 | -5 |
| Recoveries & Allocations | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Net Expenditure | 2,960 | 3,485 | 0 | -5 | 0 | 0 | 0 | 3,480 | -5 |
| Percent of 2022 Net Expenditure Budget | | | 0.0% | -0.1% | 0.0% | 0.0% | 0.0% | -0.1% | |
| Revenues By Type | | | | | | | | | |
| Federal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Provincial | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Own Funds | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fees and Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fines | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Revenue | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Percent of 2022 Revenue Budget | | | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | |
| Net Requirement | 2,960 | 3,485 | 0 | -5 | 0 | 0 | 0 | 3,480 | -5 |
| Percent of 2022 Net Requirement Budget | | | 0.0% | -0.1% | 0.0% | 0.0% | 0.0% | -0.1% | |
| Full Time Equivalents (FTE's) | 24.00 | 24.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 24.00 | 0.00 |
| Percent of 2022 FTE's | | 24.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | |

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

| 2021 Forecast vs. Budget Variance Explanation | Surplus / (Deficit) | | |
|---|---------------------|----------|------------|
| | Expense | Revenue | Net |
| Savings primarily due to vacancies | 525 | 0 | 525 |
| Total Surplus / (Deficit) | 525 | 0 | 525 |

| 2022 Pressure Category / Explanation | Increase / (Decrease) | | | |
|---|-----------------------|----------|------------------|-------------|
| | Expense | Revenue | Net 2022 Changes | FTE Impact |
| Maintain Services All programs include an adjustment for potential 2022 cost of living, increments and benefit adjustments. | -5 | 0 | -5 | 0.00 |
| Total Maintain Services | -5 | 0 | -5 | 0.00 |
| Total Budget Changes | -5 | 0 | -5 | 0.00 |

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

| | 2021 Baseline | | | 2022 Adjustments | | | | 2022 | \$ Change over 2021 Budget |
|---|---------------|--------------|---------------------|-------------------|-------------|-------------|----------------------|----------------|----------------------------|
| | Forecast | Budget | Adj. to Base Budget | Maintain Services | Growth | COVID-19 | User Fees & Revenues | Estimate | |
| Expenditures by Program | | | | | | | | | |
| Director's Office | 344 | 379 | -250 | 0 | 0 | 105 | 0 | 234 | -145 |
| Media Relations & Outreach | 1,246 | 1,271 | 0 | 0 | 0 | 0 | 0 | 1,271 | 0 |
| Public Information | 2,454 | 2,839 | 0 | 125 | 0 | 0 | 0 | 2,964 | 125 |
| Gross Expenditure | 4,044 | 4,489 | -250 | 125 | 0 | 105 | 0 | 4,469 | -20 |
| Recoveries & Allocations | -125 | -125 | 0 | 0 | 0 | 0 | 0 | -125 | 0 |
| Revenue | -250 | -250 | 250 | 0 | 0 | 0 | 0 | 0 | 250 |
| Net Requirement | 3,669 | 4,114 | 0 | 125 | 0 | 105 | 0 | 4,344 | 230 |
| Expenditures by Type | | | | | | | | | |
| Salaries, Wages & Benefits | 3,876 | 3,931 | -250 | -25 | 0 | 105 | 0 | 3,761 | -170 |
| Overtime | 29 | 29 | 0 | 0 | 0 | 0 | 0 | 29 | 0 |
| Material & Services | 122 | 512 | 0 | 150 | 0 | 0 | 0 | 662 | 150 |
| 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 | 17 | 17 | 0 | 0 | 0 | 0 | 0 | 17 | 0 |
| Gross Expenditures | 4,044 | 4,489 | -250 | 125 | 0 | 105 | 0 | 4,469 | -20 |
| Recoveries & Allocations | -125 | -125 | 0 | 0 | 0 | 0 | 0 | -125 | 0 |
| Net Expenditure | 3,919 | 4,364 | -250 | 125 | 0 | 105 | 0 | 4,344 | -20 |
| Percent of 2022 Net Expenditure Budget | | | -5.7% | 2.9% | 0.0% | 2.4% | 0.0% | -0.5% | |
| Revenues By Type | | | | | | | | | |
| Federal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Provincial | -250 | -250 | 0 | 0 | 0 | 0 | 0 | -250 | 0 |
| Own Funds | 0 | 0 | 250 | 0 | 0 | 0 | 0 | 250 | 250 |
| Fees and Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fines | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Revenue | -250 | -250 | 250 | 0 | 0 | 0 | 0 | 0 | 250 |
| Percent of 2022 Revenue Budget | | | -100.0% | 0.0% | 0.0% | 0.0% | 0.0% | -100.0% | |
| Net Requirement | 3,669 | 4,114 | 0 | 125 | 0 | 105 | 0 | 4,344 | 230 |
| Percent of 2022 Net Requirement Budget | | | 0.0% | 3.0% | 0.0% | 2.6% | 0.0% | 5.6% | |
| Full Time Equivalents (FTE's) | | 33.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 33.00 | 0.00 |
| Percent of 2022 FTE's | | | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | |

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

| 2021 Forecast vs. Budget Variance Explanation | Surplus / (Deficit) | | | |
|---|---------------------|------------|------------------|-------------|
| | Expense | Revenue | Net | |
| Salaries, Wages & Benefits | 55 | 0 | 55 | |
| Material & Services | 340 | 0 | 340 | |
| Fixed Assets | 50 | 0 | 50 | |
| Total Surplus / (Deficit) | 445 | 0 | 445 | |
| Increase / (Decrease) | | | | |
| 2021 Adjustment to Base | | | | |
| Reverse one-time COVID 19 cost | -250 | | -250 | 0.00 |
| Reverse one-time COVID 19 Revenue | | 250 | 250 | 0.00 |
| Total Adjustments to Base Budget | -250 | 250 | 0 | 0.00 |
| 2022 Pressure Category / Explanation | Expense | Revenue | Net 2022 Changes | FTE Impact |
| Maintain Services | | | | |
| All programs include an adjustment for potential 2022 cost of living, increments and benefit adjustments. | -25 | 0 | -25 | 0.00 |
| Professional Services | 150 | 0 | 150 | 0.00 |
| Total Maintain Services | 125 | 0 | 125 | 0.00 |
| Increase / (Decrease) | | | | |
| 2022 Pressure Category / Explanation | Expense | Revenue | Net 2022 Changes | FTE Impact |
| COVID-19 | | | | |
| One time funding: FTE (CIPP4) for Emergency Communications Planning. | 105 | 0 | 105 | 0.00 |
| Total COVID-19 | 105 | 0 | 105 | 0.00 |
| Total Budget Changes | -20 | 250 | 230 | 0.00 |

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

| | 2021 Baseline | | | 2022 Adjustments | | | | | | 2022 | \$ Change over 2021 Budget |
|---|---------------|---------------|---------------------|-------------------|-----------------------|-------------|-------------|-------------------------------|----------------------|---------------|----------------------------|
| | Forecast | Budget | Adj. to Base Budget | Maintain Services | Provincial Legislated | Growth | COVID-19 | Service Initiatives / Savings | User Fees & Revenues | Estimate | |
| Expenditures by Program | | | | | | | | | | | |
| Director's Office | 857 | 857 | 0 | 15 | 125 | 0 | 585 | 0 | 0 | 1,582 | 725 |
| Innovative Solutions | 2,150 | 2,195 | 0 | 41 | 0 | 0 | 0 | 0 | 0 | 2,236 | 41 |
| Total Rewards | 2,779 | 3,379 | 0 | 35 | 0 | 0 | 0 | 0 | 0 | 3,414 | 35 |
| HR Programs & Planning | 3,495 | 4,125 | 0 | 43 | 110 | 0 | 0 | 125 | 0 | 4,403 | 278 |
| HR Business Services | 7,234 | 7,309 | 0 | 108 | 0 | 0 | 0 | 0 | 0 | 7,417 | 108 |
| Gross Expenditure | 16,515 | 17,865 | 0 | 242 | 235 | 0 | 585 | 125 | 0 | 19,052 | 1,187 |
| Recoveries & Allocations | -730 | -730 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | -730 | 0 |
| Revenue | -765 | -765 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | -765 | 0 |
| Net Requirement | 15,020 | 16,370 | 0 | 242 | 235 | 0 | 585 | 125 | 0 | 17,557 | 1,187 |
| Expenditures by Type | | | | | | | | | | | |
| Salaries, Wages & Benefits | 13,402 | 13,402 | 0 | 242 | 125 | 0 | 585 | 125 | 0 | 14,479 | 1,077 |
| Overtime | 3 | 3 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 3 | 0 |
| Material & Services | 2,963 | 4,313 | 0 | 0 | 110 | 0 | 0 | 0 | 0 | 4,423 | 110 |
| 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 | 147 | 147 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 147 | 0 |
| Gross Expenditures | 16,515 | 17,865 | 0 | 242 | 235 | 0 | 585 | 125 | 0 | 19,052 | 1,187 |
| Recoveries & Allocations | -730 | -730 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | -730 | 0 |
| Net Expenditure | 15,785 | 17,135 | 0 | 242 | 235 | 0 | 585 | 125 | 0 | 18,322 | 1,187 |
| Percent of 2022 Net Expenditure Budget | | | 0.0% | 1.4% | 1.4% | 0.0% | 3.4% | 0.7% | 0.0% | 6.9% | |

City of Ottawa
 Innovative Client Services Department
 Human Resources - 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 | |
| Revenues By Type | | | | | | | | | | | |
| Federal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Provincial | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Own Funds | -765 | -765 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | -765 | 0 |
| Fees and Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fines | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Revenue | -765 | -765 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | -765 | 0 |
| Percent of 2022 Revenue Budget | | | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | |
| Net Requirement | 15,020 | 16,370 | 0 | 242 | 235 | 0 | 585 | 125 | 0 | 17,557 | 1,187 |
| Percent of 2022 Net Requirement Budget | | | 0.0% | 1.5% | 1.4% | 0.0% | 3.6% | 0.8% | 0.0% | 7.3% | |
| Full Time Equivalents (FTE's) | | 114.80 | 0.00 | | 1.00 | 0.00 | 0.00 | 0.00 | 0.00 | 115.80 | 1.00 |
| Percent of 2022 FTE's | | | 0.0% | 0.0% | 0.9% | 0.0% | 0.0% | 0.0% | 0.0% | 0.9% | |

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

| 2021 Forecast vs. Budget Variance Explanation | Surplus / (Deficit) | | |
|---|---------------------|----------|--------------|
| | Expense | Revenue | Net |
| Material & Services | 1,350 | 0 | 1,350 |
| Total Surplus / (Deficit) | 1,350 | 0 | 1,350 |

| 2022 Pressure Category / Explanation | Expense | Revenue | Increase / (Decrease) | |
|---|------------|----------|-----------------------|-------------|
| | | | Net 2022 Changes | FTE Impact |
| Maintain Services All programs include an adjustment for potential 2022 cost of living, increments and benefit adjustments. | 242 | 0 | 242 | 0.00 |
| Total Maintain Services | 242 | 0 | 242 | 0.00 |
| Provincial Legislated Salaries, Wages & Benefits | 125 | 0 | 125 | 1.00 |
| Material & Services | 110 | 0 | 110 | 0.00 |
| Total Provincial Legislated | 235 | 0 | 235 | 1.00 |

| COVID-19 | Expense | Revenue | Increase / (Decrease) | |
|---|------------|----------|-----------------------|-------------|
| | | | Net 2022 Changes | FTE Impact |
| One (1) temporary FTE to ensure adequate Wellness Specialist resources to focus on key strategic mental health and absence management priorities. | 125 | 0 | 125 | 0.00 |
| Five temporary positions (2 Business Lead/Project Support, 3 HRIS Implementation) to support the City Vaccine implementation program. | 240 | 0 | 240 | 0.00 |
| Two (2) temporary FTEs to support client departments with key Organizational Health initiatives. | 220 | 0 | 220 | 0.00 |
| Total COVID-19 | 585 | 0 | 585 | 0.00 |

| 2022 Pressure Category / Explanation | Expense | Revenue | Increase / (Decrease) | |
|--|--------------|----------|-----------------------|-------------|
| | | | Net 2022 Changes | FTE Impact |
| Service Initiatives / Savings Salaries, Wages & Benefits | 125 | 0 | 125 | 0.00 |
| Total Service Initiatives / Savings | 125 | 0 | 125 | 0.00 |
| Total Budget Changes | 1,187 | 0 | 1,187 | 1.00 |

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

| | 2021 Baseline | | | 2022 Adjustments | | | | 2022 | \$ Change over 2021 Budget |
|---|---------------|---------------|---------------------|-------------------|--------------|-------------|----------------------|---------------|----------------------------|
| | Forecast | Budget | Adj. to Base Budget | Maintain Services | Growth | COVID-19 | User Fees & Revenues | Estimate | |
| Expenditures by Program | | | | | | | | | |
| Director's Office | 1,001 | 1,001 | 0 | -95 | 0 | 0 | 0 | 906 | -95 |
| Web Services | 1,336 | 1,386 | 0 | 74 | 0 | 0 | 0 | 1,460 | 74 |
| Call Center Services | 3,682 | 3,682 | 0 | 113 | 0 | 0 | 0 | 3,795 | 113 |
| Counter Services | 8,931 | 9,319 | 0 | 1,368 | 1,154 | 0 | 0 | 11,841 | 2,522 |
| Gross Expenditure | 14,950 | 15,388 | 0 | 1,460 | 1,154 | 0 | 0 | 18,002 | 2,614 |
| Recoveries & Allocations | -518 | -518 | 0 | -1,200 | -1,154 | 0 | 0 | -2,872 | -2,354 |
| Revenue | -1,276 | -1,304 | 0 | 0 | 0 | 0 | 0 | -1,304 | 0 |
| Net Requirement | 13,156 | 13,566 | 0 | 260 | 0 | 0 | 0 | 13,826 | 260 |
| Expenditures by Type | | | | | | | | | |
| Salaries, Wages & Benefits | 11,655 | 11,655 | 0 | 569 | 668 | 0 | 0 | 12,892 | 1,237 |
| Overtime | 157 | 157 | 0 | 0 | 0 | 0 | 0 | 157 | 0 |
| Material & Services | 2,683 | 3,121 | 0 | 891 | 486 | 0 | 0 | 4,498 | 1,377 |
| 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 | 455 | 455 | 0 | 0 | 0 | 0 | 0 | 455 | 0 |
| Gross Expenditures | 14,950 | 15,388 | 0 | 1,460 | 1,154 | 0 | 0 | 18,002 | 2,614 |
| Recoveries & Allocations | -518 | -518 | 0 | -1,200 | -1,154 | 0 | 0 | -2,872 | -2,354 |
| Net Expenditure | 14,432 | 14,870 | 0 | 260 | 0 | 0 | 0 | 15,130 | 260 |
| Percent of 2022 Net Expenditure Budget | | | 0.0% | 1.7% | 0.0% | 0.0% | 0.0% | 1.7% | |

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

| | 2021 Baseline | | | 2022 Adjustments | | | | 2022 | \$ Change over 2021 Budget |
|---|---------------|---------------|---------------------|-------------------|-------------|-------------|----------------------|---------------|----------------------------|
| | Forecast | Budget | Adj. to Base Budget | Maintain Services | Growth | COVID-19 | User Fees & Revenues | Estimate | |
| Revenues By Type | | | | | | | | | |
| Federal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Provincial | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Own Funds | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fees and Services | -1,276 | -1,304 | 0 | 0 | 0 | 0 | 0 | -1,304 | 0 |
| Fines | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Revenue | -1,276 | -1,304 | 0 | 0 | 0 | 0 | 0 | -1,304 | 0 |
| Percent of 2022 Revenue Budget | | | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | |
| Net Requirement | 13,156 | 13,566 | 0 | 260 | 0 | 0 | 0 | 13,826 | 260 |
| Percent of 2022 Net Requirement Budget | | | 0.0% | 1.9% | 0.0% | 0.0% | 0.0% | 1.9% | |
| Full Time Equivalents (FTE's) | | 120.07 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 120.07 | 0.00 |
| Percent of 2022 FTE's | | | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | |

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

| 2021 Forecast vs. Budget Variance Explanation | Surplus / (Deficit) | | |
|---|---------------------|------------|------------|
| | Expense | Revenue | Net |
| Material & Services | 438 | 0 | 438 |
| Revenue | 0 | -28 | -28 |
| Total Surplus / (Deficit) | 438 | -28 | 410 |

| 2022 Pressure Category / Explanation | Increase / (Decrease) | | | |
|---|-----------------------|----------|------------------|-------------|
| | Expense | Revenue | Net 2022 Changes | FTE Impact |
| Maintain Services All programs include an adjustment for potential 2022 cost of living, increments and benefit adjustments. | | | | |
| | 260 | 0 | 260 | 0.00 |
| Annualization of Permanent FTE Compensation for positions to support Traffic's Automated Speed Enforcement (ASE) Program | 1,200 | | 1,200 | 0.00 |
| Annualization of Service Ottawa to support the Automated Speed Enforcement (ASE) Program | -1,200 | | -1,200 | 0.00 |
| Total Maintain Services | 260 | 0 | 260 | 0.00 |

| 2022 Pressure Category / Explanation | Increase / (Decrease) | | | |
|---|-----------------------|----------|------------------|-------------|
| | Expense | Revenue | Net 2022 Changes | FTE Impact |
| Growth | | | | |
| Compensation - 12 Temporary positions to support Automated Speed Enforcement (ASE) Program | 1,154 | | 1,154 | 0.00 |
| Service Ottawa Administration Fees to support the Automated Speed Enforcement (ASE) Program | -1,154 | | -1,154 | 0.00 |
| Total Growth | 0 | 0 | 0 | 0.00 |
| Total Budget Changes | 260 | 0 | 260 | 0.00 |

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

| | 2021 Baseline | | | 2022 Adjustments | | | | 2022 | \$ Change over 2021 Budget |
|---|---------------|---------------|---------------------|-------------------|-------------|-------------|----------------------|---------------|----------------------------|
| | Forecast | Budget | Adj. to Base Budget | Maintain Services | Growth | COVID-19 | User Fees & Revenues | Estimate | |
| Expenditures by Program | | | | | | | | | |
| Legal Services | 11,943 | 11,973 | 299 | 262 | 190 | 0 | 0 | 12,724 | 751 |
| Gross Expenditure | 11,943 | 11,973 | 299 | 262 | 190 | 0 | 0 | 12,724 | 751 |
| Recoveries & Allocations | -2,200 | -2,200 | -299 | | -190 | 0 | 0 | -2,689 | -489 |
| Revenue | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Net Requirement | 9,743 | 9,773 | 0 | 262 | 0 | 0 | 0 | 10,035 | 262 |
| Expenditures by Type | | | | | | | | | |
| Salaries, Wages & Benefits | 10,252 | 10,252 | 299 | 262 | 190 | 0 | 0 | 11,003 | 751 |
| Overtime | 31 | 31 | 0 | 0 | 0 | 0 | 0 | 31 | 0 |
| Material & Services | 1,603 | 1,633 | 0 | 0 | 0 | 0 | 0 | 1,633 | 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 | 57 | 57 | 0 | 0 | 0 | 0 | 0 | 57 | 0 |
| Gross Expenditures | 11,943 | 11,973 | 299 | 262 | 190 | 0 | 0 | 12,724 | 751 |
| Recoveries & Allocations | -2,200 | -2,200 | -299 | 0 | -190 | 0 | 0 | -2,689 | -489 |
| Net Expenditure | 9,743 | 9,773 | 0 | 262 | 0 | 0 | 0 | 10,035 | 262 |
| Percent of 2022 Net Expenditure Budget | | | 0.0% | 2.7% | 0.0% | 0.0% | 0.0% | 2.7% | |
| Revenues By Type | | | | | | | | | |
| Federal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Provincial | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Own Funds | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fees and Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fines | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Revenue | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Percent of 2022 Revenue Budget | | | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | |
| Net Requirement | 9,743 | 9,773 | 0 | 262 | 0 | 0 | 0 | 10,035 | 262 |
| Percent of 2022 Net Requirement Budget | | | 0.0% | 2.7% | 0.0% | 0.0% | 0.0% | 2.7% | |
| Full Time Equivalents (FTE's) | | 86.00 | 3.00 | 0.00 | 0.00 | 0.00 | 0.00 | 89.00 | 3.00 |
| Percent of 2022 FTE's | | | 3.5% | 0.0% | 0.0% | 0.0% | 0.0% | 3.5% | |

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

| 2021 Forecast vs. Budget Variance Explanation | Surplus / (Deficit) | | | |
|---|-----------------------|----------|------------------|-------------|
| | Expense | Revenue | Net | |
| No significant variances to report. | 30 | 0 | 30 | |
| Total Surplus / (Deficit) | 30 | 0 | 30 | |
| 2021 Baseline Adjustment / Explanation | Increase / (Decrease) | | | |
| | Expense | Revenue | Net 2022 Changes | FTE Impact |
| Salaries, Wages & Benefits - Compensation for FTEs to support Automated Speed Enforcement (ASE) Program. | 299 | 0 | 299 | 3.00 |
| Salaries, Wages & Benefits - Compensation for FTEs to support Automated Speed Enforcement (ASE) Program. Recovery from traffic services | -299 | 0 | -299 | 0.00 |
| Total Adjustments to Base Budget | 0 | 0 | 0 | 3.00 |
| 2022 Pressure Category / Explanation | Increase / (Decrease) | | | |
| | Expense | Revenue | Net 2022 Changes | FTE Impact |
| Maintain Services All programs include an adjustment for potential 2022 cost of living, increments and benefit adjustments. | 262 | 0 | 262 | 0.00 |
| Total Maintain Services | 262 | 0 | 262 | 0.00 |
| Growth Ongoing requirement for additional resources to support development growth - Legal Clerks | 190 | | 190 | 0.00 |
| Ongoing requirement for additional resources to support development growth - Legal Clerks - Recovery from Planning | -190 | 0 | -190 | 0.00 |
| Total Growth | 0 | 0 | 0 | 0.00 |
| Total Budget Changes | 262 | 0 | 262 | 3.00 |

City of Ottawa
 Innovative Client Services Department
 Supply 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 | Service Initiatives / Savings | Estimate | |
| Expenditures by Program | | | | | | | | | |
| Supply Services | 8,349 | 7,149 | 0 | 181 | 0 | 0 | 0 | 7,330 | 181 |
| Gross Expenditure | 8,349 | 7,149 | 0 | 181 | 0 | 0 | 0 | 7,330 | 181 |
| Recoveries & Allocations | -1,525 | -1,525 | 0 | 0 | 0 | 0 | -600 | -2,125 | -600 |
| Revenue | -1,985 | -785 | 0 | 0 | 0 | 0 | 0 | -785 | 0 |
| Net Requirement | 4,839 | 4,839 | 0 | 181 | 0 | 0 | -600 | 4,420 | -419 |
| Expenditures by Type | | | | | | | | | |
| Salaries, Wages & Benefits | 6,923 | 6,923 | 0 | 181 | 0 | 0 | 0 | 7,104 | 181 |
| Overtime | 7 | 7 | 0 | 0 | 0 | 0 | 0 | 7 | 0 |
| Material & Services | 1,358 | 158 | 0 | 0 | 0 | 0 | 0 | 158 | 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 | 61 | 61 | 0 | 0 | 0 | 0 | 0 | 61 | 0 |
| Gross Expenditures | 8,349 | 7,149 | 0 | 181 | 0 | 0 | 0 | 7,330 | 181 |
| Recoveries & Allocations | -1,525 | -1,525 | 0 | 0 | 0 | 0 | -600 | -2,125 | -600 |
| Net Expenditure | 6,824 | 5,624 | 0 | 181 | 0 | 0 | -600 | 5,205 | -419 |
| Percent of 2022 Net Expenditure Budget | | | 0.0% | 3.2% | 0.0% | 0.0% | -10.7% | -7.5% | |
| Revenues By Type | | | | | | | | | |
| Federal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Provincial | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Own Funds | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fees and Services | -1,985 | -785 | 0 | 0 | 0 | 0 | 0 | -785 | 0 |
| Fines | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Revenue | -1,985 | -785 | 0 | 0 | 0 | 0 | 0 | -785 | 0 |
| Percent of 2022 Revenue Budget | | | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | |
| Net Requirement | 4,839 | 4,839 | 0 | 181 | 0 | 0 | -600 | 4,420 | -419 |
| Percent of 2022 Net Requirement Budget | | | 0.0% | 3.7% | 0.0% | 0.0% | -12.4% | -8.7% | |
| Full Time Equivalents (FTE's) | | 65.99 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 65.99 | 0.00 |
| Percent of 2022 FTE's | | | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | |

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

| 2021 Forecast vs. Budget Variance Explanation | Surplus / (Deficit) | | |
|---|---------------------|--------------|----------|
| | Expense | Revenue | Net |
| Technology Infrastructure charges | -1,200 | | -1,200 |
| Increased Pcard Rebate Revenues | 0 | 1,200 | 1,200 |
| Total Surplus / (Deficit) | -1,200 | 1,200 | 0 |

| 2022 Pressure Category / Explanation | Increase / (Decrease) | | | |
|---|-----------------------|----------|------------------|-------------|
| | Expense | Revenue | Net 2022 Changes | FTE Impact |
| Maintain Services All programs include an adjustment for potential 2022 cost of living, increments and benefit adjustments. | 181 | | 181 | 0.00 |
| Total Maintain Services | 181 | 0 | 181 | 0.00 |

| 2022 Pressure Category / Explanation | Increase / (Decrease) | | | |
|---|-----------------------|----------|------------------|-------------|
| | Expense | Revenue | Net 2022 Changes | FTE Impact |
| Service Initiatives / Savings Proposed savings realized as a result of various ICS programs, including Enterprise IT review and Operational Excellence. | -600 | 0 | -600 | 0.00 |
| Total Service Initiatives / Savings | -600 | 0 | -600 | 0.00 |
| Total Budget Changes | -419 | 0 | -419 | 0.00 |

City of Ottawa

Finance Services Department

Chief Financial Officer/Treasurer & Business Support Services - Operating Resource Requirement Analysis

In Thousands (\$000)

| | 2021 Baseline | | | 2022 Adjustments | | | | 2022 | \$ Change over 2021 Budget |
|---|---------------|--------------|---------------------|-------------------|-------------|-------------|----------------------|--------------|----------------------------|
| | Forecast | Budget | Adj. to Base Budget | Maintain Services | Growth | COVID-19 | User Fees & Revenues | Estimate | |
| Expenditures by Program | | | | | | | | | |
| Chief Financial Officer/Treasurer | 543 | 543 | 0 | 8 | 0 | 0 | 0 | 551 | 8 |
| Business Support Services | 2,064 | 2,064 | 0 | 73 | 0 | 0 | 0 | 2,137 | 73 |
| Gross Expenditure | 2,607 | 2,607 | 0 | 81 | 0 | 0 | 0 | 2,688 | 81 |
| Recoveries & Allocations | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Revenue | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Net Requirement | 2,607 | 2,607 | 0 | 81 | 0 | 0 | 0 | 2,688 | 81 |
| Expenditures by Type | | | | | | | | | |
| Salaries, Wages & Benefits | 2,253 | 2,253 | 0 | 81 | 0 | 0 | 0 | 2,334 | 81 |
| Overtime | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Material & Services | 327 | 327 | 0 | 0 | 0 | 0 | 0 | 327 | 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 | 27 | 27 | 0 | 0 | 0 | 0 | 0 | 27 | 0 |
| Gross Expenditures | 2,607 | 2,607 | 0 | 81 | 0 | 0 | 0 | 2,688 | 81 |
| Recoveries & Allocations | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Net Expenditure | 2,607 | 2,607 | 0 | 81 | 0 | 0 | 0 | 2,688 | 81 |
| Percent of 2022 Net Expenditure Budget | | | 0.0% | 3.1% | 0.0% | 0.0% | 0.0% | 3.1% | |
| Revenues By Type | | | | | | | | | |
| Federal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Provincial | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Own Funds | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fees and Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fines | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Revenue | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Percent of 2022 Revenue Budget | | | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | |
| Net Requirement | 2,607 | 2,607 | 0 | 81 | 0 | 0 | 0 | 2,688 | 81 |
| Percent of 2022 Net Requirement Budget | | | 0.0% | 3.1% | 0.0% | 0.0% | 0.0% | 3.1% | |
| Full Time Equivalents (FTE's) | | 18.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 18.00 | 0.00 |
| Percent of 2022 FTE's | | | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | |

City of Ottawa
 Finance Services Department
 Chief Financial Officer/Treasurer & Business Support Services - Operating Resource Requirement Explanatory Notes
 In Thousands (\$000)

| 2021 Forecast vs. Budget Variance Explanation | Surplus / (Deficit) | | |
|---|---------------------|----------|----------|
| | Expense | Revenue | Net |
| No significant variances to report. | 0 | 0 | 0 |
| Total Surplus / (Deficit) | 0 | 0 | 0 |

| 2022 Pressure Category / Explanation | Increase / (Decrease) | | | |
|---|-----------------------|----------|------------------|-------------|
| | Expense | Revenue | Net 2022 Changes | FTE Impact |
| Maintain Services All programs include an adjustment for potential 2022 cost of living, increments and benefit adjustments. | 81 | 0 | 81 | 0.00 |
| Total Maintain Services | 81 | 0 | 81 | 0.00 |
| Total Budget Changes | 81 | 0 | 81 | 0.00 |

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

| | 2021 Baseline | | | 2022 Adjustments | | | | 2022 | \$ Change over 2021 Budget |
|---|---------------|---------------|---------------------|-------------------|-------------|-------------|----------------------|---------------|----------------------------|
| | Forecast | Budget | Adj. to Base Budget | Maintain Services | Growth | COVID-19 | User Fees & Revenues | Estimate | |
| Expenditures by Program | | | | | | | | | |
| Revenue Services | 22,735 | 22,735 | 561 | 504 | 95 | 0 | 0 | 23,895 | 1,160 |
| Gross Expenditure | 22,735 | 22,735 | 561 | 504 | 95 | 0 | 0 | 23,895 | 1,160 |
| Recoveries & Allocations | -10,577 | -10,577 | -561 | -80 | -95 | 0 | 0 | -11,313 | -736 |
| Revenue | -8,257 | -6,757 | 0 | 0 | 0 | 0 | -350 | -7,107 | -350 |
| Net Requirement | 3,901 | 5,401 | 0 | 424 | 0 | 0 | -350 | 5,475 | 74 |
| Expenditures by Type | | | | | | | | | |
| Salaries, Wages & Benefits | 18,001 | 18,001 | 561 | 504 | 95 | 0 | 0 | 19,161 | 1,160 |
| Overtime | 22 | 22 | 0 | 0 | 0 | 0 | 0 | 22 | 0 |
| Material & Services | 4,183 | 4,183 | 0 | 0 | 0 | 0 | 0 | 4,183 | 0 |
| Transfers/Grants/Financial Charges | 130 | 130 | 0 | 0 | 0 | 0 | 0 | 130 | 0 |
| Fleet Costs | 243 | 243 | 0 | 0 | 0 | 0 | 0 | 243 | 0 |
| Program Facility Costs | 156 | 156 | 0 | 0 | 0 | 0 | 0 | 156 | 0 |
| Other Internal Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Gross Expenditures | 22,735 | 22,735 | 561 | 504 | 95 | 0 | 0 | 23,895 | 1,160 |
| Recoveries & Allocations | -10,577 | -10,577 | -561 | -80 | -95 | 0 | 0 | -11,313 | -736 |
| Net Expenditure | 12,158 | 12,158 | 0 | 424 | 0 | 0 | 0 | 12,582 | 424 |
| Percent of 2022 Net Expenditure Budget | | | 0.0% | 3.5% | 0.0% | 0.0% | 0.0% | 3.5% | |
| Revenues By Type | | | | | | | | | |
| Federal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Provincial | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Own Funds | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fees and Services | -8,257 | -6,757 | 0 | 0 | 0 | 0 | -350 | -7,107 | -350 |
| Fines | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Revenue | -8,257 | -6,757 | 0 | 0 | 0 | 0 | -350 | -7,107 | -350 |
| Percent of 2022 Revenue Budget | | | 0.0% | 0.0% | 0.0% | 0.0% | 5.2% | 5.2% | |
| Net Requirement | 3,901 | 5,401 | 0 | 424 | 0 | 0 | -350 | 5,475 | 74 |
| Percent of 2022 Net Requirement Budget | | | 0.0% | 7.9% | 0.0% | 0.0% | -6.5% | 1.4% | |
| Full Time Equivalents (FTE's) | | 192.45 | 7.00 | 0.00 | 0.00 | 0.00 | 0.00 | 199.45 | 7.00 |
| Percent of 2022 FTE's | | | 3.6% | 0.0% | 0.0% | 0.0% | 0.0% | 3.6% | |

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

| 2021 Forecast vs. Budget Variance Explanation | Surplus / (Deficit) | | | |
|---|---------------------|--------------|--------------|--|
| | Expense | Revenue | Net | |
| Overpayment Recovery Commissions and revenue surplus' in Revenue over a number of fees. | 0 | 1,500 | 1,500 | |
| Total Surplus / (Deficit) | 0 | 1,500 | 1,500 | |

| 2021 Baseline Adjustment / Explanation | Increase / (Decrease) | | | |
|---|-----------------------|----------|------------------|-------------|
| | Expense | Revenue | Net 2022 Changes | FTE Impact |
| 2021 Baseline Adjustment / Explanation: | 0 | 0 | 0 | 0.00 |
| Compensation for FTEs to support Automated Speed Enforcement (ASE) Program per Council Report #ACS2021-TSD-TRF-0005 | 561 | 0 | 561 | 7.00 |
| Compensation Recovery from Traffic Services for FTEs to support Automated Speed Enforcement (ASE) Program per Council Report Report #ACS2021-TSD-TRF-0005 | -561 | 0 | -561 | 0.00 |
| Total Adjustments to Base Budget | 0 | 0 | 0 | 7.00 |

| 2022 Pressure Category / Explanation | Increase / (Decrease) | | | |
|---|-----------------------|----------|------------------|-------------|
| | Expense | Revenue | Net 2022 Changes | FTE Impact |
| Maintain Services | | | | |
| All programs include an adjustment for potential 2022 cost of living, increments and benefit adjustments. | 504 | 0 | 504 | 0.00 |
| Recovery from rate – Annual support increase for ongoing sustainment of the Water Billing System | -80 | 0 | -80 | 0.00 |
| Total Maintain Services | 424 | 0 | 424 | 0.00 |

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

| 2022 Pressure Category / Explanation | Increase / (Decrease) | | | |
|--|-----------------------|-------------|------------------|-------------|
| | Expense | Revenue | Net 2022 Changes | FTE Impact |
| Growth | | | | |
| Temporary position to support Customer Accounts in Revenue | 95 | 0 | 95 | 0.00 |
| Compensation Recovery from Rate (Water) to fund Temporary position to support Customer Accounts in Revenue | -95 | 0 | -95 | 0.00 |
| Total Growth | 0 | 0 | 0 | 0.00 |
| User Fees & Revenues | | | | |
| See following user fee schedule for details on the specific rates. | 0 | -350 | -350 | 0.00 |
| Total User Fees & Revenues | 0 | -350 | -350 | 0.00 |
| Total Budget Changes | 424 | -350 | 74 | 7.00 |

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

| | 2021 Baseline | | | 2022 Adjustments | | | | 2022 | \$ Change over 2021 Budget |
|---|---------------|---------------|---------------------|-------------------|-------------|-------------|----------------------|---------------|----------------------------|
| | Forecast | Budget | Adj. to Base Budget | Maintain Services | Growth | COVID-19 | User Fees & Revenues | Estimate | |
| Expenditures by Program | | | | | | | | | |
| Corporate Finance | 16,031 | 16,031 | 0 | 688 | 540 | 0 | 0 | 17,259 | 1,228 |
| Gross Expenditure | 16,031 | 16,031 | 0 | 688 | 540 | 0 | 0 | 17,259 | 1,228 |
| Recoveries & Allocations | -901 | -901 | 0 | 0 | -540 | 0 | 0 | -1,441 | -540 |
| Revenue | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Net Requirement | 15,130 | 15,130 | 0 | 688 | 0 | 0 | 0 | 15,818 | 688 |
| Expenditures by Type | | | | | | | | | |
| Salaries, Wages & Benefits | 15,324 | 15,324 | 0 | 668 | 540 | 0 | 0 | 16,532 | 1,208 |
| Overtime | 51 | 51 | 0 | 0 | 0 | 0 | 0 | 51 | 0 |
| Material & Services | 602 | 602 | 0 | 20 | 0 | 0 | 0 | 622 | 20 |
| 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 | 54 | 54 | 0 | 0 | 0 | 0 | 0 | 54 | 0 |
| Gross Expenditures | 16,031 | 16,031 | 0 | 688 | 540 | 0 | 0 | 17,259 | 1,228 |
| Recoveries & Allocations | -901 | -901 | 0 | 0 | -540 | 0 | 0 | -1,441 | -540 |
| Net Expenditure | 15,130 | 15,130 | 0 | 688 | 0 | 0 | 0 | 15,818 | 688 |
| Percent of 2022 Net Expenditure Budget | | | 0.0% | 4.5% | 0.0% | 0.0% | 0.0% | 4.5% | |
| Revenues By Type | | | | | | | | | |
| Federal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Provincial | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Own Funds | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fees and Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fines | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Revenue | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Percent of 2022 Revenue Budget | | | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | |
| Net Requirement | 15,130 | 15,130 | 0 | 688 | 0 | 0 | 0 | 15,818 | 688 |
| Percent of 2022 Net Requirement Budget | | | 0.0% | 4.5% | 0.0% | 0.0% | 0.0% | 4.5% | |
| Full Time Equivalents (FTE's) | | 146.89 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 146.89 | 0.00 |
| Percent of 2022 FTE's | | | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | |

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

| | | Surplus / (Deficit) | | | |
|---|--|-----------------------|----------|------------------|-------------|
| 2021 Forecast vs. Budget Variance Explanation | | Expense | Revenue | Net | |
| No significant variances to report. | | 0 | 0 | 0 | |
| Total Surplus / (Deficit) | | 0 | 0 | 0 | |
| | | Increase / (Decrease) | | | |
| 2022 Pressure Category / Explanation | | Expense | Revenue | Net 2022 Changes | FTE Impact |
| Maintain Services | | | | | |
| All programs include an adjustment for potential 2022 cost of living, increments and benefit adjustments. | | 380 | 0 | 380 | 0.00 |
| Contract management and audit support in Housing Services in response to the increased number and complexity of funding agreements and increased capacity for strategic financial analysis. | | 95 | 0 | 95 | 0.00 |
| Financial Shared Services staff to deliver consistent day-to-day service to all internal departments/services. | | 193 | 0 | 193 | 0.00 |
| Recovery reduction from COSF | | 20 | 0 | 20 | 0.00 |
| Total Maintain Services | | 688 | 0 | 688 | 0.00 |
| | | Increase / (Decrease) | | | |
| 2022 Pressure Category / Explanation | | Expense | Revenue | Net 2022 Changes | FTE Impact |
| Growth | | | | | |
| Five temporary staff to support development and capital growth. | | 540 | 0 | 540 | 0.00 |
| Funding of five temporary staff resources to support development and capital grown through revenues, recoveries and allocations | | -540 | 0 | -540 | 0.00 |
| Total Growth | | 0 | 0 | 0 | 0.00 |
| Total Budget Changes | | 688 | 0 | 688 | 0.00 |

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

| | 2021 Baseline | | | 2022 Adjustments | | | | 2022 | \$ Change over 2021 Budget |
|---|---------------|--------------|---------------------|-------------------|-------------|-------------|----------------------|--------------|----------------------------|
| | Forecast | Budget | Adj. to Base Budget | Maintain Services | Growth | COVID-19 | User Fees & Revenues | Estimate | |
| Expenditures by Program | | | | | | | | | |
| Payroll | 7,214 | 7,214 | 0 | 403 | 0 | 0 | 0 | 7,617 | 403 |
| Gross Expenditure | 7,214 | 7,214 | 0 | 403 | 0 | 0 | 0 | 7,617 | 403 |
| Recoveries & Allocations | -216 | -216 | 0 | -180 | 0 | 0 | 0 | -396 | -180 |
| Revenue | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Net Requirement | 6,998 | 6,998 | 0 | 223 | 0 | 0 | 0 | 7,221 | 223 |
| Expenditures by Type | | | | | | | | | |
| Salaries, Wages & Benefits | 6,871 | 6,871 | 0 | 403 | 0 | 0 | 0 | 7,274 | 403 |
| Overtime | 20 | 20 | 0 | 0 | 0 | 0 | 0 | 20 | 0 |
| Material & Services | 210 | 210 | 0 | 0 | 0 | 0 | 0 | 210 | 0 |
| Transfers/Grants/Financial Charges | 113 | 113 | 0 | 0 | 0 | 0 | 0 | 113 | 0 |
| Fleet Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Program Facility Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other Internal Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Gross Expenditures | 7,214 | 7,214 | 0 | 403 | 0 | 0 | 0 | 7,617 | 403 |
| Recoveries & Allocations | -216 | -216 | 0 | -180 | 0 | 0 | 0 | -396 | -180 |
| Net Expenditure | 6,998 | 6,998 | 0 | 223 | 0 | 0 | 0 | 7,221 | 223 |
| Percent of 2022 Net Expenditure Budget | | | 0.0% | 3.2% | 0.0% | 0.0% | 0.0% | 3.2% | |
| Revenues By Type | | | | | | | | | |
| Federal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Provincial | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Own Funds | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fees and Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fines | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Revenue | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Percent of 2022 Revenue Budget | | | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | |
| Net Requirement | 6,998 | 6,998 | 0 | 223 | 0 | 0 | 0 | 7,221 | 223 |
| Percent of 2022 Net Requirement Budget | | | 0.0% | 3.2% | 0.0% | 0.0% | 0.0% | 3.2% | |
| Full Time Equivalents (FTE's) | | 66.33 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 66.33 | 0.00 |
| Percent of 2022 FTE's | | | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | |

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

| 2021 Forecast vs. Budget Variance Explanation | Surplus / (Deficit) | | |
|---|---------------------|----------|----------|
| | Expense | Revenue | Net |
| No significant variances to report. | 0 | 0 | 0 |
| Total Surplus / (Deficit) | 0 | 0 | 0 |

| 2022 Pressure Category / Explanation | Increase / (Decrease) | | | |
|---|-----------------------|----------|------------------|-------------|
| | Expense | Revenue | Net 2022 Changes | FTE Impact |
| Maintain Services | | | | |
| All programs include an adjustment for potential 2022 cost of living, increments and benefit adjustments. | 203 | 0 | 203 | 0.00 |
| Funding for (3) Temporary positions to support existing expanded workload and retirements | 200 | 0 | 200 | 0.00 |
| Recovery of fees from COSF & Transpo Pension Fund | -180 | 0 | -180 | 0.00 |
| Total Maintain Services | 223 | 0 | 223 | 0.00 |
| Total Budget Changes | 223 | 0 | 223 | 0.00 |

City of Ottawa
 Non Departmental - 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 | |
| Corporate Human Resource Provision Expenditure | | | | | | | | | | | |
| Sick Leave Banks | 3,020 | 3,020 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 3,020 | 0 |
| Retiree Costs | 2,500 | 2,500 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 2,500 | 0 |
| Employee Benefits | 1,128 | 1,128 | 0 | 25 | 0 | 0 | 0 | 0 | 0 | 1,153 | 25 |
| Benefit Adjustments | 75 | 75 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 75 | 0 |
| Gross Expenditure | 6,723 | 6,723 | 0 | 25 | 0 | 0 | 0 | 0 | 0 | 6,748 | 25 |
| Recoveries & Allocations | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Net Expenditure | 6,723 | 6,723 | 0 | 25 | 0 | 0 | 0 | 0 | 0 | 6,748 | 25 |
| Revenue | | | | | | | | | | | |
| Vested Employee Benefits Reserve | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Revenue | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Net Corp HR Provision Requirement | 6,723 | 6,723 | 0 | 25 | 0 | 0 | 0 | 0 | 0 | 6,748 | 25 |
| Capital Formation Costs | | | | | | | | | | | |
| Expenditure | | | | | | | | | | | |
| Contribution to City Wide Capital Reserve | 140,431 | 140,431 | 0 | 8,445 | 0 | 1,000 | 0 | 0 | 0 | 149,876 | 9,445 |
| Reserve | 10,161 | 10,161 | 2,000 | 435 | | 0 | 0 | 0 | 0 | 12,596 | 2,435 |
| Contribution to Gas Tax Reserve Fund | 93,211 | 93,211 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 93,211 | 0 |
| Transfer to CW Capital from Endowment Earnings | 13,000 | 13,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 13,000 | 0 |
| Transfer to CW Capital from OCLDC | 5,000 | 5,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 5,000 | 0 |
| Transfer to CW Capital from Sale of Surplus Land | 5,000 | 1,500 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1,500 | 0 |
| City Wide Debt Charges | 90,181 | 89,782 | 0 | -1,150 | 0 | 0 | 0 | 0 | 0 | 88,632 | -1,150 |
| 100 Constellation Lease | 6,413 | 6,412 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 6,412 | 0 |
| Gross Expenditure | 363,397 | 359,497 | 2,000 | 7,730 | 0 | 1,000 | 0 | 0 | 0 | 370,227 | 10,730 |
| Recoveries & Allocations | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Net Expenditure | 363,397 | 359,497 | 2,000 | 7,730 | 0 | 1,000 | 0 | 0 | 0 | 370,227 | 10,730 |
| Revenue | | | | | | | | | | | |
| Contribution from Tax Stabilization Reserve | -2,000 | -2,000 | 360 | -100 | -130 | -130 | -23,225 | 0 | 0 | -25,225 | -23,225 |
| Gas Tax Receipts | -93,211 | -93,211 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | -93,211 | 0 |
| Endowment Fund Earnings | -13,000 | -13,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | -13,000 | 0 |
| Ottawa Lands Development Corp (OCLDC) | -5,000 | -5,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | -5,000 | 0 |
| Sale of Surplus Land | -5,000 | -1,500 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | -1,500 | 0 |
| City Wide Debt Charge Funding | -8,952 | -9,052 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | -9,052 | 0 |
| Total Revenue | -127,163 | -123,763 | 360 | -100 | -130 | -130 | -23,225 | 0 | 0 | -146,988 | -23,225 |
| Net Capital Formation Costs Requirement | 236,234 | 235,734 | 2,360 | 7,630 | -130 | 870 | -23,225 | 0 | 0 | 223,239 | -12,495 |

City of Ottawa
 Non Departmental - 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 | |
| Corporate Common Expenditures | | | | | | | | | | | |
| Expenditure | | | | | | | | | | | |
| Financial Charges & Other | 13,267 | 15,267 | 0 | -522 | 0 | 0 | 0 | 0 | 0 | 14,745 | -522 |
| Gross Expenditure | 13,267 | 15,267 | 0 | -522 | 0 | 0 | 0 | 0 | 0 | 14,745 | -522 |
| Recoveries & Allocations | -45,748 | -45,748 | 0 | -140 | 0 | 0 | 0 | 0 | 0 | -45,888 | -140 |
| Net Expenditure | -32,481 | -30,481 | 0 | -662 | 0 | 0 | 0 | 0 | 0 | -31,143 | -662 |
| Net Corporate Common Expenditures Requirement | -32,481 | -30,481 | 0 | -662 | 0 | 0 | 0 | 0 | 0 | -31,143 | -662 |
| Corporate Common Revenues | | | | | | | | | | | |
| Expenditure | | | | | | | | | | | |
| Penalty & Interest | 350 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Investment Income | 326 | 326 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 326 | 0 |
| Provincial Offences Act | 137 | 137 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 137 | 0 |
| Hydro Ottawa Dividends | 2,500 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Municipal Accommodation Tax | 18,000 | 18,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 18,000 | 0 |
| Gross Expenditure | 21,313 | 18,463 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 18,463 | 0 |
| Recoveries & Allocations | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Net Expenditure | 21,313 | 18,463 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 18,463 | 0 |
| Revenue | | | | | | | | | | | |
| Penalty & Interest | -19,254 | -16,904 | 0 | 0 | 0 | 0 | 0 | 0 | -500 | -17,404 | -500 |
| Investment Income | -22,987 | -22,987 | 0 | 0 | 0 | 0 | 0 | 0 | -3,000 | -25,987 | -3,000 |
| Hydro Ottawa Dividends | -22,500 | -20,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | -20,000 | 0 |
| Provincial Offences Act | -6,257 | -4,757 | 0 | 0 | 0 | 0 | 0 | 0 | -500 | -5,257 | -500 |
| Red Light Camera | -11,725 | -11,725 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | -11,725 | 0 |
| Automated Speed Enforcement | -6,500 | -6,500 | 0 | 0 | 0 | 0 | 0 | 0 | 6,500 | 0 | 6,500 |
| Rideau Carleton Raceway | -5,600 | -5,600 | 0 | 0 | 0 | 0 | 1,400 | 0 | 0 | -4,200 | 1,400 |
| Lottery Fees | -1,004 | -1,004 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | -1,004 | 0 |
| Municipal Accommodation Tax | -18,750 | -18,750 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | -18,750 | 0 |
| Other Miscellaneous Revenue | -3,845 | -3,845 | 0 | 0 | 0 | 0 | 0 | 0 | -500 | -4,345 | -500 |
| Total Revenue | -118,422 | -112,072 | 0 | 0 | 0 | 0 | 1,400 | 0 | 2,000 | -108,672 | 3,400 |
| Net Corporate Common Revenues Requirement | -97,109 | -93,609 | 0 | 0 | 0 | 0 | 1,400 | 0 | 2,000 | -90,209 | 3,400 |

City of Ottawa
 Non Departmental - 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 | |
| Tax Related Expenditures and Revenues | | | | | | | | | | | |
| Expenditure | | | | | | | | | | | |
| Tax Rebates & Remissions | 26,775 | 23,775 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 23,775 | 0 |
| Municipal Property Assessment Corp | 13,697 | 13,697 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 13,697 | 0 |
| Gross Expenditure | 40,472 | 37,472 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 37,472 | 0 |
| Recoveries & Allocations | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Net Expenditure | 40,472 | 37,472 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 37,472 | 0 |
| Revenue | | | | | | | | | | | |
| Supplemental Assessment | -28,934 | -28,934 | 0 | 0 | 0 | 0 | 0 | 0 | -500 | -29,434 | -500 |
| Payments-in-Lieu Taxation | -166,890 | -168,890 | 0 | 0 | 0 | 0 | 4,000 | 0 | 0 | -164,890 | 4,000 |
| Public Institutions | -6,800 | -6,800 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | -6,800 | 0 |
| Property Tax Revenue | -1,827,309 | -1,827,309 | 0 | -56,115 | 0 | -31,065 | 0 | 0 | 0 | -1,914,489 | -87,180 |
| Total Revenue | -2,029,933 | -2,031,933 | 0 | -56,115 | 0 | -31,065 | 4,000 | 0 | -500 | -2,115,613 | -83,680 |
| Net Tax Related Expenditures and Revenues | -1,989,461 | -1,994,461 | 0 | -56,115 | 0 | -31,065 | 4,000 | 0 | -500 | -2,078,141 | -83,680 |
| Total Net Requirement | -1,876,094 | -1,876,094 | 2,360 | -49,122 | -130 | -30,195 | -17,825 | 0 | 1,500 | -1,969,506 | -93,412 |
| Expenditures by Type | | | | | | | | | | | |
| Salaries, Wages & Benefits | 7,517 | 7,517 | 0 | 150 | 0 | 0 | 0 | 0 | 0 | 7,667 | 150 |
| Overtime | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Material & Services | 18,468 | 18,468 | 0 | 875 | 0 | 0 | 0 | 0 | 0 | 19,343 | 875 |
| Transfers/Grants/Financial Charges | 426,426 | 418,676 | 2,000 | 6,208 | 0 | 1,000 | 0 | 0 | 0 | 427,884 | 9,208 |
| 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 | -7,239 | -7,239 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | -7,239 | 0 |
| Gross Expenditures | 445,172 | 437,422 | 2,000 | 7,233 | 0 | 1,000 | 0 | 0 | 0 | 447,655 | 10,233 |
| Recoveries & Allocations | -45,748 | -45,748 | 0 | -140 | 0 | 0 | 0 | 0 | 0 | -45,888 | -140 |
| Net Expenditure | 399,424 | 391,674 | 2,000 | 7,093 | 0 | 1,000 | 0 | 0 | 0 | 401,767 | 10,093 |
| Revenues By Type | | | | | | | | | | | |
| Federal | -56,684 | -56,684 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | -56,684 | 0 |
| Provincial | -51,104 | -44,604 | 0 | 0 | 0 | 0 | 1,400 | 0 | 0 | -43,204 | 1,400 |
| Municipal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Own Funds | -2,000 | -2,000 | 360 | -100 | -130 | -130 | -23,225 | 0 | 0 | -25,225 | -23,225 |
| Property Taxes | -1,874,397 | -1,874,397 | 0 | -56,115 | 0 | -31,065 | 0 | 0 | 0 | -1,961,577 | -87,180 |
| Investment Income | -56,062 | -56,062 | 0 | 0 | 0 | 0 | 0 | 0 | -3,000 | -59,062 | -3,000 |
| Development Charges | -7,009 | -7,009 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | -7,009 | 0 |
| PIL | -173,691 | -175,691 | 0 | 0 | 0 | 0 | 4,000 | 0 | 0 | -171,691 | 4,000 |
| Fees and Services | -2,874 | -2,774 | 0 | 0 | 0 | 0 | 0 | 0 | -1,700 | -4,474 | -1,700 |
| Fines | -40,950 | -41,300 | 0 | 0 | 0 | 0 | 0 | 0 | 6,500 | -34,800 | 6,500 |
| Other | -10,747 | -7,247 | 0 | 0 | 0 | 0 | 0 | 0 | -300 | -7,547 | -300 |
| Total Revenue | -2,275,518 | -2,267,768 | 360 | -56,215 | -130 | -31,195 | -17,825 | 0 | 1,500 | -2,371,273 | -103,505 |
| Net Requirement | -1,876,094 | -1,876,094 | 2,360 | -49,122 | -130 | -30,195 | -17,825 | 0 | 1,500 | -1,969,506 | -93,412 |

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

| 2021 Forecast vs. Budget Variance Explanation | Surplus / (Deficit) | | |
|--|---------------------|--------------|----------|
| | Expense | Revenue | Net |
| Higher short term borrowing interest charges | -400 | 0 | -400 |
| Lower Fees and Services Revenue | 0 | -100 | -100 |
| Surplus in sales of surplus lands offset by contribution to reserves | -3,500 | 3,500 | 0 |
| Lower financial charges | 2,000 | 0 | 2,000 |
| Local Improvement Expenses | -350 | 0 | -350 |
| Hydro dividends transferred to Reserves | -2,500 | 2,500 | 0 |
| Higher Penalties and interest revenue | 0 | 2,350 | 2,350 |
| Higher POA revenue | 0 | 1,500 | 1,500 |
| Losses in RLC, Rideau Carleton, and Lottery Fees revenue | 0 | -6,500 | -6,500 |
| Losses in RLC, Rideau Carleton, and Lottery Fees revenue offset by SRA Funding | 0 | 6,500 | 6,500 |
| Increased Tax Rebates and Remissions | -3,000 | 0 | -3,000 |
| PILT | 0 | -2,000 | -2,000 |
| Total Surplus / (Deficit) | -7,750 | 7,750 | 0 |

| 2021 Baseline Adjustment / Explanation | Increase / (Decrease) | | | |
|--|-----------------------|------------|------------------|-------------|
| | Expense | Revenue | Net 2022 Changes | FTE Impact |
| Reversal of one-time contribution from Tax Stabilization to Housing Reserve for affordable housing development | 2,000 | 0 | 2,000 | 0.00 |
| One-time funding from the tax stabilization for temporary position for Markets review. PIED ROWHUD | 0 | 130 | 130 | 0.00 |
| One-time funding from tax stabilization for a temporary position for Heritage Plans required to meet conformity with provincial legislation. | 0 | 130 | 130 | 0.00 |
| One-time contribution from Tax Stabilization LTC Dementia Strategy Framework consultant and initial training cost related to the Person-Centre Care model. As per report #ACS2021-CSS-GEN-015. | 0 | 100 | 100 | 0.00 |
| Total Adjustments to Base Budget | 2,000 | 360 | 2,360 | 0.00 |

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

| 2022 Pressure Category / Explanation | Increase / (Decrease) | | | |
|--|-----------------------|----------------|------------------|-------------|
| | Expense | Revenue | Net 2022 Changes | FTE Impact |
| Maintain Services | | | | |
| CW PAYGO contribution - LRF | 5,000 | 0 | 5,000 | 0.00 |
| CW PAYGO contribution - Inflation | 2,600 | 0 | 2,600 | 0.00 |
| Traffic Calming compensations costs reallocated from operating to capital | 845 | 0 | 845 | 0.00 |
| Reduction in debt servicing charges and cost of debt and investment management efficiencies | -1,150 | 0 | -1,150 | 0.00 |
| Financial charges miscellaneous charges | -1,022 | 0 | -1,022 | 0.00 |
| DC Exemptions Housing LRF (Report ACS2021-FSD-FIN-0001) | 500 | 0 | 500 | 0.00 |
| One-time contribution from Tax Stabilization LTC Dementia Strategy Framework consultant and initial training cost related to the Person-Centre Care model. As per report #ACS2021-CSS-GEN-015. | 0 | -100 | -100 | 0.00 |
| Inflationary increases on contracted services and agreements | 25 | 0 | 25 | 0.00 |
| BCS admin allocation to fund increased program support | -140 | 0 | -140 | 0.00 |
| Tax increase for City/Police/Transit Services as approved by Council in report (ACS2021-FSD-FIN-0017). | 0 | -56,115 | -56,115 | 0.00 |
| Reduction in Police Services tax target to be held in Tax Stabilization Reserves for allocation by Council. | 435 | 0 | 435 | 0.00 |
| Total Maintain Services | 7,093 | -56,215 | -49,122 | 0.00 |
| 2022 Pressure Category / Explanation | Increase / (Decrease) | | | |
| | Expense | Revenue | Net 2022 Changes | FTE Impact |
| Provincial Legislated | | | | |
| One-time funding from tax stabilization for a temporary position for Heritage Plans required to meet conformity with provincial legislation. | 0 | -130 | -130 | 0.00 |
| Total Provincial Legislated | 0 | -130 | -130 | 0.00 |

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

| 2022 Pressure Category / Explanation | Increase / (Decrease) | | | |
|---|-----------------------|-----------------|------------------|-------------|
| | Expense | Revenue | Net 2022 Changes | FTE Impact |
| Growth | | | | |
| CW PAYGO Contribution - LRF | 1,000 | 0 | 1,000 | 0.00 |
| One-time funding from the tax stabilization for temporary position for Markets review. PIED ROWHUD | 0 | -130 | -130 | 0.00 |
| Additional tax revenue for City services from assessment growth (including Police and Transit). | 0 | -31,065 | -31,065 | 0.00 |
| Total Growth | 1,000 | -31,195 | -30,195 | 0.00 |
| 2022 Pressure Category / Explanation | Increase / (Decrease) | | | |
| | Expense | Revenue | Net 2022 Changes | FTE Impact |
| COVID-19 | | | | |
| Rideau Carleton Raceway Revenue - one time COVID reduction (75% capacity limits) | | 1,400 | 1,400 | 0.00 |
| PILT Airport reduction | | 4,000 | 4,000 | 0.00 |
| One-time contribution from Tax Stabilization 2021 Revenue Loss (includes compensation reduction) - CRCS | 0 | -6,600 | -6,600 | 0.00 |
| One-time contribution from Tax Stabilization 2021 Revenue Loss (includes compensation reduction) - CASS | 0 | -8,200 | -8,200 | 0.00 |
| One time funding from Tax Stabilization for COVID related costs | 0 | -7,455 | -7,455 | 0.00 |
| One-time contribution from the Tax Stabilization reserve, for loss of patio, café seating an parklet permit revenues ROWHUD. | 0 | -270 | -270 | 0.00 |
| One-time contribution from Tax Stabilization for Organics processing | 0 | -700 | -700 | 0.00 |
| Total COVID-19 | 0 | -17,825 | -17,825 | 0.00 |
| 2022 Pressure Category / Explanation | Increase / (Decrease) | | | |
| | Expense | Revenue | Net 2022 Changes | FTE Impact |
| Revenues | | | | |
| Increased Revenues (Supps, POA, Rebates, Investments, and fees) | 0 | -5,000 | -5,000 | 0.00 |
| One time funding from Tax Stabilization to support temp positions for ROWHUD Markets review and Heritage Plans conformity review | 0 | -260 | -260 | 0.00 |
| Reversal of one time funding for Employment Survey and Bill 108 legislated requirements for Byward Market and Lowertown Heritage Conservation studies | 0 | 360 | 360 | 0.00 |
| One-time contribution relating to LTC Dementia Strategy as per report #ACS2021-CSS-GEN-015 | 0 | -100 | -100 | 0.00 |
| Reallocate Automated Speed Enforcement (ASE) revenue to Safer Roads Capital Reserve as per report #ACS2021-TSD-TRT-0005 | 0 | 6,500 | 6,500 | 0.00 |
| Total User Fees & Revenues | 0 | 1,500 | 1,500 | 0.00 |
| Total Budget Changes | 10,093 | -103,505 | -93,412 | 0.00 |

Capital Budget

City of Ottawa
 2022 Draft Capital Budget
 Finance & Economic Development Committee
 In Thousands (\$000)

| Service Area: Corporate Real Estate Office | | | | | | | | | | | |
|--|---------------------------|----------|--------------------------------------|-------------------------|------------------|----------|-------------------|----------|------------------|----------|------------|
| 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 | 0 | 0 | 0 | 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 | 500 | 0 | 500 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total | 500 | 0 | 500 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |

City of Ottawa
2022 Draft Capital Budget
Service Area: Corporate Real Estate Office
 In Thousands (\$000)

| Project Information | | | Financial Details | | | | | |
|---|--|--------------------------------|--|--------------------------|--------------------------------|-------------|-------------|---|
| 909154 Accommodation Fit-Ups and Renovations | | | Class of Estimate: Not Applicable | | | | | |
| Dept: | Planning, Infrastructure & Economic Development Department | Category: Service Enhancements | Ward: CW | Year of Completion: 2024 | | | | |
| <p>The Corporate Accommodation Review is a Council directed project that will review corporate space standards, policies, and processes; to maximize space in City administrative facilities, shrink the corporate footprint, and achieve efficiency savings. The funds will be used to accommodate minor fit-ups and renovations as required to achieve this objective.</p> <p>New year of completion is 2025.</p> | | | 2022 Request | 500 | Projected Yearend Unspent Bal. | | 0 | |
| | | | Revenues | 0 | Debt | | | |
| | | | Tax Supported/ Dedicated | 500 | Tax Supported/ Dedicated Debt | | | 0 |
| | | | Rate Supported | 0 | Rate Supported Debt | | | 0 |
| | | | Develop. Charges | 0 | Develop. Charges Debt | | | 0 |
| | | | Gas Tax | 0 | Gas Tax Debt | | | 0 |
| | | | Forecast | 2022 | 2023 | 2024 | 2025 | |
| | | | Authority | 500 | 500 | 510 | 530 | |
| | | | Spending Plan | 0 | 0 | 0 | 0 | |
| | | | FTE's | 0 | 0 | 0 | 0 | |
| Operating Impact | 0 | 0 | 0 | 0 | | | | |

City of Ottawa
2022 Draft Capital Budget
Finance & Economic Development Committee
In Thousands (\$000)

| Service Area: General Government | | | | | | | | | | | |
|----------------------------------|---------------------------|----------|----------------------------------|-------------------------|------------------|----------|---------------|----------|------------------|----------|--------------|
| 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 | 4,085 | 0 | 3,085 | 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 | 375 | 0 | 375 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total | 4,460 | 0 | 3,460 | 0 | 0 | 0 | 1,000 | 0 | 0 | 0 | 1,000 |

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

| Program Information | | | Financial Details | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|--|----------------------------------|--------------|---------------------------------------|-------------|-----------------------------|-----------------|-----|--|---------------------|-----|--|-------------------|-----|--|---------------|-------|--|--------------------|-------|--|----------------|-------|--|----------------|-------|--|-------------------------------|--------|-------|----------------|-------|--|-----------------|-----|--|----------------|-----|--|------------------|-------|--|--------------------------------|---------------|--------------|---------------------|--------------|--------------------------------|--|--|---|
| Buildings-General Government | | | Class of Estimate: C) Planning | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Dept: Planning, Infrastructure & Economic Development Department | Category: Renewal of City Assets | | Ward: Multiple | | Year of Completion: Various | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>The Building and Park programs provide for lifecycle renewal and replacement works to existing building and park assets. Detailed scope of work for specific projects extends to a wide assortment of work, such as roof replacement, building preservation, building mechanical and electrical systems, parks playgrounds and property elements, hard landscaping, arena and pool equipment and unplanned emergency work. Forecasts are based on bulk allocations that will be detailed in future budget submissions. Project cost group summaries are provided following this program summary. Annual programming provides allocations as required for each of the service areas as follows:</p> <table border="1"> <thead> <tr> <th>Service Area</th> <th>Buildings</th> <th>Parks</th> </tr> </thead> <tbody> <tr> <td>By-Law Services</td> <td>350</td> <td></td> </tr> <tr> <td>Child Care Services</td> <td>338</td> <td></td> </tr> <tr> <td>Cultural Services</td> <td>803</td> <td></td> </tr> <tr> <td>Fire Services</td> <td>1,743</td> <td></td> </tr> <tr> <td>General Government</td> <td>4,085</td> <td></td> </tr> <tr> <td>Public Library</td> <td>1,821</td> <td></td> </tr> <tr> <td>Long Term Care</td> <td>7,200</td> <td></td> </tr> <tr> <td>Parks & Recreation Facilities</td> <td>15,224</td> <td>6,000</td> </tr> <tr> <td>Roads Services</td> <td>4,291</td> <td></td> </tr> <tr> <td>Social Services</td> <td>450</td> <td></td> </tr> <tr> <td>Water Services</td> <td>150</td> <td></td> </tr> <tr> <td>Transit Services</td> <td>2,300</td> <td></td> </tr> <tr> <td>TOTAL Authority Request</td> <td>38,755</td> <td>6,000</td> </tr> </tbody> </table> | | | Service Area | Buildings | Parks | By-Law Services | 350 | | Child Care Services | 338 | | Cultural Services | 803 | | Fire Services | 1,743 | | General Government | 4,085 | | Public Library | 1,821 | | Long Term Care | 7,200 | | Parks & Recreation Facilities | 15,224 | 6,000 | Roads Services | 4,291 | | Social Services | 450 | | Water Services | 150 | | Transit Services | 2,300 | | TOTAL Authority Request | 38,755 | 6,000 | 2022 Request | 4,085 | Projected Yearend Unspent Bal. | | | 0 |
| | | | Service Area | Buildings | Parks | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | | By-Law Services | 350 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | | Child Care Services | 338 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | | Cultural Services | 803 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | | Fire Services | 1,743 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | | General Government | 4,085 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | | Public Library | 1,821 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | | Long Term Care | 7,200 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | | Parks & Recreation Facilities | 15,224 | 6,000 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Roads Services | 4,291 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Social Services | 450 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Water Services | 150 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Transit Services | 2,300 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| TOTAL Authority Request | 38,755 | 6,000 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Revenues | | 0 | Debt | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Tax Supported/Dedicated | | 3,085 | Tax Supported/Dedicated Debt | | 1,000 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Rate Supported | | 0 | Rate Supported Debt | | 0 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Develop. Charges | | 0 | Develop. Charges Debt | | 0 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Gas Tax | | 0 | Gas Tax Debt | | 0 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Forecast | | 2022 | 2023 | 2024 | 2025 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Authority | | 4,085 | 1,000 | 2,165 | 1,130 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Spending Plan | | 2,175 | 1,805 | 1,720 | 1,095 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| FTE's | | 0 | 0 | 0 | 0 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Operating Impact | | 0 | 0 | 0 | 0 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

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

| Program Information | | Financial Details | | | | | | | | | | | | | | | | | | | | | | |
|---|--------------------------------|---------------------------------------|-----------------------------|-------------|----|-------------------|----|--------------------|-----|---------|----|----------------|-----|-------------------|-------|-----------------|----|--------------------------------|--------------|---------------------|------------|--------------------------------|--|---|
| Accessibility - General Government | | Class of Estimate: C) Planning | | | | | | | | | | | | | | | | | | | | | | |
| Dept: Planning, Infrastructure & Economic Development Department | Category: Service Enhancements | Ward: Multiple | Year of Completion: Various | | | | | | | | | | | | | | | | | | | | | |
| <p>The Accessibility program provides for barrier removals to existing building and park assets based on ongoing condition assessments. Detailed scope of work for specific projects extends to a wide assortment of planned and/or emergency works, such as: installation of ramps, elevators, power door operators, signage, handrails in arena stands, removal of barriers in exterior and interior paths of travels, washroom / changeroom / kitchen remedial work, and parks playgrounds.</p> <p>Annual programming provides allocations as required for each of the service areas as follows:</p> <table border="1"> <thead> <tr> <th>Service Area</th> <th></th> </tr> </thead> <tbody> <tr> <td>Child Care</td> <td>60</td> </tr> <tr> <td>Cultural Services</td> <td>60</td> </tr> <tr> <td>General Government</td> <td>375</td> </tr> <tr> <td>Library</td> <td>60</td> </tr> <tr> <td>Long Term Care</td> <td>110</td> </tr> <tr> <td>Park & Recreation</td> <td>1,775</td> </tr> <tr> <td>Social Services</td> <td>60</td> </tr> <tr> <td>TOTAL Authority Request</td> <td>2,500</td> </tr> </tbody> </table> | | Service Area | | Child Care | 60 | Cultural Services | 60 | General Government | 375 | Library | 60 | Long Term Care | 110 | Park & Recreation | 1,775 | Social Services | 60 | TOTAL Authority Request | 2,500 | 2022 Request | 375 | Projected Yearend Unspent Bal. | | 0 |
| | | Service Area | | | | | | | | | | | | | | | | | | | | | | |
| | | Child Care | 60 | | | | | | | | | | | | | | | | | | | | | |
| | | Cultural Services | 60 | | | | | | | | | | | | | | | | | | | | | |
| | | General Government | 375 | | | | | | | | | | | | | | | | | | | | | |
| | | Library | 60 | | | | | | | | | | | | | | | | | | | | | |
| | | Long Term Care | 110 | | | | | | | | | | | | | | | | | | | | | |
| | | Park & Recreation | 1,775 | | | | | | | | | | | | | | | | | | | | | |
| | | Social Services | 60 | | | | | | | | | | | | | | | | | | | | | |
| | | TOTAL Authority Request | 2,500 | | | | | | | | | | | | | | | | | | | | | |
| Revenues | 0 | Debt | | | | | | | | | | | | | | | | | | | | | | |
| Tax Supported/ Dedicated | 375 | Tax Supported/ Dedicated Debt | | | 0 | | | | | | | | | | | | | | | | | | | |
| Rate Supported | 0 | Rate Supported Debt | | | 0 | | | | | | | | | | | | | | | | | | | |
| Develop. Charges | 0 | Develop. Charges Debt | | | 0 | | | | | | | | | | | | | | | | | | | |
| Gas Tax | 0 | Gas Tax Debt | | | 0 | | | | | | | | | | | | | | | | | | | |
| Forecast | 2022 | 2023 | 2024 | 2025 | | | | | | | | | | | | | | | | | | | | |
| Authority | 375 | 725 | 730 | 740 | | | | | | | | | | | | | | | | | | | | |
| Spending Plan | 188 | 475 | 658 | 734 | | | | | | | | | | | | | | | | | | | | |
| FTE's | 0 | 0 | 0 | 0 | | | | | | | | | | | | | | | | | | | | |
| Operating Impact | 0 | 0 | 0 | 0 | | | | | | | | | | | | | | | | | | | | |

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

| Project Description | 2022 | 2023 | 2024 | 2025 | Total |
|--|--------------|--------------|--------------|--------------|---------------|
| Corporate Real Estate Office | | | | | |
| Service Enhancements | | | | | |
| 909154 Accommodation Fit-Ups and Renovations | 500 | 500 | 510 | 530 | 2,040 |
| Service Enhancements Total | 500 | 500 | 510 | 530 | 2,040 |
| Corporate Real Estate Office Total | 500 | 500 | 510 | 530 | 2,040 |
| General Government | | | | | |
| Renewal of City Assets | | | | | |
| 910403 2022 Buildings-General Government | 4,085 | 1,000 | 2,165 | 1,130 | 8,380 |
| Renewal of City Assets Total | 4,085 | 1,000 | 2,165 | 1,130 | 8,380 |
| Service Enhancements | | | | | |
| 910415 2022 Accessibility - General Government | 375 | 725 | 730 | 740 | 2,570 |
| Service Enhancements Total | 375 | 725 | 730 | 740 | 2,570 |
| General Government Total | 4,460 | 1,725 | 2,895 | 1,870 | 10,950 |
| Grand Total | 4,960 | 2,225 | 3,405 | 2,400 | 12,990 |

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

| Project Description | Authority | Expenditures | Unspent Cash Balance | Total Contractual Obligations | Unspent Balance including Contractual Obligations |
|--|------------|--------------|----------------------|-------------------------------|---|
| City Manager's Office | | | | | |
| 910371 Lansdowne Park Revitalization 2.0 | 875 | 0 | 875 | 0 | 875 |
| City Manager's Office Total | 875 | 0 | 875 | 0 | 875 |

| | | | | | |
|---|---------------|---------------|--------------|------------|--------------|
| Corporate Real Estate Office | | | | | |
| 904066 Kanata Town Centre Roads | 724 | 291 | 433 | 0 | 433 |
| 907567 Arts Court | 48,987 | 48,947 | 39 | 45 | -6 |
| 908826 Leitrim Pond 2 - Sanitary Sewer Ext. | 665 | 0 | 665 | 0 | 665 |
| 909154 Accommodation Fit-Ups and Renovations | 2,000 | 743 | 1,257 | 103 | 1,153 |
| 910331 1010 Somerset Master Concept Plan | 400 | -200 | 600 | 93 | 507 |
| 910348 Land for All Way Stop - Wiggins & Chapel | 15 | 0 | 15 | 0 | 15 |
| Corporate Real Estate Office Total | 52,791 | 49,782 | 3,009 | 242 | 2,767 |

| | | | | | |
|---|--------------|--------------|--------------|-----------|--------------|
| Finance | | | | | |
| 907220 Hosted Enterprise Payments | 643 | 387 | 256 | 0 | 256 |
| 908025 AMI IT Application Upgrade & SvcContract | 1,211 | 1,038 | 173 | 41 | 132 |
| 909738 Point of Sale Software | 1,000 | 0 | 1,000 | 0 | 1,000 |
| 909930 H2Ottawa Post Implementation Deployment | 600 | 64 | 536 | 49 | 487 |
| Finance Total | 3,455 | 1,489 | 1,966 | 90 | 1,875 |

| | | | | | |
|--|---------------|--------------|---------------|--------------|---------------|
| General Government | | | | | |
| 908924 2018 Buildings-General Government | 2,045 | 1,515 | 530 | 96 | 433 |
| 909241 2019 Accessibility - General Government | 725 | 353 | 372 | 40 | 332 |
| 909364 2019 Buildings-General Government | 6,125 | 3,541 | 2,584 | 892 | 1,692 |
| 909675 2020 Buildings- General Government | 1,925 | 166 | 1,759 | 741 | 1,018 |
| 909686 2020 Accessibility - General Government | 350 | 0 | 350 | 0 | 350 |
| 910059 2021 Buildings-General Government | 3,775 | 21 | 3,754 | 443 | 3,311 |
| 910070 2021 Accessibility - General Government | 175 | 0 | 175 | 0 | 175 |
| 910286 ICIP-MB - Building Envelope & Window Upg | 1,245 | 10 | 1,234 | 179 | 1,055 |
| 910294 ICIP-PW - Public Washrooms | 1,096 | 3 | 1,093 | 150 | 943 |
| 910300 ICIP-EXT - New Boys & Girls Club Facility | 5,000 | 0 | 5,000 | 0 | 5,000 |
| General Government Total | 22,461 | 5,611 | 16,850 | 2,541 | 14,309 |

| | | | | | |
|--|------------|------------|------------|----------|------------|
| Infrastructure Svcs & Commtly S | | | | | |
| 909280 Main Streets Revitalization | 856 | 869 | -13 | 0 | -13 |
| Infrastructure Svcs & Commtly S Total | 856 | 869 | -13 | 0 | -13 |

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

| Project Description | Authority | Expenditures | Unspent Cash Balance | Total Contractual Obligations | Unspent Balance including Contractual Obligations |
|---|------------------|------------------|----------------------|-------------------------------|---|
| Library | | | | | |
| 909293 OPL - LAC Joint Facility | 174,820 | 18,430 | 156,390 | 8,154 | 148,236 |
| 909294 OPL Central Library Parking Facility | 18,100 | 1,990 | 16,110 | 763 | 15,347 |
| Library Total | 192,920 | 20,420 | 172,500 | 8,917 | 163,583 |
| Transit Services | | | | | |
| 905176 Confederation Line | 2,095,600 | 2,101,310 | -5,710 | 0 | -5,710 |
| 906569 SouthWest Twy (Baseline to Norice) | 1,497 | 1,371 | 126 | 0 | 126 |
| 907143 Confederation Line Contingency | 115,000 | 98,912 | 16,088 | 666 | 15,422 |
| 908752 PTIF 001 Mann Ave Transit Structure Repl | 5,000 | 4,392 | 608 | 0 | 608 |
| 909155 PTIF 010Booth Bike JohnAMacDonald-Albert | 2,000 | 1,956 | 44 | 0 | 44 |
| Transit Services Total | 2,219,097 | 2,207,941 | 11,156 | 666 | 10,490 |
| Transit Services Stage 2 | | | | | |
| 907926 Stage 2 LRT | 3,800,444 | 1,344,778 | 2,455,666 | 2,197,760 | 257,906 |
| 908650 Stage 2 LRT - RTG MOU | 476,184 | 340,563 | 135,622 | 135,602 | 20 |
| 908709 PTIF 026 Acquisition of 2 train sets | 40,000 | 31,076 | 8,924 | 0 | 8,924 |
| 908771 PTIF 028 LRT Stage2 - Bridge VIA/O-Train | 2,500 | 172 | 2,328 | 0 | 2,328 |
| 908772 PTIF 030 Aboriginal Consultation | 200 | 200 | 0 | 0 | 0 |
| 909586 Trillium Line Ext. Vehicles & Deferred C | 246,994 | 33,007 | 213,988 | 212,682 | 1,305 |
| 909587 Trillium Line Rehabilitation | 91,123 | 0 | 91,123 | 91,123 | 0 |
| Transit Services Stage 2 Total | 4,657,445 | 1,749,795 | 2,907,650 | 2,637,167 | 270,483 |
| Grand Total | 7,149,899 | 4,035,906 | 3,113,993 | 2,649,623 | 464,370 |