



**BUDGET**

# 2023

**Working together  
for a better Ottawa**



**ADOPTED**

**Adopted March 1, 2023**



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## **Accrual Budget Presentation**

This section of the 2023 budget book was prepared to present the City's budget on a full accrual accounting basis used for Financial Statement reporting purposes.

### **Budgeting on a Modified Accrual Versus Full Accrual Basis**

There are differences between how municipalities set out their spending plans at the beginning of the year in their budgets and how they report on their results in their financial statements at year-end. The City of Ottawa, like other municipalities, prepares its annual budget on a modified accrual basis, with no anticipated surplus or deficit. Modified accrual accounting treats certain cash items (such as borrowings, the initial cost of assets, and debt repayments) as revenues and expenses, but recognizes these expenses and other transactions at the time they are incurred, not when the cash is received or paid.

Financial Statements are prepared on a different basis. Municipalities must follow the accounting standards set by the Public Sector Accounting Board (PSAB) for governments in Canada, which requires that financial statements be prepared on a full accrual basis.

### **Full Accrual Budget Presentation**

Table 1 below shows the City's budgeted operating results on the full accrual basis. These are presented in the same way the actual results are reported in the year-end financial statements, which is by function as opposed to by Service Area like in the City's Budget Books.

**Table 1 – Full Accrual Budget Consolidated Statement of Operations and Accumulated Surplus (in \$000's)**

	<b>2023</b>	<b>2022</b>
<b>Revenues</b>	<b>Budget</b>	<b>Budget</b>
Taxes available for municipal purposes	<b>\$2,230,703</b>	\$2,131,221
Government transfers	<b>1,548,222</b>	1,506,625
Fees and user charges	<b>980,069</b>	915,634
Contributed tangible capital assets	<b>441,038</b>	393,947
Development charges	<b>190,694</b>	150,043
Investment income	<b>61,283</b>	54,479
Fines and penalties	<b>59,038</b>	55,675
Other revenue	<b>40,429</b>	43,503
Share of earnings of government business enterprise	<b>34,300</b>	33,800
<b>Total Revenues</b>	<b>5,585,776</b>	5,284,927
	<b>2023</b>	<b>2022</b>
<b>Expenses</b>	<b>Budget</b>	<b>Budget</b>
General government	<b>114,877</b>	112,946
Protection to persons and property	<b>687,250</b>	682,710
Roads, traffic and parking	<b>464,888</b>	494,424
Transit	<b>793,699</b>	893,716
Environmental services	<b>500,852</b>	537,976
Health services	<b>260,398</b>	273,148
Social and family services	<b>782,176</b>	591,099
Social housing	<b>359,543</b>	305,636
Recreation and cultural services	<b>399,722</b>	395,877
Planning and development	<b>94,839</b>	102,719
<b>Total Expenses</b>	<b>4,458,244</b>	4,390,251
<b>Annual Surplus</b>	<b>\$1,127,532</b>	\$894,676

**Reconciliation Between Modified Accrual and Full Accrual Budgets**

There are several ways in which the modified accrual budget differs from the full accrual budget:

1. **Consolidated Entities:** Financial reporting includes most financial transactions of related entities, such as corporations owned by the City. The exceptions are transactions between related entities and the City, which are eliminated from the consolidated financial statements.
  - Ottawa Community Housing Corporation (OCHC) and other related entities are not included in the City's budget whereas these entities are included in the City's annual consolidated financial statements. These entities have balanced budgets and therefore their budgeted revenues and their budgeted expenses are added to revenues and expenses accordingly for full accrual budgeting purposes.
  - Hydro Ottawa is 100% owned by the City of Ottawa. The modified accrual budget includes the dividends that the City receives from Hydro Ottawa. The full accrual budget includes the Hydro Ottawa equity pickup as an addition to revenues.
2. **Amortization:** The modified accrual budget treats capital spending as an expense in the year it occurs. Under the full accrual method, assets such as vehicles or buildings, which are expected to last more than one year, are "capitalized". The asset is amortized over its expected service life and therefore that annual amount of amortization is recorded as an expense each year.
3. **Post-Employment Benefits:** The defined benefit plans relating to post-retirement and post-employment provide a variety of benefits to retirees and long-term disabled employees, including income, medical, dental, life insurance, workers' compensation, and sick leave benefits. For modified accrual budget purposes, the City estimates the amount of cash that will be paid out for these benefits in the year. In the full accrual budget, post-employment benefits are employee benefits that have been earned in the current year but will be paid in the future as employees retire.
4. **Future Liabilities:** These items have incurred obligations in the current year but are to be paid out in future years. Examples include landfill closure and post-closure liabilities, contaminated sites, brownfields, accrued interest, and contingent legal liabilities. These items are added as an expense in the full accrual budgeting presentation.
5. **Contributed Assets:** These are tangible capital assets that are donated, contributed, or transferred from another organization. Contributed assets are not part of the modified accrual budget because they do not require cash. Contributed assets are added as revenue to the full accrual budget.

- 6. **Timing Differences Between Capital Budget and Spending:** Budgets established for tangible capital asset acquisitions are on a project-oriented basis, the costs of which may be carried over one or more fiscal years. Whereas amounts were budgeted for on a project-oriented basis, the full accrual budget uses amounts based on estimated spend during the year to reflect the same basis of accounting that was used to report the actual results.
- 7. **Acquisition of Tangible Capital Assets:** The modified accrual budget treats capital spending as an expense in the year it occurs. Under the full accrual method, qualified spending on tangible capital assets can be capitalized and amortized over the life of the asset instead of recognizing the entire cost in the year it occurred. Some capital spending in the modified accrual budget is reclassified at year-end as an expense. The impact is estimated in the full accrual budget.
- 8. **Transfers To/From Reserves:** Transfers from reserves and the proceeds of borrowing are not revenues, so they are removed from that category in moving from modified to full accrual. This has the effect of reducing budgeted revenues in full accrual and thus reducing the annual surplus, all other things being equal. Transfers and contributions into reserves and repayments of debt are not expenses under full accrual, so they are removed from expenses. This has the effect of reducing budgeted spending and thus increasing the surplus under full accrual.

Table 2 below shows a reconciliation between the 2023 modified accrual budget and the full accrual budget.

**Table 2 – Reconciling the 2023 budget with PSAB standards (in \$000's)**

<b>Revenues</b>	
Adopted budget operating and capital	\$5,517,474
<i>PSAB related adjustments for full accrual budgeting:</i>	
Contributed tangible capital assets	441,038
Timing differences between capital budget and spending	421,176
Consolidated entities	233,592
Reclassification of investment income	32,000
Hydro Ottawa Holding Inc. equity pickup	14,300
Transfers from reserves	(789,962)
Proceeds of debt issued	(245,656)
Reclassifications and eliminations	(38,186)
<b>Total budgeted revenues for financial statement purposes</b>	<b>\$5,585,776</b>
<b>Expenses</b>	
Adopted budget operating and capital	\$5,517,474
<i>PSAB related adjustments for full accrual budgeting:</i>	
Timing differences between capital budget and spending	339,545
Amortization	440,498
Consolidated entities	233,592
Obligations to be funded in future years	(20,322)
Employee future benefits and pension agreements	(42,844)
Acquisition of tangible capital assets	(1,068,300)
Transfers to reserves	(750,918)
Debt principal repayments	(152,395)
Reclassifications and eliminations	(38,086)
<b>Total budgeted expenses for financial statement purposes</b>	<b>\$4,458,244</b>
<b>Budgeted Annual Surplus for financial statement purposes</b>	<b>\$1,127,532</b>

The full accrual budgeting method makes adjustments to the balanced budget and therefore full accrual allows us to estimate the budgeted impact on annual surplus. The most significant difference reflects the capital asset budgeting practices that will continue to show an increase in the City's accumulated surplus because the City is setting aside funds in its capital budget for the acquisition and renewal of assets at a rate that is greater than the amounts required to recognize historical capital costs based on amortization expenses.

Table 2 shows the full accrual adjustments for 2023 which results in a budgeted annual surplus of \$1.13 billion.

## City of Ottawa

## Expenditures &amp; Revenue Summary by Category - Tax and Rate Supported

In Thousands (\$000)

	2021	2022		2023	\$ Change over 2022 Budget
	Actual	Actual	Budget	Adopted	
<b>Expenditures by Category</b>					
Salaries, Wages	1,495,472	1,479,736	1,503,456	1,568,094	64,638
Overtime	73,372	94,918	53,952	51,770	(2,182)
Benefits / Allowances					
Statutory	86,490	102,372	102,372	107,970	5,598
OMERS	126,414	143,018	143,018	146,251	3,233
Group Insurance	104,253	123,919	123,919	128,547	4,628
Compensation	1,886,001	1,943,963	1,926,717	2,002,632	75,915
Material & Services	645,159	781,799	685,524	710,637	25,113
Transfers/Grants/Financial Charges	1,552,204	1,641,999	1,654,032	1,782,200	128,168
Fleet Costs	86,646	95,127	85,392	90,882	5,490
Program Facility Costs	122,417	120,701	124,500	131,852	7,352
Other Internal Costs	183,008	164,623	149,377	158,559	9,182
<b>Gross Expenditures</b>	<b>4,475,435</b>	<b>4,748,211</b>	<b>4,625,542</b>	<b>4,876,762</b>	<b>251,220</b>
Recoveries & Allocations	(471,133)	(470,828)	(402,882)	(416,542)	(13,660)
<b>Net Expenditure</b>	<b>4,004,302</b>	<b>4,277,383</b>	<b>4,222,658</b>	<b>4,460,220</b>	<b>237,562</b>
<b>Revenues by Category</b>					
Federal	(166,615)	(145,205)	(91,845)	(89,966)	1,879
Provincial	(893,724)	(877,141)	(832,638)	(942,615)	(109,977)
Own Funds	(94,542)	(115,911)	(138,691)	(129,062)	9,629
Fees and Services	(743,059)	(822,897)	(889,273)	(934,123)	(44,850)
Fines	(38,984)	(44,727)	(53,674)	(55,524)	(1,850)
Property Taxes	(1,869,463)	(1,980,100)	(1,964,875)	(2,056,820)	(91,945)
Investment Income	(66,085)	(63,071)	(59,082)	(59,082)	0
Development Charges	(7,009)	(7,250)	(7,009)	(7,009)	0
Payment-in-lieu of taxation	(164,933)	(169,104)	(171,709)	(171,709)	0
Other	(12,166)	(22,517)	(13,861)	(14,309)	(448)
<b>Total Revenue</b>	<b>(4,056,580)</b>	<b>(4,247,923)</b>	<b>(4,222,658)</b>	<b>(4,460,220)</b>	<b>(237,562)</b>
<b>Net Requirement</b>	<b>(52,278)</b>	<b>29,460</b>	<b>0</b>	<b>0</b>	<b>0</b>

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

Net of Recoveries and After Inter-departmental Allocations

	2022						2023			\$ Change over 2022 Budget
	Actual			Budget			Adopted			
	Expense	Revenue	Net	Expense	Revenue	Net	Expense	Revenue	Net	
<b>Agriculture &amp; Rural Affairs Committee</b>										
Development Review Process Rural	1,889	0	1,889	2,196	0	2,196	2,246	0	2,246	50
Rural Affairs	911	0	911	1,103	0	1,103	1,108	0	1,108	5
<b>Total</b>	<b>2,800</b>	<b>0</b>	<b>2,800</b>	<b>3,299</b>	<b>0</b>	<b>3,299</b>	<b>3,354</b>	<b>0</b>	<b>3,354</b>	<b>55</b>
<b>Audit Committee</b>										
Office of the Auditor General and External Audit Fees	2,371	(112)	2,259	2,725	0	2,725	2,980	0	2,980	255
<b>Total</b>	<b>2,371</b>	<b>(112)</b>	<b>2,259</b>	<b>2,725</b>	<b>0</b>	<b>2,725</b>	<b>2,980</b>	<b>0</b>	<b>2,980</b>	<b>255</b>
<b>Emergency Preparedness and Protective Service Committee</b>										
GM's Office & Business & Technical Support Services - Emergency & Protective Services	5,287	(433)	4,854	4,649	0	4,649	4,734	0	4,734	85
Public Safety Service	8,862	(506)	8,356	9,191	(270)	8,921	9,791	(270)	9,521	600
Ottawa Fire Services	183,142	(1,655)	181,487	178,481	(1,238)	177,243	182,739	(1,243)	181,486	4,243
Ottawa Paramedic Service	133,436	(83,238)	50,198	120,241	(70,059)	50,182	130,499	(75,739)	54,760	4,578
By-law and Regulatory Services	25,411	(31,096)	(5,685)	25,945	(31,647)	(5,702)	26,757	(32,092)	(5,335)	367
Public Policy Development	769	0	769	810	0	810	825	0	825	15
<b>Total</b>	<b>356,907</b>	<b>(116,928)</b>	<b>239,979</b>	<b>339,317</b>	<b>(103,214)</b>	<b>236,103</b>	<b>355,345</b>	<b>(109,354)</b>	<b>245,991</b>	<b>9,888</b>
<b>Community Services Committee</b>										
GM's Office, Business Support Services & Community Safety, Well-Being, Policy & Analytic - Community & Social Services	8,314	(594)	7,720	8,295	0	8,295	8,390	0	8,390	95
Employment and Social Services	213,387	(186,938)	26,449	265,663	(233,190)	32,473	260,035	(229,967)	30,068	(2,405)
Children's Services	221,633	(201,673)	19,960	224,108	(204,148)	19,960	350,543	(331,093)	19,450	(510)
Housing Services	235,675	(112,633)	123,042	207,130	(88,142)	118,988	205,881	(80,908)	124,973	5,985
Long Term Care	94,517	(68,920)	25,597	103,098	(74,881)	28,217	97,064	(65,952)	31,112	2,895
Gender & Race Equity, Inclusion, Indigenous Relations and Social Development	30,894	(132)	30,762	30,972	0	30,972	33,272	0	33,272	2,300
GM's Office & Business Support Services - Recreation, Cultural and Facility Services	29,783	(2,452)	27,331	27,939	(2,558)	25,381	28,499	(2,658)	25,841	460
Community Recreation and Cultural Programs	62,653	(20,835)	41,818	66,807	(16,842)	49,965	74,588	(28,192)	46,396	(3,569)
City Wide Programs, Aquatics and Specialized Services	70,718	(25,276)	45,442	71,048	(21,183)	49,865	81,158	(36,678)	44,480	(5,385)

City of Ottawa  
Operating Summary by Committee  
In Thousands (\$000)  
Net of Recoveries and After Inter-departmental Allocations

	2022						2023			\$ Change over 2022 Budget
	Actual			Budget			Adopted			
	Expense	Revenue	Net	Expense	Revenue	Net	Expense	Revenue	Net	
Parks & Facilities Planning	2,149	(291)	1,858	2,236	(485)	1,751	2,291	(485)	1,806	55
Facility Operations Services	35,337	(2,838)	32,499	37,074	(2,059)	35,015	38,074	(2,059)	36,015	1,000
Parks	43,820	(103)	43,717	40,025	(2)	40,023	41,460	(2)	41,458	1,435
<b>Total</b>	<b>1,048,880</b>	<b>(622,685)</b>	<b>426,195</b>	<b>1,084,395</b>	<b>(643,490)</b>	<b>440,905</b>	<b>1,221,255</b>	<b>(777,994)</b>	<b>443,261</b>	<b>2,356</b>
<b>Environment and Climate Change Committee</b>										
Infrastructure and Asset Management Services	7,022	(17)	7,005	7,342	(16)	7,326	7,567	(16)	7,551	225
Resiliency and Natural Systems Policy	1,951	(69)	1,882	1,928	0	1,928	2,208	0	2,208	280
Solid Waste Services	98,144	(74,273)	23,871	100,906	(69,874)	31,032	108,554	(72,374)	36,180	5,148
Forestry Services	23,709	(592)	23,117	20,295	(631)	19,664	20,950	(631)	20,319	655
<b>Total</b>	<b>130,826</b>	<b>(74,951)</b>	<b>55,875</b>	<b>130,471</b>	<b>(70,521)</b>	<b>59,950</b>	<b>139,279</b>	<b>(73,021)</b>	<b>66,258</b>	<b>6,308</b>
<b>Finance and Corporate Services Committee</b>										
Elected Officials	14,193	(3)	14,190	12,967	0	12,967	13,752	0	13,752	785
City Clerk	28,205	(8,547)	19,658	28,574	(9,074)	19,500	21,702	(1,882)	19,820	320
Legal Services	10,566	(8)	10,558	9,983	0	9,983	10,113	0	10,113	130
City Manager's Office	2,136	0	2,136	2,222	0	2,222	2,262	0	2,262	40
Rail Construction Program Service	0	0	0	5	(5)	0	5	(5)	0	0
GM's Office & Business Support and Technical Services - Planning, Real Estate & Economic Development	2,239	0	2,239	3,046	0	3,046	3,106	0	3,106	60
Economic Development and Long Range Planning	9,226	(15)	9,211	9,556	0	9,556	9,106	0	9,106	(450)
Corporate Real Estate Office	7,462	(422)	7,040	9,662	(339)	9,323	9,902	(619)	9,283	(40)
GM's Office & Business Support Services - Innovative Client Services	3,987	(685)	3,302	3,619	0	3,619	3,929	0	3,929	310
Service Transformation	3,375	0	3,375	3,302	0	3,302	3,372	0	3,372	70
Public Information & Media Relations	4,155	(32)	4,123	4,673	0	4,673	4,463	0	4,463	(210)
Human Resources	18,666	(765)	17,901	18,225	(765)	17,460	18,905	(765)	18,140	680
ServiceOttawa	13,887	(1,474)	12,413	14,776	(1,304)	13,472	14,866	(1,304)	13,562	90
Information Technology Services	74,611	(1,225)	73,386	72,715	0	72,715	74,835	(600)	74,235	1,520
Supply Services	7,728	(3,351)	4,377	5,177	(785)	4,392	5,342	(2,990)	2,352	(2,040)
Chief Financial Officer/Treasurer & Business Support Services - Finance Services	2,840	(581)	2,259	2,609	0	2,609	2,624	0	2,624	15
Financial Strategies, Planning & Client Service	12,568	0	12,568	12,425	0	12,425	12,825	0	12,825	400
Revenue Services	12,579	(8,588)	3,991	12,531	(7,107)	5,424	12,906	(7,407)	5,499	75

City of Ottawa  
Operating Summary by Committee  
In Thousands (\$000)  
Net of Recoveries and After Inter-departmental Allocations

	2022						2023			\$ Change over 2022 Budget
	Actual			Budget			Adopted			
	Expense	Revenue	Net	Expense	Revenue	Net	Expense	Revenue	Net	
Corporate Finance	3,071	(13)	3,058	3,633	0	3,633	3,728	0	3,728	95
Payroll, Pensions & Benefits Service	7,026	(67)	6,959	7,185	0	7,185	7,785	(400)	7,385	200
Non Departmental	420,013	(2,385,606)	(1,965,593)	407,972	(2,377,854)	(1,969,882)	428,528	(2,461,582)	(2,033,054)	(63,172)
<b>Total</b>	<b>658,533</b>	<b>(2,411,382)</b>	<b>(1,752,849)</b>	<b>644,857</b>	<b>(2,397,233)</b>	<b>(1,752,376)</b>	<b>664,056</b>	<b>(2,477,554)</b>	<b>(1,813,498)</b>	<b>(61,122)</b>
<b>Planning and Housing Committee</b>										
Right of Way, Heritage and Urban Design	15,276	(15,263)	13	15,344	(14,669)	675	15,839	(15,574)	265	(410)
Planning Services	11,711	(13,670)	(1,959)	13,871	(16,067)	(2,196)	15,021	(17,267)	(2,246)	(50)
Building Code Services - OBC	26,316	(26,955)	(639)	30,161	(30,601)	(440)	30,964	(31,404)	(440)	0
Long Range Planning	2,866	(2)	2,864	3,834	(4)	3,830	4,069	(4)	4,065	235
Affordable Housing	7,683	0	7,683	7,683	0	7,683	9,218	0	9,218	1,535
<b>Total</b>	<b>63,852</b>	<b>(55,890)</b>	<b>7,962</b>	<b>70,893</b>	<b>(61,341)</b>	<b>9,552</b>	<b>75,111</b>	<b>(64,249)</b>	<b>10,862</b>	<b>1,310</b>
<b>Transportation Committee</b>										
GM's Office & Business Support Services - Public Works & Environmental Services	14,246	(352)	13,894	13,616	(435)	13,181	13,913	(435)	13,478	297
Roads Services	149,138	(2,949)	146,189	125,119	(2,055)	123,064	131,219	(2,070)	129,149	6,085
Parking Services	17,052	(17,052)	0	17,065	(17,052)	13	17,152	(17,152)	0	(13)
Traffic Services	60,820	(11,112)	49,708	72,863	(17,748)	55,115	72,863	(19,103)	53,760	(1,355)
Transportation Planning	5,916	(303)	5,613	4,915	(300)	4,615	4,945	(300)	4,645	30
Fleet Services	12,732	(8,843)	3,889	4,439	(549)	3,890	4,739	(849)	3,890	0
<b>Total</b>	<b>259,904</b>	<b>(40,611)</b>	<b>219,293</b>	<b>238,017</b>	<b>(38,139)</b>	<b>199,878</b>	<b>244,831</b>	<b>(39,909)</b>	<b>204,922</b>	<b>5,044</b>
<b>Total City Operations</b>	<b>2,524,074</b>	<b>(3,322,559)</b>	<b>(798,485)</b>	<b>2,513,973</b>	<b>(3,313,937)</b>	<b>(799,964)</b>	<b>2,706,211</b>	<b>(3,542,081)</b>	<b>(835,869)</b>	<b>(35,905)</b>
<b>Boards, Agencies and Commissions</b>										
Committee of Adjustment	1,398	(1,395)	3	1,760	(1,760)	0	1,728	(1,728)	0	0
Crime Prevention	1,027	0	1,027	1,191	0	1,191	1,226	0	1,226	35
Ottawa Public Health	137,359	(111,129)	26,230	127,184	(101,316)	25,868	127,828	(100,720)	27,108	1,240
Ottawa Public Library	53,661	(1,948)	51,713	58,085	(1,750)	56,335	60,495	(1,750)	58,745	2,410
Ottawa Police Service	431,495	(88,006)	343,489	382,744	(38,885)	343,859	396,611	(37,592)	359,019	15,160
Transit Commission	688,514	(289,229)	399,285	695,449	(322,738)	372,711	706,203	(316,432)	389,771	17,060
<b>Total Boards, Agencies and Commissions</b>	<b>1,313,454</b>	<b>(491,707)</b>	<b>821,747</b>	<b>1,266,413</b>	<b>(466,449)</b>	<b>799,964</b>	<b>1,294,091</b>	<b>(458,222)</b>	<b>835,869</b>	<b>35,905</b>
<b>Total Tax Supported Program</b>	<b>3,837,527</b>	<b>(3,814,266)</b>	<b>23,261</b>	<b>3,601,905</b>	<b>(3,779,148)</b>	<b>(177,243)</b>	<b>3,817,564</b>	<b>(3,999,050)</b>	<b>(181,486)</b>	<b>(4,243)</b>

City of Ottawa  
 Operating Summary by Committee  
 In Thousands (\$000)  
 Net of Recoveries and After Inter-departmental Allocations

	2022						2023			\$ Change over 2022 Budget
	Actual			Budget			Adopted			
	Expense	Revenue	Net	Expense	Revenue	Net	Expense	Revenue	Net	
<b>Rate Supported Program</b>										
Drinking Water Services	196,824	(196,684)	140	199,343	(199,343)	0	203,398	(203,398)	0	0
Wastewater Services	170,467	(165,168)	5,299	169,240	(169,240)	0	174,050	(174,050)	0	0
Stormwater Services	72,564	(71,804)	760	73,689	(73,689)	0	82,469	(82,469)	0	0
<b>Total Rate Supported Program</b>	<b>439,855</b>	<b>(433,656)</b>	<b>6,199</b>	<b>442,272</b>	<b>(442,272)</b>	<b>0</b>	<b>459,917</b>	<b>(459,917)</b>	<b>0</b>	<b>0</b>
<b>Total Tax and Rate Supported Program</b>	<b>4,277,382</b>	<b>(4,247,922)</b>	<b>29,461</b>	<b>4,222,658</b>	<b>(4,222,658)</b>	<b>0</b>	<b>4,460,220</b>	<b>(4,460,220)</b>	<b>0</b>	<b>0</b>

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

**Net of Recoveries and After Inter-departmental Allocations**

	2022 Baseline		2023 Adjustments							2023	\$ Change over 2022 Budget
	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated*	New Services	Growth	COVID-19	Service Initiatives / Savings	User Fees & Revenues	Adopted	
<b>Agriculture &amp; Rural Affairs Committee</b>											
Development Review Process Rural	2,196	0	50	0	0	0	0	0	0	2,246	50
Rural Affairs	1,103	0	5	0	0	0	0	0	0	1,108	5
<b>Total</b>	<b>3,299</b>	<b>0</b>	<b>55</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,354</b>	<b>55</b>
<b>Audit Committee</b>											
Office of the Auditor General and External Audit Fees	2,725	0	255	0	0	0	0	0	0	2,980	255
<b>Total</b>	<b>2,725</b>	<b>0</b>	<b>255</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,980</b>	<b>255</b>
<b>Emergency Preparedness and Protective Service Committee</b>											
GM's Office & Business & Technical Support Services - Emergency & Protective Services	4,649	0	90	0	0	0	0	(5)	0	4,734	85
Public Safety Service	8,921	0	610	0	0	0	0	(10)	0	9,521	600
Ottawa Fire Services	177,243	0	4,193	0	0	100	0	(35)	(15)	181,486	4,243
Ottawa Paramedic Service	50,182	(260)	3,093	0	0	1,795	0	(30)	(20)	54,760	4,578
By-law and Regulatory Services	(5,702)	290	532	0	0	0	0	(10)	(445)	(5,335)	367
Public Policy Development	810	0	15	0	0	0	0	0	0	825	15
<b>Total</b>	<b>236,103</b>	<b>30</b>	<b>8,533</b>	<b>0</b>	<b>0</b>	<b>1,895</b>	<b>0</b>	<b>(90)</b>	<b>(480)</b>	<b>245,991</b>	<b>9,888</b>
<b>Community Services Committee</b>											
GM's Office, Business Support Services & Community Safety, Well-Being, Policy & Analytic - Community & Social Services	8,295	0	95	0	0	0	0	0	0	8,390	95
Employment and Social Services	32,473	0	(2,405)	0	0	0	0	0	0	30,068	(2,405)
Children's Services	19,960	(1,050)	0	(1,509)	0	0	540	0	1,509	19,450	(510)
Housing Services	118,988	0	2,545	1,560	0	0	6,630	0	(4,750)	124,973	5,985
Long Term Care	28,217	(16,440)	3,472	3,224	0	0	3,710	0	8,929	31,112	2,895
Gender & Race Equity, Inclusion, Indigenous Relations and Social Development	30,972	0	1,400	0	0	900	0	0	0	33,272	2,300
GM's Office & Business Support Services - Recreation, Cultural and Facility Services	25,381	0	560	0	0	0	0	0	(100)	25,841	460
Community Recreation and Cultural Programs	49,965	(6,480)	2,634	0	0	180	0	0	130	46,429	(3,536)
City Wide Programs, Aquatics and Specialized Services	49,865	(7,735)	2,327	(135)	0	0	0	0	175	44,497	(5,368)

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

	2022 Baseline		2023 Adjustments							2023	\$ Change over 2022 Budget
	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated*	New Services	Growth	COVID-19	Service Initiatives / Savings	User Fees & Revenues	Adopted	
Parks & Facilities Planning	1,752	0	55	0	0	0	0	0	0	1,807	55
Facility Operations Services	35,015	0	1,505	0	0	40	0	(595)	0	35,965	950
Parks	40,023	0	1,475	0	0	0	0	(40)	0	41,458	1,435
<b>Total</b>	<b>440,906</b>	<b>(31,705)</b>	<b>13,663</b>	<b>3,140</b>	<b>0</b>	<b>1,120</b>	<b>10,880</b>	<b>(635)</b>	<b>5,893</b>	<b>443,262</b>	<b>2,356</b>
<b>Environment and Climate Change Committee</b>											
Infrastructure and Asset Management Services	7,326	0	275	0	0	0	0	(50)	0	7,551	225
Resiliency and Natural Systems Policy	1,928	0	30	0	0	0	0	250	0	2,208	280
Solid Waste Services	31,032	(100)	8,713	1,085	0	(175)	0	(15)	(4,360)	36,180	5,148
Forestry Services	19,664	0	490	0	0	180	0	(15)	0	20,319	655
<b>Total</b>	<b>59,950</b>	<b>(100)</b>	<b>9,508</b>	<b>1,085</b>	<b>0</b>	<b>5</b>	<b>0</b>	<b>170</b>	<b>(4,360)</b>	<b>66,258</b>	<b>6,308</b>
<b>Finance and Corporate Services Committee</b>											
Elected Officials	12,967	0	270	0	0	515	0	0	0	13,752	785
City Clerk	19,500	0	440	0	0	0	0	(120)	0	19,820	320
Legal Services	9,983	0	140	0	0	0	0	(10)	0	10,113	130
City Manager's Office	2,222	0	40	0	0	0	0	0	0	2,262	40
Rail Construction Program Service	0	0	0	0	0	0	0	0	0	0	0
GM's Office & Business Support and Technical Services - Planning, Real Estate & Economic Development	3,046	0	60	0	0	0	0	0	0	3,106	60
Economic Development and Long Range Planning	9,556	(500)	50	0	0	0	0	0	0	9,106	(450)
Corporate Real Estate Office	9,323	0	90	0	0	0	0	(5)	(125)	9,283	(40)
GM's Office & Business Support Services - Innovative Client Services	3,619	0	65	0	0	250	0	(5)	0	3,929	310
Service Transformation	3,302	0	80	0	0	0	0	(10)	0	3,372	70
Public Information & Media Relations	4,673	(255)	50	0	0	0	0	(5)	0	4,463	(210)
Human Resources	17,460	(820)	1,360	0	0	155	0	(15)	0	18,140	680
ServiceOttawa	13,472	0	95	0	0	0	0	(5)	0	13,562	90
Information Technology Services	72,715	(315)	1,640	0	0	310	0	(115)	0	74,235	1,520
Supply Services	4,392	0	(2,035)	0	0	0	0	(5)	0	2,352	(2,040)
Chief Financial Officer/Treasurer & Business Support Services - Finance Services	2,609	0	15	0	0	0	0	0	0	2,624	15
Financial Strategies, Planning & Client Service	12,425	0	400	0	0	0	0	0	0	12,825	400
Revenue Services	5,424	0	375	0	0	0	0	0	(300)	5,499	75

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

	2022 Baseline		2023 Adjustments							2023	\$ Change over 2022 Budget
	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated*	New Services	Growth	COVID-19	Service Initiatives / Savings	User Fees & Revenues	Adopted	
Corporate Finance	3,633	0	95	0	0	0	0	0	0	3,728	95
Payroll, Pensions & Benefits Service	7,185	0	200	0	0	0	0	0	0	7,385	200
Non Departmental	(1,969,881)	14,785	(36,777)	0	0	(38,980)	0	(2,200)	0	(2,033,053)	(63,172)
<b>Total</b>	<b>(1,752,375)</b>	<b>12,895</b>	<b>(33,347)</b>	<b>0</b>	<b>0</b>	<b>(37,750)</b>	<b>0</b>	<b>(2,495)</b>	<b>(425)</b>	<b>(1,813,497)</b>	<b>(61,122)</b>
<b>Planning and Housing Committee</b>											
Right of Way, Heritage and Urban Design	675	(315)	520	130	0	175	0	(15)	(905)	265	(410)
Planning Services	(2,196)	0	950	0	0	200	0	0	(1,200)	(2,246)	(50)
Building Code Services - OBC	(440)	0	555	0	0	248	0	0	(803)	(440)	0
Long Range Planning	3,830	0	50	0	0	0	0	185	0	4,065	235
Affordable Housing	7,683	0	1,010	0	0	525	0	0	0	9,218	1,535
<b>Total</b>	<b>9,552</b>	<b>(315)</b>	<b>3,085</b>	<b>130</b>	<b>0</b>	<b>1,148</b>	<b>0</b>	<b>170</b>	<b>(2,908)</b>	<b>10,862</b>	<b>1,310</b>
<b>Transportation Committee</b>											
GM's Office & Business Support Services - Public Works & Environmental Services	13,181	0	317	0	0	0	0	(20)	0	13,478	297
Roads Services	123,064	1,000	4,130	0	0	1,000	0	(30)	(15)	129,149	6,085
Parking Services	13	(13)	125	0	0	0	0	(25)	(100)	0	(13)
Traffic Services	55,115	(2,730)	1,790	0	0	(350)	0	(65)	0	53,760	(1,355)
Transportation Planning	4,615	0	30	0	0	0	0	0	0	4,645	30
Fleet Services	3,890	0	0	0	0	0	0	0	0	3,890	0
<b>Total</b>	<b>199,878</b>	<b>(1,743)</b>	<b>6,392</b>	<b>0</b>	<b>0</b>	<b>650</b>	<b>0</b>	<b>(140)</b>	<b>(115)</b>	<b>204,922</b>	<b>5,044</b>
<b>Total City Operations</b>	<b>(799,962)</b>	<b>(20,938)</b>	<b>8,144</b>	<b>4,355</b>	<b>0</b>	<b>(32,932)</b>	<b>10,880</b>	<b>(3,020)</b>	<b>(2,395)</b>	<b>(835,868)</b>	<b>(35,906)</b>
<b>Boards, Agencies and Commissions</b>											
Committee of Adjustment	0	(5)	213	0	0	0	0	(70)	(138)	0	0
Crime Prevention	1,191	0	35	0	0	0	0	0	0	1,226	35
Ottawa Public Health	25,868	0	1,240	0	0	0	0	0	0	27,108	1,240
Ottawa Public Library	56,335	(30)	1,410	0	50	980	0	0	0	58,745	2,410
Ottawa Police Service	343,859	0	12,260	0	600	3,420	0	(520)	(600)	359,019	15,160
Transit Commission	372,711	(597)	34,084	515	0	16,109	13,712	(47,018)	255	389,771	17,060
<b>Total Boards, Agencies and Commissions</b>	<b>799,964</b>	<b>(632)</b>	<b>49,242</b>	<b>515</b>	<b>650</b>	<b>20,509</b>	<b>13,712</b>	<b>(47,608)</b>	<b>(483)</b>	<b>835,869</b>	<b>35,906</b>
<b>Total Tax Supported Program</b>	<b>0</b>	<b>(21,570)</b>	<b>57,386</b>	<b>4,870</b>	<b>650</b>	<b>(12,423)</b>	<b>24,592</b>	<b>(50,628)</b>	<b>(2,878)</b>	<b>0</b>	<b>0</b>
<b>Rate Supported Program</b>											
Drinking Water Services	0	0	3,875	530	0	50	0	(400)	(4,055)	0	0
Wastewater Services	0	0	4,360	400	0	50	0	0	(4,810)	0	0
Stormwater Services	0	0	8,780	0	0	0	0	0	(8,780)	0	0
<b>Total Rate Supported Program</b>	<b>0</b>	<b>0</b>	<b>17,015</b>	<b>930</b>	<b>0</b>	<b>100</b>	<b>0</b>	<b>(400)</b>	<b>(17,645)</b>	<b>0</b>	<b>0</b>
<b>Total Tax and Rate Supported Program</b>	<b>0</b>	<b>(21,570)</b>	<b>74,401</b>	<b>5,800</b>	<b>650</b>	<b>(12,323)</b>	<b>24,592</b>	<b>(51,028)</b>	<b>(20,523)</b>	<b>0</b>	<b>0</b>

City of Ottawa

Full Time Equivalents Summary by Committee

	2022	2023	2023	2023
	Budget	Service Initiatives / Efficiencies	Adjustments	Adopted
<b>Agriculture &amp; Rural Affairs Committee</b>				
Development Review Process Rural	18.00	0.00	0.00	18.00
Rural Affairs	2.00	0.00	0.00	2.00
<b>Total</b>	<b>20.00</b>	<b>0.00</b>	<b>0.00</b>	<b>20.00</b>
<b>Audit Committee</b>				
Office of the Auditor General and External Audit Fees	12.00	0.00	0.00	12.00
<b>Total</b>	<b>12.00</b>	<b>0.00</b>	<b>0.00</b>	<b>12.00</b>
<b>Emergency Preparedness and Protective Service Committee</b>				
GM's Office & Business & Technical Support Services - Emergency & Protective Services	36.00	0.00	0.00	36.00
Public Safety Service	23.00	0.00	0.00	23.00
Ottawa Fire Services	975.00	0.00	0.00	975.00
Ottawa Paramedic Service	712.80	0.00	14.00	726.80
By-law and Regulatory Services	188.29	0.00	0.00	188.29
Public Policy Development	6.00	0.00	0.00	6.00
<b>Total</b>	<b>1,941.09</b>	<b>0.00</b>	<b>14.00</b>	<b>1,955.09</b>
<b>Community Services Committee</b>				
GM's Office, Business Support Services & Community Safety, Well-Being, Policy & Analytic - Community & Social Services	40.00	0.00	1.00	41.00
Employment and Social Services	532.17	0.00	0.00	532.17
Children's Services	196.49	0.00	37.00	233.49
Housing Services	65.40	0.00	0.00	65.40
Long Term Care	634.44	0.00	70.40	704.84
Gender & Race Equity, Inclusion, Indigenous Relations and Social Development	28.00	0.00	2.00	30.00
GM's Office & Business Support Services - Recreation, Cultural and Facility Services	81.59	0.00	0.00	81.59
Community Recreation and Cultural Programs	428.53	0.00	3.00	431.53
City Wide Programs, Aquatics and Specialized Services	603.94	0.00	0.00	603.94
Parks & Facilities Planning	15.00	0.00	0.00	15.00
Facility Operations Services	615.93	0.00	7.32	623.25
Parks	271.43	0.00	0.00	271.43
<b>Total</b>	<b>3,512.92</b>	<b>0.00</b>	<b>120.72</b>	<b>3,633.64</b>

**City of Ottawa**  
**Full Time Equivalents Summary by Committee**

	2022	2023	2023	2023
	Budget	Service Initiatives / Efficiencies	Adjustments	Adopted
<b>Environment and Climate Change Committee</b>				
Infrastructure and Asset Management Services	261.00	0.00	2.00	263.00
Resiliency and Natural Systems Policy	14.00	0.00	0.00	14.00
Solid Waste Services	87.88	0.00	0.66	88.54
Forestry Services	88.32	0.00	0.00	88.32
<b>Total</b>	<b>451.20</b>	<b>0.00</b>	<b>2.66</b>	<b>453.86</b>
<b>Finance and Corporate Services Committee</b>				
Elected Officials	0.00	0.00	0.00	0.00
City Clerk	146.55	0.00	0.00	146.55
Legal Services	91.00	0.00	0.00	91.00
City Manager's Office	13.00	0.00	0.00	13.00
Rail Construction Program Service	12.00	0.00	0.00	12.00
GM's Office & Business Support and Technical Services - Planning, Real Estate & Economic Development	38.00	0.00	0.00	38.00
Economic Development and Long Range Planning	12.00	0.00	0.00	12.00
Corporate Real Estate Office	40.50	0.00	0.00	40.50
GM's Office & Business Support Services - Innovative Client Services	26.00	0.00	2.00	28.00
Service Transformation	24.00	0.00	0.00	24.00
Public Information & Media Relations	33.00	0.00	0.00	33.00
Human Resources	115.80	0.00	0.00	115.80
ServiceOttawa	126.07	0.00	0.00	126.07
Information Technology Services	306.00	0.00	0.00	306.00
Supply Services	65.99	0.00	0.00	65.99
Chief Financial Officer/Treasurer & Business Support Services - Finance Services	17.00	0.00	0.00	17.00
Financial Strategies, Planning & Client Service	126.33	0.00	0.00	126.33
Revenue Services	207.45	0.00	13.00	220.45
Corporate Finance	31.56	0.00	0.00	31.56
Payroll, Pensions & Benefits Service	69.33	0.00	0.00	69.33
Non Departmental	0.00	0.00	0.00	0.00
<b>Total</b>	<b>1,501.58</b>	<b>0.00</b>	<b>15.00</b>	<b>1,516.58</b>

**City of Ottawa**  
**Full Time Equivalents Summary by Committee**

	2022	2023	2023	2023
	Budget	Service Initiatives / Efficiencies	Adjustments	Adopted
<b>Planning and Housing Committee</b>				
Right of Way, Heritage and Urban Design	163.76	0.00	1.00	164.76
Planning Services	95.03	0.00	0.00	95.03
Building Code Services - OBC	197.89	0.00	0.00	197.89
Long Range Planning	22.33	0.00	0.00	22.33
Affordable Housing	8.00	0.00	1.00	9.00
<b>Total</b>	<b>487.01</b>	<b>0.00</b>	<b>2.00</b>	<b>489.01</b>
<b>Transportation Committee</b>				
GM's Office & Business Support Services - Public Works & Environmental Services	123.31	0.00	0.00	123.31
Roads Services	512.19	0.00	0.00	512.19
Parking Services	19.00	0.00	0.00	19.00
Traffic Services	292.37	0.00	2.00	294.37
Transportation Planning	42.00	0.00	0.00	42.00
Fleet Services	194.00	0.00	2.00	196.00
<b>Total</b>	<b>1,182.87</b>	<b>0.00</b>	<b>4.00</b>	<b>1,186.87</b>
<b>Total City Operations</b>	<b>9,108.67</b>	<b>0.00</b>	<b>158.38</b>	<b>9,267.05</b>
<b>Boards, Agencies and Commissions</b>				
Committee of Adjustment	12.00	0.00	2.00	14.00
Crime Prevention	3.00	0.00	0.00	3.00
Ottawa Public Health	511.11	0.00	0.00	511.11
Ottawa Public Library	472.96	0.00	9.00	481.96
Ottawa Police Service	2,118.90	0.00	29.00	2,147.90
Transit Commission	3,141.30	0.00	112.00	3,253.30
<b>Total Boards, Agencies and Commissions</b>	<b>6,259.27</b>	<b>0.00</b>	<b>152.00</b>	<b>6,411.27</b>
<b>Total Tax Supported Full Time Equivalents (FTEs)</b>	<b>15,367.94</b>	<b>0.00</b>	<b>310.38</b>	<b>15,678.32</b>
<b>Rate Supported Program</b>				
Drinking Water Services	293.86	0.00	6.00	299.86
Wastewater Services	215.50	0.00	4.00	219.50
Stormwater Services	44.00	0.00	0.00	44.00
<b>Total Rate Supported Program</b>	<b>553.36</b>	<b>0.00</b>	<b>10.00</b>	<b>563.36</b>
<b>Grand Total City Full Time Equivalents (FTEs)</b>	<b>15,921.30</b>	<b>0.00</b>	<b>320.38</b>	<b>16,241.68</b>

City of Ottawa  
Full Time Equivalent Budget Changes

	2022 Baseline		2023 Adjustments						2023	Change over 2022 Budget
	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	COVID-19	Service Initiatives / Efficiencies	User Fees & Revenues	Adopted	
<b>Agriculture &amp; Rural Affairs Committee</b>										
Development Review Process Rural	18.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	18.00	0.00
Rural Affairs	2.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2.00	0.00
<b>Total</b>	<b>20.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>20.00</b>	<b>0.00</b>
<b>Audit Committee</b>										
Office of the Auditor General and External Audit Fees	12.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	12.00	0.00
<b>Total</b>	<b>12.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>12.00</b>	<b>0.00</b>
<b>Emergency Preparedness and Protective Service Committee</b>										
GM's Office & Business & Technical Support Services - Emergency & Protective Services	36.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	36.00	0.00
Public Safety Service	23.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	23.00	0.00
Ottawa Fire Services	975.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	975.00	0.00
Ottawa Paramedic Service	712.80	0.00	0.00	0.00	14.00	0.00	0.00	0.00	726.80	14.00
By-law and Regulatory Services	188.29	0.00	0.00	0.00	0.00	0.00	0.00	0.00	188.29	0.00
Public Policy Development	6.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	6.00	0.00
<b>Total</b>	<b>1,941.09</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>14.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>1,955.09</b>	<b>14.00</b>
<b>Community Services Committee</b>										
GM's Office, Business Support Services & Community Safety, Well-Being, Policy & Analytic - Community & Social Services	40.00	0.00	0.00	0.00	1.00	0.00	0.00	0.00	41.00	1.00
Employment and Social Services	532.17	0.00	0.00	0.00	0.00	0.00	0.00	0.00	532.17	0.00
Children's Services	196.49	0.00	0.00	37.00	0.00	0.00	0.00	0.00	233.49	37.00
Housing Services	65.40	0.00	0.00	0.00	0.00	0.00	0.00	0.00	65.40	0.00
Long Term Care	634.44	0.00	4.00	66.40	0.00	0.00	0.00	0.00	704.84	70.40
Gender & Race Equity, Inclusion, Indigenous Relations and Social Development	28.00	0.00	0.00	0.00	2.00	0.00	0.00	0.00	30.00	2.00
GM's Office & Business Support Services - Recreation, Cultural and Facility Services	81.59	0.00	0.00	0.00	0.00	0.00	0.00	0.00	81.59	0.00
Community Recreation and Cultural Programs	428.53	0.00	0.00	0.00	3.00	0.00	0.00	0.00	431.53	3.00
City Wide Programs, Aquatics and Specialized Services	603.94	0.00	0.00	0.00	0.00	0.00	0.00	0.00	603.94	0.00
Parks & Facilities Planning	15.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	15.00	0.00
Facility Operations Services	615.93	0.00	2.00	0.00	5.32	0.00	0.00	0.00	623.25	7.32
Parks	271.43	0.00	0.00	0.00	0.00	0.00	0.00	0.00	271.43	0.00
<b>Total</b>	<b>3,512.92</b>	<b>0.00</b>	<b>6.00</b>	<b>103.40</b>	<b>11.32</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>3,633.64</b>	<b>120.72</b>

**City of Ottawa**  
**Full Time Equivalent Budget Changes**

	2022 Baseline		2023 Adjustments						2023	Change over 2022 Budget
	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	COVID-19	Service Initiatives / Efficiencies	User Fees & Revenues	Adopted	
<b>Environment and Climate Change Committee</b>										
Infrastructure and Asset Management Services	261.00	0.00	0.00	0.00	2.00	0.00	0.00	0.00	263.00	2.00
Resiliency and Natural Systems Policy	14.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	14.00	0.00
Solid Waste Services	87.88	0.00	0.66	0.00	0.00	0.00	0.00	0.00	88.54	0.66
Forestry Services	88.32	0.00	0.00	0.00	0.00	0.00	0.00	0.00	88.32	0.00
<b>Total</b>	<b>451.20</b>	<b>0.00</b>	<b>0.66</b>	<b>0.00</b>	<b>2.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>453.86</b>	<b>2.66</b>
<b>Finance and Corporate Services Committee</b>										
Elected Officials	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
City Clerk	146.55	0.00	0.00	0.00	0.00	0.00	0.00	0.00	146.55	0.00
Legal Services	91.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	91.00	0.00
City Manager's Office	13.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	13.00	0.00
Rail Construction Program Service	12.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	12.00	0.00
GM's Office & Business Support and Technical Services - Planning, Real Estate & Economic Development	38.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	38.00	0.00
Economic Development and Long Range Planning	12.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	12.00	0.00
Corporate Real Estate Office	40.50	0.00	0.00	0.00	0.00	0.00	0.00	0.00	40.50	0.00
GM's Office & Business Support Services - Innovative Client Services	26.00	0.00	0.00	0.00	2.00	0.00	0.00	0.00	28.00	2.00
Service Transformation	24.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	24.00	0.00
Public Information & Media Relations	33.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	33.00	0.00
Human Resources	115.80	0.00	0.00	0.00	0.00	0.00	0.00	0.00	115.80	0.00
ServiceOttawa	126.07	0.00	0.00	0.00	0.00	0.00	0.00	0.00	126.07	0.00
Information Technology Services	306.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	306.00	0.00
Supply Services	65.99	0.00	0.00	0.00	0.00	0.00	0.00	0.00	65.99	0.00
Chief Financial Officer/Treasurer & Business Support Services - Finance Services	17.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	17.00	0.00
Financial Strategies, Planning & Client Service	126.33	0.00	0.00	0.00	0.00	0.00	0.00	0.00	126.33	0.00
Revenue Services	207.45	8.00	4.00	0.00	1.00	0.00	0.00	0.00	220.45	13.00
Corporate Finance	31.56	0.00	0.00	0.00	0.00	0.00	0.00	0.00	31.56	0.00
Payroll, Pensions & Benefits Service	69.33	0.00	0.00	0.00	0.00	0.00	0.00	0.00	69.33	0.00
Non Departmental	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>Total</b>	<b>1,501.58</b>	<b>8.00</b>	<b>4.00</b>	<b>0.00</b>	<b>3.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>1,516.58</b>	<b>15.00</b>

City of Ottawa  
Full Time Equivalent Budget Changes

	2022 Baseline		2023 Adjustments						2023	Change over 2022 Budget
	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	COVID-19	Service Initiatives / Efficiencies	User Fees & Revenues	Adopted	
<b>Planning and Housing Committee</b>										
Right of Way, Heritage and Urban Design	163.76	0.00	1.00	0.00	0.00	0.00	0.00	0.00	164.76	1.00
Planning Services	95.03	0.00	0.00	0.00	0.00	0.00	0.00	0.00	95.03	0.00
Building Code Services - OBC	197.89	0.00	0.00	0.00	0.00	0.00	0.00	0.00	197.89	0.00
Long Range Planning	22.33	0.00	0.00	0.00	0.00	0.00	0.00	0.00	22.33	0.00
Affordable Housing	8.00	0.00	0.00	0.00	1.00	0.00	0.00	0.00	9.00	1.00
<b>Total</b>	<b>487.01</b>	<b>0.00</b>	<b>1.00</b>	<b>0.00</b>	<b>1.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>489.01</b>	<b>2.00</b>
<b>Transportation Committee</b>										
GM's Office & Business Support Services - Public Works & Environmental Services	123.31	0.00	0.00	0.00	0.00	0.00	0.00	0.00	123.31	0.00
Roads Services	512.19	0.00	0.00	0.00	0.00	0.00	0.00	0.00	512.19	0.00
Parking Services	19.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	19.00	0.00
Traffic Services	292.37	0.00	0.00	1.00	1.00	0.00	0.00	0.00	294.37	2.00
Transportation Planning	42.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	42.00	0.00
Fleet Services	194.00	0.00	0.00	0.00	2.00	0.00	0.00	0.00	196.00	2.00
<b>Total</b>	<b>1,182.87</b>	<b>0.00</b>	<b>0.00</b>	<b>1.00</b>	<b>3.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>1,186.87</b>	<b>4.00</b>
<b>Total City Operations</b>	<b>9,108.67</b>	<b>8.00</b>	<b>11.66</b>	<b>104.40</b>	<b>34.32</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>9,267.05</b>	<b>158.38</b>
<b>Boards, Agencies and Commissions</b>										
Committee of Adjustment	12.00	0.00	2.00	0.00	0.00	0.00	0.00	0.00	14.00	2.00
Crime Prevention	3.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	3.00	0.00
Ottawa Public Health	511.11	0.00	0.00	0.00	0.00	0.00	0.00	0.00	511.11	0.00
Ottawa Public Library	472.96	0.00	0.00	0.00	9.00	0.00	0.00	0.00	481.96	9.00
Ottawa Police Service	2,118.90	0.00	4.00	0.00	25.00	0.00	0.00	0.00	2,147.90	29.00
Transit Commission	3,141.30	5.00	0.00	0.00	107.00	0.00	0.00	0.00	3,253.30	112.00
<b>Total Boards, Agencies and</b>	<b>6,259.27</b>	<b>5.00</b>	<b>6.00</b>	<b>0.00</b>	<b>141.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>6,411.27</b>	<b>152.00</b>
<b>Total Tax Supported Full Time Equivalents (FTEs)</b>	<b>15,367.94</b>	<b>13.00</b>	<b>17.66</b>	<b>104.40</b>	<b>175.32</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>15,678.32</b>	<b>310.38</b>
<b>Percent of 2023 FTEs</b>		<b>0.1%</b>	<b>0.1%</b>	<b>0.7%</b>	<b>1.1%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>2.0%</b>	
<b>Rate Supported Program</b>										
Drinking Water Services	293.86	0.00	0.00	6.00	0.00	0.00	0.00	0.00	299.86	6.00
Wastewater Services	215.50	0.00	0.00	4.00	0.00	0.00	0.00	0.00	219.50	4.00
Stormwater Services	44.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	44.00	0.00
<b>Total Rate Supported Program</b>	<b>553.36</b>	<b>0.00</b>	<b>0.00</b>	<b>10.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>563.36</b>	<b>10.00</b>
<b>Grand Total City Full Time Equivalents (FTEs)</b>	<b>15,921.30</b>	<b>13.00</b>	<b>17.66</b>	<b>114.40</b>	<b>175.32</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>16,241.68</b>	<b>320.38</b>

## City of Ottawa

## 2023 Adopted Capital Budget - Summary of New Authority &amp; Forecast

In Thousands (\$000)

	2022 Adopted	2023					Forecast		
		Total	Renewal of City Assets	Regulatory	Growth	Service Enhancement	2024	2025	2026
<b>Agriculture &amp; Rural Affairs Committee</b>									
Parks, Recreation, & Culture	0	0	0	0	0	0	1,059	0	0
Transportation Services	4,400	5,500	5,500	0	0	0	6,000	6,500	7,000
<b>Agriculture &amp; Rural Affairs Committee Total</b>	<b>4,400</b>	<b>5,500</b>	<b>5,500</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>7,059</b>	<b>6,500</b>	<b>7,000</b>
<b>Community Services Committee</b>									
Child Care	498	435	375	0	0	60	402	350	360
Social Services	510	360	300	0	0	60	350	360	380
Long Term Care	10,169	1,885	1,775	0	0	110	1,170	1,210	1,240
Parks, Buildings & Grounds	6,000	0	0	0	0	0	0	0	0
Parks, Recreation & Culture	45,660	58,929	44,869	500	10,726	2,834	86,810	119,318	81,977
<b>Community Services Committee Total</b>	<b>62,837</b>	<b>61,609</b>	<b>47,319</b>	<b>500</b>	<b>10,726</b>	<b>3,064</b>	<b>88,732</b>	<b>121,238</b>	<b>83,957</b>
<b>Emergency Preparedness and Protective Services Committee</b>									
By-Law & Regulatory Services	894	276	276	0	0	0	695	985	647
Ottawa Fire Services	5,588	9,514	5,479	0	3,485	550	12,166	16,110	35,900
Ottawa Paramedic Services	4,084	2,717	2,200	0	517	0	3,962	2,715	1,838
Public Safety Service	550	515	515	0	0	0	555	690	705
<b>Emergency Preparedness and Protective Services Committee Total</b>	<b>11,116</b>	<b>13,022</b>	<b>8,470</b>	<b>0</b>	<b>4,002</b>	<b>550</b>	<b>17,378</b>	<b>20,500</b>	<b>39,090</b>
<b>Environment and Climate Change Committee-Rate</b>									
Drinking Water Services	83,077	68,756	54,910	150	13,696	0	115,590	94,312	40,433
Wastewater Services	65,916	102,455	90,712	610	11,133	0	82,615	72,034	22,264
Stormwater Services	23,124	39,964	33,168	5,050	688	1,058	65,488	20,931	27,672
Integrated Roads, Water & Wastewater	0	0	0	0	0	0	0	0	0
Integrated Water & Wastewater	20,510	19,080	19,080	0	0	0	18,400	19,900	21,250
<b>Environment and Climate Change Committee-Rate Total</b>	<b>192,627</b>	<b>230,255</b>	<b>197,870</b>	<b>5,810</b>	<b>25,517</b>	<b>1,058</b>	<b>282,093</b>	<b>207,177</b>	<b>111,619</b>

City of Ottawa  
2023 Adopted Capital Budget - Summary of New Authority & Forecast  
In Thousands (\$000)

	2022 Adopted	2023					Forecast		
		Total	Renewal of City Assets	Regulatory	Growth	Service Enhancement	2024	2025	2026
<b>Environment and Climate Change Committee-Tax</b>									
Environment	5,000	<b>9,610</b>	885	0	0	8,725	9,851	9,850	9,850
Forestry	400	<b>0</b>	0	0	0	0	0	0	0
Solid Waste	28,495	<b>35,943</b>	1,000	31,950	685	2,308	34,264	5,957	69,975
<b>Environment and Climate Change Committee-Tax Total</b>	<b>33,895</b>	<b>45,553</b>	<b>1,885</b>	<b>31,950</b>	<b>685</b>	<b>11,033</b>	<b>44,115</b>	<b>15,807</b>	<b>79,825</b>
<b>Finance and Corporate Services Committee</b>									
Corporate Real Estate Office	0	<b>0</b>	0	0	0	0	0	0	0
Finance	0	<b>0</b>	0	0	0	0	0	0	0
General Government	4,960	<b>3,505</b>	3,130	0	0	375	2,895	1,870	1,900
Information Technology	10,263	<b>10,450</b>	10,450	0	0	0	11,468	12,852	14,064
<b>Finance and Corporate Services Total</b>	<b>15,223</b>	<b>13,955</b>	<b>13,580</b>	<b>0</b>	<b>0</b>	<b>375</b>	<b>14,363</b>	<b>14,722</b>	<b>15,964</b>
<b>Planning and Housing Committee</b>									
Housing	15,000	<b>16,000</b>	0	0	16,000	0	15,000	15,000	15,000
Buildings Services	82	<b>240</b>	0	0	0	240	0	0	0
Planning & Development	14,496	<b>4,900</b>	400	0	0	4,500	888	150	150
<b>Planning and Housing Committee Total</b>	<b>29,578</b>	<b>21,140</b>	<b>400</b>	<b>0</b>	<b>16,000</b>	<b>4,740</b>	<b>15,888</b>	<b>15,150</b>	<b>15,150</b>
<b>Transit Commission</b>									
Transit Services	169,861	<b>122,032</b>	97,157	0	100	24,775	322,596	129,063	186,670
<b>Transit Commission Total</b>	<b>169,861</b>	<b>122,032</b>	<b>97,157</b>	<b>0</b>	<b>100</b>	<b>24,775</b>	<b>322,596</b>	<b>129,063</b>	<b>186,670</b>

City of Ottawa  
2023 Adopted Capital Budget - Summary of New Authority & Forecast  
In Thousands (\$000)

	2022 Adopted	2023					Forecast		
		Total	Renewal of City Assets	Regulatory	Growth	Service Enhancement	2024	2025	2026
<b>Transportation Committee</b>									
Fleet Services	43,342	35,277	35,277	0	0	0	37,636	38,664	34,044
Integrated Roads, Water & Wastewater*	194,127	226,854	226,854	0	0	0	201,042	195,380	234,780
Transit Services	14,741	12,153	0	0	12,153	0	72,379	73,051	98,585
Transportation Services	175,114	200,977	76,840	0	114,165	9,971	193,388	246,852	127,815
<b>Transportation Committee Total</b>	<b>427,324</b>	<b>475,261</b>	<b>338,971</b>	<b>0</b>	<b>126,318</b>	<b>9,971</b>	<b>504,445</b>	<b>553,947</b>	<b>495,225</b>
<b>Ottawa Public Library Board</b>									
Library	6,982	9,910	3,150	0	6,200	560	4,493	3,880	5,840
<b>Ottawa Public Library Board Total</b>	<b>6,982</b>	<b>9,910</b>	<b>3,150</b>	<b>0</b>	<b>6,200</b>	<b>560</b>	<b>4,493</b>	<b>3,880</b>	<b>5,840</b>
<b>Police Services Board</b>									
Police Services	35,389	60,017	16,336	0	41,993	1,688	22,144	15,793	15,908
<b>Police Services Board Total</b>	<b>35,389</b>	<b>60,017</b>	<b>16,336</b>	<b>0</b>	<b>41,993</b>	<b>1,688</b>	<b>22,144</b>	<b>15,793</b>	<b>15,908</b>
<b>Grand Total</b>	<b>989,232</b>	<b>1,058,254</b>	<b>730,638</b>	<b>38,260</b>	<b>231,542</b>	<b>57,814</b>	<b>1,323,306</b>	<b>1,103,777</b>	<b>1,056,248</b>
<b>Financing</b>									
Revenues	16,805	11,743	1,367	4,850	476	5,050	47,497	74,348	78,343
Tax Supported/ Dedicated Reserves	346,768	374,115	277,780	23,450	34,349	38,536	448,402	447,929	425,546
Rate Supported Reserves	177,436	243,546	231,486	960	10,042	1,058	309,553	214,964	197,743
Gas Tax	61,509	44,213	39,713	0	0	4,500	102,990	17,290	16,662
Development Charges	114,055	131,481	2,952	0	128,529	0	142,937	143,891	64,092
<b>Debt:</b>									
Tax Supported/ Dedicated	158,705	151,642	98,600	9,000	35,372	8,670	74,358	72,953	63,896
Rate Supported	59,965	78,740	78,740	0	0	0	56,664	65,964	59,510
Gas Tax	34,001	0	0	0	0	0	126,858	37,364	112,441
Development Charges	19,987	22,774	0	0	22,774	0	14,045	29,074	38,015
<b>Grand Total</b>	<b>989,232</b>	<b>1,058,254</b>	<b>730,638</b>	<b>38,260</b>	<b>231,542</b>	<b>57,814</b>	<b>1,323,306</b>	<b>1,103,777</b>	<b>1,056,248</b>

\*Includes the tax and rate supported portions.

**City of Ottawa  
Transfers and Reserves  
In Thousands (\$000)**

	2022 Actuals				2022 Surplus/ (Deficit)	Prior Year (Commitments)/ Transfers	2023 Uncommitted Opening Balance	2023 Forecast		
	Opening Cash Balance	Contributions	Transfers (to) from Operating/ Capital	Closing Cash Balance				Contributions	Transfers (to) from Operating/ Capital/ Other	Projected Closing Balance
<b>Discretionary Reserves</b>										
<b>Operating</b>										
Tax Stabilization Reserve	76,488	19,826	(16,415)	79,899	(7,380)	0	72,519	11,861	(9,421)	74,959
Transit Operating Reserve	8,584	3,309	15,061	26,954	(25,743)	0	1,211	206	7,482	8,899
Employee Benefit Reserve	81,379	54,187	(50,056)	85,511	0	0	85,511	48,180	(46,222)	87,469
Landfill Closure Reserve	6,539	450	0	6,990	0	0	6,990	360	0	7,349
<b>Total Operating Reserves</b>	<b>172,991</b>	<b>77,772</b>	<b>(51,410)</b>	<b>199,353</b>	<b>(33,123)</b>	<b>0</b>	<b>166,230</b>	<b>60,607</b>	<b>(48,161)</b>	<b>178,676</b>
<b>Capital</b>										
City Wide Capital Reserve	98,692	177,126	(175,688)	100,130	0	(430)	99,700	190,557	(228,750)	61,507
Transit Capital Reserve*	43,394	86,966	(91,984)	38,376	0	0	38,376	52,928	(75,879)	15,425
Fleet Reserve	5,813	27,893	(33,703)	4	0	0	4	31,008	(30,977)	35
Housing Reserve	8,006	9,805	(4,230)	13,581	0	0	13,581	14,440	(10,900)	17,121
Police Capital Reserve	(1,688)	16,028	(8,736)	5,604	0	0	5,604	28,579	(13,997)	20,185
Police Fleet Reserve	298	4,319	(4,197)	420	0	0	420	4,657	(4,941)	136
CIL - Parkland City wide	21,524	9,055	(3,388)	27,191	0	(14,385)	12,806	2,000	(1,647)	13,159
CIL - Parkland by Ward	52,948	14,669	(8,354)	59,263	0	(37,034)	22,229	3,200	(650)	24,779
Parks Rec Facilities Reserve	0	1,884	0	1,884	0	0	1,884	0	0	1,884
Ottawa Public Health	127	201	0	329	0	0	329	200	(275)	254
<b>Total Capital Supported</b>	<b>229,113</b>	<b>347,947</b>	<b>(330,280)</b>	<b>246,780</b>	<b>0</b>	<b>(51,849)</b>	<b>194,932</b>	<b>327,569</b>	<b>(368,016)</b>	<b>154,485</b>
<b>Combined Operating/Capital</b>										
Water Reserve	123,629	85,648	(82,715)	126,562	(140)	0	126,422	84,692	(93,330)	117,784
Wastewater Reserve	40,066	69,223	(54,805)	54,484	(5,299)	0	49,185	69,551	(101,320)	17,416
Stormwater Reserve	7,268	44,016	(38,651)	12,633	(760)	0	11,873	52,362	(48,896)	15,339
Solid Waste Reserve	(13,364)	7,923	(9,495)	(14,936)	5,375	0	(9,561)	10,303	(26,943)	(26,201)
Parking	23,845	4,208	(8,215)	19,838	0	0	19,838	2,295	(2,200)	19,933
Ottawa Public Library Reserve	10,207	1,611	(5,514)	6,304	4,622	430	11,356	2,329	(2,330)	11,355
Road Safety Reserve Fund	0	5,146	(8,054)	(2,908)	0	0	(2,908)	7,871	(8,060)	(3,097)
<b>Total Combined Operating/Capital</b>	<b>191,651</b>	<b>217,774</b>	<b>(207,448)</b>	<b>201,977</b>	<b>3,798</b>	<b>430</b>	<b>206,205</b>	<b>229,401</b>	<b>(283,079)</b>	<b>152,527</b>
<b>Discretionary Reserves Totals</b>	<b>593,756</b>	<b>643,493</b>	<b>(589,139)</b>	<b>648,110</b>	<b>(29,325)</b>	<b>(51,419)</b>	<b>567,367</b>	<b>617,578</b>	<b>(699,256)</b>	<b>485,688</b>

**City of Ottawa  
Transfers and Reserves  
In Thousands (\$000)**

	2022 Actuals				2022 Surplus/ (Deficit)	Prior Year (Commitments)/ Transfers	2023 Uncommitted Opening Balance	2023 Forecast		
	Opening Cash Balance	Contributions	Transfers (to) from Operating/ Capital	Closing Cash Balance				Contributions	Transfers (to) from Operating/ Capital/ Other	Projected Closing Balance
<b>Restricted Reserves</b>										
<b>Gas Tax</b>										
Provincial Gas Tax	1,179	38,593	(39,676)	95	0	(7,423)	(7,328)	38,490	(36,913)	(5,751)
Federal Gas Tax	95,243	60,250	(35,189)	120,305	0	(44,919)	75,386	61,836	(63,446)	73,776
<b>Total Gas Tax</b>	<b>96,422</b>	<b>98,843</b>	<b>(74,865)</b>	<b>120,400</b>	<b>0</b>	<b>(52,342)</b>	<b>68,058</b>	<b>100,326</b>	<b>(100,359)</b>	<b>68,025</b>
<b>Building Code</b>										
Building Code Cap	6,375	37	(2,220)	4,192	0	(4,311)	(119)	0	(240)	(359)
Building Code Stabilization	20,178	137	0	20,315	0	0	20,315	0	0	20,315
Building Code Insurance Fund	7,137	342	0	7,480	0	0	7,480	0	0	7,480
<b>Total Building Code Reserves</b>	<b>33,691</b>	<b>516</b>	<b>(2,220)</b>	<b>31,987</b>	<b>0</b>	<b>(4,311)</b>	<b>27,676</b>	<b>0</b>	<b>(240)</b>	<b>27,436</b>
<b>Restricted Reserves Total</b>	<b>130,113</b>	<b>99,359</b>	<b>(77,085)</b>	<b>152,387</b>	<b>0</b>	<b>(56,653)</b>	<b>95,734</b>	<b>100,326</b>	<b>(100,599)</b>	<b>95,461</b>
<b>Grand Total</b>	<b>723,869</b>	<b>742,852</b>	<b>(666,224)</b>	<b>800,497</b>	<b>(29,325)</b>	<b>(108,072)</b>	<b>663,101</b>	<b>717,903</b>	<b>(799,855)</b>	<b>581,149</b>

\*Projected closing balances reflect the commitments on Council approved capital projects however, for the light rail projects which span a number of years only the forecasted cashflows have been applied.

**Development Charge Continuity**  
**2023 Forecast**  
**In Thousands (\$000)**

Deferred Revenue Account	Year-End 2022 Cash Balance	Prior Year Commitments	2023 Uncommitted Opening Balance	Development Charges	Debt Service Charges*/ Other Transfers	2023 Capital Expenditures	Projected Uncommitted Balance
Affordable Housing	3,102	(3,639)	(537)	1,111	0	(1,100)	(526)
Child Care Services	651	(328)	323	0	0	0	323
Emergency Medical Services	4,437	(3,200)	1,238	706	0	(442)	1,502
Library Services	33,757	(11,404)	22,353	3,042	(3)	(5,020)	20,373
Parks Development	37,288	(20,762)	16,526	4,257	(632)	(8,421)	11,729
Protection Services	32,583	(7,664)	24,920	6,132	(165)	(2,973)	27,915
Public Transit**	19,340	(42,614)	(23,274)	68,513	(54,699)	(8,165)	(17,626)
Recreation	122,723	(33,074)	89,649	13,024	(1,715)	(251)	100,707
Roads & Related Services	335,544	(236,144)	99,401	77,862	(4,961)	(89,359)	82,942
Sanitary Wastewater Services	143,141	(67,886)	75,255	32,295	(4,858)	(7,675)	95,016
Storm Sewers (Stormwater Drainage)	(1,935)	(1,948)	(3,883)	406	0	(344)	(3,821)
Stormwater Management (Ponds)	13,254	(113,923)	(100,669)	0	0	0	(100,669)
Water Services	44,455	(45,267)	(811)	13,312	(619)	(6,783)	5,099
Studies	6,025	(8,200)	(2,175)	786	0	(947)	(2,335)
<b>Total</b>	<b>794,366</b>	<b>(596,051)</b>	<b>198,315</b>	<b>221,446</b>	<b>(67,652)</b>	<b>(131,481)</b>	<b>220,628</b>

\*Debt Service Charges includes both Long-term Debt Service Charges and Estimated Debt Service Charges for new issues.

\*\*Projected uncommitted closing balances reflect the commitments on Council approved capital projects however, for the Confederation Line which span a number of years only the forecasted cashflow have been applied.

**City of Ottawa**  
**2023 Budget - Capital Debt Model (Tax, Rate, Development Charge, Gas Tax)**  
**In Thousands (\$000)**

	2023	2024	2025	2026
<b>Total Debt Summary</b>				
<b>Opening Issued Net Debt</b>	3,032,629	3,245,457	3,357,994	3,518,250
Estimated New Issues	356,626	278,629	333,163	405,102
Principal Payments and Sinking Fund Increases	(143,798)	(166,091)	(172,908)	(165,681)
<b>Closing Issued Net Debt</b>	<b>3,245,457</b>	<b>3,357,994</b>	<b>3,518,250</b>	<b>3,757,671</b>
<b>Opening Unissued Net Debt</b>	2,160,332	2,056,862	2,050,159	1,922,351
New Authority	253,156	271,925	205,355	273,862
New Issues	(356,626)	(278,629)	(333,163)	(405,102)
<b>Closing Unissued Net Debt</b>	<b>2,056,862</b>	<b>2,050,159</b>	<b>1,922,351</b>	<b>1,791,111</b>
<b>Total Debt Issued and Unissued</b>	<b>5,302,319</b>	<b>5,408,153</b>	<b>5,440,600</b>	<b>5,548,782</b>
<b>Debt Service Charges</b>				
Principal	134,685	154,992	159,482	149,848
Interest	119,092	125,725	132,144	144,071
	<b>253,777</b>	<b>280,717</b>	<b>291,626</b>	<b>293,919</b>
<b>Tax Supported</b>				
<b>Opening Issued Net Debt</b>	710,215	756,930	779,536	856,333
Estimated New Issues	95,000	75,000	130,000	115,000
Principal Payments and Sinking Fund Increases	(48,285)	(52,393)	(53,204)	(49,149)
<b>Closing Issued Net Debt</b>	<b>756,930</b>	<b>779,536</b>	<b>856,333</b>	<b>922,184</b>
<b>Opening Unissued Net Debt</b>	708,671	704,071	690,121	621,771
New Authority	90,400	61,050	61,650	53,500
New Issues	(95,000)	(75,000)	(130,000)	(115,000)
<b>Closing Unissued Net Debt</b>	<b>704,071</b>	<b>690,121</b>	<b>621,771</b>	<b>560,271</b>
<b>Total Debt Issued and Unissued</b>	<b>1,461,001</b>	<b>1,469,658</b>	<b>1,478,104</b>	<b>1,482,455</b>
<b>Debt Service Charges</b>				
Principal	44,821	48,330	48,525	43,833
Interest	26,459	29,742	31,535	37,720
	<b>71,280</b>	<b>78,072</b>	<b>80,060</b>	<b>81,554</b>

City of Ottawa  
2023 Budget - Capital Debt Model (Tax, Rate, Development Charge, Gas Tax)  
In Thousands (\$000)

	2023	2024	2025	2026
<b>Tax Development Charge Supported</b>				
<b>Opening Issued Net Debt</b>	84,365	104,891	124,095	118,124
Estimated New Issues	25,000	25,000	0	10,000
Principal Payments and Sinking Fund Increases	(4,474)	(5,796)	(5,972)	(5,054)
<b>Closing Issued Net Debt</b>	<b>104,891</b>	<b>124,095</b>	<b>118,124</b>	<b>123,069</b>
<b>Opening Unissued Net Debt</b>	102,220	83,220	64,435	85,763
New Authority	6,000	6,215	21,328	17,444
New Issues	(25,000)	(25,000)	0	(10,000)
<b>Closing Unissued Net Debt</b>	<b>83,220</b>	<b>64,435</b>	<b>85,763</b>	<b>93,207</b>
<b>Total Debt Issued and Unissued</b>	<b>188,111</b>	<b>188,530</b>	<b>203,886</b>	<b>216,276</b>
<b>Debt Service Charges</b>				
Principal	3,895	5,137	5,205	4,172
Interest	3,581	4,687	5,794	5,753
	<b>7,476</b>	<b>9,824</b>	<b>10,999</b>	<b>9,925</b>
<b>Transit Tax Supported</b>				
<b>Opening Issued Net Debt</b>	196,572	195,456	309,055	450,121
Estimated New Issues	18,104	133,629	163,163	206,102
Principal Payments and Sinking Fund Increases	(19,219)	(20,030)	(22,097)	(18,556)
<b>Closing Issued Net Debt</b>	<b>195,456</b>	<b>309,055</b>	<b>450,121</b>	<b>637,667</b>
<b>Opening Unissued Net Debt</b>	445,335	454,998	330,078	177,717
New Authority	27,767	8,708	10,803	1,896
New Issues	(18,104)	(133,629)	(163,163)	(206,102)
<b>Closing Unissued Net Debt</b>	<b>454,998</b>	<b>330,078</b>	<b>177,717</b>	<b>(26,489)</b>
<b>Total Debt Issued and Unissued</b>	<b>650,454</b>	<b>639,133</b>	<b>627,838</b>	<b>611,178</b>
<b>Debt Service Charges</b>				
Principal	18,854	19,597	21,495	17,779
Interest	6,727	6,154	8,557	13,347
	<b>25,581</b>	<b>25,751</b>	<b>30,052</b>	<b>31,126</b>

**City of Ottawa**  
**2023 Budget - Capital Debt Model (Tax, Rate, Development Charge, Gas Tax)**  
**In Thousands (\$000)**

	2023	2024	2025	2026
<b>Transit Development Charge Supported</b>				
<b>Opening Issued Net Debt</b>	890,029	868,732	861,704	868,761
Estimated New Issues	0	15,000	30,000	40,000
Principal Payments and Sinking Fund Increases	(21,297)	(22,028)	(22,943)	(24,157)
<b>Closing Issued Net Debt</b>	<b>868,732</b>	<b>861,704</b>	<b>868,761</b>	<b>884,605</b>
<b>Opening Unissued Net Debt</b>	45,778	45,778	36,178	13,681
New Authority	0	5,400	7,503	20,571
New Issues	0	(15,000)	(30,000)	(40,000)
<b>Closing Unissued Net Debt</b>	<b>45,778</b>	<b>36,178</b>	<b>13,681</b>	<b>(5,748)</b>
<b>Total Debt Issued and Unissued</b>	<b>914,510</b>	<b>897,882</b>	<b>882,443</b>	<b>878,857</b>
<b>Debt Service Charges</b>				
Principal	20,586	20,823	21,225	21,915
Interest	34,113	34,004	34,526	35,812
	<b>54,699</b>	<b>54,827</b>	<b>55,751</b>	<b>57,727</b>
<b>Federal Gas Tax Supported</b>				
<b>Opening Issued Net Debt</b>	179,971	305,330	281,251	256,222
Estimated New Issues	138,522	0	0	0
Principal Payments and Sinking Fund Increases	(13,163)	(24,079)	(25,029)	(23,292)
<b>Closing Issued Net Debt</b>	<b>305,330</b>	<b>281,251</b>	<b>256,222</b>	<b>232,929</b>
<b>Opening Unissued Net Debt</b>	174,119	35,597	162,455	199,819
New Authority	0	126,858	37,364	112,441
New Issues	(138,522)	0	0	0
<b>Closing Unissued Net Debt</b>	<b>35,597</b>	<b>162,455</b>	<b>199,819</b>	<b>312,260</b>
<b>Total Debt Issued and Unissued</b>	<b>340,927</b>	<b>443,706</b>	<b>456,041</b>	<b>545,190</b>
<b>Debt Service Charges</b>				
Principal	12,740	23,578	24,409	22,550
Interest	6,493	6,347	6,225	6,101
	<b>19,233</b>	<b>29,925</b>	<b>30,634</b>	<b>28,651</b>

**City of Ottawa**  
**2023 Budget - Capital Debt Model (Tax, Rate, Development Charge, Gas Tax)**  
**In Thousands (\$000)**

	2023	2024	2025	2026
<b>Provincial Gas Tax Supported</b>				
<b>Opening Issued Net Debt</b>	233,103	227,507	220,493	213,157
Estimated New Issues	0	0	0	0
Principal Payments and Sinking Fund Increases	(5,596)	(7,015)	(7,336)	(6,353)
<b>Closing Issued Net Debt</b>	<b>227,507</b>	<b>220,493</b>	<b>213,157</b>	<b>206,804</b>
<b>Opening Unissued Net Debt</b>	232,541	232,541	232,541	232,541
New Authority	0	0	0	0
New Issues	0	0	0	0
<b>Closing Unissued Net Debt</b>	<b>232,541</b>	<b>232,541</b>	<b>232,541</b>	<b>232,541</b>
<b>Total Debt Issued and Unissued</b>	<b>460,048</b>	<b>453,034</b>	<b>445,698</b>	<b>439,345</b>
<b>Debt Service Charges</b>				
Principal	5,429	6,803	7,033	5,958
Interest	11,865	11,687	11,452	11,242
	<b>17,294</b>	<b>18,490</b>	<b>18,486</b>	<b>17,199</b>
<b>Water Rate Supported</b>				
<b>Opening Issued Net Debt</b>	214,407	204,815	191,691	178,122
Estimated New Issues	3,000	0	0	15,000
Principal Payments and Sinking Fund Increases	(12,591)	(13,124)	(13,569)	(14,460)
<b>Closing Issued Net Debt</b>	<b>204,815</b>	<b>191,691</b>	<b>178,122</b>	<b>178,662</b>
<b>Opening Unissued Net Debt</b>	42,203	59,103	79,128	98,855
New Authority	19,900	20,025	19,727	20,030
New Issues	(3,000)	0	0	(15,000)
<b>Closing Unissued Net Debt</b>	<b>59,103</b>	<b>79,128</b>	<b>98,855</b>	<b>103,885</b>
<b>Total Debt Issued and Unissued</b>	<b>263,918</b>	<b>270,819</b>	<b>276,977</b>	<b>282,547</b>
<b>Debt Service Charges</b>				
Principal	11,502	11,835	12,047	12,699
Interest	9,127	9,010	8,768	8,523
	<b>20,629</b>	<b>20,845</b>	<b>20,815</b>	<b>21,221</b>

City of Ottawa  
2023 Budget - Capital Debt Model (Tax, Rate, Development Charge, Gas Tax)  
In Thousands (\$000)

	2023	2024	2025	2026
<b>Water Development Charge Supported</b>				
<b>Opening Issued Net Debt</b>	9,840	9,569	9,176	8,771
Estimated New Issues	0	0	0	0
Principal Payments and Sinking Fund Increases	(271)	(393)	(404)	(416)
<b>Closing Issued Net Debt</b>	<b>9,569</b>	<b>9,176</b>	<b>8,771</b>	<b>8,356</b>
<b>Opening Unissued Net Debt</b>	4,440	4,897	4,897	5,140
New Authority	457	0	243	0
New Issues	0	0	0	0
<b>Closing Unissued Net Debt</b>	<b>4,897</b>	<b>4,897</b>	<b>5,140</b>	<b>5,140</b>
<b>Total Debt Issued and Unissued</b>	<b>14,465</b>	<b>14,072</b>	<b>13,911</b>	<b>13,495</b>
<b>Debt Service Charges</b>				
Principal	247	362	362	362
Interest	373	373	373	373
	<b>619</b>	<b>735</b>	<b>735</b>	<b>735</b>
<b>Wastewater Rate Supported</b>				
<b>Opening Issued Net Debt</b>	320,203	369,927	375,723	370,774
Estimated New Issues	62,000	20,000	10,000	15,000
Principal Payments and Sinking Fund Increases	(12,276)	(14,204)	(14,949)	(15,414)
<b>Closing Issued Net Debt</b>	<b>369,927</b>	<b>375,723</b>	<b>370,774</b>	<b>370,360</b>
<b>Opening Unissued Net Debt</b>	194,465	171,415	171,384	191,361
New Authority	38,950	19,969	29,977	19,580
New Issues	(62,000)	(20,000)	(10,000)	(15,000)
<b>Closing Unissued Net Debt</b>	<b>171,415</b>	<b>171,384</b>	<b>191,361</b>	<b>195,941</b>
<b>Total Debt Issued and Unissued</b>	<b>541,342</b>	<b>547,107</b>	<b>562,135</b>	<b>566,301</b>
<b>Debt Service Charges</b>				
Principal	10,962	12,606	13,044	13,194
Interest	12,775	15,541	16,329	16,677
	<b>23,737</b>	<b>28,148</b>	<b>29,373</b>	<b>29,871</b>

City of Ottawa  
2023 Budget - Capital Debt Model (Tax, Rate, Development Charge, Gas Tax)  
In Thousands (\$000)

	2023	2024	2025	2026
<b>Wastewater Development Charge Supported</b>				
<b>Opening Issued Net Debt</b>	71,062	69,114	67,105	65,032
Estimated New Issues	0	0	0	4,000
Principal Payments and Sinking Fund Increases	(1,948)	(2,009)	(2,072)	(2,506)
<b>Closing Issued Net Debt</b>	<b>69,114</b>	<b>67,105</b>	<b>65,032</b>	<b>66,527</b>
<b>Opening Unissued Net Debt</b>	13,599	13,599	13,629	13,629
New Authority	0	30	0	0
New Issues	0	0	0	(4,000)
<b>Closing Unissued Net Debt</b>	<b>13,599</b>	<b>13,629</b>	<b>13,629</b>	<b>9,629</b>
<b>Total Debt Issued and Unissued</b>	<b>82,713</b>	<b>80,733</b>	<b>78,661</b>	<b>76,155</b>
<b>Debt Service Charges</b>				
Principal	1,452	1,452	1,452	1,820
Interest	3,406	3,406	3,406	3,406
	<b>4,858</b>	<b>4,858</b>	<b>4,858</b>	<b>5,226</b>
<b>Stormwater Rate Supported</b>				
<b>Opening Issued Net Debt</b>	94,183	106,380	113,274	109,915
Estimated New Issues	15,000	10,000	0	0
Principal Payments and Sinking Fund Increases	(2,803)	(3,106)	(3,359)	(4,282)
<b>Closing Issued Net Debt</b>	<b>106,380</b>	<b>113,274</b>	<b>109,915</b>	<b>105,633</b>
<b>Opening Unissued Net Debt</b>	55,644	60,534	67,204	83,464
New Authority	19,890	16,670	16,260	19,900
New Issues	(15,000)	(10,000)	0	0
<b>Closing Unissued Net Debt</b>	<b>60,534</b>	<b>67,204</b>	<b>83,464</b>	<b>103,364</b>
<b>Total Debt Issued and Unissued</b>	<b>166,914</b>	<b>180,478</b>	<b>193,379</b>	<b>208,997</b>
<b>Debt Service Charges</b>				
Principal	2,474	2,719	2,892	3,732
Interest	3,309	3,961	4,408	4,388
	<b>5,783</b>	<b>6,680</b>	<b>7,300</b>	<b>8,120</b>

**City of Ottawa**  
**2023 Budget - Capital Debt Model (Tax, Rate, Development Charge, Gas Tax)**  
**In Thousands (\$000)**

	2023	2024	2025	2026
<b>Solid Waste Supported</b>				
<b>Opening Issued Net Debt</b>	3,428	3,053	2,671	2,282
Estimated New Issues	0	0	0	0
Principal Payments and Sinking Fund Increases	(375)	(382)	(389)	(397)
<b>Closing Issued Net Debt</b>	<b>3,053</b>	<b>2,671</b>	<b>2,282</b>	<b>1,885</b>
<b>Opening Unissued Net Debt</b>				
19,000	19,000	28,000	29,000	29,500
New Authority	9,000	1,000	500	8,500
New Issues	0	0	0	0
<b>Closing Unissued Net Debt</b>	<b>28,000</b>	<b>29,000</b>	<b>29,500</b>	<b>38,000</b>
<b>Total Debt Issued and Unissued</b>	<b>31,053</b>	<b>31,671</b>	<b>31,782</b>	<b>39,885</b>
<b>Debt Service Charges</b>				
Principal	375	382	389	397
Interest	65	58	50	43
	<b>440</b>	<b>440</b>	<b>440</b>	<b>440</b>
<b>Police Tax Supported</b>				
<b>Opening Issued Net Debt</b>	25,253	23,751	22,221	20,635
Estimated New Issues	0	0	0	0
Principal Payments and Sinking Fund Increases	(1,502)	(1,531)	(1,586)	(1,644)
<b>Closing Issued Net Debt</b>	<b>23,751</b>	<b>22,221</b>	<b>20,635</b>	<b>18,991</b>
<b>Opening Unissued Net Debt</b>				
76,468	76,468	100,944	104,544	104,544
New Authority	24,476	3,600	0	0
New Issues	0	0	0	0
<b>Closing Unissued Net Debt</b>	<b>100,944</b>	<b>104,544</b>	<b>104,544</b>	<b>104,544</b>
<b>Total Debt Issued and Unissued</b>	<b>124,695</b>	<b>126,765</b>	<b>125,179</b>	<b>123,535</b>
<b>Debt Service Charges</b>				
Principal	1,349	1,369	1,402	1,437
Interest	801	754	721	686
	<b>2,150</b>	<b>2,123</b>	<b>2,123</b>	<b>2,123</b>

City of Ottawa  
 2023 Budget - Capital Debt Model (Tax, Rate, Development Charge, Gas Tax)  
 In Thousands (\$000)

	2023	2024	2025	2026
<b>Police Development Charge Supported</b>				
<b>Opening Issued Net Debt</b>	0	0	0	0
Estimated New Issues	0	0	0	0
Principal Payments and Sinking Fund Increases	0	0	0	0
<b>Closing Issued Net Debt</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Opening Unissued Net Debt</b>	45,849	62,166	64,566	64,566
New Authority	16,317	2,400	0	0
New Issues	0	0	0	0
<b>Closing Unissued Net Debt</b>	<b>62,166</b>	<b>64,566</b>	<b>64,566</b>	<b>64,566</b>
<b>Total Debt Issued and Unissued</b>	<b>62,166</b>	<b>64,566</b>	<b>64,566</b>	<b>64,566</b>
<b>Debt Service Charges</b>				
Principal	0	0	0	0
Interest	0	0	0	0
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## Agriculture & Rural Affairs Committee (ARAC)

### **Planning, Real Estate and Economic Development**

#### **2023 Service Area Summary- Development Review - Rural**

Development Review – Rural is within the Development Review branch of Planning Services. Planning Services is part of the Planning, Real Estate and Economic Development (PRED) Department, a department that champions the city-building priorities from planning and managing development opportunities and transportation infrastructure, to managing City real estate for population growth and economic prosperity.

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

- Provide multi-disciplinary review, coordination of review by internal stakeholders, and approval of development applications in the rural area (including planning, engineering, parks associated with development, environment and trees, transportation, and heritage considerations)

City of Ottawa  
 Planning, Real Estate & Economic Development Department  
 Development Review Process Rural - Operating Resource Requirement  
 In Thousands (\$000)

	2021	2022		2023	\$ Change over 2022 Budget
	Actual	Actual	Budget	Adopted	
<b>Expenditures by Program</b>					
Development Review Process Rural	1,863	2,028	2,258	2,308	50
<b>Gross Expenditure</b>	<b>1,863</b>	<b>2,028</b>	<b>2,258</b>	<b>2,308</b>	<b>50</b>
Recoveries & Allocations	(68)	(139)	(62)	(62)	0
Revenue	0	0	0	0	0
<b>Net Requirement</b>	<b>1,795</b>	<b>1,889</b>	<b>2,196</b>	<b>2,246</b>	<b>50</b>
<b>Expenditures by Type</b>					
Salaries, Wages & Benefits	1,841	2,015	2,204	2,254	50
Overtime	9	4	25	25	0
Material & Services	11	7	29	29	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	2	2	0	0	0
<b>Gross Expenditures</b>	<b>1,863</b>	<b>2,028</b>	<b>2,258</b>	<b>2,308</b>	<b>50</b>
Recoveries & Allocations	(68)	(139)	(62)	(62)	0
<b>Net Expenditure</b>	<b>1,795</b>	<b>1,889</b>	<b>2,196</b>	<b>2,246</b>	<b>50</b>
<b>Revenues By Type</b>					
Federal	0	0	0	0	0
Provincial	0	0	0	0	0
Own Funds	0	0	0	0	0
Fees and Services	0	0	0	0	0
Fines	0	0	0	0	0
Other	0	0	0	0	0
<b>Total Revenue</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Requirement</b>	<b>1,795</b>	<b>1,889</b>	<b>2,196</b>	<b>2,246</b>	<b>50</b>
<b>Full Time Equivalent</b>			<b>18.00</b>	<b>18.00</b>	<b>0.00</b>

## **Planning, Real Estate and Economic Development Department 2023 Service Area Summary - Rural Affairs Office**

Economic Development and Long-Range Planning - Rural Affairs is part of the Planning, Real Estate and Economic Development (PRED) Department, a department that champions the city-building priorities from planning and managing development opportunities and transportation infrastructure, to managing City real estate for population growth and economic prosperity.

This branch provides for the continuation of services to the rural community.

### **Programs/Services Offered**

- Implement the priorities arising from the Rural Summits
- Support the planning and promotion of the Mayor's Rural Expo
- Support the implementation of Rural Economic Development Strategy
- Deliver the Ontario Wildlife Damage Compensation Program
- Administer rural grant programs (Rural Community-Building Grant, Rural Association Partnership Program, Rural Clean Water Grant)
- Support for various local food and farming activities such as Savour Ottawa
- Engage in regional agri-food initiatives that support economic development
- Support the Ottawa Smart Farm at Area X.O Testing Facilities
- Partner with other agencies to deliver various rural youth development initiatives
- Support rural signage programming
- Provide investment into rural infrastructure including roads, ditches and pathways
- Outreach to rural community and promotion of City services to rural residents
- Support delivery of various policies, programs and services to rural residents
- Respond to inquires from rural residents

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

	2021	2022		2023	\$ Change over 2022 Budget
	Actual	Actual	Budget	Adopted	
<b>Expenditures by Program</b>					
Rural Affairs	1,210	926	1,140	1,145	5
<b>Gross Expenditure</b>	<b>1,210</b>	<b>926</b>	<b>1,140</b>	<b>1,145</b>	<b>5</b>
Recoveries & Allocations	(37)	(15)	(37)	(37)	0
Revenue	(145)	0	0	0	0
<b>Net Requirement</b>	<b>1,028</b>	<b>911</b>	<b>1,103</b>	<b>1,108</b>	<b>5</b>
<b>Expenditures by Type</b>					
Salaries, Wages & Benefits	190	127	250	255	5
Overtime	1	0	0	0	0
Material & Services	300	331	319	319	0
Transfers/Grants/Financial Charges	624	464	490	490	0
Fleet Costs	0	0	0	0	0
Program Facility Costs	0	0	0	0	0
Other Internal Costs	95	4	81	81	0
<b>Gross Expenditures</b>	<b>1,210</b>	<b>926</b>	<b>1,140</b>	<b>1,145</b>	<b>5</b>
Recoveries & Allocations	(37)	(15)	(37)	(37)	0
<b>Net Expenditure</b>	<b>1,173</b>	<b>911</b>	<b>1,103</b>	<b>1,108</b>	<b>5</b>
<b>Revenues By Type</b>					
Federal	0	0	0	0	0
Provincial	0	0	0	0	0
Own Funds	0	0	0	0	0
Fees and Services	0	0	0	0	0
Fines	0	0	0	0	0
Other	(145)	0	0	0	0
<b>Total Revenue</b>	<b>(145)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Requirement</b>	<b>1,028</b>	<b>911</b>	<b>1,103</b>	<b>1,108</b>	<b>5</b>
<b>Full Time Equivalent</b>			<b>2.00</b>	<b>2.00</b>	<b>0.00</b>

**City of Ottawa**  
**Planning, Real Estate & Economic Development Department**  
**Rural Affairs Office - User Fees**

	2021 Rate \$	2022 Rate \$	2023 Rate \$	% Change Over 2022	% Change Over 2021	Effective Date	2023 Revenue (\$000)
Fence Viewer Fee	400.00	410.00	420.00	2.4%	5.0%	01-Apr-23	

**City Of Ottawa**  
**2023 Capital Budget**  
**Agriculture & Rural Affairs Committee**  
**Capital Funding Summary**  
**In Thousands (\$000)**

Project Description	Revenues	Gas Tax	Tax Supported/ Dedicated	Develop. Charges	Tax Supported/ Dedicated Debt	Grand Total
Transportation Services						
Renewal of City Assets						
910848 2023 Guiderail Renewal	0	0	2,600	0	650	3,250
910849 2023 Rural Road Upgrades	0	0	1,800	0	450	2,250
<b>Renewal of City Assets Total</b>	<b>0</b>	<b>0</b>	<b>4,400</b>	<b>0</b>	<b>1,100</b>	<b>5,500</b>
<b>Transportation Services Total</b>	<b>0</b>	<b>0</b>	<b>4,400</b>	<b>0</b>	<b>1,100</b>	<b>5,500</b>
<b>Grand Total</b>	<b>0</b>	<b>0</b>	<b>4,400</b>	<b>0</b>	<b>1,100</b>	<b>5,500</b>

## **Office of the Auditor General**

### **2023 Service Area Summary**

The mandate of the Office of the Auditor General is to carry out audits of City of Ottawa operations and to provide City Council with independent information, advice and assurance to help hold the City to account for its stewardship of public funds.

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

The services provided by the Auditor General include

- Carry out audits on City departments and/or Boards: Financial audits (except annual attest audit); Performance (value-for-money) audits and Compliance audits
- Administration of City's Fraud and Waste Hotline for employees and the public as part of Council's policy on Fraud and Waste
- In consultation with the City Solicitor, carry out investigations of any suspected acts of fraud, misappropriation or other similar irregularity in accordance with the Fraud and Waste Policy

#### **External Audit Fees**

##### **2023 Service Area Summary**

The external audit includes the examination of the consolidated financial statements of the City, the financial statements of each local board and municipal entity, other funds and entities, to the degree necessary to express an audit opinion on such statements.

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

The Corporate Finance Service Area is responsible for the coordination of external audit services, which include:

- Audit and audit related services including expressing an opinion and report to the Audit Committee on the results of the consolidated financial statement audit and financial information of the City of Ottawa related entities and programs in accordance with municipal or other requirements
- Issue written communications to Management and Audit Committee describing any significant deficiencies in internal controls and addressing matters that are required to be communicated under professional standards

City of Ottawa  
 Audit Committee - Operating Resource Requirement  
 In Thousands (\$000)

	2021	2022		2023	\$ Change over 2022 Budget
	Actual	Actual	Budget	Adopted	
<b>Expenditures by Program</b>					
Office of the Auditor General	1,816	2,083	2,437	2,692	255
External and Special Audits	464	574	443	443	0
<b>Gross Expenditure</b>	<b>2,280</b>	<b>2,657</b>	<b>2,880</b>	<b>3,135</b>	<b>255</b>
Recoveries & Allocations	(166)	(286)	(155)	(155)	0
Revenue	(11)	(112)	0	0	0
<b>Net Requirement</b>	<b>2,103</b>	<b>2,259</b>	<b>2,725</b>	<b>2,980</b>	<b>255</b>
<b>Expenditures by Type</b>					
Salaries, Wages & Benefits	1,348	1,517	1,700	1,745	45
Overtime	1	0	0	0	0
Material & Services	929	1,138	1,173	1,383	210
Transfers/Grants/Financial Charges	0	0	0	0	0
Fleet Costs	0	0	0	0	0
Program Facility Costs	0	0	0	0	0
Other Internal Costs	2	2	7	7	0
<b>Gross Expenditures</b>	<b>2,280</b>	<b>2,657</b>	<b>2,880</b>	<b>3,135</b>	<b>255</b>
Recoveries & Allocations	(166)	(286)	(155)	(155)	0
<b>Net Expenditure</b>	<b>2,114</b>	<b>2,371</b>	<b>2,725</b>	<b>2,980</b>	<b>255</b>
<b>Revenues By Type</b>					
Federal	0	0	0	0	0
Provincial	0	0	0	0	0
Own Funds	(11)	0	0	0	0
Fees and Services	0	(112)	0	0	0
Fines	0	0	0	0	0
Other	0	0	0	0	0
<b>Total Revenue</b>	<b>(11)</b>	<b>(112)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Requirement</b>	<b>2,103</b>	<b>2,259</b>	<b>2,725</b>	<b>2,980</b>	<b>255</b>
<b>Full Time Equivalents</b>			<b>12.00</b>	<b>12.00</b>	<b>0.00</b>

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

	2021	2022		2023	\$ Change over 2022 Budget
	Actual	Actual	Budget	Adopted	
<b>Expenditures by Program</b>					
General Manager's Office	7,512	979	413	423	10
Business & Technical Support Services	0	4,308	4,236	4,311	75
<b>Gross Expenditure</b>	<b>7,512</b>	<b>5,287</b>	<b>4,649</b>	<b>4,734</b>	<b>85</b>
Recoveries & Allocations	0	0	0	0	0
Revenue	(3,374)	(433)	0	0	0
<b>Net Requirement</b>	<b>4,138</b>	<b>4,854</b>	<b>4,649</b>	<b>4,734</b>	<b>85</b>
<b>Expenditures by Type</b>					
Salaries, Wages & Benefits	5,687	4,752	4,502	4,592	90
Overtime	726	227	7	7	0
Material & Services	1,003	300	137	132	(5)
Transfers/Grants/Financial Charges	0	1	0	0	0
Fleet Costs	7	0	0	0	0
Program Facility Costs	0	0	0	0	0
Other Internal Costs	89	7	3	3	0
<b>Gross Expenditures</b>	<b>7,512</b>	<b>5,287</b>	<b>4,649</b>	<b>4,734</b>	<b>85</b>
Recoveries & Allocations	0	0	0	0	0
<b>Net Expenditure</b>	<b>7,512</b>	<b>5,287</b>	<b>4,649</b>	<b>4,734</b>	<b>85</b>
<b>Revenues By Type</b>					
Federal	0	(3)	0	0	0
Provincial	(3,362)	(421)	0	0	0
Own Funds	0	0	0	0	0
Fees and Services	(12)	(9)	0	0	0
Fines	0	0	0	0	0
Other	0	0	0	0	0
<b>Total Revenue</b>	<b>(3,374)</b>	<b>(433)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Requirement</b>	<b>4,138</b>	<b>4,854</b>	<b>4,649</b>	<b>4,734</b>	<b>85</b>
<b>Full Time Equivalents</b>			<b>36.00</b>	<b>36.00</b>	<b>0.00</b>

## **Emergency and Protective Services Department**

### **2023 Service Area Summary - Public Safety Service**

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

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

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

- Maintaining the Municipal Emergency Plan, as well as all requirements under Ontario's Emergency Management and Civil Protection Act and Emergency Management Accreditation Program standards
- Providing public education through the "Are You Ready?" campaign; delivering Emergency Management training to staff and external stakeholders
- Managing physical security systems/applications/technologies (security alarm, access control, intrusion, CCTV), the 24/7 Security Operations Centre, and Security Guard Services at City Administrative facilities
- Providing Photo Identification services and security-related education/training to staff
- Managing over 6,800 radios and ensuring that the City has a reliable, public safety-grade radio service available for first responders and other City users
- Providing oversight of the 9-1-1 service agreement and managing the 9-1-1 telephone service contract with Bell Canada

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

	2021	2022		2023	\$ Change over 2022 Budget
	Actual	Actual	Budget	Adopted	
<b>Expenditures by Program</b>					
Public Safety Service - Operating Resource Requirement Analysis	11,197	11,996	11,844	12,379	535
9.1.1	2,121	2,411	2,189	2,479	290
<b>Gross Expenditure</b>	<b>13,318</b>	<b>14,407</b>	<b>14,033</b>	<b>14,858</b>	<b>825</b>
Recoveries & Allocations	(5,011)	(5,545)	(4,842)	(5,067)	(225)
Revenue	(403)	(506)	(270)	(270)	0
<b>Net Requirement</b>	<b>7,904</b>	<b>8,356</b>	<b>8,921</b>	<b>9,521</b>	<b>600</b>
<b>Expenditures by Type</b>					
Salaries, Wages & Benefits	2,589	2,701	2,667	2,752	85
Overtime	29	107	7	7	0
Material & Services	8,517	9,146	9,152	9,602	450
Transfers/Grants/Financial Charges	0	0	0	0	0
Fleet Costs	0	0	0	0	0
Program Facility Costs	0	0	0	0	0
Other Internal Costs	2,183	2,453	2,207	2,497	290
<b>Gross Expenditures</b>	<b>13,318</b>	<b>14,407</b>	<b>14,033</b>	<b>14,858</b>	<b>825</b>
Recoveries & Allocations	(5,011)	(5,545)	(4,842)	(5,067)	(225)
<b>Net Expenditure</b>	<b>8,307</b>	<b>8,862</b>	<b>9,191</b>	<b>9,791</b>	<b>600</b>
<b>Revenues By Type</b>					
Federal	0	(93)	0	0	0
Provincial	(145)	(138)	0	0	0
Own Funds	0	0	0	0	0
Fees and Services	(258)	(275)	(270)	(270)	0
Fines	0	0	0	0	0
Other	0	0	0	0	0
<b>Total Revenue</b>	<b>(403)</b>	<b>(506)</b>	<b>(270)</b>	<b>(270)</b>	<b>0</b>
<b>Net Requirement</b>	<b>7,904</b>	<b>8,356</b>	<b>8,921</b>	<b>9,521</b>	<b>600</b>
<b>Full Time Equivalent</b>			<b>23.00</b>	<b>23.00</b>	<b>0.00</b>

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

	2021 Rate \$	2022 Rate \$	2023 Rate \$	% Change Over 2022	% Change Over 2021	Effective Date	2023 Revenue (\$000)
<b>Emergency Management course fees</b>							
Emergency Management course fee- External participant * <sup>1</sup>	100.00	100.00	100.00	0.0%	0.0%	01-Apr-23	
Emergency Management course cancellation fee - Internal participant * <sup>1</sup>	100.00	100.00	100.00	0.0%	0.0%	01-Apr-23	
Emergency Management course cancellation fee - External participant	100.00	100.00	100.00	0.0%	0.0%	01-Apr-23	

**Notes:**

\* Fees calculated per day + HST applicable.

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

## **Emergency and Protective Services Department**

### **2023 Service Area Summary - Ottawa Fire Service**

Ottawa Fire Services (OFS) protects the lives, property and environment for the citizens of and visitors to the City of Ottawa. OFS provides services from 45 stations located across the City of Ottawa. Collectively, these stations provide service to approximately 1,046,440 residents across 2,796 square kilometres. The OFS team is comprised of career firefighters, volunteer firefighters, as well as inspection, education, safety, training, communications, maintenance and administration personnel. OFS personnel provide many valuable services to the community beyond fighting fires, including:

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

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

In 2022, OFS recorded 84,384 apparatus responses to 28,618 incidents including fire, hazardous material, rescue, medical and mutual aid agreement incidents. Ottawa Fire Prevention conducted 2,852 inspections and participated in 434 public education events.

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

	2021	2022		2023	\$ Change over 2022 Budget
	Actual	Actual	Budget	Adopted	
<b>Expenditures by Program</b>					
Chief's Office	550	589	530	548	18
Operations	155,946	162,572	157,749	161,356	3,607
Prevention	6,556	6,795	6,926	7,087	161
Communications	6,541	6,463	6,740	6,935	195
Operational Support	6,382	6,879	6,536	6,813	277
<b>Gross Expenditure</b>	<b>175,975</b>	<b>183,298</b>	<b>178,481</b>	<b>182,739</b>	<b>4,258</b>
Recoveries & Allocations	0	(155)	0	0	0
Revenue	(1,709)	(1,655)	(1,238)	(1,253)	(15)
<b>Net Requirement</b>	<b>174,266</b>	<b>181,488</b>	<b>177,243</b>	<b>181,486</b>	<b>4,243</b>
<b>Expenditures by Type</b>					
Salaries, Wages & Benefits	151,153	155,212	157,782	160,855	3,073
Overtime	6,327	8,865	3,345	3,417	72
Material & Services	5,046	5,232	3,674	3,994	320
Transfers/Grants/Financial Charges	0	0	0	0	0
Fleet Costs	9,013	9,619	8,702	9,387	685
Program Facility Costs	3,266	2,957	3,509	3,512	3
Other Internal Costs	1,170	1,413	1,469	1,574	105
<b>Gross Expenditures</b>	<b>175,975</b>	<b>183,298</b>	<b>178,481</b>	<b>182,739</b>	<b>4,258</b>
Recoveries & Allocations	0	(155)	0	0	0
<b>Net Expenditure</b>	<b>175,975</b>	<b>183,143</b>	<b>178,481</b>	<b>182,739</b>	<b>4,258</b>
<b>Revenues By Type</b>					
Federal	(276)	(240)	0	0	0
Provincial	(437)	(185)	0	0	0
Own Funds	0	0	0	0	0
Fees and Services	(996)	(1,230)	(1,238)	(1,253)	(15)
Fines	0	0	0	0	0
Other	0	0	0	0	0
<b>Total Revenue</b>	<b>(1,709)</b>	<b>(1,655)</b>	<b>(1,238)</b>	<b>(1,253)</b>	<b>(15)</b>
<b>Net Requirement</b>	<b>174,266</b>	<b>181,488</b>	<b>177,243</b>	<b>181,486</b>	<b>4,243</b>
<b>Full Time Equivalents</b>			<b>975.00</b>	<b>975.00</b>	<b>0.00</b>

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

	2021 Rate \$	2022 Rate \$	2023 Rate \$	% Change Over 2022	% Change Over 2021	Effective Date	2023 Revenue (\$000)
<b>Hazmat Fees and Charges (minimum charge of 1 hour)</b>							
Hazmat Vehicle & Techs*	750.00	765.00	780.00	2.0%	4.0%	01-Apr-23	(15)
Pump & Crew*	957.00	976.00	996.00	2.0%	4.1%	01-Apr-23	
Ladder, Aerial, Platform & Crew*	709.00	723.00	737.00	1.9%	3.9%	01-Apr-23	
Incident Commander & Vehicle*	476.00	486.00	496.00	2.1%	4.2%	01-Apr-23	
Safety Officer & Vehicle*	430.00	439.00	448.00	2.1%	4.2%	01-Apr-23	
Water Rescue & Vehicle*	371.00	378.00	386.00	2.1%	4.0%	01-Apr-23	
Hose Tender*	596.00	608.00	620.00	2.0%	4.0%	01-Apr-23	
Supply Tender*	352.00	359.00	366.00	1.9%	4.0%	01-Apr-23	
Foam Tender*	352.00	359.00	366.00	1.9%	4.0%	01-Apr-23	
Heavy Rescue*	709.00	723.00	737.00	1.9%	3.9%	01-Apr-23	
Tanker*	352.00	359.00	366.00	1.9%	4.0%	01-Apr-23	
Command RV Vehicle*	352.00	359.00	366.00	1.9%	4.0%	01-Apr-23	
Service Vehicle*	177.00	181.00	185.00	2.2%	4.5%	01-Apr-23	
Maintenance Vehicle*	177.00	181.00	185.00	2.2%	4.5%	01-Apr-23	
Hazmat Support Vehicle*	177.00	181.00	185.00	2.2%	4.5%	01-Apr-23	
Rehab Vehicle*	177.00	181.00	185.00	2.2%	4.5%	01-Apr-23	
Heavy Equipment Rental*	Cost + 15%	Cost + 15%	Cost + 15%			01-Apr-23	
Initial Hazard Assessment Team*	339.00	346.00	353.00	2.0%	4.1%	01-Apr-23	
Consumable Materials*	Cost + 15%	Cost + 15%	Cost + 15%			01-Apr-23	

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

	2021 Rate \$	2022 Rate \$	2023 Rate \$	% Change Over 2022	% Change Over 2021	Effective Date	2023 Revenue (\$000)
<b>Fire Prevention</b>							
1) File Search (only) Fees							
Residential*	111.00	113.00	115.00	1.8%	3.6%	01-Apr-23	
Non-Residential*	223.00	227.00	232.00	2.2%	4.0%	01-Apr-23	
Replacement Documentation*	90.00	92.00	94.00	2.2%	4.4%	01-Apr-23	
2) General Fire Inspections Fees							
Inspections: less than 3 storeys, warehouses and other industrial buildings under 5,000 sq. ft.*	442.00	451.00	460.00	2.0%	4.1%	01-Apr-23	
Inspections: for 4-6 storeys, warehouses and other industrial buildings between 5,000 - 15,000 sq. ft.*	708.00	722.00	736.00	1.9%	4.0%	01-Apr-23	
Inspections: for 7-12 storeys, warehouses and other industrial buildings over 15,000 sq. ft.*	885.00	903.00	921.00	2.0%	4.1%	01-Apr-23	
Inspections: for 13 storeys or higher, or an especially large complex.*	1,151.00	1,174.00	1,197.00	2.0%	4.0%	01-Apr-23	
Daycares/Nurseries Inspections*	117.00	119.00	121.00	1.7%	3.4%	01-Apr-23	
Group Home Inspections (Max 4 residents)*		119.00	121.00	1.7%	0.0%	01-Apr-23	
Fire Summary Reports*	90.00	92.00	94.00	2.2%	4.4%	01-Apr-23	
Fire Safety Plan - Includes application, document review and site inspection.*	175.00	179.00	183.00	2.2%	4.6%	01-Apr-23	
Fire Safety Plan - Includes application, document review and site inspection - Multiple building ( 3 or more) property.*	508.00	518.00	528.00	1.9%	3.9%	01-Apr-23	

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

	2021 Rate \$	2022 Rate \$	2023 Rate \$	% Change Over 2022	% Change Over 2021	Effective Date	2023 Revenue (\$000)
<b>Risk Safety Management Plan Review:</b>							
Level 1*	587.00	599.00	611.00	2.0%	4.1%	01-Apr-23	
Level 2*	1,173.00	1,196.00	1,220.00	2.0%	4.0%	01-Apr-23	
Re-Inspection Fee - Applicable to the third visit to any property for non-compliance.*	117.00	119.00	121.00	1.7%	3.4%	01-Apr-23	
Marijuana Grow-Op Inspections (MGO) - Investigation and compliance.*	587.00	599.00	611.00	2.0%	4.1%	01-Apr-23	
Fire Drill and Safety Planning Review - On-Site drill assessment and safety plan review (vulnerable occupancies are excluded).*	258.00	263.00	268.00	1.9%	3.9%	01-Apr-23	
Open Air Fire Permits	14.00	14.00	14.00	0.0%	0.0%	01-Apr-23	
Inspection: Specific Event Open Air Fire Permits*	54.00	55.00	56.00	1.8%	3.7%	01-Apr-23	
Agency Letter*	104.00	106.00	108.00	1.9%	3.8%	01-Apr-23	
<b>Recruitment Fees:</b>	-						
Competition User Fee*	241.00	246.00	251.00	2.0%	4.1%	01-Apr-23	
Canadian Physical Ability Testing (CPAT)*	490.00	500.00	510.00	2.0%	4.1%	01-Apr-23	
<b>Special Events Fee:</b>							
Fire Apparatus Unit (4 Firefighters plus Truck)-Base Rate <sup>1*</sup>	1,424.00	1,452.00	1,481.00	2.0%	4.0%	01-Apr-23	
Fire Apparatus Unit (4 Firefighters plus Truck)-Hourly Rate <sup>2*</sup>	474.00	483.00	493.00	2.1%	4.0%	01-Apr-23	
Additional Firefighter(s)-Base Rate <sup>1*</sup>	252.00	257.00	262.00	1.9%	4.0%	01-Apr-23	
Additional Firefighter(s)-Hourly Rate <sup>2*</sup>	85.00	87.00	89.00	2.3%	4.7%	01-Apr-23	
Fire Prevention Officer-Base Rate <sup>1*</sup>	329.00	336.00	343.00	2.1%	4.3%	01-Apr-23	
Fire Prevention Officer-Hourly Rate <sup>2*</sup>	111.00	113.00	115.00	1.8%	3.6%	01-Apr-23	
Chief Officer-Base Rate <sup>1*</sup>	372.00	379.00	387.00	2.1%	4.0%	01-Apr-23	
Chief Officer-Hourly Rate <sup>2*</sup>	123.00	125.00	128.00	2.4%	4.1%	01-Apr-23	
<b>Total Departmental</b>							<b>(15)</b>

**Notes:**

\* HST applicable

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

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

## **Emergency & Protective Services Department**

### **2023 Service Area Summary - Ottawa Paramedic Service**

The Ottawa Paramedic Service provides patient care to more than one million residents of the nation's capital, while the Ottawa Central Ambulance Communications Centre provides call-taking and dispatching services to eastern Ontario including Ottawa; the United Counties of Prescott-Russell; and the United Counties of Stormont, Dundas, and Glengarry and the city of Cornwall. The Ottawa Paramedic Service provides home-based health care to patients with complex medical needs through various Community Paramedic Programs. In addition, specialty services including marine paramedics for waterways, tactical paramedics for police operations, and bike paramedics for special events are provided. The Paramedic Service also delivers public education programs for City staff and stakeholders, manages medical equipment purchases for the city, and oversees the Public Access Defibrillator Program, which places automatic external defibrillators in public and private buildings.

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

- The Ottawa Paramedic Service is 50% funded by the Ministry of Health
- Public Education Programs that promote public safety, prevention, and awareness and are cost recovery
- Programs and Services funded through Ministry of Health or Ministry of Long Term Care grants and delivered by the Ottawa Paramedic Service:
  - Ottawa Central Ambulance Communications Centre
  - Dedicated Offload Nurse Program
  - Neonatal Transport Unit
  - Community Paramedic High Intensity Supports at Home Program
  - Community Paramedic Long-Term Care Program
  - Community Paramedics with the West Carleton Family Health Team
  - Palliative Care Program

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

	2021	2022		2023	\$ Change over 2022 Budget
	Actual	Actual	Budget	Adopted	
<b>Expenditures by Program</b>					
Ottawa Paramedic Service	122,513	124,126	105,824	116,103	10,279
CACC (Dispatch)	12,271	11,510	12,271	12,265	(6)
Program Support	0	0	2,310	2,310	0
<b>Gross Expenditure</b>	<b>134,784</b>	<b>135,636</b>	<b>120,405</b>	<b>130,678</b>	<b>10,273</b>
Recoveries & Allocations	(7,246)	(2,200)	(164)	(179)	(15)
Revenue	(77,185)	(83,238)	(70,059)	(75,739)	(5,680)
<b>Net Requirement</b>	<b>50,353</b>	<b>50,198</b>	<b>50,182</b>	<b>54,760</b>	<b>4,578</b>
<b>Expenditures by Type</b>					
Salaries, Wages & Benefits	92,814	94,119	92,115	100,172	8,057
Overtime	5,393	5,667	2,250	2,285	35
Material & Services	16,070	13,589	11,385	12,513	1,128
Transfers/Grants/Financial Charges	0	5,537	0	0	0
Fleet Costs	8,772	9,988	9,790	10,710	920
Program Facility Costs	2,284	2,136	2,220	2,255	35
Other Internal Costs	9,451	4,600	2,645	2,743	98
<b>Gross Expenditures</b>	<b>134,784</b>	<b>135,636</b>	<b>120,405</b>	<b>130,678</b>	<b>10,273</b>
Recoveries & Allocations	(7,246)	(2,200)	(164)	(179)	(15)
<b>Net Expenditure</b>	<b>127,538</b>	<b>133,436</b>	<b>120,241</b>	<b>130,499</b>	<b>10,258</b>
<b>Revenues By Type</b>					
Federal	(171)	(720)	0	0	0
Provincial	(75,825)	(81,189)	(68,989)	(74,649)	(5,660)
Own Funds	0	0	0	0	0
Fees and Services	(1,189)	(1,329)	(1,070)	(1,090)	(20)
Fines	0	0	0	0	0
Other	0	0	0	0	0
<b>Total Revenue</b>	<b>(77,185)</b>	<b>(83,238)</b>	<b>(70,059)</b>	<b>(75,739)</b>	<b>(5,680)</b>
<b>Net Requirement</b>	<b>50,353</b>	<b>50,198</b>	<b>50,182</b>	<b>54,760</b>	<b>4,578</b>
<b>Full Time Equivalents</b>			<b>712.80</b>	<b>726.80</b>	<b>14.00</b>

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

	2021 Rate \$	2022 Rate \$	2023 Rate \$	% Change Over 2022	% Change Over 2021	Effective Date	2023 Revenue (\$000)
<b>Program Fees</b>							(10)
Standard First Aid Certification (two day course)*	137.70	140.45	143.25	2.0%	4.0%	01-Apr-23	
Standard First Aid Recertification (one day course)*	90.90	92.70	94.55	2.0%	4.0%	01-Apr-23	
Emergency First Aid Recertification (one day course)*	90.90	92.70	94.55	2.0%	4.0%	01-Apr-23	
Cardiopulmonary Resuscitation (CPR) "C" and Automated External Defibrillator (AED) (half day course)*	54.50	55.60	56.70	2.0%	4.0%	01-Apr-23	
Health Care Provider CPR "C"/AED (half day course)*	70.10	71.50	72.95	2.0%	4.1%	01-Apr-23	
Oxygen Therapy and Airway Management (half day course)*	70.10	71.50	72.95	2.0%	4.1%	01-Apr-23	
First Aid Instructor Certification (two day course)*	234.60	239.30	244.00	2.0%	4.0%	01-Apr-23	
First Aid Instructor Cross-Over Clinic (half day course)*	119.85	122.25	124.70	2.0%	4.0%	01-Apr-23	
Training off-site fee (one day course)*	52.00	53.00	54.05	2.0%	3.9%	01-Apr-23	
Training off-site fee (two day course)*	78.05	79.60	81.20	2.0%	4.0%	01-Apr-23	
<b>Special Events Fees<sup>1</sup></b>							(10)
Two Person Paramedic Resource - Hourly Rate*	260.10	265.30	270.60	2.0%	4.0%	01-Apr-23	
Single Paramedic Resource - Hourly Rate* <sup>2</sup>	130.05	132.65	135.30	2.0%	4.0%	01-Apr-23	
<b>Total Departmental</b>							<b>(20)</b>

**Notes:**

\* HST applicable.

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

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

# Emergency & Protective Services Department

## 2023 Service Area Summary - By-law & Regulatory Services

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

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

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

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

	2021	2022		2023	\$ Change over 2022 Budget
	Actual	Actual	Budget	Adopted	
<b>Expenditures by Program</b>					
Operations	23,314	24,953	24,675	25,377	702
Spay Neuter Clinic	528	594	533	543	10
Municipal Animal Shelter Services	974	988	1,232	1,232	0
<b>Gross Expenditure</b>	<b>24,816</b>	<b>26,535</b>	<b>26,440</b>	<b>27,152</b>	<b>712</b>
Recoveries & Allocations	(1,222)	(1,124)	(495)	(395)	100
Revenue	(29,417)	(31,096)	(31,647)	(32,092)	(445)
<b>Net Requirement</b>	<b>(5,823)</b>	<b>(5,685)</b>	<b>(5,702)</b>	<b>(5,335)</b>	<b>367</b>
<b>Expenditures by Type</b>					
Salaries, Wages & Benefits	18,177	18,770	19,894	20,439	545
Overtime	730	882	271	271	0
Material & Services	3,942	4,546	4,777	4,817	40
Transfers/Grants/Financial Charges	594	864	1	1	0
Fleet Costs	950	1,101	1,011	1,136	125
Program Facility Costs	57	24	26	28	2
Other Internal Costs	366	348	460	460	0
<b>Gross Expenditures</b>	<b>24,816</b>	<b>26,535</b>	<b>26,440</b>	<b>27,152</b>	<b>712</b>
Recoveries & Allocations	(1,222)	(1,124)	(495)	(395)	100
<b>Net Expenditure</b>	<b>23,594</b>	<b>25,411</b>	<b>25,945</b>	<b>26,757</b>	<b>812</b>
<b>Revenues By Type</b>					
Federal	0	(166)	0	0	0
Provincial	(7,532)	(2,006)	0	0	0
Own Funds	0	0	0	0	0
Fees and Services	(21,885)	(28,924)	(31,647)	(32,092)	(445)
Fines	0	0	0	0	0
Other	0	0	0	0	0
<b>Total Revenue</b>	<b>(29,417)</b>	<b>(31,096)</b>	<b>(31,647)</b>	<b>(32,092)</b>	<b>(445)</b>
<b>Net Requirement</b>	<b>(5,823)</b>	<b>(5,685)</b>	<b>(5,702)</b>	<b>(5,335)</b>	<b>367</b>
<b>Full Time Equivalent</b>			<b>188.29</b>	<b>188.29</b>	<b>0.00</b>

City of Ottawa

Emergency & Protective Services

By-law and Regulatory Services - User Fees

	2021 Rate \$	2022 Rate \$	2023 Rate \$	% Change Over 2022	% Change Over 2021	Effective Date	2023 Revenue (\$000)
<b>Business Licensing</b>							(445)
Application Processing Fee	57.00	57.00	57.00	0.0%	0.0%	01-Apr-23	
Canada Day Lottery Fee	100.00	100.00	100.00	0.0%	0.0%	01-Apr-23	
Duplicate Permit Fee	50.00	50.00	20.00	-60.0%	-60.0%	01-Apr-23	
Renewal late fee	57.00	57.00	57.00	0.0%	0.0%	01-Apr-23	
Location transfer	100.00	100.00	100.00	0.0%	0.0%	01-Apr-23	
Ownership transfer	50.00	50.00	50.00	0.0%	0.0%	01-Apr-23	
Vehicle reinspection	55.00	55.00	55.00	0.0%	0.0%	01-Apr-23	
Vehicle to replacement vehicle	55.00	55.00	56.00	1.8%	1.8%	01-Apr-23	
Adult Entertainment Parlour (Owner) <sup>1</sup>	7,109.00	7,251.00	7,396.00	2.0%	4.0%	01-Apr-23	
Adult Entertainment Parlour (Operator) <sup>1</sup>	1,346.00	1,373.00	1,400.00	2.0%	4.0%	01-Apr-23	
Adult Entertainment Stores A <sup>1</sup>	689.00	703.00	717.00	2.0%	4.1%	01-Apr-23	
Adult Entertainment Stores B <sup>1</sup>	67.00	68.00	69.00	1.5%	3.0%	01-Apr-23	
All Night Dance Events <sup>1</sup>	312.00	318.00	324.00	1.9%	3.8%	01-Apr-23	
Amusement Places <sup>1</sup>	190.00	194.00	198.00	2.1%	4.2%	01-Apr-23	
Auctioneer A (Annual) <sup>1</sup>	465.00	474.00	483.00	1.9%	3.9%	01-Apr-23	
Auctioneer B (Per Event) <sup>1</sup>	157.00	160.00	163.00	1.9%	3.8%	01-Apr-23	
Body Rub Parlour <sup>1</sup>	1,346.00	1,371.00	1,398.00	2.0%	3.9%	01-Apr-23	
Driving School (Owner/Operator) <sup>1</sup>	456.00	465.00	474.00	1.9%	3.9%	01-Apr-23	
Driving School (Instructor) <sup>1</sup>	165.00	168.00	171.00	1.8%	3.6%	01-Apr-23	
Driving School (Initial vehicle inspection) <sup>1</sup>	53.00	54.00	55.00	1.9%	3.8%	01-Apr-23	
Exhibitions (per event) <sup>1</sup>	279.00	284.00	290.00	2.1%	3.9%	01-Apr-23	
Exhibitions (each additional day)	53.00	54.00	55.00	1.9%	3.8%	01-Apr-23	
Exotic Animal Entertainment <sup>1</sup>	279.00	284.00	290.00	2.1%	3.9%	01-Apr-23	
Exotic Animal Rescue Establishments <sup>1</sup>	140.00	143.00	146.00	2.1%	4.3%	01-Apr-23	
Flea Markets (C-Annual) <sup>1</sup>	2,046.00	2,084.00	2,126.00	2.0%	3.9%	01-Apr-23	
Flea Markets (A-day) <sup>1</sup>	279.00	284.00	290.00	2.1%	3.9%	01-Apr-23	
Food Premises <sup>1</sup>	208.00	212.00	216.00	1.9%	3.8%	01-Apr-23	
Group Home Old Nepean and Old Gloucester <sup>1</sup>	133.00	136.00	139.00	2.2%	4.5%	01-Apr-23	
Group Home Cumberland (New) <sup>1</sup>	123.00	126.00	129.00	2.4%	4.9%	01-Apr-23	
Group Home Cumberland (Renewal)	35.00	36.00	37.00	2.8%	5.7%	01-Apr-23	
Kennel - Boarding <sup>1</sup>	114.00	116.00	118.00	1.7%	3.5%	01-Apr-23	
Kennel - In-Home Breeding	82.00	84.00	86.00	2.4%	4.9%	01-Apr-23	
Kennel - Recreational	82.00	84.00	86.00	2.4%	4.9%	01-Apr-23	
Payday Loan Establishment <sup>1</sup>	550.00	561.00	572.00	2.0%	4.0%	01-Apr-23	
Payday Loan Establishment poster or replacement	20.00	20.00	20.00	0.0%	0.0%	01-Apr-23	

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

	2021 Rate \$	2022 Rate \$	2023 Rate \$	% Change Over 2022	% Change Over 2021	Effective Date	2023 Revenue (\$000)
<b>Business Licensing cont'd</b>							
Pet Shop <sup>1</sup>	117.00	119.00	121.00	1.7%	3.4%	01-Apr-23	
Public Garage <sup>1</sup>	208.00	212.00	216.00	1.9%	3.8%	01-Apr-23	
Rickshaw Operators	51.00	52.00	53.00	1.9%	3.9%	01-Apr-23	
Rickshaw Owners	97.00	99.00	101.00	2.0%	4.1%	01-Apr-23	
Rooming House Owner 4-10 rooming units <sup>1</sup>	196.00	200.00	204.00	2.0%	4.1%	01-Apr-23	
Rooming House Owner 11-20 rooming units <sup>1</sup>	261.00	266.00	271.00	1.9%	3.8%	01-Apr-23	
Rooming House Owner 21-30 rooming units <sup>1</sup>	332.00	339.00	346.00	2.1%	4.2%	01-Apr-23	
Rooming House Owner 31-40 rooming units <sup>1</sup>	393.00	401.00	409.00	2.0%	4.1%	01-Apr-23	
Rooming House Owner 41-50 rooming units <sup>1</sup>	465.00	474.00	483.00	1.9%	3.9%	01-Apr-23	
Rooming House Owner 51-60 rooming units <sup>1</sup>	528.00	538.00	549.00	2.0%	4.0%	01-Apr-23	
Rooming House Owner over 60 rooming units <sup>1</sup>	557.00	568.00	579.00	1.9%	3.9%	01-Apr-23	
Salvage Yards <sup>1</sup>	172.00	175.00	179.00	2.3%	4.1%	01-Apr-23	
Second-hand Goods Shops <sup>1</sup>	172.00	175.00	179.00	2.3%	4.1%	01-Apr-23	
Snow Plow Contractors <sup>1</sup>	286.00	292.00	298.00	2.1%	4.2%	01-Apr-23	
Snow Plow Vehicles	35.00	36.00	37.00	2.8%	5.7%	01-Apr-23	
Temporary Sign Lessors <sup>1</sup>	408.00	416.00	424.00	1.9%	3.9%	01-Apr-23	
Tobacco Vendors <sup>1</sup>	871.00	889.00	907.00	2.0%	4.1%	01-Apr-23	
Private Parking Enforcement Agency <sup>1</sup>	333.00	340.00	347.00	2.1%	4.2%	01-Apr-23	
<b>Refreshment Vendors</b>							
<b>Mobile Refreshment Vehicle - Urban</b>							
Licence "A" Annual <sup>1</sup>	3,366.00	3,433.00	3,502.00	2.0%	4.0%	01-Apr-23	
Licence "B" six months <sup>1</sup>	2,176.00	2,219.00	2,263.00	2.0%	4.0%	01-Apr-23	
Licence "C" monthly <sup>1</sup>	332.00	339.00	346.00	2.1%	4.2%	01-Apr-23	
Licence "D" special event (1-21 days) <sup>1</sup>	265.00	270.00	275.00	1.9%	3.8%	01-Apr-23	
Licence "E" special event per day (1-4 days) <sup>1</sup>	195.00	199.00	203.00	2.0%	4.1%	01-Apr-23	
Licence "F" roadway annual <sup>1</sup>	3,366.00	3,433.00	3,502.00	2.0%	4.0%	01-Apr-23	
Licence "G" roadway six months <sup>1</sup>	2,176.00	2,219.00	2,263.00	2.0%	4.0%	01-Apr-23	
Licence "H" roadway monthly <sup>1</sup>	332.00	339.00	346.00	2.1%	4.2%	01-Apr-23	
Licence "I" Canada Day <sup>1</sup>	175.00	179.00	183.00	2.2%	4.6%	01-Apr-23	

City of Ottawa

Emergency & Protective Services

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	2021 Rate \$	2022 Rate \$	2023 Rate \$	% Change Over 2022	% Change Over 2021	Effective Date	2023 Revenue (\$000)
<b>Refreshment Vendors cont'd</b>							
<b>Mobile Canteen - Urban</b>							
Licence "A" Annual <sup>1</sup>	726.00	740.00	755.00	2.0%	4.0%	01-Apr-23	
Licence "B" Six months <sup>1</sup>	528.00	538.00	549.00	2.0%	4.0%	01-Apr-23	
Licence "C" Monthly <sup>1</sup>	262.00	267.00	272.00	1.9%	3.8%	01-Apr-23	
Licence "D" Special Event (1-21 days) <sup>1</sup>	230.00	235.00	240.00	2.1%	4.3%	01-Apr-23	
Licence "E" Special Event per day (1-4 days) <sup>1</sup>	195.00	199.00	203.00	2.0%	4.1%	01-Apr-23	
<b>Mobile Refreshment Cart - Urban</b>							
Licence "A" Annual <sup>1</sup>	590.00	601.00	613.00	2.0%	3.9%	01-Apr-23	
Licence "B" Six months <sup>1</sup>	393.00	401.00	409.00	2.0%	4.1%	01-Apr-23	
Licence "C" Monthly <sup>1</sup>	262.00	267.00	272.00	1.9%	3.8%	01-Apr-23	
Licence "D" Special Event (1-21 days) <sup>1</sup>	230.00	235.00	240.00	2.1%	4.3%	01-Apr-23	
Licence "E" Special Event per day (1-4 days) <sup>1</sup>	195.00	199.00	203.00	2.0%	4.1%	01-Apr-23	
Licence "F" Sidewalk Annual <sup>1</sup>	590.00	601.00	613.00	2.0%	3.9%	01-Apr-23	
Licence "G" Sidewalk Six Months <sup>1</sup>	393.00	401.00	409.00	2.0%	4.1%	01-Apr-23	
Licence "H" Sidewalk Monthly <sup>1</sup>	262.00	267.00	272.00	1.9%	3.8%	01-Apr-23	
Licence "I" Canada Day <sup>1</sup>	175.00	179.00	183.00	2.2%	4.6%	01-Apr-23	
<b>Refreshment Stand - Urban</b>							
Licence "A" Annual <sup>1</sup>	789.00	805.00	821.00	2.0%	4.1%	01-Apr-23	
Licence "B" Six Months <sup>1</sup>	528.00	538.00	549.00	2.0%	4.0%	01-Apr-23	
Licence "C" Monthly <sup>1</sup>	262.00	267.00	272.00	1.9%	3.8%	01-Apr-23	
Licence "D" Special Event (1-21 days) <sup>1</sup>	230.00	235.00	240.00	2.1%	4.3%	01-Apr-23	
Licence "E" Special Event per day (1-4 days) <sup>1</sup>	175.00	179.00	183.00	2.2%	4.6%	01-Apr-23	

City of Ottawa

Emergency & Protective Services

By-law and Regulatory Services - User Fees

	2021 Rate \$	2022 Rate \$	2023 Rate \$	% Change Over 2022	% Change Over 2021	Effective Date	2023 Revenue (\$000)
<b>Refreshment Vendors cont'd</b>							
<b>Itinerant Seller - Urban</b>							
Licence "A" Annual <sup>1</sup>	528.00	538.00	549.00	2.0%	4.0%	01-Apr-23	
Licence "B" Six Months <sup>1</sup>	332.00	339.00	346.00	2.1%	4.2%	01-Apr-23	
Licence "C" Monthly <sup>1</sup>	293.00	299.00	305.00	2.0%	4.1%	01-Apr-23	
Licence "D" Special Event (1-21 days) <sup>1</sup>	265.00	270.00	275.00	1.9%	3.8%	01-Apr-23	
Licence "E" Special Event per day (1-4 days) <sup>1</sup>	175.00	179.00	183.00	2.2%	4.6%	01-Apr-23	
Licence "F" Sidewalk Annual <sup>1</sup>	528.00	538.00	549.00	2.0%	4.0%	01-Apr-23	
Licence "G" Sidewalk Six Months <sup>1</sup>	332.00	339.00	346.00	2.1%	4.2%	01-Apr-23	
Licence "H" Sidewalk Monthly <sup>1</sup>	293.00	299.00	305.00	2.0%	4.1%	01-Apr-23	
Licence "I" Canada Day <sup>1</sup>	175.00	179.00	183.00	2.2%	4.6%	01-Apr-23	
<b>Mobile Refreshment Vehicle - Rural</b>							
Licence "A" Annual <sup>1</sup>	494.00	504.00	514.00	2.0%	4.0%	01-Apr-23	
Licence "B" Eight Months <sup>1</sup>	310.00	316.00	322.00	1.9%	3.9%	01-Apr-23	
Licence "C" Special Event per day (1-30 days) <sup>1</sup>	123.00	125.00	128.00	2.4%	4.1%	01-Apr-23	
<b>Itinerant Seller - Rural</b>							
Licence "A" Annual <sup>1</sup>	371.00	378.00	386.00	2.1%	4.0%	01-Apr-23	
Licence "B" Eight Months <sup>1</sup>	246.00	251.00	256.00	2.0%	4.1%	01-Apr-23	
Licence "C" Special Event per day (1-30 days) <sup>1</sup>	123.00	125.00	128.00	2.4%	4.1%	01-Apr-23	
<b>Annual Designated Space</b>							
Roadway - Removal Zone 1 (Schedule B) <sup>1</sup>	4,327.00	4,413.00	4,501.00	2.0%	4.0%	01-Apr-23	
Roadway - Removal Zone 2 (Schedule F) <sup>1</sup>	1,978.00	2,017.00	2,057.00	2.0%	4.0%	01-Apr-23	
Roadway - Removal Zone 3 (Schedule I) <sup>1</sup>	1,978.00	2,017.00	2,057.00	2.0%	4.0%	01-Apr-23	
Sidewalk - Removal Zone 1 (Schedule C) <sup>1</sup>	1,853.00	1,890.00	1,928.00	2.0%	4.0%	01-Apr-23	
Sidewalk - Removal Zone 2 (Schedule G) <sup>1</sup>	926.00	944.00	963.00	2.0%	4.0%	01-Apr-23	
Sidewalk - Removal Zone 3 (Schedule J) <sup>1</sup>	926.00	944.00	963.00	2.0%	4.0%	01-Apr-23	
<b>Towing</b>							
Tow Service Operator Licence (Annual) <sup>1</sup>	N/A	1,300.00	1,300.00	0.0%	N/A	01-Apr-23	
Licence for each additional Tow Truck in Operator's Fleet (Annual) <sup>1</sup>	N/A	550.00	550.00	0.0%	N/A	01-Apr-23	
Tow Truck Driver Licence (Annual) <sup>1</sup>	N/A	450.00	450.00	0.0%	N/A	01-Apr-23	
Vehicle Storage Facility Operator Licence (Annual) <sup>1</sup>	N/A	1,300.00	1,300.00	0.0%	N/A	01-Apr-23	
Replacement Tow Service Plate <sup>1</sup>	N/A	30.00	30.00	0.0%	N/A	01-Apr-23	
Replacement Plate Renewal Sticker <sup>1</sup>	N/A	20.00	20.00	0.0%	N/A	01-Apr-23	

City of Ottawa

Emergency & Protective Services

By-law and Regulatory Services - User Fees

	2021 Rate \$	2022 Rate \$	2023 Rate \$	% Change Over 2022	% Change Over 2021	Effective Date	2023 Revenue (\$000)
<b>Portable Signs</b>							
Temporary Sign (30 day)	130.00	133.00	136.00	2.3%	4.6%	01-Apr-23	
Temporary Sign Inflatable (7 days)	80.00	82.00	84.00	2.4%	5.0%	01-Apr-23	
Storage/Impound <100 sq cm	50.00	50.00	50.00	0.0%	0.0%	01-Apr-23	
Storage/Impound >100 sq cm, <200 sq cm	100.00	100.00	100.00	0.0%	0.0%	01-Apr-23	
Storage/Impound >200 sq cm	150.00	150.00	150.00	0.0%	0.0%	01-Apr-23	
<b>Fireworks Permit</b>	56.00	57.00	75.00	31.6%	33.9%	01-Apr-23	
<b>Residential Murals</b>							
Each residential mural at one municipal address	150.00	150.00	150.00	0.0%	0.0%	01-Apr-23	
Each additional residential mural at same municipal address	50.00	50.00	50.00	0.0%	0.0%	01-Apr-23	
<b>Pet Registration and Pound Redemption</b>							
Kitten/puppy (under 6 months)	22.00	22.00	22.00	0.0%	0.0%	01-Apr-23	
Dog/cat (over 6 months) - sterilized	22.00	22.00	22.00	0.0%	0.0%	01-Apr-23	
Dog/cat (over 6 months) - unsterilized	42.00	42.00	42.00	0.0%	0.0%	01-Apr-23	
Vicious dog	102.00	104.00	104.00	0.0%	2.0%	01-Apr-23	
Service Animal	0.00	0.00	0.00	0.0%	0.0%	01-Apr-23	
Tag Replacement (after first re-issue)	10.00	10.00	10.00	0.0%	0.0%	01-Apr-23	
Dog redeemed per day for each day	52.00	52.00	53.00	1.9%	1.9%	01-Apr-23	
Cat redeemed per day for each day	40.00	40.00	41.00	2.5%	2.5%	01-Apr-23	

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By-law and Regulatory Services - User Fees

	2021 Rate \$	2022 Rate \$	2023 Rate \$	% Change Over 2022	% Change Over 2021	Effective Date	2023 Revenue (\$000)
<b>Spay Neuter Clinic</b>							
<b>Female Dogs</b>							
Small - under 10kg.*	318.00	324.00	356.00	9.9%	11.9%	01-Apr-23	
Medium - 10 - 20 kg.*	328.00	335.00	369.00	10.1%	12.5%	01-Apr-23	
Large - 21 - 40 kg.*	370.00	377.00	415.00	10.1%	12.2%	01-Apr-23	
X-large - over 40 kg.*	423.00	430.00	473.00	10.0%	11.8%	01-Apr-23	
<b>Male Dogs</b>							
Small - under 10kg.*	287.00	293.00	322.00	9.9%	12.2%	01-Apr-23	
Medium - 10 - 20 kg.*	303.00	309.00	340.00	10.0%	12.2%	01-Apr-23	
Large - over 20 kg.*	323.00	330.00	363.00	10.0%	12.4%	01-Apr-23	
<b>Female Cats*</b>	193.00	197.00	217.00	10.2%	12.4%	01-Apr-23	
<b>Male Cats*</b>	151.00	154.00	169.00	9.7%	11.9%	01-Apr-23	
<b>Other</b>							
Surgery deposit (dog or cat)	75.00	75.00	75.00	0.0%	0.0%	01-Apr-23	
Medical Supplies*	9.96	10.20	11.00	7.8%	10.4%	01-Apr-23	
Rabies vaccination*	27.00	28.00	30.80	10.0%	14.1%	01-Apr-23	
Microchip insertion*	32.00	33.00	36.30	10.0%	13.4%	01-Apr-23	
<b>Surcharges</b>							
Pregnant (dog or cat)*	42.00	43.00	47.30	10.0%	12.6%	01-Apr-23	
Medical complication (dog or cat)*	51.00	55.00	57.20	4.0%	12.2%	01-Apr-23	
Each inguinal testicle (cryptorchid dog)*	84.00	86.00	94.60	10.0%	12.6%	01-Apr-23	
Each abdominal testicle (cryptorchid dog)*	157.00	225.00	248.00	10.2%	58.0%	01-Apr-23	
Cryptorchid (cat)*	84.00	86.00	94.60	10.0%	12.6%	01-Apr-23	
Non-resident female (dog or cat)*	27.00	28.00	30.80	10.0%	14.1%	01-Apr-23	
Non-resident male (dog or cat)*	27.00	28.00	30.80	10.0%	14.1%	01-Apr-23	
Elizabethan collar*	9.96	10.20	11.00	7.8%	10.4%	01-Apr-23	
Board/care per day fee*	20.00	20.40	22.00	7.8%	10.0%	01-Apr-23	
<b>Special Events</b>							
By-law Enforcement Officer* <sup>2</sup>	70.00	72.00	73.00	1.4%	4.3%	01-Apr-23	
Parking Control Officer* <sup>2</sup>	65.00	67.00	68.00	1.5%	4.6%	01-Apr-23	
Property Standards Officer* <sup>2</sup>	75.00	77.00	79.00	2.6%	5.3%	01-Apr-23	
Supervisor* <sup>2</sup>	80.00	83.00	85.00	2.4%	6.3%	01-Apr-23	

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	2021 Rate \$	2022 Rate \$	2023 Rate \$	% Change Over 2022	% Change Over 2021	Effective Date	2023 Revenue (\$000)
<b>Noise By-law</b>							
Exemption Application fee	60.00	75.00	77.00	2.7%	28.3%	01-Apr-23	
Inspection/Monitoring fee (per hour)	70.00	75.00	77.00	2.7%	10.0%	01-Apr-23	
<b>Property Standards By-law (PSB)</b>						01-Apr-23	
Property Standards Committee Appeal processing fee	225.00	230.00	235.00	2.2%	4.4%	01-Apr-23	
<b>Property Standards By-law - Compliance report - Residential, Multiple Commercial, Industrial</b>						01-Apr-23	
1-2 units/unit	56.00	57.00	58.00	1.8%	3.6%	01-Apr-23	
More than 2, not more than 5 units/unit	41.00	42.00	43.00	2.4%	4.9%	01-Apr-23	
More than 5, not more than 15 units/unit	208.00 + 15.00 per unit above the 5th unit	212.00 + 15.00 per unit above the 5th unit	216.00 + 15.00 per unit above the 5th unit	1.9%	3.8%	01-Apr-23	
More than 15, not more than 25 units/unit	312.00 + 10.00 per unit above the 15th unit	318.00 + 10.00 per unit above the 15th unit	324.00 + 10.00 per unit above the 15th unit	1.9%	3.8%	01-Apr-23	
More than 25 units/unit	416.00 + 5.00 per unit above the 25th unit	424.00 + 5.00 per unit above the 25th unit	432.00 + 5.00 per unit above the 25th unit	1.9%	3.8%	01-Apr-23	
<b>Property Standards By-law - Compliance report - Residential, Multiple Commercial, Industrial</b>							
Free Standing Industrial, Commercial Buildings (single occupancy)	50.00 / 98 sq. m., 200.00 min.	50.00 / 98 sq. m., 200.00 min.	50.00 / 98 sq. m., 200.00 min.	0.0%	0.0%	01-Apr-23	
Vacant and Derelict Property	104.00	106.00	108.00	1.9%	3.8%	01-Apr-23	
Vacant Property Permit - 1 year <sup>1</sup>	N/A	1,450.00	1,450.00	0.0%	N/A	01-Apr-23	
Replacement of Vacant Property Permit	N/A	20.00	20.00	0.0%	N/A	01-Apr-23	
<b>Property Standards By-law - Re-inspection Fee</b>							
For first hour or part thereof/ property	Repealed	0.00	0.00	0.0%	0.0%	01-Apr-23	
For each subsequent hour or part thereof/ property	Repealed	0.00	0.00	0.0%	0.0%	01-Apr-23	
Re-inspection fee where the timeframe provided in a Notice of Violation or Order to Comply has elapsed and the deficiency or violation remains	500.00	510.00	520.00	2.0%	4.0%	01-Apr-23	
Administration and overhead charge	15%	15%	15%	0.0%	0.0%	01-Apr-23	

City of Ottawa

Emergency & Protective Services

By-law and Regulatory Services - User Fees

	2021 Rate \$	2022 Rate \$	2023 Rate \$	% Change Over 2022	% Change Over 2021	Effective Date	2023 Revenue (\$000)
<b>Short-Term Rentals</b>							
Host permit fee (2 year) <sup>1</sup>	53.00	53.00	53.00	0.0%	N/A	01-Apr-23	
Replacement of copy of host permit	20.00	20.00	20.00	0.0%	N/A	01-Apr-23	
Short-term rental property manager registration fee (1 year) <sup>1</sup>	143.00	143.00	143.00	0.0%	N/A	01-Apr-23	
Short-term rental platform registration - Tier 1 - < 100 listings (3 year) <sup>1</sup>	1,000.00	1,000.00	1,000.00	0.0%	N/A	01-Apr-23	
Short-term rental platform registration - Tier 2 - 101-500 listings (3 year) <sup>1</sup>	2,500.00	2,500.00	2,500.00	0.0%	N/A	01-Apr-23	
Short-term rental platform registration - Tier 3 - > 500 listings (3 year) <sup>1</sup>	5,000.00	5,000.00	5,000.00	0.0%	N/A	01-Apr-23	
Register a prohibition against a short-term rental, per residential unit <sup>1</sup>	5.00	5.00	5.00	0.0%	N/A	01-Apr-23	
Remove a prohibition against a short-term rental, per residential unit <sup>1</sup>	5.00	5.00	5.00	0.0%	N/A	01-Apr-23	
<b>Vehicles-for Hire (all) - Application/Renewal Processing Fee</b>	55.00	55.00	57.00	3.6%	3.6%	01-Apr-23	
<b>Vehicles-for Hire - Taxis - New Application<sup>1</sup></b>							
Taxicab Driver - Standard	100.00	100.00	100.00	0.0%	0.0%	01-Apr-23	
Taxicab Driver - Accessible	0.00	0.00	0.00	0.0%	0.0%	01-Apr-23	
Taxi Plate Holder - Standard Taxicab	578.00	578.00	578.00	0.0%	0.0%	01-Apr-23	
Taxi Plate Holder - Accessible Taxicab	578.00	578.00	578.00	0.0%	0.0%	01-Apr-23	
Taxicab Broker - 1 to 24 taxicabs	856.00	856.00	856.00	0.0%	0.0%	01-Apr-23	
Taxicab Broker - 25 to 99 taxicabs	2,619.00	2,619.00	2,619.00	0.0%	0.0%	01-Apr-23	
Taxicab Broker - 100 or more taxicabs	7,696.00	7,696.00	7,696.00	0.0%	0.0%	01-Apr-23	
New Licence application for Standard or Accessible Taxicab Driver with no less than 10 yrs experience, who's Licence had lapsed	318.00	318.00	318.00	0.0%	0.0%	01-Apr-23	

City of Ottawa

Emergency & Protective Services

By-law and Regulatory Services - User Fees

	2021 Rate \$	2022 Rate \$	2023 Rate \$	% Change Over 2022	% Change Over 2021	Effective Date	2023 Revenue (\$000)
<b>Vehicles-for Hire - Taxis - Renewal Application<sup>1</sup></b>							
Taxicab Driver - Standard	100.00	100.00	100.00	0.0%	0.0%	01-Apr-23	
Taxicab Driver - Accessible	0.00	0.00	0.00	0.0%	0.0%	01-Apr-23	
Taxi Plate Holder - Standard Taxicab	578.00	578.00	578.00	0.0%	0.0%	01-Apr-23	
Taxi Plate Holder - Accessible Taxicab	578.00	578.00	578.00	0.0%	0.0%	01-Apr-23	
Taxicab Broker - 1 to 24 taxicabs	856.00	856.00	856.00	0.0%	0.0%	01-Apr-23	
Taxicab Broker - 25 to 99 taxicabs	2,619.00	2,619.00	2,619.00	0.0%	0.0%	01-Apr-23	
Taxicab Broker - 100 or more taxicabs	7,696.00	7,696.00	7,696.00	0.0%	0.0%	01-Apr-23	
Late fee (additional) - Taxicab Driver, Taxicab Broker	56.00	56.00	57.00	1.8%	1.8%	01-Apr-23	
Late fee (additional) - Taxi Plate Holder - Standard & Accessible	102.00	102.00	102.00	0.0%	0.0%	01-Apr-23	
<b>Vehicles-for Hire - Taxis - Licence Transfer Fees<sup>1</sup></b>						01-Apr-23	
Transfer Taxi Plate Holder to Taxi Plate Holder	4,196.00	4,196.00	4,196.00	0.0%	0.0%	01-Apr-23	
Transfer Taxi Plate Holder - deceased Taxicab Owner to legal spouse/child within 12 months of death	312.00	312.00	312.00	0.0%	0.0%	01-Apr-23	
Two Taxi Plates or more upon Death of Plate Holder (per plate)	3,953.00	3,953.00	3,953.00	0.0%	0.0%	01-Apr-23	
Vehicle to replacement vehicle	56.00	56.00	56.00	0.0%	0.0%	01-Apr-23	
<b>Vehicles-for Hire - Taxis - Replacement of Duplicate Fees</b>							
Licence Plate	31.00	31.00	31.00	0.0%	0.0%	01-Apr-23	
Licence Certificate	20.00	20.00	20.00	0.0%	0.0%	01-Apr-23	
Change to Certificate	10.00	10.00	10.00	0.0%	0.0%	01-Apr-23	
Photo Identification	20.00	20.00	20.00	0.0%	0.0%	01-Apr-23	
Tariff Card	10.00	10.00	10.00	0.0%	0.0%	01-Apr-23	

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

	2021 Rate \$	2022 Rate \$	2023 Rate \$	% Change Over 2022	% Change Over 2021	Effective Date	2023 Revenue (\$000)
<b>Vehicles-for Hire - Taxis - Inspection fee per vehicle</b>							
Meter check after initial check	55.00	55.00	55.00	0.0%	0.0%	01-Apr-23	
Vehicle re-inspection	55.00	55.00	55.00	0.0%	0.0%	01-Apr-23	
Renewal to Priority List	55.00	55.00	55.00	0.0%	0.0%	01-Apr-23	
Addition to Priority List	55.00	55.00	55.00	0.0%	0.0%	01-Apr-23	
<b>Vehicles-for Hire - Limousines</b>							
Owner/Operator <sup>3</sup>	999.00	999.00	999.00	0.0%	0.0%	01-Apr-23	
Each Vehicle (except auxiliary service vehicles)	578.00	578.00	578.00	0.0%	0.0%	01-Apr-23	
Each temporary vehicle (30 days)	61.00	61.00	61.00	0.0%	0.0%	01-Apr-23	
<b>Limousines - Licence Transfer Fee</b>							
Change of named Licencee	55.00	55.00	55.00	0.0%	0.0%	01-Apr-23	
Change of premise location	104.00	104.00	100.00	-3.8%	-3.8%	01-Apr-23	
Change of named Licencee to another partner	55.00	55.00	50.00	-9.1%	-9.1%	01-Apr-23	
Replacement vehicle	55.00	55.00	57.00	3.6%	3.6%	01-Apr-23	
<b>Vehicles-for Hire - Private Transportation Companies (PTC) 1</b>							
PTC - 1 to 24 affiliated vehicles	856.00 + 0.11/trip	856.00 + 0.11/trip	856.00 + 0.11/trip	0.0%	0.0%	01-Apr-23	
PTC - 25 to 99 affiliated vehicles	2,619.00 + 0.11/trip	2,619.00 + 0.11/trip	2,619.00 + 0.11/trip	0.0%	0.0%	01-Apr-23	
PTC - 100 or more affiliated vehicles	7,696.00 + 0.11/trip	7,696.00 + 0.11/trip	7,696.00 + 0.11/trip	0.0%	0.0%	01-Apr-23	
<b>Total Departmental</b>							<b>(445)</b>

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

## **Emergency & Protective Services Department**

### **2023 Service Area Summary - Public Policy Development**

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

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

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

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

	2021	2022		2023	\$ Change over 2022 Budget
	Actual	Actual	Budget	Adopted	
<b>Expenditures by Program</b>					
Public Policy Development	1,343	769	810	825	15
<b>Gross Expenditure</b>	<b>1,343</b>	<b>769</b>	<b>810</b>	<b>825</b>	<b>15</b>
Recoveries & Allocations	(476)	0	0	0	0
Revenue	0	0	0	0	0
<b>Net Requirement</b>	<b>867</b>	<b>769</b>	<b>810</b>	<b>825</b>	<b>15</b>
<b>Expenditures by Type</b>					
Salaries, Wages & Benefits	1,264	762	789	804	15
Overtime	0	0	0	0	0
Material & Services	74	7	21	21	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	5	0	0	0	0
<b>Gross Expenditures</b>	<b>1,343</b>	<b>769</b>	<b>810</b>	<b>825</b>	<b>15</b>
Recoveries & Allocations	(476)	0	0	0	0
<b>Net Expenditure</b>	<b>867</b>	<b>769</b>	<b>810</b>	<b>825</b>	<b>15</b>
<b>Revenues By Type</b>					
Federal	0	0	0	0	0
Provincial	0	0	0	0	0
Own Funds	0	0	0	0	0
Fees and Services	0	0	0	0	0
Fines	0	0	0	0	0
Other	0	0	0	0	0
<b>Total Revenue</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Requirement</b>	<b>867</b>	<b>769</b>	<b>810</b>	<b>825</b>	<b>15</b>
<b>Full Time Equivalent</b>			<b>6.00</b>	<b>6.00</b>	<b>0.00</b>

**City Of Ottawa**  
**2023 Capital Budget**  
**Emergency Preparedness and Protective Services Committee**  
**Capital Funding Summary**  
**In Thousands (\$000)**

Project Description	Revenues	Gas Tax	Tax Supported/ Dedicated	Develop. Charges	Tax Supported/ Dedicated Debt	Grand Total
By-Law & Regulatory Services						
Renewal of City Assets						
910811 2023 Buildings-By-Law Services	0	0	200	0	0	200
910975 Bylaw Equipment Replacement 2023	0	0	76	0	0	76
<b>Renewal of City Assets Total</b>	<b>0</b>	<b>0</b>	<b>276</b>	<b>0</b>	<b>0</b>	<b>276</b>
<b>By-Law &amp; Regulatory Services Total</b>	<b>0</b>	<b>0</b>	<b>276</b>	<b>0</b>	<b>0</b>	<b>276</b>
Public Safety Service						
Renewal of City Assets						
910976 IMCMS Equipment 2023	0	0	50	0	0	50
910977 Security Operations Eqpt Replace 2023	0	0	415	0	0	415
910978 Emergency Operations Eqpt Replace 2023	0	0	50	0	0	50
<b>Renewal of City Assets Total</b>	<b>0</b>	<b>0</b>	<b>515</b>	<b>0</b>	<b>0</b>	<b>515</b>
<b>Public Safety Service Total</b>	<b>0</b>	<b>0</b>	<b>515</b>	<b>0</b>	<b>0</b>	<b>515</b>
Ottawa Paramedic Services						
Renewal of City Assets						
910970 Paramedic Defibrillator Replacement 2023	0	0	1,250	0	0	1,250
910971 Paramedic Equipment Replacement 2023	0	0	500	0	0	500
910972 Paramedic Facilities Equip Replace 2023	0	0	150	0	0	150
910973 Paramedic Technology & Equipment 2023	0	0	300	0	0	300
<b>Renewal of City Assets Total</b>	<b>0</b>	<b>0</b>	<b>2,200</b>	<b>0</b>	<b>0</b>	<b>2,200</b>

**City Of Ottawa**  
**2023 Capital Budget**  
**Emergency Preparedness and Protective Services Committee**  
**Capital Funding Summary**  
**In Thousands (\$000)**

Project Description	Revenues	Gas Tax	Tax Supported/ Dedicated	Develop. Charges	Tax Supported/ Dedicated Debt	Grand Total
Growth						
910969 Paramedic Vehicles & Equipment 2023	0	0	75	442	0	517
<b>Growth Total</b>	<b>0</b>	<b>0</b>	<b>75</b>	<b>442</b>	<b>0</b>	<b>517</b>
<b>Ottawa Paramedic Services Total</b>	<b>0</b>	<b>0</b>	<b>2,275</b>	<b>442</b>	<b>0</b>	<b>2,717</b>
Ottawa Fire Services						
Renewal of City Assets						
908883 Fire Back-Up Generators	0	0	250	0	0	250
908895 Fire Station Alerting & Paging System Up	0	0	630	0	0	630
910808 2023 Buildings-Fire Services	0	0	1,400	0	1,000	2,400
910940 Fire Tech. Development & Equipment-2023	0	0	535	0	0	535
910941 Specialty Fire Equip. Replacement-2023	0	0	284	0	0	284
910942 Fire Equipment Replacement Prog.-2023	0	0	385	0	0	385
910943 Fire Safety Equipment Replacement-2023	0	0	510	0	0	510
910944 Fire Facility Equipment Replacement-2023	0	0	485	0	0	485
<b>Renewal of City Assets Total</b>	<b>0</b>	<b>0</b>	<b>4,479</b>	<b>0</b>	<b>1,000</b>	<b>5,479</b>
Growth						
904333 Ottawa West Fire Station Expansion	0	0	143	143	0	285
906832 Fire Vehicles & Equipment	0	0	25	225	0	250
908031 Kanata North Fire Station	0	0	270	2,430	0	2,700
909130 Fire Rural Water Supply	0	0	75	175	0	250
<b>Growth Total</b>	<b>0</b>	<b>0</b>	<b>513</b>	<b>2,973</b>	<b>0</b>	<b>3,485</b>

**City Of Ottawa**  
**2023 Draft Capital Budget**  
**Emergency Preparedness and Protective Services Committee**  
**Capital Funding Summary**  
**In Thousands (\$000)**

Project Description	Revenues	Gas Tax	Tax Supported/ Dedicated	Develop. Charges	Tax Supported/ Dedicated Debt	Grand Total
Service Enhancements						
910945 CBRN Grant-2023	150	0	0	0	0	150
910946 USAR Grant-2023	400	0	0	0	0	400
<b>Service Enhancements Total</b>	<b>550</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>550</b>
<b>Ottawa Fire Services Total</b>	<b>550</b>	<b>0</b>	<b>4,992</b>	<b>2,973</b>	<b>1,000</b>	<b>9,514</b>
<b>Grand Total</b>	<b>550</b>	<b>0</b>	<b>8,058</b>	<b>3,415</b>	<b>1,000</b>	<b>13,022</b>

## Community Services Committee (CSC)

### **Community and Social Services Department 2023 Service Area Summary – Department Overview**

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

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

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

- Children's Services
- Community Safety, Wellbeing, Policy and Analytics
- Employment and Social Services
- Gender and Race Equity, Inclusion, Indigenous Relations and Social Development Service
- Housing Services
- Long-term care Services

## GM's Office and Business Support Services

### **Community and Social Services Department**

#### **2023 Service Area Summary – Community Safety, Wellbeing, Policy and Analytics**

The Community Safety, Wellbeing, Policy and Analytics Service contributes to community well-being through strategic alignment in the execution of the City of Ottawa's Community Safety and Well-Being Plan by working collaboratively with elected officials, internal and community stakeholders; providing leading edge analytics to enhance the delivery of social services as well as best practice research achieving integrated outcomes and in support of the development of complex social policy that affects sustainable systemic change; and leading social development initiatives that increase service equity in communities and neighborhoods. Community Safety, Well-Being, Policy and Analytics has two distinct branches: the Community Safety and Well-Being branch and the Social Policy, Research and Analytics branch.

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

- The Community Safety and Well-Being Plan was approved by Council on October 27, 2021. The vision of the Plan is a sustainable community where everyone is safe, has a sense of belonging, has access to services, and can meet their needs for education, health care, food, housing, income, and social and cultural expression. It includes six priorities: discrimination, marginalization, and racism; financial security and poverty reduction; gender-based violence and violence against women; housing; integrated and simpler systems; and mental well-being.
- Two consultation sessions with residents and stakeholders in 2020 and 2021 were analyzed and summarized in "What we Heard" reports. In total, 630 residents participated in the consultations throughout the "priority setting" engagement period and 983 different individuals participated in the consultations throughout the "goals and objectives" engagement period.
- The development of a partnership with the University of Ottawa to launch an innovative framework called CityStudio. CityStudio Ottawa is an opportunity for the City to collaborate with students and faculty staff to conduct research, explore ideas and identify innovative solutions to civic problems.

The Social Policy, Research and Analytics branch supports the Community and Social Service department's operations through the development, maintenance, and enhancement of digital applications and dynamic dashboards as well as advanced analytics and reporting.

As of October 2022 this includes:

- 44 dynamic dashboards reporting on ongoing operations across Community and Social Services department.
- 3 Housing-related Ottawa.ca hosted dynamic dashboards, serving a public audience that is updated monthly.
- 6 digital apps in production collecting primary data supporting operational requirements.
- 2 population surveys across Ottawa collecting data to advance strategic planning and social policy.

City of Ottawa

Community & Social Services

GM's Office, Business Support Services & Community Safety, Well-Being, Policy & Analytics - Operating Resource Requirement

In Thousands (\$000)

	2021	2022		2023	\$ Change over 2022 Budget
	Actual	Actual	Budget	Adopted	
<b>Expenditures by Program</b>					
General Manager's Office	580	443	436	444	8
Community Safety, Well-Being, Policy & Analytics	654	3,908	4,459	4,481	22
Business Support Services	3,409	3,734	3,400	3,466	66
<b>Gross Expenditure</b>	<b>4,643</b>	<b>8,085</b>	<b>8,295</b>	<b>8,390</b>	<b>95</b>
Recoveries & Allocations	(162)	230	0	0	0
Revenue	(295)	(594)	0	0	0
<b>Net Requirement</b>	<b>4,186</b>	<b>7,721</b>	<b>8,295</b>	<b>8,390</b>	<b>95</b>
<b>Expenditures by Type</b>					
Salaries, Wages & Benefits	4,371	5,249	4,858	5,103	245
Overtime	22	0	0	0	0
Material & Services	86	613	1,327	1,177	(150)
Transfers/Grants/Financial Charges	0	2,205	2,100	2,100	0
Fleet Costs	0	0	0	0	0
Program Facility Costs	0	0	0	0	0
Other Internal Costs	164	18	10	10	0
<b>Gross Expenditures</b>	<b>4,643</b>	<b>8,085</b>	<b>8,295</b>	<b>8,390</b>	<b>95</b>
Recoveries & Allocations	(162)	230	0	0	0
<b>Net Expenditure</b>	<b>4,481</b>	<b>8,315</b>	<b>8,295</b>	<b>8,390</b>	<b>95</b>
<b>Revenues By Type</b>					
Federal	(295)	(594)	0	0	0
Provincial	0	0	0	0	0
Own Funds	0	0	0	0	0
Fees and Services	0	0	0	0	0
Fines	0	0	0	0	0
Other	0	0	0	0	0
<b>Total Revenue</b>	<b>(295)</b>	<b>(594)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Requirement</b>	<b>4,186</b>	<b>7,721</b>	<b>8,295</b>	<b>8,390</b>	<b>95</b>
<b>Full Time Equivalents</b>			<b>40.00</b>	<b>41.00</b>	<b>1.00</b>

## **Community and Social Services Department 2023 Service Area Summary - Employment and Social Services**

Employment and Social Services (ESS) provides employment and financial assistance, along with social and practical life stabilizing supports to families and individuals in need to increase self-reliance and improve their social and economic well-being.

The service area:

- Delivers the Ontario Works program, which provides short-term financial assistance, employment supports as well as help with connecting to community resources. The service area also provides a range of employment services to family members of Ontario Disability Support Program (ODSP) recipients.
- Operates one of 11 Employment Ontario Centres in Ottawa, providing a single point of access to employment, training programs and services for individuals and employers.
- Delivers the 100 per cent municipally funded Essential Health and Social Supports program which assists low-income residents with essential health, social and employment related services.
- Administers the Home Support Services program, which provides light housekeeping services to low-income residents who have a medical need or with no supports in the community.
- Provides assessment and eligibility determination for subsidized spaces at Residential Services Homes.
- Deploys an Outreach and Mobile Services Team to provide ESS services to residents at 13 locations in the community.
- Operates the Catherine St. Community Service Hub, providing integrated and coordinated City and community services in one location.

### **Programs/Services Offered**

Each month, approximately:

- 15,635 households receive assistance from the Ontario Works program
- 1,030 households receive assistance from the Essential Health and Social Supports program
- 1,260 residents receive light housekeeping services from the Home Support Services program
- 320 residents access services through the Outreach and Mobile Services Team

- 1000 residents visit the Catherine St. Community Service Hub (since opening in summer 2022)

Annually, 13,590 individuals access employment, information, and resources, as well as programs and services through the City of Ottawa Employment Ontario Centre.

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

	2021	2022		2023	\$ Change over 2022 Budget
	Actual	Actual	Budget	Adopted	
<b>Expenditures by Program</b>					
Ontario Works Program	190,772	213,413	261,084	262,049	965
Essential Health and Social Supports Program	1,984	2,074	2,185	2,185	0
Home Support Program	2,820	3,241	3,000	3,000	0
Provincial Employment Programs	6,028	6,035	7,136	3,943	(3,193)
Community Bus Passes and EquiPass Program	4,252	4,675	10,043	6,643	(3,400)
<b>Gross Expenditure</b>	<b>205,856</b>	<b>229,438</b>	<b>283,448</b>	<b>277,820</b>	<b>(5,628)</b>
Recoveries & Allocations	(15,517)	(16,051)	(17,785)	(17,785)	0
Revenue	(168,735)	(186,938)	(233,190)	(229,967)	3,223
<b>Net Requirement</b>	<b>21,604</b>	<b>26,449</b>	<b>32,473</b>	<b>30,068</b>	<b>(2,405)</b>
<b>Expenditures by Type</b>					
Salaries, Wages & Benefits	44,259	44,821	50,949	51,989	1,040
Overtime	22	0	0	0	0
Material & Services	1,211	4,834	6,024	5,205	(819)
Transfers/Grants/Financial Charges	154,354	176,980	223,062	217,220	(5,842)
Fleet Costs	0	0	0	0	0
Program Facility Costs	4,304	774	781	774	(7)
Other Internal Costs	1,706	2,029	2,632	2,632	0
<b>Gross Expenditures</b>	<b>205,856</b>	<b>229,438</b>	<b>283,448</b>	<b>277,820</b>	<b>(5,628)</b>
Recoveries & Allocations	(15,517)	(16,051)	(17,785)	(17,785)	0
<b>Net Expenditure</b>	<b>190,339</b>	<b>213,387</b>	<b>265,663</b>	<b>260,035</b>	<b>(5,628)</b>
<b>Revenues By Type</b>					
Federal	0	0	0	0	0
Provincial	(168,734)	(186,936)	(233,190)	(229,967)	3,223
Own Funds	0	0	0	0	0
Fees and Services	(1)	(2)	0	0	0
Fines	0	0	0	0	0
Other	0	0	0	0	0
<b>Total Revenue</b>	<b>(168,735)</b>	<b>(186,938)</b>	<b>(233,190)</b>	<b>(229,967)</b>	<b>3,223</b>
<b>Net Requirement</b>	<b>21,604</b>	<b>26,449</b>	<b>32,473</b>	<b>30,068</b>	<b>(2,405)</b>
<b>Full Time Equivalents</b>			<b>532.17</b>	<b>532.17</b>	<b>0.00</b>

## **Community and Social Services Department 2023 Service Area Summary - Children's Services**

Children's Services is responsible for the planning and management of licensed child care and early learning programs and services for children in Ottawa. Together with our community partners, Children's Services provides high-quality child care and early years' services that are accessible, inclusive and affordable to families and is committed to serving our most vulnerable residents. Child care is the caring for and supervision of children (ages 0-12) in licensed settings (home-based or centre-based) as well as before and after school programs. Early years services are free-of-charge programs that provide opportunities for children (ages 0 to 6) to participate in play and inquiry-based programs with parents / caregivers in attendance. Programming includes playgroups, workshops and pre- and post-natal supports that assist parents / caregivers and facilitate access to information and specialized services. The new Canada-Wide Early Learning and Child Care System (CWELCC) will be used to build on and leverage the existing early learning and child care system with objectives to provide a 25% fee reduction retroactive to April 1, 2022, building to a 50% reduction by the end of the calendar year 2022 and reaching an average fee of \$10 a day by 2025-26. In addition, creating new high-quality, affordable licensed child care spaces predominantly through not-for-profit licensed child care, addressing barriers to provide inclusive childcare and valuing the early childhood workforce by providing them with training and development opportunities.

### **Programs/Services Offered**

- Provide CWELCC funding to support about 21,000 children with fee reductions making child care more affordable for families and about 400 child care employees through improved compensation for low wage earners.
- Support approximately 8,500 subsidized child care placements in the community
- Provide general operating funding to non-profit child care agencies to support about 34,000 licensed spaces
- Provide wage enhancement funding to non-profit child care agencies to support greater employment and income security to approximately 3,750 child care employees
- Provide special needs funding to help support approximately 1,500 children in licensed child care
- Provide funding to help support approximately 28,500 children access early years programs and services, including Indigenous-led programming
- Directly operate 10 municipal child care centres offering 393 licensed child care spaces
- Manage the Child Care Registry and Waitlist to assist parents looking for licensed child care

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

	2021	2022		2023	\$ Change over 2022 Budget
	Actual	Actual	Budget	Adopted	
<b>Expenditures by Program</b>					
<b>Legislated Programs</b>					
Core Services					
<i>Fee Subsidy</i>	54,904	55,790	79,271	60,876	(18,395)
<i>General Operating</i>	53,913	57,353	34,802	34,802	0
<i>Program Delivery</i>	6,923	7,849	8,964	14,789	5,825
Special Needs Resourcing	5,259	5,213	5,259	6,343	1,084
Special Purpose	4,011	1,924	975	975	0
Wage Enhancement	10,576	16,033	17,401	17,401	0
Canada Wide Early Learning	0	68,701	58,764	193,491	134,727
Sustainability, Reopening & Safe Restart	(5,190)	0	0	0	0
Early Years Child and Family Centres	9,168	11,185	11,185	11,789	604
<b>Municipal Investments</b>					
Municipal Child Care Centres	11,234	11,085	11,262	11,284	22
Special Needs Resourcing	912	912	912	912	0
Early Years Child and Family Centres	994	994	994	994	0
Other Municipal Funding	697	779	3,000	3,000	0
<b>Gross Expenditure</b>	<b>153,401</b>	<b>237,818</b>	<b>232,789</b>	<b>356,656</b>	<b>123,867</b>
Recoveries & Allocations	(5,100)	(16,185)	(8,681)	(6,113)	2,568
Revenue	(129,579)	(201,673)	(204,148)	(331,093)	(126,945)
<b>Net Requirement</b>	<b>18,722</b>	<b>19,960</b>	<b>19,960</b>	<b>19,450</b>	<b>(510)</b>
<b>Expenditures by Type</b>					
Salaries, Wages & Benefits	16,529	17,468	18,068	22,803	4,735
Overtime	0	0	0	0	0
Material & Services	997	1,482	1,385	2,465	1,080
Transfers/Grants/Financial Charges	134,978	218,015	212,563	330,583	118,020
Fleet Costs	0	0	0	0	0
Program Facility Costs	776	724	700	732	32
Other Internal Costs	121	129	73	73	0
<b>Gross Expenditures</b>	<b>153,401</b>	<b>237,818</b>	<b>232,789</b>	<b>356,656</b>	<b>123,867</b>
Recoveries & Allocations	(5,100)	(16,185)	(8,681)	(6,113)	2,568
<b>Net Expenditure</b>	<b>148,301</b>	<b>221,633</b>	<b>224,108</b>	<b>350,543</b>	<b>126,435</b>

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

	2021	2022		2023	\$ Change over 2022 Budget
	Actual	Actual	Budget	Adopted	
<b>Revenues By Type</b>					
Federal	0	0	0	0	0
Provincial	(121,962)	(195,209)	(194,532)	(321,277)	(126,745)
Own Funds	(697)	(779)	(3,000)	(3,000)	0
Fees and Services	(4,918)	(5,685)	(6,616)	(6,816)	(200)
Fines	0	0	0	0	0
Other	(2,002)	0	0	0	0
<b>Total Revenue</b>	<b>(129,579)</b>	<b>(201,673)</b>	<b>(204,148)</b>	<b>(331,093)</b>	<b>(126,945)</b>
<b>Net Requirement</b>	<b>18,722</b>	<b>19,960</b>	<b>19,960</b>	<b>19,450</b>	<b>(510)</b>
<b>Full Time Equivalents</b>			<b>196.49</b>	<b>233.49</b>	<b>37.00</b>

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

	2021 Rate \$	2022 Rate \$	2023 Rate \$	% Change Over 2022	% Change Over 2021	Effective Date	2023 Revenue (\$000)
<b>Child Care</b>							
Infant	-	-	-	0.0%	0.0%		
Toddler	62.27	47.64	30.01	-37.0%	-51.8%	01-Jan-23	543
Preschool	44.84	34.31	21.61	-37.0%	-51.8%	01-Jan-23	966
<b>Total Departmental</b>							<b>1,509</b>

## **Community and Social Services Department**

### **2023 Service Area Summary- Housing Services**

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

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

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

- There are currently over 17,000 community housing units in Ottawa
- There are over 4,500 households in receipt of other housing benefits such as Housing Allowances or Rent Supplements,
- There are over 12,000 households on the Centralized Wait List for rent-geared-to-income assistance
- Provide funding for over 1,000 emergency shelter and transitional housing program beds (singles, youth & families), which includes 176 beds (44 rooms) directly operated by the City of Ottawa
- Provide funding to 13 Housing First organizations supporting upwards of 1,450 people at any time
- Provide operating funding to 26 organizations providing homelessness programs

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

	2021	2022		2023	\$ Change over 2022 Budget
	Actual	Actual	Budget	Adopted	
<b>Expenditures by Program</b>					
Manager's Office	397	631	585	595	10
Housing Programs	109,649	114,856	102,845	104,465	1,620
Community Homelessness Prevention Initiative	49,084	59,438	55,249	57,424	2,175
Home for Good	4,707	5,018	4,732	4,732	0
Housing and Homelessness Investment Plan	14,763	15,114	14,996	15,296	300
Reaching Home	15,026	13,898	16,934	16,934	0
COVID-19	49,673	25,435	11,984	6,630	(5,354)
<b>Gross Expenditure</b>	<b>243,299</b>	<b>234,390</b>	<b>207,325</b>	<b>206,076</b>	<b>(1,249)</b>
Recoveries & Allocations	(383)	1,285	(195)	(195)	0
Revenue	(138,436)	(112,633)	(88,142)	(80,908)	7,234
<b>Net Requirement</b>	<b>104,480</b>	<b>123,042</b>	<b>118,988</b>	<b>124,973</b>	<b>5,985</b>
<b>Expenditures by Type</b>					
Salaries, Wages & Benefits	13,618	15,429	8,124	9,399	1,275
Overtime	154	404	60	60	0
Material & Services	8,371	8,806	1,736	1,736	0
Transfers/Grants/Financial Charges	219,101	208,028	195,512	193,038	(2,474)
Fleet Costs	6	4	7	7	0
Program Facility Costs	641	680	1,096	1,046	(50)
Other Internal Costs	1,408	1,039	790	790	0
<b>Gross Expenditures</b>	<b>243,299</b>	<b>234,390</b>	<b>207,325</b>	<b>206,076</b>	<b>(1,249)</b>
Recoveries & Allocations	(383)	1,285	(195)	(195)	0
<b>Net Expenditure</b>	<b>242,916</b>	<b>235,675</b>	<b>207,130</b>	<b>205,881</b>	<b>(1,249)</b>
<b>Revenues By Type</b>					
Federal	(39,499)	(26,072)	(28,930)	(27,050)	1,880
Provincial	(98,857)	(86,443)	(59,212)	(53,858)	5,354
Own Funds	0	0	0	0	0
Fees and Services	(80)	0	0	0	0
Fines	0	0	0	0	0
Other	0	(118)	0	0	0
<b>Total Revenue</b>	<b>(138,436)</b>	<b>(112,633)</b>	<b>(88,142)</b>	<b>(80,908)</b>	<b>7,234</b>
<b>Net Requirement</b>	<b>104,480</b>	<b>123,042</b>	<b>118,988</b>	<b>124,973</b>	<b>5,985</b>
<b>Full Time Equivalent</b>			<b>65.40</b>	<b>65.40</b>	<b>0.00</b>

## **Community and Social Services Department**

### **2023 Service Area Summary - Long-Term Care Services**

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

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

- Nursing and personal care
- Medical services
- Physiotherapy and activation services
- Nutrition and food preparation
- Housekeeping and laundry services
- Recreational activities
- Spiritual care and social supports
- Two adult day programs offer supervised programming and services to support individuals living in the community.

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

	2021	2022		2023	\$ Change over 2022 Budget
	Actual	Actual	Budget	Adopted	
<b>Expenditures by Program</b>					
Nursing & Personal Care	66,634	66,142	73,180	65,849	(7,331)
Program & Support Services	3,576	3,533	3,619	3,666	47
Food Purchases	2,615	3,065	2,627	3,007	380
Accommodation	23,846	24,448	23,584	24,443	859
Daycentre Programs	583	674	716	727	11
<b>Gross Expenditure</b>	<b>97,254</b>	<b>97,862</b>	<b>103,726</b>	<b>97,692</b>	<b>(6,034)</b>
Recoveries & Allocations	(2,523)	(3,345)	(628)	(628)	0
Revenue	(68,429)	(68,920)	(74,881)	(65,952)	8,929
<b>Net Requirement</b>	<b>26,302</b>	<b>25,597</b>	<b>28,217</b>	<b>31,112</b>	<b>2,895</b>
<b>Expenditures by Type</b>					
Salaries, Wages & Benefits	77,544	80,594	84,263	80,907	(3,356)
Overtime	583	1,332	500	500	0
Material & Services	13,578	11,265	14,362	11,124	(3,238)
Transfers/Grants/Financial Charges	47	0	0	0	0
Fleet Costs	0	0	0	0	0
Program Facility Costs	5,282	4,510	4,512	5,072	560
Other Internal Costs	220	161	89	89	0
<b>Gross Expenditures</b>	<b>97,254</b>	<b>97,862</b>	<b>103,726</b>	<b>97,692</b>	<b>(6,034)</b>
Recoveries & Allocations	(2,523)	(3,345)	(628)	(628)	0
<b>Net Expenditure</b>	<b>94,731</b>	<b>94,517</b>	<b>103,098</b>	<b>97,064</b>	<b>(6,034)</b>
<b>Revenues By Type</b>					
Federal	0	0	0	0	0
Provincial	(52,509)	(52,778)	(57,566)	(48,637)	8,929
Own Funds	0	0	0	0	0
Fees and Services	(15,920)	(16,142)	(17,315)	(17,315)	0
Fines	0	0	0	0	0
Other	0	0	0	0	0
<b>Total Revenue</b>	<b>(68,429)</b>	<b>(68,920)</b>	<b>(74,881)</b>	<b>(65,952)</b>	<b>8,929</b>
<b>Net Requirement</b>	<b>26,302</b>	<b>25,597</b>	<b>28,217</b>	<b>31,112</b>	<b>2,895</b>
<b>Full Time Equivalents</b>			<b>634.44</b>	<b>704.84</b>	<b>70.40</b>

## **Community and Social Services Department**

### **2023 Service Area Summary - Gender and Race Equity, Inclusion, Indigenous Relations, and Social Development Service**

Gender and Race Equity, Inclusion, Indigenous Relations and Social Development, establishes the foundation for all equity work at the City of Ottawa. This is achieved by integrating principles of equity within corporate-wide policies, practices, programs and organizational strategies in partnership with elected officials, City staff, community stakeholders and Ottawa residents. The service area also works to advance corporate and community plans and strategies that respond to the needs of equity deserving communities including members who identify as Indigenous, Black and other racialized residents, people living with disabilities, women, gender diverse persons, rural residents, older adults, immigrants, newcomers, and youth.

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

- The Indigenous Relations Branch informs, guides, and monitors a City-Wide approach to Municipal Indigenous Relations, reconciliation, and community engagement providing leadership and guidance for staff, senior leadership, and City Council. The Branch leads the renewal of the Reconciliation Action Plan and other actions informed by the final reports of the Truth and Reconciliation Commission.
- The Social Development and Funding Branch includes two interconnected units that increase access to equitable services and programs for residents facing the greatest needs and barriers:
  - The Community Funding Framework allocates municipal funding to address the root causes of poverty by investing in financial and capacity building resources in the non-profit social services sector.
  - The Integrated Neighbourhood Services Team (INST) leverages municipal services, programs, and infrastructure, and collaborates with community partners to respond to needs in priority neighbourhoods.
- The Anti-Racism and Women and Gender Equity Branch leads the development, planning, implementation and evaluation of the City's Anti-Racism Strategy, the Women and Gender Equity Strategy, and the Older Adult Plan.
- The Workplace Equity, Inclusion, and Belonging Branch strives to ensure the workforce is reflective of the population the City serves and nurtures a respectful and inclusive culture where all employees experience a sense of belonging. The branch leads the Corporate Diversity and Inclusion Plan (CDIP). The current version of the CDIP (2019 – 2024) is based upon the 3 pillars of recruitment and hiring of new staff, retention and promotion of existing staff to maintain varied

perspectives and increase diverse leadership within the organization and, creating an environment where it is safe to self-identify.

CDIP includes 55 different initiatives to help us move forward in our goals. These initiatives are captured under 5 focus areas: outreach, recruitment and hiring, partnerships and engagement, learning and awareness, accountability governance and policy review, with all the work being monitored through a data management and workforce analytics framework that informs our direction, measures progress and indicates adjustments as needed.

City of Ottawa  
Community & Social Services  
Gender & Race Equity, Inclusion, Indigenous Relations and Social Development - Operating Resource Requirement  
In Thousands (\$000)

	2021	2022		2023	\$ Change over 2022 Budget
	Actual	Actual	Budget	Adopted	
<b>Expenditures by Program</b>					
Director's Office	299	302	301	312	11
Program Delivery	1,963	1,864	2,048	2,490	442
Social Development & Funding	26,595	28,722	28,623	30,470	1,847
<b>Gross Expenditure</b>	<b>28,857</b>	<b>30,888</b>	<b>30,972</b>	<b>33,272</b>	<b>2,300</b>
Recoveries & Allocations	(33)	6	0	0	0
Revenue	(440)	(132)	0	0	0
<b>Net Requirement</b>	<b>28,384</b>	<b>30,762</b>	<b>30,972</b>	<b>33,272</b>	<b>2,300</b>
<b>Expenditures by Type</b>					
Salaries, Wages & Benefits	3,275	3,339	3,394	3,759	365
Overtime	17	1	0	0	0
Material & Services	476	373	563	663	100
Transfers/Grants/Financial Charges	25,039	27,155	27,009	28,844	1,835
Fleet Costs	0	0	0	0	0
Program Facility Costs	0	0	0	0	0
Other Internal Costs	50	20	6	6	0
<b>Gross Expenditures</b>	<b>28,857</b>	<b>30,888</b>	<b>30,972</b>	<b>33,272</b>	<b>2,300</b>
Recoveries & Allocations	(33)	6	0	0	0
<b>Net Expenditure</b>	<b>28,824</b>	<b>30,894</b>	<b>30,972</b>	<b>33,272</b>	<b>2,300</b>
<b>Revenues By Type</b>					
Federal	(409)	0	0	0	0
Provincial	0	(136)	0	0	0
Own Funds	0	0	0	0	0
Fees and Services	(31)	4	0	0	0
Fines	0	0	0	0	0
Other	0	0	0	0	0
<b>Total Revenue</b>	<b>(440)</b>	<b>(132)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Requirement</b>	<b>28,384</b>	<b>30,762</b>	<b>30,972</b>	<b>33,272</b>	<b>2,300</b>
<b>Full Time Equivalents</b>			<b>28.00</b>	<b>30.00</b>	<b>2.00</b>

## **Recreation, Cultural and Facility Services Department**

### **2023 Service Area Summary**

The Recreation, Cultural and Facility Services (RCFS) Department provides access to high quality recreation and cultural services, in collaboration with community partners, to encourage healthy and active lifestyles, and to contribute to Ottawa's cultural identity and heritage. The Department also operates and maintains most City buildings. The Department successfully accomplishes this by:

- Developing and delivering recreation and cultural programs in arenas, pools, parks, sports fields, recreation complexes, community centres, museums, theatres and arts centers.
- Maintaining and ensuring facility cleanliness and good repair
- Adhering to clear service standards and structuring services around community needs
- Ensuring that legislative and safety requirements are implemented and adhered to
- Providing opportunities for participation in, and access to, Ottawa's arts, culture, and heritage
- Working with community recreation, sport, and cultural groups to maximize access and opportunities for recreation, cultural, and heritage programs/activities
- Planning, developing and redeveloping recreation and cultural facilities, parks, and sports fields
- Investing in local cultural initiatives and assets to sustain municipal and community infrastructure and programs
- Providing operating and capital funding to community groups in support of our mandate

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

- Delivers registered recreation and cultural programs to more than 217,000 participants annually
- Operates, manages, supports and allocates: 14 recreation complexes, 49 community centres, 68 community buildings and 65 field houses, 21 indoor pools, 9 outdoor pools, 44 indoor ice surfaces, 58 sledding hills, 529 sports fields, 256 ball diamonds, 324 tennis courts at 124 facilities, 308 basketball

- courts, 23 skateboard parks, 93 pickle ball locations with 236 courts, 4 senior centres, 55 wading pools, 153 splash pads, 4 beaches and provides track and field opportunities at the Terry Fox Athletic Facility
- Operates specialized and therapeutic recreation programs for more than 2,300 children, youth, and adults with disabilities, and offers an integration support service to facilitate access to all programs
  - The City operates 28 cultural facilities / spaces across the city, including: 5 museums with multiple exhibition spaces, 2 instructional art centres, 9 community exhibition spaces, 6 stand-alone art galleries, 3 stand-alone artist studio spaces and 2 theatres: Meridian Theatres @ Centrepointe and Shenkman Arts Centre
  - Issues over 234,000 facility use permits to community groups for the delivery of programs
  - Maintains City buildings including 9.4 million square feet in 867 buildings
  - Operates 33 arenas with a total of 44 indoor ice surfaces, 10 curling sheets, and coordinates more than 430 outdoor ice surfaces at over 283 locations
  - Provides oversight and contract compliance monitoring for 8 Public-Private Partnership agreements, including two sports domes, three arenas with nine ice surfaces, a multi-disciplinary cultural facility, the Rideau Valley Conservation Authority Headquarters, and Lansdowne
  - Supports over 295 local not-for-profit cultural organizations and individuals through 350 unique funding allocations to deliver a broad range of cultural activities to local participants and visitors
  - Provides financial support to more than 140 community recreation organizations
  - Operates 14 fitness centres (weight and cardio rooms)
  - Offers over 1,200 hours per week (Fall/Winter) for public skating and public swimming and other sport drop-in programs to citizens of all ages; and
  - Monitors the central control of a building's heating, ventilation and air conditioning, lighting, and other systems in over 146 facilities and implements energy retrofits and GHG reduction initiatives.
  - RCFS has up to 16,000 active memberships at any given point throughout the year

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

	2021	2022		2023	\$ Change over 2022 Budget
	Actual	Actual	Budget	Adopted	
<b>Expenditures by Program</b>					
General Manager's Office	4,533	4,730	1,969	2,028	59
Business & Technical Support Services	24,963	25,762	26,350	26,851	501
<b>Gross Expenditure</b>	<b>29,496</b>	<b>30,492</b>	<b>28,319</b>	<b>28,879</b>	<b>560</b>
Recoveries & Allocations	(790)	(709)	(380)	(380)	0
Revenue	(4,581)	(2,452)	(2,558)	(2,658)	(100)
<b>Net Requirement</b>	<b>24,125</b>	<b>27,331</b>	<b>25,381</b>	<b>25,841</b>	<b>460</b>
<b>Expenditures by Type</b>					
Salaries, Wages & Benefits	12,565	10,126	9,790	9,943	153
Overtime	283	155	5	27	22
Material & Services	2,830	5,462	3,654	3,754	100
Transfers/Grants/Financial Charges	12,813	13,333	13,395	13,665	270
Fleet Costs	2	2	0	0	0
Program Facility Costs	295	235	289	304	15
Other Internal Costs	708	1,179	1,186	1,186	0
<b>Gross Expenditures</b>	<b>29,496</b>	<b>30,492</b>	<b>28,319</b>	<b>28,879</b>	<b>560</b>
Recoveries & Allocations	(790)	(709)	(380)	(380)	0
<b>Net Expenditure</b>	<b>28,706</b>	<b>29,783</b>	<b>27,939</b>	<b>28,499</b>	<b>560</b>
<b>Revenues By Type</b>					
Federal	(3,476)	(873)	(540)	(540)	0
Provincial	(4)	0	0	0	0
Own Funds	0	0	0	0	0
Fees and Services	(1,101)	(1,579)	(2,018)	(2,118)	(100)
Fines	0	0	0	0	0
Other	0	0	0	0	0
<b>Total Revenue</b>	<b>(4,581)</b>	<b>(2,452)</b>	<b>(2,558)</b>	<b>(2,658)</b>	<b>(100)</b>
<b>Net Requirement</b>	<b>24,125</b>	<b>27,331</b>	<b>25,381</b>	<b>25,841</b>	<b>460</b>
<b>Full Time Equivalent</b>		<b>81.59</b>	<b>81.59</b>	<b>81.59</b>	<b>0.00</b>

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

	2021 Rate \$	2022 Rate \$	2023 Rate \$	% Change Over 2022	% Change Over 2021	Effective Date	2023 Revenue (\$000)
<b>Rentals</b>							
Arena - Adult	309.28	315.49	323.79	2.6%	4.7%	01-Apr-23	
Arena - Commercial	318.34	324.73	333.27	2.6%	4.7%	01-Apr-23	
Arena - Minor	185.40	189.12	194.09	2.6%	4.7%	01-Apr-23	
Arena - Non-Prime Time	144.22	147.12	150.99	2.6%	4.7%	01-Apr-23	
Arena - Cancellation Fees	25% to 100%	25% to 100%	25% to 100%	0.0%	0.0%	01-Apr-23	
Arena - Other	72.11-318.34	73.56-324.73	75.49-333.27	2.6%	4.7%	01-Apr-23	(100)
<b>Marketing Fees</b>							
Display Ad	131.33	133.96	136.64	2.0%	4.0%	01-Apr-23	
Homepage Banner	157.59	160.74	163.95	2.0%	4.0%	01-Apr-23	
Package 1 - 954 Seats	262.66	267.91	273.27	2.0%	4.0%	01-Apr-23	
Package 2 - 954 Seats	472.78	482.24	491.88	2.0%	4.0%	01-Apr-23	
Package 3 - 954 Seats	945.56	964.47	983.76	2.0%	4.0%	01-Apr-23	
Print at home ticket ad	105.06	107.16	109.30	2.0%	4.0%	01-Apr-23	
Coming Up Event E-Blast - Meridian	105.06	107.16	109.30	2.0%	4.0%	01-Apr-23	
Designing	52.53	53.58	54.65	2.0%	4.0%	01-Apr-23	
Coming Up Event E-Blast (per e-subscriber)	0.03	0.03	0.03	0.0%	0.0%	01-Apr-23	
Package 1 - 500 Seats	131.33	133.96	136.64	2.0%	4.0%	01-Apr-23	
Package 2 - 500 Seats	341.45	348.28	355.25	2.0%	4.0%	01-Apr-23	
Package 3 - 500 Seats	703.92	718.00	732.36	2.0%	4.0%	01-Apr-23	
Coming Up Event E-Blast - Shenkman	52.53	53.58	54.65	2.0%	4.0%	01-Apr-23	
Coming Up at Shenkman Rack Flyer	157.59	160.74	163.95	2.0%	4.0%	01-Apr-23	
<b>Other</b>							
NSF Charge	43.00	43.00	43.00	0.0%	0.0%	01-Apr-23	
Refund Administration Fee	15.00	15.00	15.00	0.0%	0.0%	01-Apr-23	
2023 fees include a charge of 1.95% for the recovery of transaction fees.							
<b>Total Departmental</b>							<b>(100)</b>

## **Recreation, Cultural and Facility Services Department**

### **2023 Service Area Summary - Community Recreation, Cultural and Sport Service**

Community Recreation, Cultural and Sport Service oversees a variety of community and neighbourhood based programs and rentals across the city. Programs are offered to facilitate participatory activities for children, youth, adults, older adults, and other priority and equity seeking populations. The services are organized both geographically and in areas of specialization, Cultural Heritage Programs and Spaces, Priority Neighbourhoods, Centralized Initiatives and Community Partnerships. The programs and services are delivered both virtually and in community-based settings, in community centres, arenas, sports fields, senior centres, museum and historic sites, arts galleries, Meridian Theatre, Shenkman Arts Centre, Arts Court, Lansdowne Urban Park and City Hall. This service also oversees the permitting and allocation of indoor year-round arenas, parks, sports fields, ball diamonds, hall's, meeting rooms, gymnasiums and other venues.

We work together with our colleagues, communities, stakeholders and a broad spectrum of private and not-for-profit partners throughout the city to provide inclusive, affordable, and sustainable activities. Our Culture and Heritage Programs encourage and celebrate Ottawa's identity and pride by promoting and preserving its artistic and cultural landscape. CRCS is leading the way towards supporting thriving communities, across the city and with a focus in priority areas and vulnerable populations.

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

The Community Recreation, Cultural and Sport Programs Service Area:

- Develops and delivers recreation, cultural and sport programs in arenas, pools, parks, sports fields, recreation and cultural facilities, community centres, and field houses. Programs include camps, sports, fitness, visual & performing arts, after school, and general interest either virtually or in person
- Operates municipal museums and is responsible for the delivery of heritage programs
- Provides programming and access to Ottawa's arts, culture, and heritage facilities
- Researches, develops, and delivers local museum educational programs to meet school curriculum requirements
- Delivers city-wide heritage events such as Doors Open Ottawa, Heritage Day, Culture Days, etc.
- Programs and operates the Shenkman Arts Centre and Meridan Theatre

- Oversees the allocation and permitting of indoor arena time, sports fields, ball diamonds, parks as well as other community gathering places such as halls, meeting rooms, gymnasiums, and other venues
- Offers public skating, and other sport drop-in programs at recreation facilities to diverse citizens of all ages, abilities, and socio-economic status
- Delivers a wide variety of Before and After School Programs, Summer and March Break camps for children and youth
- Works with community recreation, sport, and cultural groups to maximize access and opportunities for recreation, cultural, and heritage programs/activities

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

	2021	2022		2023	\$ Change over 2022 Budget
	Actual	Actual	Budget	Adopted	
<b>Expenditures by Program</b>					
Community Recreation and Cultural Programs	54,912	63,615	67,884	75,698	7,814
<b>Gross Expenditure</b>	<b>54,912</b>	<b>63,615</b>	<b>67,884</b>	<b>75,698</b>	<b>7,814</b>
Recoveries & Allocations	(597)	(962)	(1,077)	(1,077)	0
Revenue	(12,534)	(20,835)	(16,842)	(28,192)	(11,350)
<b>Net Requirement</b>	<b>41,781</b>	<b>41,818</b>	<b>49,965</b>	<b>46,429</b>	<b>(3,536)</b>
<b>Expenditures by Type</b>					
Salaries, Wages & Benefits	18,356	23,133	24,801	30,641	5,840
Overtime	26	105	154	145	(9)
Material & Services	1,858	6,073	7,037	7,249	212
Transfers/Grants/Financial Charges	16	118	311	311	0
Fleet Costs	61	57	117	117	0
Program Facility Costs	34,125	33,605	34,886	36,657	1,771
Other Internal Costs	470	524	578	578	0
<b>Gross Expenditures</b>	<b>54,912</b>	<b>63,615</b>	<b>67,884</b>	<b>75,698</b>	<b>7,814</b>
Recoveries & Allocations	(597)	(962)	(1,077)	(1,077)	0
<b>Net Expenditure</b>	<b>54,315</b>	<b>62,653</b>	<b>66,807</b>	<b>74,621</b>	<b>7,814</b>
<b>Revenues By Type</b>					
Federal	(620)	(279)	(61)	(61)	0
Provincial	(913)	(376)	(289)	(289)	0
Own Funds	0	0	0	0	0
Fees and Services	(11,001)	(20,180)	(16,492)	(28,092)	(11,600)
Fines	0	0	0	0	0
Other	0	0	0	250	250
<b>Total Revenue</b>	<b>(12,534)</b>	<b>(20,835)</b>	<b>(16,842)</b>	<b>(28,192)</b>	<b>(11,350)</b>
<b>Net Requirement</b>	<b>41,781</b>	<b>41,818</b>	<b>49,965</b>	<b>46,429</b>	<b>(3,536)</b>
<b>Full Time Equivalents</b>			<b>428.53</b>	<b>431.53</b>	<b>3.00</b>

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

	2021 Rate \$	2022 Rate \$	2023 Rate \$	% Change Over 2022	% Change Over 2021	Effective Date	2023 Revenue (\$000)
<b>Rentals</b>							
Arena - Adult	309.28	315.49	323.79	2.6%	4.7%	01-Apr-23	
Arena - Commercial	318.34	324.73	333.27	2.6%	4.7%	01-Apr-23	
Arena - Minor	185.40	189.12	194.09	2.6%	4.7%	01-Apr-23	
Arena - Non-Prime Time	144.22	147.12	150.99	2.6%	4.7%	01-Apr-23	
Arena - Cancellation Fees	25% to 100%	25% to 100%	25% to 100%	0.0%	0.0%	01-Apr-23	
Arena - Other	72.11-318.34	73.56-324.73	75.49-333.27	2.6%	4.7%	01-Apr-23	
Arena Slab - Adult	54.98	56.11	57.23	2.0%	4.1%	01-Apr-23	
Arena Slab - Commercial	63.91	65.22	66.52	2.0%	4.1%	01-Apr-23	
Arena Slab - Minor	34.23	34.96	35.66	2.0%	4.2%	01-Apr-23	
Artificial Turf - Adult	130.14	132.79	135.45	2.0%	4.1%	01-Apr-23	
Artificial Turf - Commercial	140.56	143.41	146.28	2.0%	4.1%	01-Apr-23	
Artificial Turf - Minor	76.64	78.19	79.75	2.0%	4.1%	01-Apr-23	
Artificial Turf - Non-Prime Time	62.74	64.03	65.31	2.0%	4.1%	01-Apr-23	
Artificial Turf - Other	55.80-76.64	56.95-78.19	58.09-79.75	2.0%	4.0%	01-Apr-23	
Art Centres	6.09-552.06	6.24-563.14	6.36-574.40	2.0%	4.0%	01-Apr-23	
Basketball Court (Outdoor)	7.47-16.85	7.65-17.21	7.80-17.55	2.0%	4.0%	01-Apr-23	
Bleacher (Delivery)	477.63	487.21	496.95	2.0%	4.0%	01-Apr-23	
Hall	3.29-253.07	3.36-258.14	3.43-263.30	2.0%	4.0%	01-Apr-23	
Hall-Commercial	18.54-179.03	18.93-182.65	19.31-186.30	2.0%	4.0%	01-Apr-23	
Hall-NFP	3.56-80.43	3.67-82.08	3.74-83.72	2.0%	3.9%	01-Apr-23	
Hall-Private	14.20-140.29	14.51-143.14	14.80-146.00	2.0%	4.0%	01-Apr-23	
Lansdowne	13.62-7652.15	13.94-7805.22	14.22-7961.32	2.0%	4.0%	01-Apr-23	
Lansdowne Extra Fees	1.36-804.76	1.39-820.87	1.42-837.29	2.1%	4.0%	01-Apr-23	
Museum	34.87-295.7	35.58-301.62	36.29-307.65	2.0%	4.0%	01-Apr-23	
Nepean Sportsplex	6.63-3813.24	6.77-3889.51	6.91-3967.30	2.0%	4.0%	01-Apr-23	
Nepean Sportsplex Extra Fees	0.20-1944.77	0.22-1983.67	0.22-2023.34	0.0%-2.0%	1.8%-6.9%	01-Apr-23	
Ottawa Stadium	39.46-4104.11	39.51-4104.16	40.30-4186.24	2.0%	4.0%	01-Apr-23	
Ottawa Stadium Lights	47.59	52.35	56.01	7.0%	17.7%	01-Apr-23	
Outdoor Lighting Fee	14.13-28.29	15.58-31.15	16.67-33.33	7.0%	17.8%-18.0%	01-Apr-23	
Park	27.16-433.53	27.74-442.21	28.29-451.05	2.0%	4.0%	01-Apr-23	
Parking Lot	3.46-1046.65	3.53-1067.61	3.60-1088.96	2.0%	4.0%	01-Apr-23	
Pool	6.72-2046.62	6.86-2087.57	7.00-2129.32	2.0%	4.0%	01-Apr-23	
Sports Fields / Ball Diamonds - Adult	19.07-45.61	19.47-46.55	19.86-47.48	2.0%	4.0%	01-Apr-23	

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

	2021 Rate \$	2022 Rate \$	2023 Rate \$	% Change Over 2022	% Change Over 2021	Effective Date	2023 Revenue (\$000)
Sports Fields / Ball Diamonds - Commercial	32.21-47.83	32.88-48.81	33.54-49.79	2.0%	4.0%	01-Apr-23	
Sports Fields / Ball Diamonds - Minor	6.01-8.84	6.15-9.03	6.27-9.21	2.0%	4.0%	01-Apr-23	
Sports Fields / Ball Diamonds - Premium	38.71-119.29	39.51-121.68	40.30-124.11	2.0%	4.0%	01-Apr-23	
Theater	8.02-372.61	8.23-8869.56	8.39-9046.95	2.0%	4.0%	01-Apr-23	
Theater Extra Fees	15.94-1818.69	16.26-1855.06	16.59-1892.16	2.0%	2.0%-4.4%	01-Apr-23	
Miscellaneous Extra Fees	0.11-386.74	0.13-261.7	0.13-266.93	0.0%-2.0%	1.7%-10.5%	01-Apr-23	
<b>Point of Sale</b>							
Administrative Charge	4.86-96.76	5.04-100.66	5.14-102.67	2.0%	3.6%-4.3%	01-Apr-23	(120)
Electric Vehicle Charging	1.99-4.86	2.04-5.04	2.08-5.14	2.0%	3.3%-4.5%	01-Apr-23	
Event Admission	4.06-23.68	3.98-24.34	4.06-24.83	2.0%	2.0%-5.4%	01-Apr-23	
Fitness Admission	4.28-12.17	4.20-12.39	4.28-12.64	2.0%	1.9%-5.1%	01-Apr-23	250
General Admission	0.9-20.97	0.88-21.24	0.90-21.66	2.0%-2.3%	2.0%-15.0%	01-Apr-23	
Merchandise	0.04-425	0.04-425	0.04-425.00	0.0%	0.0%	01-Apr-23	
Museum Admission	3.83-18.72	3.76-19.03	3.84-19.41	2.1%	2.0%-5.2%	01-Apr-23	
Museum Event Admission	5.4-46.23	5.31-47.35	5.42-48.30	2.0%	2.0%-5.1%	01-Apr-23	
Public Skating	1.79-7.21	1.99-7.30	2.03-7.45	2.0%	2.0%	01-Apr-23	
Public Skating - Specialty	2.7-6.31	2.88-6.42	2.94-6.55	2.1%	2.0%-5.9%	01-Apr-23	
Public Swim	2.25-5.64	2.43-5.75	2.48-5.87	2.1%	2.1%-12.3%	01-Apr-23	
Public Swim - Vitality	4.28-6.09	4.42-6.19	4.51-6.31	2.0%	1.9%	01-Apr-23	
Public Swim - Wave	5.64-8.56	5.75-8.85	5.87-9.03	2.1%	2.0%-6.2%	01-Apr-23	
<b>Memberships</b>							
Aquafitness	50.52-823.72	51.55-840.27	52.58-857.08	2.0%	4.0%	01-Apr-23	
Fitness	23.00-944.38	23.67-939.6	24.14-958.39	2.0%	3.8%-6.1%	01-Apr-23	
Multi Visit	1.94-10.14	1.99-10.35	2.03-10.56	2.0%	3.6%-7.5%	01-Apr-23	
Museum	35.99	36.71	37.44	2.0%	4.0%	01-Apr-23	
Personal Training	21.64-61.12	22.12-62.39	22.56-63.64	2.0%	4.0%	01-Apr-23	
Seniors Centres	20.30-25.71	20.80-26.33	21.22-26.86	2.0%	4.1%	01-Apr-23	
Swim	22.55-593.20	23.01-605.09	23.47-617.19	2.0%	3.8%-6.1%	01-Apr-23	
Swim - Wave	45.56-721.99	46.68-736.5	47.61-751.23	2.0%	3.8%-6.2%	01-Apr-23	
Specialized	5.64-700.56	13.72-714.6	13.99-728.89	2.0%	3.3%-4.7%	01-Apr-23	
Skating	10.37-309.68	10.62-315.93	10.83-322.25	2.0%	4.0%	01-Apr-23	
Skating - Specialized	19.84-154.50	20.35-157.74	20.76-160.89	2.0%	4.0%	01-Apr-23	

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

	2021 Rate \$	2022 Rate \$	2023 Rate \$	% Change Over 2022	% Change Over 2021	Effective Date	2023 Revenue (\$000)
<b>Program Registrations (Hourly)</b>							
Aquatics - Learn To Swim	4.93-29.98	5.03-30.58	5.13-31.19	2.0%	4.0%	18-Mar-23	
Certification	0.87-26.02	0.89-26.54	0.89-26.54	0.0%	2.0%	18-Mar-23	
Day Camps	1.76-16.72	1.8-17.05	1.84-17.39	2.0%-2.2%	4.0%	18-Mar-23	
Fitness	0.16-15.72	0.16-16.03	0.16-16.35	0.0%-2.0%	2.0%	18-Mar-23	
General Interest	1.16-71.05	1.18-72.47	1.20-73.92	1.7%-2.0%	3.7%	18-Mar-23	
Inclusive Recreation	2.10-40.50	0.60-41.33	0.61-42.16	1.7%-2.0%	3.7%	18-Mar-23	
Museum Program	3.37-52.32	4.42-53.32	4.51-54.39	2.0%	2.0%-7.3%	18-Mar-23	
Museum Program - School & Summer	0.67-46.23	1.33-47.35	1.36-48.30	2.0%-2.3%	2.0%-7.6%	18-Mar-23	
Performing Arts	4.20-27.98	4.28-28.54	4.37-29.11	2.1%	4.0%	18-Mar-23	
Skating - Learn To Skate	12.88-27.88	13.14-28.44	13.40-29.01	2.0%	4.0%	18-Mar-23	
Specialty	8.02-14.27	8.18-26.48	8.34-27.01	2.0%	4.0%	18-Mar-23	
Sports	2.33-82.89	0.56-84.55	0.57-86.24	1.8%-2.0%	3.8%	18-Mar-23	
Visual Arts	2.10-32.54	2.14-33.19	2.18-33.85	1.9%	3.9%	18-Mar-23	
Private Programs and Services	31.27-77.05	31.9-78.59	32.54-80.16	2.0%	4.0%	18-Mar-23	
<b>Cultural Services, Rentals &amp; Related Fees</b>							
Box Office	0.03-863.65	0.03-864.05	0.03-881.33	0.0%-2.0%	0.0%-4.0%	01-Apr-23	
Capital Ren/aal Fund (Flat)	50-200	50-200	50.00-200.00	0.0%	0.0%	01-Apr-23	
Capital Ren/aal Fund (Per Ticket)	0.75-2.00	0.75-2.00	0.75-2.00	0.0%	0.0%	01-Apr-23	
Pouring	2.55-29.07	2.55-29.07	2.55-29.07	0.0%	0.0%	01-Apr-23	
<b>Other</b>							
Exclusive Use Recreation Rentals	10/sq ft	10/sq ft	11/sq ft	10.0%	0.0%	01-Apr-23	
Non-Resident Surcharge	25%	25%	25%	0.0%	0.0%	01-Apr-23	
Older Adult Registration Discount	10%	10%	10%	0.0%	0.0%	01-Apr-23	
Fee Assistance	180.00	185.00	222.00	20.0%	23.3%	01-Apr-23	
<b>Total Departmental</b>							<b>130</b>

2023 fees include a charge of 1.95% for the recovery of transaction fees.

## **Recreation, Cultural and Facility Services Department**

### **2023 Service Area Summary - Complexes, Aquatics and Specialized Services (CASS)**

Complexes, Aquatics and Specialized Services (CASS) delivers quality recreation programs and services to its residents at recreation complexes, aquatic venues and seasonal spaces. This Service Area also provides interdepartmental oversight and direction from subject matter experts in Aquatics, Drowning Prevention, Physical Activity and Fitness, Recreation, Program Development, Health and Safety, and Inclusive Recreation.

It also certifies youth and young adults in advanced aquatic certifications to be active lifeguards and water safety instructors ready for employment. The Seasonal Recreation Unit oversees operations at the City's wading pools, splash pads, sledding hills, and outdoor rinks. The Inclusive Recreation Unit gives children, youth, and adults with special needs the opportunity to participate in community recreation.

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

Complexes, Aquatics and Specialized Services:

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

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

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

	2021	2022		2023	\$ Change over 2022 Budget
	Actual	Actual	Budget	Adopted	
<b>Expenditures by Program</b>					
City Wide Programs, Aquatics and Specialized Services	59,240	71,093	71,684	81,811	10,127
<b>Gross Expenditure</b>	<b>59,240</b>	<b>71,093</b>	<b>71,684</b>	<b>81,811</b>	<b>10,127</b>
Recoveries & Allocations	(343)	(375)	(636)	(636)	0
Revenue	(17,541)	(25,276)	(21,183)	(36,678)	(15,495)
<b>Net Requirement</b>	<b>41,356</b>	<b>45,442</b>	<b>49,865</b>	<b>44,497.00</b>	<b>(5,368)</b>
<b>Expenditures by Type</b>					
Salaries, Wages & Benefits	24,469	31,347	28,765	38,052	9,287
Overtime	58	143	94	94	0
Material & Services	1,302	2,374	2,846	2,829	(17)
Transfers/Grants/Financial Charges	812	786	857	857	0
Fleet Costs	36	28	27	27	0
Program Facility Costs	32,460	36,254	38,882	39,739	857
Other Internal Costs	103	161	213	213	0
<b>Gross Expenditures</b>	<b>59,240</b>	<b>71,093</b>	<b>71,684</b>	<b>81,811</b>	<b>10,127</b>
Recoveries & Allocations	(343)	(375)	(636)	(636)	0
<b>Net Expenditure</b>	<b>58,897</b>	<b>70,718</b>	<b>71,048</b>	<b>81,175</b>	<b>10,127</b>
<b>Revenues By Type</b>					
Federal	(971)	(428)	(36)	(36.00)	0
Provincial	(4,056)	(1,027)	(976)	(1,111)	(135)
Own Funds	0	0	0	0	0
Fees and Services	(12,514)	(23,821)	(20,171)	(36,171)	(16,000)
Fines	0	0	0	0	0
Other	0	0	0	640	640
<b>Total Revenue</b>	<b>(17,541)</b>	<b>(25,276)</b>	<b>(21,183)</b>	<b>(36,678)</b>	<b>(15,495)</b>
<b>Net Requirement</b>	<b>41,356</b>	<b>45,442</b>	<b>49,865</b>	<b>44,497</b>	<b>(5,368)</b>
<b>Full Time Equivalents</b>			<b>603.94</b>	<b>603.94</b>	<b>0.00</b>

**City of Ottawa**  
**Recreation, Cultural and Facility Services**  
**Complexes, Aquatics & Specialized Services - User Fees**

	2021 Rate \$	2022 Rate \$	2023 Rate \$	% Change Over 2022	% Change Over 2021	Effective Date	2023 Revenue (\$000)
<b>Rentals</b>							
Beach Equipment	2.00-52.14	2.10-54.16	2.14-55.24	1.9%	3.9%	01-Apr-23	
Hall	3.29-253.07	3.36-258.14	3.43-263.30	2.0%	4.0%	01-Apr-23	
Hall-Commercial	18.54-179.03	18.93-182.65	19.31-186.30	2.0%	4.0%	01-Apr-23	
Hall-NFP	3.56-80.43	3.67-82.08	3.74-83.72	2.0%	3.9%	01-Apr-23	
Hall-Private	14.20-140.29	14.51-143.14	14.80-146.00	2.0%	4.0%	01-Apr-23	
Outdoor Rink Slab	3.76-24.11	3.85-24.6	3.93-25.09	2.0%	4.0%	01-Apr-23	
Outdoor Rink Slab Lighting	3.26	3.58	3.83	7.0%	17.5%	01-Apr-23	
Pool	6.72-2046.62	6.86-2087.57	7.00-2129.32	2.0%	4.0%	01-Apr-23	
Tennis Court	7.47-16.85	7.65-17.21	7.80-17.55	2.0%	4.0%	01-Apr-23	
Terry Fox Athletic Facility	6.27-448.58	6.42-457.57	6.55-466.72	2.0%	4.0%	01-Apr-23	
Miscellaneous Extra Fees	0.11-386.74	0.13-261.7	0.13-266.93	0.0%-2.0%	1.7%-10.5%	01-Apr-23	
<b>Admissions</b>							
Administrative Charge	4.86-96.76	5.04-100.66	5.14-102.67	2.0%	3.6%-4.3%	01-Apr-23	(465)
Event Admission	4.06-23.68	3.98-24.34	4.06-24.83	2.0%	2.0%-5.4%	01-Apr-23	
Fitness Admission	4.28-12.17	4.20-12.39	4.28-12.64	2.0%	1.9%-5.1%	01-Apr-23	
General Admission	0.90-20.97	0.88-21.24	0.90-21.66	2.0%-2.3%	2.0%-15.0%	01-Apr-23	
Merchandise	0.04-425	0.04-425.00	0.04-425.00	0.0%	0.0%	01-Apr-23	
Public Skating	1.79-7.21	1.99-7.30	2.03-7.45	2.0%	2.0%	01-Apr-23	
Public Skating - Specialty	2.70-6.31	2.88-6.42	2.94-6.55	2.1%	2.0%-5.9%	01-Apr-23	
Public Swim	2.25-5.64	2.43-5.75	2.48-5.87	2.1%	2.1%-12.3%	01-Apr-23	
Public Swim - Vitality	4.28-6.09	4.42-6.19	4.51-6.31	2.0%	1.9%	01-Apr-23	
Public Swim - Wave	5.64-8.56	5.75-8.85	5.87-9.03	2.1%	2.0%-6.2%	01-Apr-23	
<b>Memberships</b>							
Aquafitness	50.52-823.72	51.55-840.27	52.58-857.08	2.0%	4.0%	01-Apr-23	
Fitness	23.00-944.38	23.67-939.6	24.14-958.39	2.0%	3.8%-6.1%	01-Apr-23	
Multi Visit	1.94-10.14	1.99-10.35	2.03-10.56	2.0%	3.6%-7.5%	01-Apr-23	
Personal Training	21.64-61.12	22.12-62.39	22.56-63.64	2.0%	4.0%	01-Apr-23	
Swim	22.55-593.20	23.01-605.09	23.47-617.19	2.0%	3.8%-6.1%	01-Apr-23	
Swim - Wave	45.56-721.99	46.68-736.5	47.61-751.23	2.0%	3.8%-6.2%	01-Apr-23	
Specialized	5.64-700.56	13.72-714.6	13.99-728.89	2.0%	4.0%	01-Apr-23	
Skating	10.37-309.68	10.62-315.93	10.83-322.25	2.0%	4.0%	01-Apr-23	

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

	2021 Rate \$	2022 Rate \$	2023 Rate \$	% Change Over 2022	% Change Over 2021	Effective Date	2023 Revenue (\$000)
Skating - Specialized	19.84-154.50	20.35-157.74	20.76-160.89	2.0%	4.0%	01-Apr-23	
Special Needs	8.79-41.95	9.07-42.92	9.25-43.78	2.0%	4.0%	01-Apr-23	
<b>Program Registration (Hourly)</b>							
Aquatics - Learn To Swim	4.93-29.98	5.03-30.58	5.13-31.19	2.0%	4.0%	18-Mar-23	
Certification	0.87-26.02	0.89-26.54	0.89-26.54	0.0%	2.0%	18-Mar-23	
Day Camps	1.76-16.72	1.8-17.05	1.84-17.39	2.0%-2.2%	4.0%	18-Mar-23	<b>640</b>
Fitness	0.16-15.72	0.16-16.03	0.16-16.35	0.0%-2.0%	2.0%	18-Mar-23	
General Interest	1.16-71.05	1.18-72.47	1.20-73.92	1.7%-2.0%	3.7%	18-Mar-23	
Inclusive Recreation	2.10-40.50	0.60-41.33	0.61-42.16	1.7%-2.0%	3.7%	18-Mar-23	
Inclusive Recreation - Integration Fee (per week of camp)	44.62	45.52	46.43	2.0%	4.0%	18-Mar-23	
Performing Arts	4.20-27.98	4.28-28.54	4.37-29.11	2.1%	4.0%	18-Mar-23	
Skating - Learn To Skate	12.88-27.88	13.14-28.44	13.40-29.01	2.0%	4.0%	18-Mar-23	
Specialty	8.02-14.27	8.18-26.48	8.34-27.01	2.0%	4.0%	18-Mar-23	
Sports	2.33-82.89	0.56-84.55	0.57-86.24	1.8%-2.0%	3.8%	18-Mar-23	
Visual Arts	2.10-32.54	2.14-33.19	2.18-33.85	1.9%	3.9%	18-Mar-23	
One-on-one Instruction	31.27-77.05	31.9-78.59	32.54-80.16	2.0%	4.0%	18-Mar-23	

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

	2021 Rate \$	2022 Rate \$	2023 Rate \$	% Change Over 2022	% Change Over 2021	Effective Date	2023 Revenue (\$000)
<b>Parking</b>							
Mooney's Bay - Vehicle (30 min)	1.00	1.25	1.25	0.0%	25.0%	01-Apr-23	
Petrie - Season Pass	28.76	29.34	29.93	2.0%	4.1%	01-Apr-23	
Petrie - Vehicle (30 min)	0.75	1.00	1.00	0.0%	33.3%	01-Apr-23	
<b>Other</b>							
Non-Resident Surcharge	25%	25%	25%	0.0%	0.0%	01-Apr-23	
Older Adult Registration Discount	10%	10%	10%	0.0%	0.0%	01-Apr-23	
Fee Assistance	180.00	185.00	222.00	20.0%	23.3%	01-Apr-23	
2023 fees include a charge of 1.95% for the recovery of transaction fees.							
<b>Total Departmental</b>							<b>175</b>

## **Recreation, Cultural and Facility Services Department**

### **2023 Service Area Summary - Parks and Facilities Planning (PFP)**

This portfolio is responsible for the planning, development, redevelopment and modernization of all city parklands, as well as recreational and cultural facilities. To help support new park development initiatives that are triggered by growth, the portfolio works closely with ISWD and PRED to support colleagues who are leading development files. In addition to capital projects, the portfolio is the departmental lead for capital planning, development of facility and park design standards, and strategic planning for facility delivery throughout the city. The Portfolio is also the lead for Ward-specific and City-Wide Cash in Lieu of Parkland providing project planning and coordination, tracking and funding transfers and project allocations. It also administers the Community Partnership Major and Minor Capital grant programs.

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

The Parks and Facilities Planning Service Area:

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

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

	2021	2022		2023	\$ Change over 2022 Budget
	Actual	Actual	Budget	Adopted	
<b>Expenditures by Program</b>					
Parks & Facilities Planning	2,232	2,308	2,237	2,292	55
<b>Gross Expenditure</b>	<b>2,232</b>	<b>2,308</b>	<b>2,237</b>	<b>2,292</b>	<b>55</b>
Recoveries & Allocations	(183)	(159)	0	0	0
Revenue	(327)	(291)	(485)	(485)	0
<b>Net Requirement</b>	<b>1,722</b>	<b>1,858</b>	<b>1,752</b>	<b>1,807</b>	<b>55</b>
<b>Expenditures by Type</b>					
Salaries, Wages & Benefits	2,160	2,213	1,986	2,041	55
Overtime	3	9	2	2	0
Material & Services	65	84	249	249	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	4	2	0	0	0
<b>Gross Expenditures</b>	<b>2,232</b>	<b>2,308</b>	<b>2,237</b>	<b>2,292</b>	<b>55</b>
Recoveries & Allocations	(183)	(159)	0	0	0
<b>Net Expenditure</b>	<b>2,049</b>	<b>2,149</b>	<b>2,237</b>	<b>2,292</b>	<b>55</b>
<b>Revenues By Type</b>					
Federal	0	0	0	0	0
Provincial	0	0	0	0	0
Own Funds	0	0	0	0	0
Fees and Services	(327)	(291)	(485)	(485)	0
Fines	0	0	0	0	0
Other	0	0	0	0	0
<b>Total Revenue</b>	<b>(327)</b>	<b>(291)</b>	<b>(485)</b>	<b>(485)</b>	<b>0</b>
<b>Net Requirement</b>	<b>1,722</b>	<b>1,858</b>	<b>1,752</b>	<b>1,807</b>	<b>55</b>
<b>Full Time Equivalents</b>			<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

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

	2021 Rate \$	2022 Rate \$	2023 Rate \$	% Change Over 2022	% Change Over 2021	Effective Date	2023 Revenue (\$000)
Park Review & Inspection Fee							
Estimated value of work	4%	4%	4%	0.0%	0.0%	1-Apr-23	

## **Recreation, Cultural and Facility Services Department**

### **2023 Service Area Summary - Facility Operations Service**

The Facility Operations Service is responsible for the operation and maintenance of over 9 million square feet of space in over 800 City facilities and buildings (excluding Transportation Services and Water Treatment Facilities). This includes ensuring facility cleanliness and upkeep, regular and preventative maintenance and minor repairs, facility related service desk operations, facility equipment inventory, operation and maintenance of various equipment, utilities management, facility data collection and reporting, and the implementation of energy saving projects. The Service is also responsible for Facility Management enterprise wide, including, Stewardship of Corporate Facilities, Corporate Accommodations, Maintenance Planning, Energy Management and Building Engineering Plans, and a centralized trades group.

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

Facility Operations Service:

- Maintains and operates municipal buildings including paramedic, police and fire stations, administrative buildings, libraries, equipment garages, workshops and yards, storage buildings, salt domes, day care centres, recreational and sport complexes, community centers, cultural facilities, family shelters and emergency housing, as well as long-term care facilities,
- Responsible for the upkeep and maintenance of major recreation complexes, community centres/field houses, indoor and outdoor pools, arenas, senior centres, wading pools, splash pads and beaches
- Operates the facility mechanical systems and ensures the cleanliness and good repair of municipal buildings
- Adheres to clear service standards and delivers services based on client and community needs
- Ensures that legislative and safety requirements related to facility operations are implemented and adhered to
- Responds to facility related client service requests (including program and special event support)
- 24/7 Emergency (on call) coverage for the operation and maintenance of City buildings
- Provides specialized trade services to municipal facilities and parks, including carpentry, electrical, HVAC and plumbing services
- Custodial services (e.g. - housekeeping, annual maintenance, snow removal)
- Preventative and corrective maintenance
- Operates and maintains various equipment, including ice re-surfacers, and tractors, and specialized facility

- Responsible for the development of a building automation system (integrator) that allows remote access to components of building mechanical systems through a common front end
- Responsible for Corporate Facility Management
- Track and monitor facility utility use and related costs
- Schedules and coordinates public use of City Hall interior and exterior spaces, including support to user groups for public events and the annual set-up, operation, maintenance and take-down of the Rink of Dreams
- Corporate Accommodations
- Corporate Steward of Facilities

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

	2021	2022		2023	\$ Change over 2022 Budget
	Actual	Actual	Budget	Adopted	
<b>Expenditures by Program</b>					
Facility Operations Services	87,468	89,731	90,852	92,699	1,847
<b>Gross Expenditure</b>	<b>87,468</b>	<b>89,731</b>	<b>90,852</b>	<b>92,699</b>	<b>1,847</b>
Recoveries & Allocations	(50,037)	(54,394)	(53,778)	(54,675)	(897)
Revenue	(3,755)	(2,838)	(2,059)	(2,059)	0
<b>Net Requirement</b>	<b>33,676</b>	<b>32,499</b>	<b>35,015</b>	<b>35,965</b>	<b>950</b>
<b>Expenditures by Type</b>					
Salaries, Wages & Benefits	55,995	58,021	59,167	61,409	2,242
Overtime	1,072	1,285	943	960	17
Material & Services	22,105	22,281	24,343	23,750	(593)
Transfers/Grants/Financial Charges	377	531	496	496	0
Fleet Costs	1,014	1,203	760	930	170
Program Facility Costs	(756)	(756)	(756)	(756)	0
Other Internal Costs	7,661	7,166	5,899	5,910	11
<b>Gross Expenditures</b>	<b>87,468</b>	<b>89,731</b>	<b>90,852</b>	<b>92,699</b>	<b>1,847</b>
Recoveries & Allocations	(50,037)	(54,394)	(53,778)	(54,675)	(897)
<b>Net Expenditure</b>	<b>37,431</b>	<b>35,337</b>	<b>37,074</b>	<b>38,024</b>	<b>950</b>
<b>Revenues By Type</b>					
Federal	0	(375)	0	0	0
Provincial	(2,204)	(452)	0	0	0
Own Funds	0	0	0	0	0
Fees and Services	(1,551)	(2,011)	(2,059)	(2,059)	0
Fines	0	0	0	0	0
Other	0	0	0	0	0
<b>Total Revenue</b>	<b>(3,755)</b>	<b>(2,838)</b>	<b>(2,059)</b>	<b>(2,059)</b>	<b>0</b>
<b>Net Requirement</b>	<b>33,676</b>	<b>32,499</b>	<b>35,015</b>	<b>35,965</b>	<b>950</b>
<b>Full Time Equivalent</b>			<b>615.93</b>	<b>623.25</b>	<b>7.32</b>

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

	2021 Rate \$	2022 Rate \$	2023 Rate \$	% Change Over 2022	% Change Over 2021	Effective Date	2023 Revenue (\$000)
<b>City Hall Services</b>							
<b>Room Booking - For Profit Organizations</b>							
A.S. Haydon Hall	580.00	592.00	604.00	2.0%	4.1%	01-Apr-23	
Jean Pigott Place	1,607.00	1,639.00	1,672.00	2.0%	4.0%	01-Apr-23	
Champlain Room	331.00	338.00	345.00	2.1%	4.2%	01-Apr-23	
Keefer Room	256.00	261.00	266.00	1.9%	3.9%	01-Apr-23	
Councillor Lounge	387.00	395.00	403.00	2.0%	4.1%	01-Apr-23	
Festival Plaza	1,672.00	1,705.00	1,739.00	2.0%	4.0%	01-Apr-23	
Festival Control	325.00	332.00	339.00	2.1%	4.3%	01-Apr-23	
Festival Boardroom	194.00	198.00	202.00	2.0%	4.1%	01-Apr-23	
Colonel By Room	256.00	261.00	266.00	1.9%	3.9%	01-Apr-23	
Richmond Room	194.00	198.00	202.00	2.0%	4.1%	01-Apr-23	
Honeywell Room	194.00	198.00	202.00	2.0%	4.1%	01-Apr-23	
Billing Room	194.00	198.00	202.00	2.0%	4.1%	01-Apr-23	
Caucus Room	65.00	66.00	67.00	1.5%	3.1%	01-Apr-23	
Lisgar Field	374.00	381.00	389.00	2.1%	4.0%	01-Apr-23	
<b>Room Booking - For Non-Profit Organizations</b>							
A.S. Haydon Hall	194.00	198.00	202.00	2.0%	4.1%	01-Apr-23	
Jean Pigott Place	194.00	198.00	202.00	2.0%	4.1%	01-Apr-23	
Champlain Room	194.00	198.00	202.00	2.0%	4.1%	01-Apr-23	
Keefer Room	194.00	198.00	202.00	2.0%	4.1%	01-Apr-23	
Councillor Lounge	257.00	262.00	267.00	1.9%	3.9%	01-Apr-23	
Festival Plaza	872.00	889.00	907.00	2.0%	4.0%	01-Apr-23	
Festival Control	257.00	262.00	267.00	1.9%	3.9%	01-Apr-23	
Festival Boardroom	65.00	66.00	67.00	1.5%	3.1%	01-Apr-23	
Colonel By Room	65.00	66.00	67.00	1.5%	3.1%	01-Apr-23	
Richmond Room	65.00	66.00	67.00	1.5%	3.1%	01-Apr-23	
Honeywell Room	65.00	66.00	67.00	1.5%	3.1%	01-Apr-23	
Billing Room	65.00	66.00	67.00	1.5%	3.1%	01-Apr-23	
Caucus Room	41.00	42.00	43.00	2.4%	4.9%	01-Apr-23	
Lisgar Field	185.00	189.00	193.00	2.1%	4.3%	01-Apr-23	

## **Public Works Department**

### **2023 Service Area Summary - Parks Maintenance Services**

Parks Maintenance Services provides centralized management of 4,505 hectares of parkland with 529 sports fields (soccer, football, field hockey, rugby, cricket and ultimate), 328 ball diamonds in both schools and City parks, 330 parks with playcourts (tennis, pickleball, basketball, volleyball, bocce and lawn bowling), 430 outdoor rinks, 58 toboggan hills, 412 parking lots, over 1000 play areas, 153 spray pads and 56 wading pools.

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

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

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

	2021	2022		2023	\$ Change over 2022 Budget
	Actual	Actual	Budget	Adopted	
<b>Expenditures by Program</b>					
Parks	41,705	44,634	40,658	42,719	2,061
<b>Gross Expenditure</b>	<b>41,705</b>	<b>44,634</b>	<b>40,658</b>	<b>42,719</b>	<b>2,061</b>
Recoveries & Allocations	(1,036)	(814)	(633)	(1,259)	(626)
Revenue	(396)	(103)	(2)	(2)	0
<b>Net Requirement</b>	<b>40,273</b>	<b>43,717</b>	<b>40,023</b>	<b>41,458</b>	<b>1,435</b>
<b>Expenditures by Type</b>					
Salaries, Wages & Benefits	21,107	21,367	22,106	22,606	500
Overtime	557	1,336	605	605	0
Material & Services	11,072	11,783	9,058	9,763	705
Transfers/Grants/Financial Charges	(1)	(8)	0	0	0
Fleet Costs	7,857	8,390	7,130	7,330	200
Program Facility Costs	0	0	0	0	0
Other Internal Costs	1,113	1,766	1,759	2,415	656
<b>Gross Expenditures</b>	<b>41,705</b>	<b>44,634</b>	<b>40,658</b>	<b>42,719</b>	<b>2,061</b>
Recoveries & Allocations	(1,036)	(814)	(633)	(1,259)	(626)
<b>Net Expenditure</b>	<b>40,669</b>	<b>43,820</b>	<b>40,025</b>	<b>41,460</b>	<b>1,435</b>
<b>Revenues By Type</b>					
Federal	0	0	0	0	0
Provincial	(332)	(46)	0	0	0
Own Funds	0	0	0	0	0
Fees and Services	(64)	(57)	(2)	(2)	0
Fines	0	0	0	0	0
Other	0	0	0	0	0
<b>Total Revenue</b>	<b>(396)</b>	<b>(103)</b>	<b>(2)</b>	<b>(2)</b>	<b>0</b>
<b>Net Requirement</b>	<b>40,273</b>	<b>43,717</b>	<b>40,023</b>	<b>41,458</b>	<b>1,435</b>
<b>Full Time Equivalent</b>			<b>271.43</b>	<b>271.43</b>	<b>0.00</b>

City Of Ottawa  
2023 Capital Budget  
Community Services Committee  
Capital Funding Summary  
In Thousands (\$000)

Project Description	Revenues	Gas Tax	Tax Supported/ Dedicated	Develop. Charges	Tax Supported/ Dedicated Debt	Grand Total
<b>Child Care</b>						
Renewal of City Assets						
910806 2023 Buildings-Child Care Services	0	0	275	0	0	275
910953 2023 Municipal Child Care upgrades	0	0	100	0	0	100
<b>Renewal of City Assets Total</b>	<b>0</b>	<b>0</b>	<b>375</b>	<b>0</b>	<b>0</b>	<b>375</b>
Service Enhancements						
910819 2023 Accessibility - Child Care Services	0	0	60	0	0	60
<b>Service Enhancements Total</b>	<b>0</b>	<b>0</b>	<b>60</b>	<b>0</b>	<b>0</b>	<b>60</b>
<b>Child Care Total</b>	<b>0</b>	<b>0</b>	<b>435</b>	<b>0</b>	<b>0</b>	<b>435</b>
<b>Long Term Care</b>						
Renewal of City Assets						
910812 2023 Buildings-Long Term Care	0	0	675	0	1,000	1,675
910952 Refrigeration for Carleton Lodge	0	0	100	0	0	100
<b>Renewal of City Assets Total</b>	<b>0</b>	<b>0</b>	<b>775</b>	<b>0</b>	<b>1,000</b>	<b>1,775</b>
Service Enhancements						
910823 2023 Accessibility - Long Term Care	0	0	110	0	0	110
<b>Service Enhancements Total</b>	<b>0</b>	<b>0</b>	<b>110</b>	<b>0</b>	<b>0</b>	<b>110</b>
<b>Long Term Care Total</b>	<b>0</b>	<b>0</b>	<b>885</b>	<b>0</b>	<b>1,000</b>	<b>1,885</b>
<b>Parks, Recreation &amp; Culture</b>						
Renewal of City Assets						
909104 Beach Pavillion Upgrade/Renewal	0	0	1,137	0	0	1,137
909107 Facility Minor Cap Front of House Repair	0	0	300	0	0	300
909429 New Community Buildings	0	0	0	0	500	500
910194 Signage for City Assets	0	0	20	0	0	20
910196 Meridian Theatre Cap Renewal Fund 2023	0	0	168	0	0	168
910197 Shenkman Arts Ctre Renewal Fund 2023	0	0	40	0	0	40
910522 Park Redevelopment 2023	0	0	500	0	0	500

City Of Ottawa  
2023 Capital Budget  
Community Services Committee  
Capital Funding Summary  
In Thousands (\$000)

Project Description	Revenues	Gas Tax	Tax Supported/ Dedicated	Develop. Charges	Tax Supported/ Dedicated Debt	Grand Total
910523 Fitness & Program Equipment 2023	0	0	250	0	0	250
910564 Culture Master Plan	0	0	75	0	0	75
910726 Emergency Reception Lodging Generators	0	0	1,700	0	0	1,700
910807 2023 Buildings-Cultural Services	0	0	1,300	0	1,000	2,300
910813 2023 Buildings-Parks & Rec	0	0	13,425	0	15,000	28,425
910818 2023 Parks - Parks & Rec	0	0	3,200	0	3,000	6,200
910979 Outdoor Sports Court Redevelopment 2023	0	0	200	0	0	200
910982 Minor Park Improvement 2023	0	0	250	0	0	250
910983 Infrastructure Upgrades 2023	0	0	894	0	0	894
910986 Cultural Building & Equip 2023	0	0	125	0	0	125
910987 Museum Sustainability Plan 2023	0	0	200	0	0	200
910988 Artifact & Art Restore & Maint 2023	0	0	70	0	0	70
910989 Virtual Programming Expansion	0	0	40	0	0	40
910717 ICIP-CCR - Kanata Recreation Complex	330	0	120	0	0	450
910718 ICIP-CCR Optimist Park/Genest Pool	367	0	133	0	0	500
911082 ICIP-Metcalf CC and Larry Robinson Exp.	385	0	140	0	0	525
<b>Renewal of City Assets Total</b>	<b>1,081</b>	<b>0</b>	<b>24,287</b>	<b>0</b>	<b>19,500</b>	<b>44,869</b>
<b>Growth</b>						
908532 Carp Airport Community Park	0	0	19	365	0	384
908536 Fernbank District Park - Richcraft	0	0	490	2,090	0	2,580
908544 Place des Gouverneurs Park	0	0	17	325	0	342
909490 Jock River North District park	0	0	620	2,644	0	3,264
910580 552 Booth Street - Urban Park	0	0	80	339	0	419
910990 Community Centre Upgrades - Alexander	0	0	256	251	0	507
910991 Tremblay Station TOD Area	0	0	100	600	0	700
910992 Jock River South District Park	0	0	223	999	0	1,222
911003 Preston-Carling District Design Plan	0	0	160	681	0	841
911004 Gladstone (Corso Italia)Secondary Plan	0	0	89	379	0	468
<b>Growth Total</b>	<b>0</b>	<b>0</b>	<b>2,054</b>	<b>8,672</b>	<b>0</b>	<b>10,726</b>
<b>Regulatory</b>						
909154 Accommodation Fit-Ups and Renovations	0	0	500	0	0	500

City Of Ottawa  
2023 Capital Budget  
Community Services Committee  
Capital Funding Summary  
In Thousands (\$000)

Project Description	Revenues	Gas Tax	Tax Supported/ Dedicated	Develop. Charges	Tax Supported/ Dedicated Debt	Grand Total
<b>Regulatory Total</b>	<b>0</b>	<b>0</b>	<b>500</b>	<b>0</b>	<b>0</b>	<b>500</b>
Service Enhancements						
910820 2023 Accessibility - Cultural Services	0	0	60	0	0	60
910824 2023 Accessibility - Parks & Rec	0	0	1,615	0	0	1,615
911001 Major Capital Partnership 2023	0	0	859	0	0	859
911002 Minor Capital Partnership 2023	0	0	300	0	0	300
<b>Service Enhancements Total</b>	<b>0</b>	<b>0</b>	<b>2,834</b>	<b>0</b>	<b>0</b>	<b>2,834</b>
<b>Parks, Recreation &amp; Culture Total</b>	<b>1,081</b>	<b>0</b>	<b>29,675</b>	<b>8,672</b>	<b>19,500</b>	<b>58,929</b>
Social Services						
Renewal of City Assets						
910815 2023 Buildings-Social Services	0	0	300	0	0	300
<b>Renewal of City Assets Total</b>	<b>0</b>	<b>0</b>	<b>300</b>	<b>0</b>	<b>0</b>	<b>300</b>
Service Enhancements						
910825 2023 Accessibility - Social Services	0	0	60	0	0	60
<b>Service Enhancements Total</b>	<b>0</b>	<b>0</b>	<b>60</b>	<b>0</b>	<b>0</b>	<b>60</b>
<b>Social Services Total</b>	<b>0</b>	<b>0</b>	<b>360</b>	<b>0</b>	<b>0</b>	<b>360</b>
<b>Grand Total</b>	<b>1,081</b>	<b>0</b>	<b>31,355</b>	<b>8,672</b>	<b>20,500</b>	<b>61,609</b>

### **Infrastructure & Water Services Department** **2023 Service Area Summary - Drinking Water Services**

Drinking Water Services is responsible for the production and distribution of safe, high-quality drinking water through the operation and maintenance of the Ottawa's water supply. The central system includes the Britannia and Lemieux Island Water Purification Plants and treated water from both plants is pumped into a vast water distribution network that includes 16 pumping stations, 5 reservoirs, 4 elevated tanks, and 3,800 km of watermain pipes. In addition, the City operates six municipal well systems: Carp Drinking Water System, Kings Park (Richmond) Drinking Water System, Munster Hamlet Drinking Water System, Richmond West (Richmond) Drinking Water System, Shadow Ridge (Greely) Drinking Water System and Vars Drinking Water System.

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

- Day to day operations and maintenance for treatment plants, pump stations, reservoirs, tanks, and well systems
- Operation of a dedicated computer-control (SCADA) system to monitor all water operations 24/7
- Compliance with all drinking water regulations, inspections, audits, and operator certification requirements
- Distribution system operation, inspection and maintenance (pipe disinfection, system isolation, connections, repairs) for approximately 3,800 km of watermains and 58,000 valves
- Emergency and scheduled repair of watermain breaks throughout distribution system ~250 break repairs per year
- First Response - 24 hour per day response for residents with drinking water and wastewater concerns
- Provision of fire protection through inspection, maintenance and repair of over 23,000 public fire hydrants
- Maintaining the City's accreditation as an Operating Authority for the Drinking Water Quality Management System
- Process optimization, research, and continual improvements to the water treatment process
- Water quality sampling, testing, monitoring, and reporting of 100,000 tests per year for quality assurance
- Customer service for on-site water quality testing, complaints, water meters, inquiries, etc.
- Technical and operational support for capital infrastructure renewal and development projects
- Participation in water industry activities and organizations (committees, university research, advisory councils, etc.)

City of Ottawa  
Infrastructure & Water Services Department  
Drinking Water Services - Operating Resource Requirement  
In Thousands (\$000)

	2021	2022		2023	\$ Change over 2022 Budget
	Actual	Actual	Budget	Adopted	
<b>Expenditures by Program</b>					
Facilities and Treatment	39,882	42,146	40,039	42,739	2,700
Linear and Customer Service	32,560	33,514	38,423	38,938	515
Non Departmental	132,607	134,495	134,708	135,548	840
<b>Gross Expenditure</b>	<b>205,049</b>	<b>210,155</b>	<b>213,170</b>	<b>217,225</b>	<b>4,055</b>
Recoveries & Allocations	(14,186)	(13,331)	(13,827)	(13,827)	0
Revenue	(194,964)	(196,684)	(199,343)	(203,398)	(4,055)
<b>Net Requirement</b>	<b>(4,101)</b>	<b>140</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditures by Type</b>					
Salaries, Wages & Benefits	28,247	28,391	31,543	32,623	1,080
Overtime	1,209	1,440	1,997	1,997	0
Material & Services	19,790	23,181	20,750	22,550	1,800
Transfers/Grants/Financial Charges	103,656	105,966	106,029	106,434	405
Fleet Costs	3,232	3,330	3,381	3,641	260
Program Facility Costs	0	0	0	0	0
Other Internal Costs	48,915	47,847	49,470	49,980	510
<b>Gross Expenditures</b>	<b>205,049</b>	<b>210,155</b>	<b>213,170</b>	<b>217,225</b>	<b>4,055</b>
Recoveries & Allocations	(14,186)	(13,331)	(13,827)	(13,827)	0
<b>Net Expenditure</b>	<b>190,863</b>	<b>196,824</b>	<b>199,343</b>	<b>203,398</b>	<b>4,055</b>
<b>Revenues By Type</b>					
Federal	0	0	0	0	0
Provincial	(235)	0	0	0	0
Own Funds	(1,718)	(612)	(650)	(650)	0
Fees and Services	(193,011)	(196,072)	(198,693)	(202,748)	(4,055)
Fines	0	0	0	0	0
Other	0	0	0	0	0
<b>Total Revenue</b>	<b>(194,964)</b>	<b>(196,684)</b>	<b>(199,343)</b>	<b>(203,398)</b>	<b>(4,055)</b>
<b>Net Requirement</b>	<b>(4,101)</b>	<b>140</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Full Time Equivalents</b>			<b>293.86</b>	<b>299.86</b>	<b>6.00</b>

**City of Ottawa**  
**Infrastructure & Water Services Department**  
**Drinking Water Services - User Fees**

	2021 Rate \$	2022 Rate \$	2023 Rate \$	% Change Over 2022	% Change Over 2021	Effective Date	2023 Revenue (\$000)
<b>Water Services Connection</b>							(20)
<b>All sizes of Service Pipe</b>							
Cost plus 15%, hourly	150.00	153.00	156.00	2.0%	4.0%	01-Apr-23	
Additional visit (service connection 20 mm-50 mm) - Cost plus 15%, hourly (new fee)	150.00	153.00	156.00	2.0%	4.0%	01-Apr-23	
Additional visit (service connection > 50 mm) - Cost plus 15%, hourly (new fee)	215.00	219.00	223.00	1.8%	3.7%	01-Apr-23	
Private service connection - Cost plus 15%, hourly (new fee)	150.00	153.00	156.00	2.0%	4.0%	01-Apr-23	
<b>Services</b>							
<b>All Thawing of Services</b>							
Cost plus 15%, hourly	185.00	191.00	195.00	2.1%	5.4%	01-Apr-23	
Fire Flow Test Support	271.00	276.00	282.00	2.2%	4.1%	01-Apr-23	
<b>Service Charges</b>							
Turn water services off and on for non payment	202.00	208.00	212.00	1.9%	5.0%	01-Apr-23	
Turn off or on of water services (per operation)	101.00	104.00	106.00	1.9%	5.0%	01-Apr-23	
Permit for Flusher Hydrant Usage	288.00	297.00	303.00	2.0%	5.2%	01-Apr-23	
<b>Blanking of Water Services</b>							
All sizes	Cost plus 15% \$4,000.00 deposit	Cost plus 15% \$4,000.00 deposit	Cost plus 15% \$4,000.00 deposit	0.0%	0.0%	01-Apr-23	
<b>Inspection Fees (Inspection of activities connected to the water distribution system)</b>							
All new watermains and services that don't require full disinfection	212.00	216.00	220.00	1.9%	3.8%	01-Apr-23	
All new watermains and services up to 50m long that require full disinfection	630.00	643.00	656.00	2.0%	4.1%	01-Apr-23	
All new watermains and services over 50m long that require full disinfection	Cost plus 15%	Cost plus 15%	Cost plus 15%			01-Apr-23	

**City of Ottawa**  
**Infrastructure & Water Services Department**  
**Drinking Water Services - User Fees**

	2021 Rate \$	2022 Rate \$	2023 Rate \$	% Change Over 2022	% Change Over 2021	Effective Date	2023 Revenue (\$000)
<b>Meter Service Charges</b>							
Inspection/Re-Inspection for New Water Meters (<= 20 mm meter)	106.00	109.00	112.00	2.8%	5.7%	01-Apr-23	
Meter Maintenance Service Call	181.00	186.00	192.00	3.2%	6.1%	01-Apr-23	
Water Meter Accuracy Test (<= 25 mm meter)	149.00	153.00	153.00	0.0%	2.7%	01-Apr-23	
Water Meter Accuracy Test (> 25 mm meter) (New in 2019)	199.00	205.00	205.00	0.0%	3.0%	01-Apr-23	
Additional visits (<= 25 mm meter)	70.00	72.00	74.00	2.8%	5.7%	01-Apr-23	
Additional visits (large meters greater than 25 mm)	117.00	121.00	121.00	0.0%	3.4%	01-Apr-23	
Additional visits (fire line meters)	220.00	227.00	234.00	3.1%	6.4%	01-Apr-23	
Manual Meter Reading Fee	41.00	42.00	43.00	2.4%	4.9%	01-Apr-23	
<b>New Water Meters</b>							
<b>Size of Meter</b>							
15 mm Pos. Disp.	400.00	412.00	424.00	2.9%	6.0%	01-Apr-23	
15 mm Pos. Disp.(Carlsbad only)	602.00	620.00	639.00	3.1%	6.1%	01-Apr-23	
20 mm Pos. Disp.	443.00	456.00	470.00	3.1%	6.1%	01-Apr-23	
25 mm Pos. Disp.	521.00	537.00	553.00	3.0%	6.1%	01-Apr-23	
40 mm Pos. Disp.	970.00	999.00	1,029.00	3.0%	6.1%	01-Apr-23	
50 mm Pos. Disp.	1,077.00	1,109.00	1,142.00	3.0%	6.0%	01-Apr-23	
75 mm Magnetic	2,335.00	2,405.00	2,477.00	3.0%	6.1%	01-Apr-23	
75 mm Ultrasonic	3,292.00	3,391.00	3,391.00	0.0%	3.0%	01-Apr-23	
100 mm Magnetic	2,836.00	2,921.00	3,009.00	3.0%	6.1%	01-Apr-23	
100 mm Ultrasonic	3,753.00	3,866.00	3,866.00	0.0%	3.0%	01-Apr-23	
150 mm Magnetic	5,230.00	5,387.00	5,549.00	3.0%	6.1%	01-Apr-23	
150 mm Ultrasonic	5,641.00	5,810.00	5,984.00	3.0%	6.1%	01-Apr-23	
Fire Line Meter Assembly - Cost plus 15%, hourly	223.00	230.00	237.00	3.0%	6.3%	01-Apr-23	

**City of Ottawa  
Infrastructure & Water Services Department  
Drinking Water Services - User Fees**

	2021 Rate \$	2022 Rate \$	2023 Rate \$	% Change Over 2022	% Change Over 2021	Effective Date	2023 Revenue (\$000)
<b>Replacement Water Meters</b>							
<b>Size of Meter</b>							
15 mm Pos. Disp.	289.00	298.00	307.00	3.0%	6.2%	01-Apr-23	
15 mm Pos. Disp.(Carlsbad only)	294.00	303.00	312.00	3.0%	6.1%	01-Apr-23	
20 mm Pos. Disp.	333.00	343.00	353.00	2.9%	6.0%	01-Apr-23	
25 mm Pos. Disp.	412.00	424.00	437.00	3.1%	6.1%	01-Apr-23	
40 mm Pos. Disp.	824.00	849.00	874.00	2.9%	6.1%	01-Apr-23	
50 mm Pos. Disp.	935.00	963.00	992.00	3.0%	6.1%	01-Apr-23	
75 mm Magnetic	2,096.00	2,159.00	2,224.00	3.0%	6.1%	01-Apr-23	
75 mm Ultrasonic	3,051.00	3,143.00	3,143.00	0.0%	3.0%	01-Apr-23	
100 mm Magnetic	2,595.00	2,673.00	2,753.00	3.0%	6.1%	01-Apr-23	
100 mm Ultrasonic	3,512.00	3,617.00	3,617.00	0.0%	3.0%	01-Apr-23	
150 mm Magnetic	4,998.00	5,148.00	5,302.00	3.0%	6.1%	01-Apr-23	
150 mm Ultrasonic	5,400.00	5,562.00	5,562.00	0.0%	3.0%	01-Apr-23	
Temporary removal and installation of meter	150.00	155.00	160.00	3.2%	6.7%	01-Apr-23	
City water meter reading device (new or damaged) replacement	227.00	234.00	241.00	3.0%	6.2%	01-Apr-23	
City water meter reading device and/or water meter reader wire re-location	179.00	184.00	190.00	3.3%	6.1%	01-Apr-23	
<b>Total for all fees above</b>							(20)

City of Ottawa  
 Infrastructure & Water Services Department  
 Drinking Water Services - User Fees

	2021 Rate \$	2022 Rate \$	2023 Rate \$	% Change Over 2022	% Change Over 2021	Effective Date	2023 Revenue (\$000)
<b>Non Departmental</b>							(3,585)
<b>Distribution of Drinking Water</b>							
<b>Variable Rate - per cubic meter water consumed</b>							
0 - 6 m3	0.85	0.88	0.90	2.6%	5.6%	01-Apr-23	
>6 - 25 m3	1.70	1.75	1.79	2.0%	5.1%	01-Apr-23	
>25 - 180 m3	1.87	1.93	1.97	2.0%	5.0%	01-Apr-23	
>180 m3	2.09	2.15	2.20	2.0%	5.1%	01-Apr-23	
<b>Daily Fixed Fee Rates - per meter size</b>							
15 mm	0.35	0.36	0.36	1.0%	3.8%	01-Apr-23	
20 mm	0.50	0.51	0.53	2.0%	5.0%	01-Apr-23	
25 mm	0.84	0.86	0.88	2.0%	4.6%	01-Apr-23	
40 mm	1.67	1.72	1.75	2.0%	4.6%	01-Apr-23	
50 mm	2.66	2.74	2.80	2.0%	5.0%	01-Apr-23	
75 mm	5.01	5.14	5.25	2.0%	4.8%	01-Apr-23	
100 mm	8.35	8.57	8.75	2.0%	4.7%	01-Apr-23	
150 mm	16.69	17.15	17.50	2.0%	4.9%	01-Apr-23	
200 mm	26.71	27.44	28.00	2.0%	4.8%	01-Apr-23	
250 mm	38.40	39.44	40.24	2.0%	4.8%	01-Apr-23	
300 mm	71.80	73.74	75.25	2.0%	4.8%	01-Apr-23	
Compound Meter	1.58	1.62	1.65	1.7%	4.8%	01-Apr-23	

City of Ottawa  
 Infrastructure & Water Services Department  
 Drinking Water Services - User Fees

	2021 Rate \$	2022 Rate \$	2023 Rate \$	% Change Over 2022	% Change Over 2021	Effective Date	2023 Revenue (\$000)
<b>Fire Supply Charge</b>							(450)
<b>Annual cost - per meter size</b>							
15 mm meter	49.11	50.59	51.60	2.0%	5.1%	01-Apr-23	
20 mm meter	87.32	89.94	91.74	2.0%	5.1%	01-Apr-23	
25 mm meter	136.45	140.54	143.35	2.0%	5.1%	01-Apr-23	
40 mm meter	349.29	359.76	366.96	2.0%	5.1%	01-Apr-23	
50 mm meter	545.77	562.14	573.39	2.0%	5.1%	01-Apr-23	
75 mm meter	1,227.97	1,264.81	1,290.11	2.0%	5.1%	01-Apr-23	
100 mm meter	2,183.05	2,248.55	2,293.52	2.0%	5.1%	01-Apr-23	
150 mm meter	4,911.88	5,059.23	5,160.42	2.0%	5.1%	01-Apr-23	
200 mm meter	8,732.23	8,994.19	9,174.08	2.0%	5.1%	01-Apr-23	
250 mm meter	13,644.11	14,053.43	14,334.50	2.0%	5.1%	01-Apr-23	
<b>Total Departmental</b>							<b>(4,055)</b>

## **Infrastructure & Water Services Department**

### **2023 Service Area Summary - Wastewater Services**

Wastewater Services is responsible for the management, operations, and maintenance of the wastewater collection system and treatment plant. The collection systems include sanitary, combined, storm sewers and facilities. The City's wastewater is treated at the Robert O. Pickard Environmental Centre (ROPEC) to ensure minimal environmental impact upon re-entry to the Ottawa River. This includes comprehensive maintenance and operation within regulatory framework, and an environmentally sound management of facilities and collection systems. Wastewater Treatment is also responsible for maintenance, operation and repairs of the Supervisory control and data acquisition (SCADA) system and ROPEC.

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

- Operation and maintenance (including cleaning, inspection, and repair) of the wastewater collection system, comprised of over 5,953 km of sanitary, combined, and storm pipes, 94,636 maintenance holes, 103,872 catch basins, and 1,777 stormwater outlets
- Operation and maintenance of 91 facilities including sanitary sewage and storm water pumping stations, combined sewage regulators/storage facilities (including the Combined Sewage Storage Tunnel), odour control facilities and ROPEC, where all the City's wastewater is treated
- Sewer Use By-law compliance, monitoring, and enforcement, to ensure discharges into the sewer system are within regulatory limits
- Compliance with all wastewater regulations, inspections, audits, and operator certification requirements
- SCADA and communication systems maintenance and operation
- Operational support for capital infrastructure rehabilitation, renewal and development projects, including upgrades to ROPEC facility
- Quality assurance, compliance management and reporting
- Process optimization, and continual improvements to the wastewater collection system and treatment process

City of Ottawa  
Infrastructure & Water Services Department  
Wastewater Services - Operating Resource Requirement  
In Thousands (\$000)

	2021	2022		2023	\$ Change over 2022 Budget
	Actual	Actual	Budget	Adopted	
<b>Expenditures by Program</b>					
Facilities and Treatment	36,443	41,370	32,380	34,360	1,980
Linear and Customer Service	23,475	26,863	25,512	26,437	925
Non Departmental	123,020	124,411	125,253	127,233	1,980
<b>Gross Expenditure</b>	<b>182,938</b>	<b>192,644</b>	<b>183,145</b>	<b>188,030</b>	<b>4,885</b>
Recoveries & Allocations	(21,920)	(22,177)	(13,905)	(13,980)	(75)
Revenue	(161,036)	(165,168)	(169,240)	(174,050)	(4,810)
<b>Net Requirement</b>	<b>(18)</b>	<b>5,299</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditures by Type</b>					
Salaries, Wages & Benefits	23,538	25,411	24,498	26,012	1,514
Overtime	746	871	936	967	31
Material & Services	25,812	29,767	26,393	27,293	900
Transfers/Grants/Financial Charges	97,508	98,371	99,270	100,075	805
Fleet Costs	1,716	1,957	1,554	2,014	460
Program Facility Costs	0	0	0	0	0
Other Internal Costs	33,618	36,267	30,494	31,669	1,175
<b>Gross Expenditures</b>	<b>182,938</b>	<b>192,644</b>	<b>183,145</b>	<b>188,030</b>	<b>4,885</b>
Recoveries & Allocations	(21,920)	(22,177)	(13,905)	(13,980)	(75)
<b>Net Expenditure</b>	<b>161,018</b>	<b>170,467</b>	<b>169,240</b>	<b>174,050</b>	<b>4,810</b>
<b>Revenues By Type</b>					
Federal	0	0	0	0	0
Provincial	0	0	0	0	0
Own Funds	(4,477)	(4,477)	(4,725)	(4,725)	0
Fees and Services	(156,559)	(160,691)	(164,515)	(169,325)	(4,810)
Fines	0	0	0	0	0
Other	0	0	0	0	0
<b>Total Revenue</b>	<b>(161,036)</b>	<b>(165,168)</b>	<b>(169,240)</b>	<b>(174,050)</b>	<b>(4,810)</b>
<b>Net Requirement</b>	<b>(18)</b>	<b>5,299</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Full Time Equivalents</b>			<b>215.50</b>	<b>219.50</b>	<b>4.00</b>

City of Ottawa  
 Infrastructure & Water Services Department  
 Wastewater Services - User Fees

	2021 Rate \$	2022 Rate \$	2023 Rate \$	% Change Over 2022	% Change Over 2021	Effective Date	2023 Revenue (\$000)
<b>Sanitary Sewer Systems</b>							(15)
<b>Sewer Use Program - Disposal Fees</b>							
Septic Tank Strength Liquid Material (per cubic meter)	17.10	17.10	17.10	0.0%	0.0%	01-Apr-23	
Holding Tank Strength Liquid Material (per cubic metre)	3.67	3.67	3.67	0.0%	0.0%	01-Apr-23	
Liquid Material Generated Outside the City of Ottawa (per cubic metre)	29.81	29.81	29.81	0.0%	0.0%	01-Apr-23	
<b>Sewer Use Program - Permit Fees</b>							
Annual Permit Fee	291.00	355.00	362.00	2.0%	24.4%	01-Apr-23	
Annual Permit Revision Fee	163.00	143.00	146.00	2.1%	-10.4%	01-Apr-23	
<b>Sewer Use Program - Discharge Fees</b>	-	-					
Conveyance Fee	1.64	1.71	1.74	2.0%	6.1%	01-Apr-23	
Treatment Fee	1.02	1.06	1.08	2.0%	6.1%	01-Apr-23	
<b>Sewer Use Program - Discharge Fees - Parameters in Sewage</b>							
Biochemical Oxygen Demand (per kg)	1.66	1.66	1.66	0.0%	0.0%	01-Apr-23	
Suspended Solids (per kg)	0.88	0.88	0.88	0.0%	0.0%	01-Apr-23	
Phenolic Compounds (per kg)	1.66	1.66	1.66	0.0%	0.0%	01-Apr-23	
Kjeldahl Nitrogen (per kg)	6.60	6.60	6.60	0.0%	0.0%	01-Apr-23	
Phosphorus (per kg)	2.66	2.66	2.66	0.0%	0.0%	01-Apr-23	
<b>Sewer Use Program - Administrative Fees</b>							
Special Discharge Agreement Fee	1,129.00	1,482.00	1,512.00	2.0%	33.9%	01-Apr-23	
Sanitary Sewer Agreement Fee	804.00	744.00	759.00	2.0%	-5.6%	01-Apr-23	
Compliance Program Fee	1,129.00	1,399.00	1,427.00	2.0%	26.4%	01-Apr-23	
Combined Agreement Fee	1,129.00	1,416.00	1,444.00	2.0%	27.9%	01-Apr-23	
Sanitary Discharge Agreement Revision Fee	243.00	292.00	298.00	2.1%	22.6%	01-Apr-23	
Combined Agreement Revision Fee	243.00	292.00	298.00	2.1%	22.6%	01-Apr-23	
Sanitary Sewer Agreement Revision Fee (per revision)	120.00	367.00	374.00	1.9%	211.7%	01-Apr-23	
Compliance Program Revision Fee (per revision)	243.00	292.00	298.00	2.1%	22.6%	01-Apr-23	

**City of Ottawa**  
**Infrastructure & Water Services Department**  
**Wastewater Services - User Fees**

	2021 Rate \$	2022 Rate \$	2023 Rate \$	% Change Over 2022	% Change Over 2021	Effective Date	2023 Revenue (\$000)
<b>Non Departmental</b>							(4,795)
<b>Sewer Surcharge for Sanitary Sewer Systems</b>							
<b>Variable Rate - per cubic meter water consumed</b>							
0 - 6 m3	0.78	0.81	0.83	3.0%	7.1%	01-Apr-23	
>6 - 25 m3	1.55	1.61	1.66	3.0%	7.1%	01-Apr-23	
>25 - 180 m3	1.72	1.77	1.83	3.0%	6.4%	01-Apr-23	
>180 m3	1.92	2.00	2.06	3.0%	7.1%	01-Apr-23	
<b>Daily Fixed Fee Rates - per meter size</b>			-				
15 mm	0.30	0.31	0.32	2.9%	6.9%	01-Apr-23	
20 mm	0.45	0.47	0.48	3.1%	7.1%	01-Apr-23	
25 mm	0.75	0.78	0.81	3.6%	7.6%	01-Apr-23	
40 mm	1.51	1.56	1.61	3.0%	6.9%	01-Apr-23	
50 mm	2.41	2.50	2.58	3.0%	6.9%	01-Apr-23	
75 mm	4.51	4.69	4.83	3.0%	7.1%	01-Apr-23	
100 mm	7.53	7.82	8.06	3.0%	7.0%	01-Apr-23	
150 mm	15.06	15.64	16.12	3.0%	7.0%	01-Apr-23	
200 mm	24.10	25.02	25.79	3.0%	7.0%	01-Apr-23	
250 mm	34.65	35.97	37.07	3.0%	7.0%	01-Apr-23	
Compound Meter	1.49	1.55	1.60	3.0%	7.1%	01-Apr-23	
<b>Total Departmental</b>							<b>(4,810)</b>

# Infrastructure & Water Services Department

## 2023 Service Area Summary – Stormwater, Laboratory and Municipal Drainage Services

Stormwater, Laboratory and Municipal Drainage Services are responsible for the operational planning, development and management of the City's stormwater management facilities, fully accredited and licensed laboratory services and municipal drainage services within a regulatory framework.

### Programs/Services Offered

- Operation, maintenance, and inspection of all municipal stormwater management facilities including: 133 wet ponds, 100 dry ponds, 83 underground stormwater treatment facilities
- Operation, maintenance, and inspection of low impact development stormwater infrastructure (commonly referred to as green infrastructure) that supports environmental conservation and protection of water quality
- Operation and maintenance of the City's rain-gauge monitoring network
- Water quality monitoring within Ottawa's major rivers to assess the environmental effects of regulated municipal infrastructure
- Management and maintenance of laboratory license and accreditation requirements and renewals as required through the Ministry of the Environment, Conservation and Parks and the Accreditation Body (Canadian Association of Laboratory)
- Inspection and maintenance, improvement, modification, and construction of all municipal drains to ensure compliance with the *Drainage Act, R.S.O. 1990. c. D. 17*
- Administration and investigation of drainage issues related to City-owned drainage easements and private property, outside the Road Right-of-Way (ROW) in support of the *Site Alteration By-law 2018-164*
- Recovery of costs related to the administration of the *Drainage Act, R.S.O. 1990. c. D. 17* through provincial grants and assessments

City of Ottawa  
Infrastructure & Water Services Department  
Stormwater Services - Operating Resource Requirement  
In Thousands (\$000)

	2021	2022		2023	\$ Change over 2022 Budget
	Actual	Actual	Budget	Adopted	
<b>Expenditures by Program</b>					
Stormwater Operations	14,817	14,564	13,779	14,049	270
Non Departmental	53,307	61,813	63,354	71,864	8,510
<b>Gross Expenditure</b>	<b>68,124</b>	<b>76,377</b>	<b>77,133</b>	<b>85,913</b>	<b>8,780</b>
Recoveries & Allocations	(3,038)	(3,813)	(3,444)	(3,444)	0
Revenue	(65,573)	(71,804)	(73,689)	(82,469)	(8,780)
<b>Net Requirement</b>	<b>(487)</b>	<b>760</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditures by Type</b>					
Salaries, Wages & Benefits	4,977	5,034	4,923	5,071	148
Overtime	5	5	61	63	2
Material & Services	1,542	1,965	2,453	2,553	100
Transfers/Grants/Financial Charges	39,791	48,339	49,467	57,912	8,445
Fleet Costs	238	260	230	250	20
Program Facility Costs	0	0	0	0	0
Other Internal Costs	21,571	20,774	19,999	20,064	65
<b>Gross Expenditures</b>	<b>68,124</b>	<b>76,377</b>	<b>77,133</b>	<b>85,913</b>	<b>8,780</b>
Recoveries & Allocations	(3,038)	(3,813)	(3,444)	(3,444)	0
<b>Net Expenditure</b>	<b>65,086</b>	<b>72,564</b>	<b>73,689</b>	<b>82,469</b>	<b>8,780</b>
<b>Revenues By Type</b>					
Federal	0	0	0	0	0
Provincial	(207)	(214)	(145)	(145)	0
Own Funds	0	0	0	0	0
Fees and Services	(65,366)	(71,590)	(73,544)	(82,324)	(8,780)
Fines	0	0	0	0	0
Other	0	0	0	0	0
<b>Total Revenue</b>	<b>(65,573)</b>	<b>(71,804)</b>	<b>(73,689)</b>	<b>(82,469)</b>	<b>(8,780)</b>
<b>Net Requirement</b>	<b>(487)</b>	<b>760</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Full Time Equivalents</b>			<b>44.00</b>	<b>44.00</b>	<b>0.00</b>

City of Ottawa  
Infrastructure & Water Services Department  
Stormwater Services - User Fees

	2021 Rate \$	2022 Rate \$	2023 Rate \$	% Change Over 2022	% Change Over 2021	Effective Date	2023 Revenue (\$000)
<b>Laboratory Services (Tests)</b>							
Alkalinity, PH, Conductivity	11.25	11.48	11.71	2.0%	4.1%	01-Apr-23	
Alkalinity Brinkman (wastewater)	16.93	17.27	17.62	2.0%	4.1%	01-Apr-23	
Biochemical Oxygen Demand	18.51	18.88	19.26	2.0%	4.1%	01-Apr-23	
Carbonaceous Biochemical Demand	18.51	18.88	19.26	2.0%	4.1%	01-Apr-23	
Chloride	13.16	13.42	13.69	2.0%	4.0%	01-Apr-23	
Chemical Oxygen Demand	12.03	12.27	12.52	2.0%	4.1%	01-Apr-23	
Conductivity	11.25	11.48	11.71	2.0%	4.1%	01-Apr-23	
Dissolved Organic Carbon	15.89	16.21	16.53	2.0%	4.0%	01-Apr-23	
E. coli (wastewater)	12.66	12.91	13.17	2.0%	4.0%	01-Apr-23	
Fluoride (SIE)	18.16	18.52	18.89	2.0%	4.0%	01-Apr-23	
Heterotrophic Plate	13.45	13.72	13.99	2.0%	4.0%	01-Apr-23	
Halo Acetic Acid	144.55	147.44	150.39	2.0%	4.0%	01-Apr-23	
ICP-OES Industrial Waste - 28 elements	28.60	29.17	29.75	2.0%	4.0%	01-Apr-23	
ICP-OES Metals Scan - 5 elements	14.81	15.11	15.41	2.0%	4.1%	01-Apr-23	
ICP-OES Metal Scan - 28 elements	24.80	25.30	25.81	2.0%	4.1%	01-Apr-23	
ICP/MS Metal Scan SW/DW - 27 elements	39.97	40.77	41.59	2.0%	4.1%	01-Apr-23	
ICP/MS Lead DW	14.81	15.11	15.41	2.0%	4.1%	01-Apr-23	
Ammonia - Surface/Waste Water	11.29	11.52	11.75	2.0%	4.1%	01-Apr-23	
Ion Chromatography	18.16	18.52	18.89	2.0%	4.0%	01-Apr-23	
Mercury	36.79	37.53	38.28	2.0%	4.1%	01-Apr-23	
Nitrates	13.16	13.42	13.69	2.0%	4.0%	01-Apr-23	
PH	11.25	11.48	11.71	2.0%	4.1%	01-Apr-23	
Reactive Phosphorus	11.29	11.52	11.75	2.0%	4.1%	01-Apr-23	
Soluble Biochemical Oxygen Demand	19.55	19.94	20.34	2.0%	4.0%	01-Apr-23	
Soluble Carbonaceous Biochemical Oxygen Demand	19.55	19.94	20.34	2.0%	4.0%	01-Apr-23	
Soluble Chemical Oxygen Demand	13.07	13.33	13.60	2.0%	4.1%	01-Apr-23	
Specific gravity	23.41	23.88	24.36	2.0%	4.1%	01-Apr-23	
Sulphate	13.16	13.42	13.69	2.0%	4.0%	01-Apr-23	
Soluble Phosphorus	16.35	16.68	17.01	2.0%	4.0%	01-Apr-23	
Soluble Kjeldahl Nitrogen	16.35	16.68	17.01	2.0%	4.0%	01-Apr-23	

City of Ottawa  
Infrastructure & Water Services Department  
Stormwater Services - User Fees

	2021 Rate \$	2022 Rate \$	2023 Rate \$	% Change Over 2022	% Change Over 2021	Effective Date	2023 Revenue (\$000)
<b>Laboratory Services (Tests) cont'd</b>							
Total Coliforms - E-Coli (DC)	11.66	11.89	12.13	2.0%	4.0%	01-Apr-23	
Total Coliforms - E-Coli (PA)	21.95	22.39	22.84	2.0%	4.1%	01-Apr-23	
Total Coliforms - E-Coli (MPN)	22.90	23.36	23.83	2.0%	4.1%	01-Apr-23	
Total Kjeldahl Nitrogen	15.35	15.66	15.97	2.0%	4.0%	01-Apr-23	
Total Phosphorus	15.35	15.66	15.97	2.0%	4.0%	01-Apr-23	
Total Solid - Waste Water	11.84	12.08	12.32	2.0%	4.1%	01-Apr-23	
Total Solid - Solid	11.84	12.08	12.32	2.0%	4.1%	01-Apr-23	
Total Suspended Solid	11.06	11.28	11.51	2.0%	4.1%	01-Apr-23	
Trihalomethane/VOC Full Scan	66.90	68.24	69.60	2.0%	4.0%	01-Apr-23	
Volatile Acids	41.19	42.01	42.85	2.0%	4.0%	01-Apr-23	
Volatile Solids - Waste Water	12.60	12.85	13.11	2.0%	4.0%	01-Apr-23	
Volatile Solids - Solids	12.83	13.09	13.35	2.0%	4.1%	01-Apr-23	
Volatile Suspended Solid (Water)	12.77	13.03	13.29	2.0%	4.1%	01-Apr-23	
Drinking Water Anion (Chloride, fluoride, nitrite and nitrate, sulphate)	18.16	18.52	18.89	2.0%	4.0%	01-Apr-23	
Total Nutrients (Ammonia + Ammonia, Reactive Phosphorus)	12.29	12.54	12.79	2.0%	4.1%	01-Apr-23	
TKN/TP (Total Kjeldahl Nitrogen, Total Phosphorus)	16.35	16.68	17.01	2.0%	4.0%	01-Apr-23	
<b>Increase to rates for various lab tests listed above</b>							

City of Ottawa  
 Infrastructure & Water Services Department  
 Stormwater Services - User Fees

	2021 Rate \$	2022 Rate \$	2023 Rate \$	% Change Over 2022	% Change Over 2021	Effective Date	2023 Revenue (\$000)
<b>Non Departmental</b>							
<b>Annual Stormwater Service Fees</b>							
<b>Residential Connected</b>							
Urban Single/Semi	154.80	167.30	187.42	12.0%	21.1%	01-Apr-23	
Rural Single/Semi	154.80	167.30	187.42	12.0%	21.1%	01-Apr-23	
Urban Townhouse/Apt	77.40	83.65	93.71	12.0%	21.1%	01-Apr-23	
Rural Townhouse/Apt	77.40	83.65	93.71	12.0%	21.1%	01-Apr-23	
<b>Residential Non-Connected</b>							
Urban Single/Semi	108.36	117.11	131.19	12.0%	21.1%	01-Apr-23	
Rural Single/Semi	77.40	83.65	93.71	12.0%	21.1%	01-Apr-23	
Urban Townhouse/Apt	54.18	58.55	65.60	12.0%	21.1%	01-Apr-23	
Rural Townhouse/Apt	38.70	41.82	46.85	12.0%	21.1%	01-Apr-23	
<b>Industrial, Commercial and Institutional (ICI)</b>							
<b>ICI Connected Urban and Rural</b>							
0 to 300K Assessment	72.53	78.39	87.81	12.0%	21.1%	01-Apr-23	
>300K to 1M Assessment	343.25	370.98	415.58	12.0%	21.1%	01-Apr-23	
>1M to 5M Assessment	1,280.30	1,383.74	1,550.13	12.0%	21.1%	01-Apr-23	
>5M to 20M Assessment	5,612.78	6,066.24	6,795.67	12.0%	21.1%	01-Apr-23	
>20M to 50M Assessment	16,989.02	18,361.58	20,569.46	12.0%	21.1%	01-Apr-23	
>50M to 100M Assessment	41,002.82	44,315.49	49,644.18	12.0%	21.1%	01-Apr-23	
>100M to 150M Assessment	68,778.77	74,335.48	83,273.91	12.0%	21.1%	01-Apr-23	
>150M Assessment	145,649.67	157,416.88	176,345.39	12.0%	21.1%	01-Apr-23	

City of Ottawa  
Infrastructure & Water Services Department  
Stormwater Services - User Fees

	2021 Rate \$	2022 Rate \$	2023 Rate \$	% Change Over 2022	% Change Over 2021	Effective Date	2023 Revenue (\$000)
<b>ICI Non-Connected - Urban</b>							
0 to 300K Assessment	72.53	78.39	87.81	12.0%	21.1%	01-Apr-23	
>300K to 1M Assessment	343.25	370.98	415.58	12.0%	21.1%	01-Apr-23	
>1M to 5M Assessment	1,280.30	1,383.74	1,550.13	12.0%	21.1%	01-Apr-23	
>5M to 20M Assessment	5,612.78	6,066.24	6,795.67	12.0%	21.1%	01-Apr-23	
>20M to 50M Assessment	16,989.02	18,361.58	20,569.46	12.0%	21.1%	01-Apr-23	
>50M to 100M Assessment	41,002.82	44,315.49	49,644.18	12.0%	21.1%	01-Apr-23	
>100M to 150M Assessment	68,778.77	74,335.48	83,273.91	12.0%	21.1%	01-Apr-23	
>150M Assessment	145,649.67	157,416.88	176,345.39	12.0%	21.1%	01-Apr-23	
<b>ICI Non-Connected - Rural</b>							
0 to 300K Assessment	50.77	54.87	61.47	12.0%	21.1%	01-Apr-23	
>300K to 1M Assessment	240.27	259.68	290.91	12.0%	21.1%	01-Apr-23	
>1M to 5M Assessment	896.21	968.62	1,085.09	12.0%	21.1%	01-Apr-23	
>5M to 20M Assessment	3,928.94	4,246.37	4,756.97	12.0%	21.1%	01-Apr-23	
>20M to 50M Assessment	11,892.31	12,853.11	14,398.62	12.0%	21.1%	01-Apr-23	
>50M to 100M Assessment	28,701.98	31,020.84	34,750.93	12.0%	21.1%	01-Apr-23	
>100M to 150M Assessment	48,145.14	52,034.84	58,291.74	12.0%	21.1%	01-Apr-23	
>150M Assessment	101,954.77	110,191.82	123,441.77	12.0%	21.1%	01-Apr-23	
<b>Total Departmental</b>							<b>(8,780)</b>

**City Of Ottawa  
2023 Capital Budget  
Environment and Climate Change Committee - Rate  
Capital Funding Summary**

Project Description	Revenues	Rate Supported	Develop. Charges	Rate Supported Debt	Develop. Charges Debt	Grand Total
Drinking Water Services						
Renewal of City Assets						
906664 Hurdman Bridge PS Renewal	0	4,650	0	0	0	4,650
908076 Large Water Meters Changeout Program	0	300	0	0	0	300
908908 Small Water Meters Changeout Program	0	1,650	0	0	0	1,650
908909 Advanced Metering Infra. (AMI) Changeout	0	2,000	0	1,000	0	3,000
908995 Advanced Metering Infra. (AMI) Software	0	650	0	0	0	650
908996 Meter Service Mobility	0	150	0	0	0	150
909208 Lemieux & Britannia G2 Generator Constru	0	7,875	0	0	0	7,875
909560 Britannia LLP & HLP Motors and Drives	0	4,775	0	0	0	4,775
909573 DWS SCADA Network Upgrade	0	282	0	0	0	282
909574 DWS SCADA HMI Upgrade	0	1,129	0	0	0	1,129
909648 Lemieux Protective Relays Upgrades	0	1,000	0	0	0	1,000
909649 WTP Surge Protection Improvements	0	200	0	0	0	200
909930 Water & Sewer Utility Billing System	0	800	0	0	0	800
910006 Shadow Ridge Wells Rehab	0	4,125	0	0	0	4,125
910260 Wash Water Tank and Pump Room Rehab	0	555	0	0	0	555
910385 Well System Inspection and Rehab	0	300	0	0	0	300
910668 Lem & Brit Operator Room Ergonomics	0	589	0	0	0	589
910810 2023 Buildings-Water Services	0	100	0	0	0	100
910855 2023 Ops Cond Assess-Critical Sys Links	0	1,875	0	0	0	1,875
910858 Water Treatment Rehab 2023	0	3,856	0	2,000	0	5,856
910872 Water Storage Tanks & Reservoirs 2023	0	649	0	0	0	649
910884 DWS Capitalized Maintenance 2023	0	400	0	0	0	400
910893 York St - Byward Market Sq	0	470	0	0	0	470
910894 Prince of Wales (Green Valley - DE)	0	530	0	0	0	530
910895 2023 Water System Improvements	0	3,500	0	4,000	0	7,500
910896 2023 WM Transmission/Distribution Rehab	0	1,500	0	4,000	0	5,500
<b>Renewal of City Assets Total</b>	<b>0</b>	<b>43,910</b>	<b>0</b>	<b>11,000</b>	<b>0</b>	<b>54,910</b>

**City Of Ottawa  
2023 Capital Budget  
Environment and Climate Change Committee - Rate  
Capital Funding Summary**

Project Description	Revenues	Rate Supported	Develop. Charges	Rate Supported Debt	Develop. Charges Debt	Grand Total
<b>Growth</b>						
900631 Carlington Heights Pumping Stn Expansion	0	2,285	889	0	0	3,174
901144 Glen Cairn Reservoir Expansion	0	35	319	0	0	354
902206 Ottawa South Pumping Station Upgrade	0	1,400	1,000	0	457	2,857
904972 Glen Cairn PS Upgrade	0	132	1,190	0	0	1,322
910050 Manotick Supply Watermain - Phase 2	0	2,539	2,751	0	0	5,290
910900 2023 Off Site Reliability Links	0	17	153	0	0	170
910903 2023 Water & Wastewater Studies	0	106	423	0	0	529
<b>Growth Total</b>	<b>0</b>	<b>6,514</b>	<b>6,725</b>	<b>0</b>	<b>457</b>	<b>13,696</b>
<b>Regulatory</b>						
910860 Water Efficiency 2023	0	150	0	0	0	150
<b>Regulatory Total</b>	<b>0</b>	<b>150</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>150</b>
<b>Drinking Water Services Total</b>	<b>0</b>	<b>50,574</b>	<b>6,725</b>	<b>11,000</b>	<b>457</b>	<b>68,756</b>
<b>Integrated Water &amp; Wastewater</b>						
<b>Renewal of City Assets</b>						
910436 Riverside Dr Sewer Industrial-Transitway	0	2,090	0	90	0	2,180
910887 2023 Easement Agreements Updates	0	3,000	0	2,000	0	5,000
910888 2023 Hydraulic Structures	0	500	0	0	0	500
910889 2023 Sewer Repairs / Improvements	0	3,000	0	4,000	0	7,000
910890 2023 Sewer Trenchless Rehab	0	1,000	0	2,000	0	3,000
910891 2023 Sewer&Watermain Inspec&Data Mngmt	0	1,400	0	0	0	1,400
<b>Renewal of City Assets Total</b>	<b>0</b>	<b>10,990</b>	<b>0</b>	<b>8,090</b>	<b>0</b>	<b>19,080</b>
<b>Integrated Water &amp; Wastewater Total</b>	<b>0</b>	<b>10,990</b>	<b>0</b>	<b>8,090</b>	<b>0</b>	<b>19,080</b>

City Of Ottawa  
2023 Capital Budget  
Environment and Climate Change Committee - Rate  
Capital Funding Summary

Project Description	Revenues	Rate Supported	Develop. Charges	Rate Supported Debt	Develop. Charges Debt	Grand Total
<b>Stormwater Services</b>						
<b>Renewal of City Assets</b>						
908618 CWWF Convent Glen North Storm Sewer	0	2,500	0	0	0	2,500
909356 2020 Stormwater Management Retrofit	0	558	0	500	0	1,058
909748 Mud Creek Stream Renewal	0	3,521	0	0	0	3,521
910448 2022 Drainage Culverts - CW	0	4,864	0	4,000	0	8,864
910817 2023 Flood Plain Mapping	0	382	0	200	0	582
910822 2023 Drainage Culverts - CW	0	1,717	0	2,000	0	3,717
910826 2023 Drainage Culverts - Other	0	527	0	0	0	527
910842 2023 Culverts Scoping Pre/Post Eng.	0	700	0	0	0	700
910843 2023 Drainage Culverts - Site-Specific	0	500	0	1,000	0	1,500
910844 2023 Drainage Culvert - Site Spec-Other	0	150	0	0	0	150
910845 2023 Drainage Culverts Assessment	0	300	0	0	0	300
910867 Stormwater Mgmt: Rehab&Enviro Compl 2023	0	3,700	0	1,000	0	4,700
910873 Linear Storm System Improvements 2023	0	2,700	0	800	0	3,500
910897 2023 Storm & Surface Water Rehab	0	500	0	1,000	0	1,500
910898 2023 Ditch Alterations	0	50	0	0	0	50
<b>Renewal of City Assets Total</b>	<b>0</b>	<b>22,668</b>	<b>0</b>	<b>10,500</b>	<b>0</b>	<b>33,168</b>
<b>Growth</b>						
909730 2020 Stormwater Master Planning	0	344	344	0	0	688
<b>Growth Total</b>	<b>0</b>	<b>344</b>	<b>344</b>	<b>0</b>	<b>0</b>	<b>688</b>
<b>Regulatory</b>						
907718 Kizell Municipal Drain	750	0	0	0	0	750
908817 McKinnons Creek Municipal Drain	1,500	0	0	0	0	1,500
909001 Hobbs Municipal Drain	750	0	0	0	0	750
909216 Cassidy 2018 Municipal Drain	550	50	0	0	0	600
909305 Buckles Municipal Drain	260	40	0	0	0	300

City Of Ottawa  
2023 Capital Budget  
Environment and Climate Change Committee - Rate  
Capital Funding Summary

Project Description	Revenues	Rate Supported	Develop. Charges	Rate Supported Debt	Develop. Charges Debt	Grand Total
909898 Biltmore Extension Municipal Drain	360	40	0	0	0	400
909960 Johnston Municipal Drain	80	0	0	0	0	80
909961 Dillon-Wallace Municipal Drain	60	0	0	0	0	60
910905 Municipal Drain Improvements - 2023	540	70	0	0	0	610
<b>Regulatory Total</b>	<b>4,850</b>	<b>200</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5,050</b>
<b>Service Enhancements</b>						
910398 Shirley's Brook Upgrade (KNUEA)	0	1,058	0	0	0	1,058
<b>Service Enhancements Total</b>	<b>0</b>	<b>1,058</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,058</b>
<b>Stormwater Services Total</b>	<b>4,850</b>	<b>24,270</b>	<b>344</b>	<b>10,500</b>	<b>0</b>	<b>39,964</b>
<b>Wastewater Services</b>						
<b>Renewal of City Assets</b>						
908250 Infrastructure Planning Information Mgmt	0	582	0	0	0	582
908892 ROPEC Activated Sludge Screws Overhaul	0	1,630	0	0	0	1,630
909158 ROPEC RSPS Motor & Drive Rehab.	0	24,900	0	0	0	24,900
909226 Flow Through Station Rehabs	0	700	0	0	0	700
909745 Acres Road PS Phase 1 Renewal	0	874	0	0	0	874
909906 Primary Clarifiers Inlet Gate Replacemen	0	280	0	0	0	280
909972 RCAF and RCMP PS Rehabilitation	0	4,000	0	0	0	4,000
910774 St Joseph PS Reliability Upgrade	0	400	0	0	0	400
910892 2023 ORAP Wet Weather IMP	0	250	50	700	0	1,000
910904 2023 Pump Stations Capacity Renewal	0	2,559	0	50	0	2,609
910909 New Vehicles Wastewater 2023	0	250	0	0	0	250
910910 Collection System Condition Assess. 2023	0	1,000	0	0	0	1,000
910914 Sewage Pumping Station Rehab Prog 2023	0	6,458	0	5,000	0	11,458
910915 ROPEC - Sewage Treatment Rehab Prog 2023	0	12	0	28,700	0	28,712
910917 Wastewater Drainage Roofing 2023	0	347	0	0	0	347

City Of Ottawa  
2023 Capital Budget  
Environment and Climate Change Committee - Rate  
Capital Funding Summary

Project Description	Revenues	Rate Supported	Develop. Charges	Rate Supported Debt	Develop. Charges Debt	Grand Total
910918 ROPEC - SCADA Rehab. & Upgrades 2023	0	1,000	0	0	0	1,000
910919 Lab Equipment Replacement 2023	0	170	0	0	0	170
910920 Linear Sewage System Improvements 2023	0	500	0	500	0	1,000
910921 Flow Monitoring System Rehab 2023	0	200	0	0	0	200
910923 ROPEC Capitalized Maintenance 2023	0	1,000	0	0	0	1,000
910924 Waste Water Collection Maintenance 2023	0	6,500	0	500	0	7,000
911029 ROPEC HVAC Rehab	0	1,600	0	0	0	1,600
<b>Renewal of City Assets Total</b>	<b>0</b>	<b>55,212</b>	<b>50</b>	<b>35,450</b>	<b>0</b>	<b>90,712</b>
<b>Growth</b>						
907463 Stittsville PS Gravity Connect	0	1,136	487	0	0	1,623
909992 Richmond Pump Station	0	1,466	1,866	0	0	3,332
910076 Carp Wastewater PS Upgrade/Overflow	476	582	0	0	0	1,058
910906 2023 Pump Stations Capacity Increase	0	0	5,120	0	0	5,120
<b>Growth Total</b>	<b>476</b>	<b>3,184</b>	<b>7,473</b>	<b>0</b>	<b>0</b>	<b>11,133</b>
<b>Regulatory</b>						
908874 ROPEC Fire Damper Rehab	0	610	0	0	0	610
<b>Regulatory Total</b>	<b>0</b>	<b>610</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>610</b>
<b>Wastewater Services Total</b>	<b>476</b>	<b>59,006</b>	<b>7,523</b>	<b>35,450</b>	<b>0</b>	<b>102,455</b>
<b>Environment*</b>						
<b>Renewal of City Assets</b>						
910731 Excess Soils Program	0	120	0	0	0	120
<b>Renewal of City Assets Total</b>	<b>0</b>	<b>120</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>120</b>
<b>Environment* Total</b>	<b>0</b>	<b>120</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>120</b>

**City Of Ottawa**  
**2023 Capital Budget**  
**Environment and Climate Change Committee - Rate**  
**Capital Funding Summary**

Project Description	Revenues	Rate Supported	Develop. Charges	Rate Supported Debt	Develop. Charges Debt	Grand Total
Information Technology*						
Renewal of City Assets						
910789 ITS Managed - 2023	0	1,000	0	0	0	1,000
<b>Renewal of City Assets Total</b>	<b>0</b>	<b>1,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,000</b>
<b>Information Technology* Total</b>	<b>0</b>	<b>1,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,000</b>
Integrated Roads, Water & Wastewater*						
Renewal of City Assets						
906735 Bank St (Riverside-Ledbury)	0	11,200	80	5,000	0	16,280
906900 Main Greenfield Echo Concord et al	0	5,760	50	0	0	5,810
908139 Montreal Rd (N River Rd-St Laurent Blvd)	0	230	0	0	0	230
908140 City Centre Ave & Elm St	0	5,100	70	0	0	5,170
908141 ORAP Albert St-Bronson Ave-Slater St	0	1,110	10	100	0	1,220
908574 Grove Ave & Grosvenor	0	3,930	0	3,500	0	7,430
908581 Valley Dr Storm Sewer	0	5,850	0	0	0	5,850
909394 Arch - Canterbury - Plesser	0	9,470	0	3,500	0	12,970
909402 Caroline Ave - Huron Ave N	0	9,750	0	0	0	9,750
909408 Monk - Oakland -Wilton	0	10,130	0	0	0	10,130
909731 Piccadilly Ave (Wellington - Bassett)	0	2,600	0	0	0	2,600
909732 Maclaren St - Lyon St	0	9,080	0	0	0	9,080
909733 Pretoria Ave (Metcalf-Bank)	0	2,700	0	0	0	2,700
910827 2023 Integrated Scoping Pre/Post Eng	0	1,053	0	400	0	1,453
910828 2023 Road Resurfacing - CW	0	1,404	0	1,200	0	2,604
910829 2023 Comprehensive Asset Management	0	687	0	0	0	687
910830 Taunton Pl (LI) (Davidson - DeadEnd)	0	240	0	0	0	240
910831 Merivale Rd (Anna Ave - Carling Ave)	0	1,440	0	0	0	1,440
910832 Clarey - Regent - Morris - Monk et al.	0	1,800	0	0	0	1,800
910833 Rue de L'Eglise (Montreal - McArthur)	0	1,550	0	0	0	1,550
910834 Jeffery - Arundel - Farnham et al.	0	1,550	0	0	0	1,550
910835 Harrold - Anna - Veteran	0	1,550	0	0	0	1,550
910836 Java - Iona - Calrendon - Kenora	0	1,800	0	0	0	1,800

City Of Ottawa  
 2023 Capital Budget  
 Environment and Climate Change Committee - Rate  
 Capital Funding Summary

Project Description	Revenues	Rate Supported	Develop. Charges	Rate Supported Debt	Develop. Charges Debt	Grand Total
910837 Athlone - Lincoln - Edgewood - Eden	0	1,550	0	0	0	1,550
910838 Bay (Florence - Somerset)	0	650	0	0	0	650
910839 Cameron Ave - Seneca St	0	1,710	0	0	0	1,710
910840 Melbourne - Ravenhill	0	1,550	0	0	0	1,550
910841 Montfort - Alfred - Granville	0	1,470	0	0	0	1,470
<b>Renewal of City Assets Total</b>	<b>0</b>	<b>96,914</b>	<b>210</b>	<b>13,700</b>	<b>0</b>	<b>110,824</b>
<b>Integrated Roads, Water &amp; Wastewater* Total</b>	<b>0</b>	<b>96,914</b>	<b>210</b>	<b>13,700</b>	<b>0</b>	<b>110,824</b>
<b>Transportation Services*</b>						
Renewal of City Assets						
911023 2023 Aerial Mapping Services	0	672	0	0	0	672
<b>Renewal of City Assets Total</b>	<b>0</b>	<b>672</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>672</b>
<b>Transportation Services* Total</b>	<b>0</b>	<b>672</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>672</b>
<b>Grand Total</b>	<b>5,326</b>	<b>243,546</b>	<b>14,802</b>	<b>78,740</b>	<b>457</b>	<b>342,871</b>
*Includes the Rate portion only for information purposes.						

**City of Ottawa**  
**Infrastructure & Water Services Department**  
**Infrastructure & Asset Management Services - Operating Resource Requirement**  
**In Thousands (\$000)**

	2021	2022		2023	\$ Change over 2022 Budget
	Actual	Actual	Budget	Adopted	
<b>Expenditures by Program</b>					
General Manager's Office	308	675	364	399	35
Business Technical Support Services	1,743	2,510	1,985	2,180	195
Infrastructure Services	25,350	21,125	20,902	21,637	735
Asset Management Services	11,819	12,558	13,608	13,898	290
<b>Gross Expenditure</b>	<b>39,220</b>	<b>36,868</b>	<b>36,859</b>	<b>38,114</b>	<b>1,255</b>
Recoveries & Allocations	(33,728)	(29,846)	(29,517)	(30,547)	(1,030)
Revenue	(33)	(17)	(16)	(16)	0
<b>Net Requirement</b>	<b>5,459</b>	<b>7,005</b>	<b>7,326</b>	<b>7,551</b>	<b>225</b>
<b>Expenditures by Type</b>					
Salaries, Wages & Benefits	31,948	34,123	33,141	34,440	1,299
Overtime	102	154	258	264	6
Material & Services	1,739	2,255	3,157	3,107	(50)
Transfers/Grants/Financial Charges	0	0	10	10	0
Fleet Costs	122	139	98	98	0
Program Facility Costs	0	0	0	0	0
Other Internal Costs	5,309	197	195	195	0
<b>Gross Expenditures</b>	<b>39,220</b>	<b>36,868</b>	<b>36,859</b>	<b>38,114</b>	<b>1,255</b>
Recoveries & Allocations	(33,728)	(29,846)	(29,517)	(30,547)	(1,030)
<b>Net Expenditure</b>	<b>5,492</b>	<b>7,022</b>	<b>7,342</b>	<b>7,567</b>	<b>225</b>
<b>Revenues By Type</b>					
Federal	0	0	0	0	0
Provincial	0	0	0	0	0
Own Funds	0	0	0	0	0
Fees and Services	(33)	(17)	(16)	(16)	0
Fines	0	0	0	0	0
Other	0	0	0	0	0
<b>Total Revenue</b>	<b>(33)</b>	<b>(17)</b>	<b>(16)</b>	<b>(16)</b>	<b>0</b>
<b>Net Requirement</b>	<b>5,459</b>	<b>7,005</b>	<b>7,326</b>	<b>7,551</b>	<b>225</b>
<b>Full Time Equivalents</b>			<b>261.00</b>	<b>263.00</b>	<b>2.00</b>

City of Ottawa  
 Infrastructure & Water Services Department  
 Infrastructure & Asset Management Services - User Fees

	2021 Rate \$	2022 Rate \$	2023 Rate \$	% Change Over 2022	% Change Over 2021	Effective Date	2023 Revenue (\$000)
<b>Accident Inspections</b>							
3 hour minimum (hourly rate)	172.00	175.00	179.00	2.3%	4.1%	01-Apr-23	
Any third party charges (cost recovery)	100%	100%	100%	0.0%	0.0%	01-Apr-23	
<b>Transfer of Review</b>							
Transfer of Review Fees are per the Ministry of Environment and Climate Change							
<b>Administration and Overhead Charge</b>							
Applied to the overall cost recovery for any works undertaken for third parties not covered under other agreements, such as developers, school boards, universities or general parties							
	15%	15%	15%	0.0%	0.0%	01-Apr-23	
<b>Road Cut Degradation Fees</b>							
<b>Road Cut Pavement Degradation Fees (per metre squared)</b>							
Up to 3 years	-	59.00	59.00	0.0%	100.0%	01-Apr-23	
>3 to <5 years	-	52.65	52.65	0.0%	100.0%	01-Apr-23	
>5 to <10 years	-	44.40	44.40	0.0%	100.0%	01-Apr-23	
>10 to <15 years	-	33.80	33.80	0.0%	100.0%	01-Apr-23	
>15 to <20 years	-	24.60	24.60	0.0%	100.0%	01-Apr-23	
>20 years	-	16.90	16.90	0.0%	100.0%	01-Apr-23	

## **Planning, Real Estate and Economic Development Department 2023 Service Area Summary - Natural Systems**

Economic Development and Long-Range Planning – Natural Systems is part of the Planning, Real Estate and Economic Development (PRED) Department, a department that champions the city-building priorities from planning and managing development opportunities and transportation infrastructure, to managing City real estate for population growth and economic prosperity.

Natural Systems develops policies and delivers programs to support Ottawa’s natural environment, urban forest and rural area. Centre of expertise for natural systems, providing guidance to promote sustainable development, fostering a healthy system of natural areas, greenspaces, and arable lands. Leverages partnerships, public outreach and stewardship to implement the city’s environmental goals.

### **Programs/Services Offered**

- Oversee Urban Forest Management Plan
- Develop and implements policies to support and enhance the City’s natural areas
- Administer Environmental and Rural Clean Water Grant Programs
- Host events, including Wildlife Speaker Series
- Manage City-owned natural areas with community partners.
- Perform development and infrastructure review to ensure environmental considerations are reflected in growth
- Identify rural natural lands for acquisitions by City

## **Planning, Real Estate and Economic Development Department 2023 Service Area Summary – Resiliency and Climate Change**

Economic Development and Long-Range Planning – Resiliency and Climate Change is part of the Planning, Real Estate and Economic Development (PRED) Department, a department that champions the city-building priorities from planning and managing development opportunities and transportation infrastructure, to managing City real estate for population growth and economic prosperity.

This unit is responsible for developing and coordinating strategic policies, programs and plans to reduce greenhouse gas emissions and build resiliency to climate change in Ottawa. As the City’s centre of expertise for resiliency and climate change, the team also provides technical expertise on corporate projects and supports community initiatives.

### **Programs/Services Offered**

Resiliency and Climate Change is responsible for the following city-wide initiatives:

- Climate Change Master Plan
- Energy Evolution: Ottawa’s Community Energy Transition Strategy
- Climate Projections, Climate Vulnerability and Risk Assessment, and Climate Resiliency Strategy
- Annual Greenhouse Gas Emissions Inventories

City of Ottawa  
 Planning, Real Estate & Economic Development Department  
 Resiliency and Natural Systems Policy - Operating Resource Requirement  
 In Thousands (\$000)

	2021	2022		2023	\$ Change over 2022 Budget
	Actual	Actual	Budget	Adopted	
<b>Expenditures by Program</b>					
Natural Systems	1,032	1,061	1,284	1,444	160
Resiliency & Climate Change	1,270	1,606	883	1,038	155
<b>Gross Expenditure</b>	<b>2,302</b>	<b>2,667</b>	<b>2,167</b>	<b>2,482</b>	<b>315</b>
Recoveries & Allocations	(479)	(716)	(239)	(274)	(35)
Revenue	0	(69)	0	0	0
<b>Net Requirement</b>	<b>1,823</b>	<b>1,882</b>	<b>1,928</b>	<b>2,208</b>	<b>280</b>
<b>Expenditures by Type</b>					
Salaries, Wages & Benefits	2,123	2,445	1,845	2,035	190
Overtime	4	2	12	12	0
Material & Services	110	160	257	332	75
Transfers/Grants/Financial Charges	56	54	52	102	50
Fleet Costs	0	0	0	0	0
Program Facility Costs	0	0	0	0	0
Other Internal Costs	9	6	1	1	0
<b>Gross Expenditures</b>	<b>2,302</b>	<b>2,667</b>	<b>2,167</b>	<b>2,482</b>	<b>315</b>
Recoveries & Allocations	(479)	(716)	(239)	(274)	(35)
<b>Net Expenditure</b>	<b>1,823</b>	<b>1,951</b>	<b>1,928</b>	<b>2,208</b>	<b>280</b>
<b>Revenues By Type</b>					
Federal	0	(68)	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	(1)	0	0	0
<b>Total Revenue</b>	<b>0</b>	<b>(69)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Requirement</b>	<b>1,823</b>	<b>1,882</b>	<b>1,928</b>	<b>2,208</b>	<b>280</b>
<b>Full Time Equivalents</b>			<b>14.00</b>	<b>14.00</b>	<b>0.00</b>

## **Public Works Department**

### **2023 Service Area Summary - Solid Waste Services**

Solid Waste Services is responsible for the development, management, and environmentally sound operation of the residential solid waste management system for the City.

This includes:

- Collecting, diverting, and disposing of residential waste, recycling and organics, parks waste, and household hazardous waste
- Overseeing the comprehensive management, operation, and maintenance of the City-owned Trail Waste Facility Landfill
- Managing contracts for waste collection across the City
- Providing graffiti removal services
- Planning for future waste programs and operations to ensure alignment with industry and economic growth and legislative requirements such as: the Solid Waste Master plan, service level reviews and technology and environmental assessments

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

- Curbside residential waste collection and disposal
- Multi-residential waste collection and disposal
- Parks waste collection and disposal
- Waste collection at City facilities
- Residential waste diversion programs (Green Bin Program, Blue/Black Box Program, Yellow Bag Program, Household Hazardous Waste depots etc.)
- Collections contract management

- Graffiti removal from City properties
- Landfill operations management
- Biosolid Land Application program

City of Ottawa  
Public Works Department  
Solid Waste Services - Operating Resource Requirement  
In Thousands (\$000)

	2021	2022		2023	\$ Change over 2022 Budget
	Actual	Actual	Budget	Adopted	
<b>Expenditures by Program</b>					
Director's Office	1,601	1,483	750	717	(33)
Diversion/Recycling	53,666	55,942	55,534	57,568	2,034
City Space Waste Operations	1,322	2,454	2,170	2,265	95
Soil Management	1,269	696	758	820	62
Landfill Operations/Disposal	8,677	9,088	9,545	10,168	623
Garbage Collection	22,781	22,496	25,758	29,161	3,403
Long Term Planning/Other	1,073	1,175	1,064	1,098	34
Solid Waste Non Departmental	7,497	9,442	9,442	11,822	2,380
<b>Gross Expenditure</b>	<b>97,886</b>	<b>102,776</b>	<b>105,021</b>	<b>113,619</b>	<b>8,598</b>
Recoveries & Allocations	(4,809)	(4,632)	(4,115)	(5,065)	(950)
Revenue	(75,077)	(74,273)	(69,874)	(72,374)	(2,500)
<b>Net Requirement</b>	<b>18,000</b>	<b>23,871</b>	<b>31,032</b>	<b>36,180</b>	<b>5,148</b>
<b>Expenditures by Type</b>					
Salaries, Wages & Benefits	16,226	17,166	17,148	17,576	428
Overtime	1,544	1,728	711	711	0
Material & Services	60,845	67,006	66,724	70,719	3,995
Transfers/Grants/Financial Charges	6,784	8,609	9,022	9,022	0
Fleet Costs	10,786	13,022	14,484	16,279	1,795
Program Facility Costs	0	1	0	0	0
Other Internal Costs	1,701	(4,756)	(3,068)	(688)	2,380
<b>Gross Expenditures</b>	<b>97,886</b>	<b>102,776</b>	<b>105,021</b>	<b>113,619</b>	<b>8,598</b>
Recoveries & Allocations	(4,809)	(4,632)	(4,115)	(5,065)	(950)
<b>Net Expenditure</b>	<b>93,077</b>	<b>98,144</b>	<b>100,906</b>	<b>108,554</b>	<b>7,648</b>
<b>Revenues By Type</b>					
Federal	0	0	0	0	0
Provincial	(8,454)	(7,999)	(7,153)	(10,858)	(3,705)
Own Funds	0	0	0	0	0
Fees and Services	(66,623)	(66,274)	(62,721)	(61,516)	1,205
Fines	0	0	0	0	0
Other	0	0	0	0	0
<b>Total Revenue</b>	<b>(75,077)</b>	<b>(74,273)</b>	<b>(69,874)</b>	<b>(72,374)</b>	<b>(2,500)</b>
<b>Net Requirement</b>	<b>18,000</b>	<b>23,871</b>	<b>31,032</b>	<b>36,180</b>	<b>5,148</b>
<b>Full Time Equivalents</b>			<b>87.88</b>	<b>88.54</b>	<b>0.66</b>

**City of Ottawa**  
**Public Works Department**  
**Solid Waste Services - User Fees**

	2021 Rate \$	2022 Rate \$	2023 Rate \$	% Change Over 2022	% Change Over 2021	Effective Date	2023 Revenue (\$000)
<b>Solid Waste - User Fees</b>							(4,335)
Single Family Household	106.00	118.00	130.00	10.2%	22.6%	01-Jan-23	
Multi Residential Household	71.50	77.50	83.50	7.7%	16.8%	01-Jan-23	
Yellow Bag per bag fee	4.10	4.20	4.30	2.4%	4.9%	01-Apr-23	
Scale use (per tonne, minimum \$15)	N/A	N/A	15.00	N/A	N/A	01-Apr-23	
Ticket reprint (per reprint)	N/A	N/A	10.00	N/A	N/A	01-Apr-23	
<b>Landfill Operations - Tipping Fees</b>							(25)
<b>Waste Materials</b>							
Garbage <=250 kg (minimum) Includes soil mixed with concrete	N/A	N/A	32.50	N/A	N/A	01-Apr-23	
Garbage >250 kg (per tonne) Includes soil mixed with concrete	N/A	N/A	130.00	N/A	N/A	01-Apr-23	
Mixed garbage & recyclable material <=250 kg (minimum)	58.25	59.50	60.75	2.1%	4.3%	01-Apr-23	
Mixed garbage & recyclable material >250 kg (per tonne)	233.00	238.00	260.00	9.2%	11.6%	01-Apr-23	
Asbestos (1 tonne minimum, per tonne)	N/A	N/A	564.00	N/A	N/A	01-Apr-23	
<b>Diversion Program - Clean Loads</b>							
Metal /Tires	Free	Free	Free	N/A	N/A	N/A	
E-waste	Free	Free	Free	N/A	N/A	N/A	
Blue Box Material - until June 30, 2023	Free	Free	Free	N/A	N/A	N/A	
Leaf and Yard Waste (grass cuttings, leaves and brush under 7 cm)	N/A	N/A	4.20	N/A	N/A	01-Apr-23	
Brush over 7 cm in diameter <=100 kg (minimum)	N/A	N/A	13.00	N/A	N/A	01-Apr-23	
Brush over 7 cm in diameter >100 kg (per tonne)	N/A	N/A	130.00	N/A	N/A	01-Apr-23	
Cardboard <=100 kg (minimum) - until June 30, 2023	5.60	5.70	5.90	3.5%	5.4%	01-Apr-23	
Cardboard >100 kg (per tonne) - until June 30, 2023	56.00	57.00	59.00	3.5%	5.4%	01-Apr-23	
Soil/Fill <=200 kg (minimum) (Top soil, sand, sod)	5.70	11.40	13.30	16.7%	133.3%	01-Apr-23	
Soil/Fill >200 kg (per tonne) (Top soil, sand, sod)	28.50	57.00	66.50	16.7%	133.3%	01-Apr-23	
Fill <=200 kg (per tonne) (Asphalt, masonry, concrete without rebar)	11.20	11.40	32.50	185.1%	190.2%	01-Apr-23	

**City of Ottawa**  
**Public Works Department**  
**Solid Waste Services - User Fees**

	2021 Rate \$	2022 Rate \$	2023 Rate \$	% Change Over 2022	% Change Over 2021	Effective Date	2023 Revenue (\$000)
Fill >200 kg (per tonne) (Asphalt, masonry, concrete without rebar)	56.00	57.00	130.00	128.1%	132.1%	01-Apr-23	
Woodchips <=200 kg (minimum)	7.90	8.10	32.50	301.2%	311.4%	01-Apr-23	
Woodchips >200 kg (per tonne)	39.50	40.50	130.00	221.0%	229.1%	01-Apr-23	
<b>Retail Materials Program</b>							
Municipal Potting Soil <=200 kg (minimum)	8.60	8.80	9.00	2.3%	4.7%	01-Apr-23	
Municipal Potting Soil >200 kg (per tonne)	43.00	44.00	45.00	2.3%	4.7%	01-Apr-23	
<b>Total Departmental</b>							<b>(4,360)</b>

## **Public Works Department**

### **2023 Service Area Summary - Forestry Services**

Forestry Services manages all aspects of the City's 10,000 hectares of urban and rural forests including 346,000 street and park trees in order to preserve, protect, maintain and enhance forest cover in the Nation's Capital.

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

- Tree and forest maintenance, which includes pruning, removal, and stumping activities
- Tree protection and tree by-law enforcement including Tree Removal Permits
- Tree nursery operations, which includes tree planting, watering and establishment pruning activities
- Trees in Trust program
- Streetscape, park, and facility tree planting
- Community planting projects
- Commemorative Tree program
- Green Acres - Ottawa's rural reforestation program
- Schoolyard Tree Planting Grant program
- Invasive pest management (ex. Spongy Moth, Emerald Ash Borer and Dutch Elm Disease)

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

	2021	2022		2023	\$ Change over 2022 Budget
	Actual	Actual	Budget	Adopted	
<b>Expenditures by Program</b>					
Forestry Services	19,446	23,709	20,295	20,950	655
<b>Gross Expenditure</b>	<b>19,446</b>	<b>23,709</b>	<b>20,295</b>	<b>20,950</b>	<b>655</b>
Recoveries & Allocations	(96)	0	0	0	0
Revenue	(750)	(592)	(631)	(631)	0
<b>Net Requirement</b>	<b>18,600</b>	<b>23,117</b>	<b>19,664</b>	<b>20,319</b>	<b>655</b>
<b>Expenditures by Type</b>					
Salaries, Wages & Benefits	8,653	8,838	9,329	9,524	195
Overtime	163	381	183	183	0
Material & Services	8,991	12,770	9,323	9,668	345
Transfers/Grants/Financial Charges	0	0	0	0	0
Fleet Costs	1,535	1,654	1,420	1,535	115
Program Facility Costs	0	0	0	0	0
Other Internal Costs	104	66	40	40	0
<b>Gross Expenditures</b>	<b>19,446</b>	<b>23,709</b>	<b>20,295</b>	<b>20,950</b>	<b>655</b>
Recoveries & Allocations	(96)	0	0	0	0
<b>Net Expenditure</b>	<b>19,350</b>	<b>23,709</b>	<b>20,295</b>	<b>20,950</b>	<b>655</b>
<b>Revenues By Type</b>					
Federal	0	0	0	0	0
Provincial	(33)	(2)	0	0	0
Own Funds	0	0	0	0	0
Fees and Services	(717)	(590)	(631)	(631)	0
Fines	0	0	0	0	0
Other	0	0	0	0	0
<b>Total Revenue</b>	<b>(750)</b>	<b>(592)</b>	<b>(631)</b>	<b>(631)</b>	<b>0</b>
<b>Net Requirement</b>	<b>18,600</b>	<b>23,117</b>	<b>19,664</b>	<b>20,319</b>	<b>655</b>
<b>Full Time Equivalents</b>			<b>88.32</b>	<b>88.32</b>	<b>0.00</b>

**City of Ottawa**  
**Public Works Department**  
**Forestry Services - User Fees**

	2021 Rate \$	2022 Rate \$	2023 Rate \$	% Change Over 2022	% Change Over 2021	Effective Date	2023 Revenue (\$000)
Application fee for Distinctive Tree Permit as per Tree Protection By-law (bylaw # TBD). Fee applies to applications where no development is taking place. For properties one hectare or less in size, and multi- residential properties of all sizes, if a landowner wants to remove a private tree that is equal to or greater than 50cm DBH within the urban boundary or equal to or greater than 30cm DBH within the inner urban area or any city-owned tree, they must obtain a Distinctive Tree Permit from the City.	150.00	150.00	162.00	8.0%	8.0%	01-May-23	
Application fee for Distinctive Tree Permit as per Tree Protection By-law (bylaw # TBD). Fee applies to applications where infill development is taking place. For properties one hectare or less in size, and multi- residential properties of all sizes, if a landowner wants to remove a tree that is equal to or greater than 50cm DBH within the urban boundary or equal to or greater than 30cm DBH within the inner urban area or any city-owned tree, they must obtain a Distinctive Tree Permit from the City.	500.00	500.00	685.00	37.0%	37.0%	01-May-23	
Administration and Overhead charge will be applied to the overall cost recovery for any works or accident recoveries undertaken by Forestry Services on behalf of Federal/Provincial governments, Hydro Ottawa, school boards, universities/colleges, municipalities, general persons/parties and developers.	15%	15%	15%	0.0%	0.0%	01-Apr-23	

City Of Ottawa  
2023 Capital Budget  
Environment and Climate Change Committee - Tax  
Capital Funding Summary  
In Thousands (\$000)

Project Description	Revenues	Gas Tax	Tax Supported/ Dedicated	Rate Supported	Develop. Charges	Tax Supported/ Dedicated Debt	Grand Total
<b>Environment</b>							
Renewal of City Assets							
910731 Excess Soils Program	0	0	40	120	0	0	160
911009 Bear Brook Watershed Study	0	0	138	0	587	0	725
<b>Renewal of City Assets Total</b>	<b>0</b>	<b>0</b>	<b>178</b>	<b>120</b>	<b>587</b>	<b>0</b>	<b>885</b>
Service Enhancements							
908894 Natural Area Acquisitions (Rural)	0	0	25	0	0	700	725
911022 2023 Climate Change Master Plan	0	0	5,000	0	0	0	5,000
911061 Energy Management & Invest. Strategy 202	0	0	3,000	0	0	0	3,000
<b>Service Enhancements Total</b>	<b>0</b>	<b>0</b>	<b>8,025</b>	<b>0</b>	<b>0</b>	<b>700</b>	<b>8,725</b>
<b>Environment Total</b>	<b>0</b>	<b>0</b>	<b>8,203</b>	<b>120</b>	<b>587</b>	<b>700</b>	<b>9,610</b>
<b>Solid Waste</b>							
Renewal of City Assets							
910586 Renewal of SW Facilities	0	0	1,000	0	0	0	1,000
<b>Renewal of City Assets Total</b>	<b>0</b>	<b>0</b>	<b>1,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,000</b>
Growth							
910960 Solid Waste Fleet Growth 2023	0	0	685	0	0	0	685
<b>Growth Total</b>	<b>0</b>	<b>0</b>	<b>685</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>685</b>
Regulatory							
907799 Landfill Disposal Stage 5 Development	0	0	20,500	0	0	7,000	27,500
910961 Buffer land Development	0	0	1,000	0	0	2,000	3,000
910962 Trail Road Landfill Expansion	0	0	950	0	0	0	950
910963 Trail Road Gas Collection Expansion	0	0	500	0	0	0	500
<b>Regulatory Total</b>	<b>0</b>	<b>0</b>	<b>22,950</b>	<b>0</b>	<b>0</b>	<b>9,000</b>	<b>31,950</b>
Service Enhancements							
907354 Solid Waste Business Technology	0	0	500	0	0	0	500
909431 Long Term Planning	0	0	1,808	0	0	0	1,808
<b>Service Enhancements Total</b>	<b>0</b>	<b>0</b>	<b>2,308</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,308</b>
<b>Solid Waste Total</b>	<b>0</b>	<b>0</b>	<b>26,943</b>	<b>0</b>	<b>0</b>	<b>9,000</b>	<b>35,943</b>
<b>Grand Total</b>	<b>0</b>	<b>0</b>	<b>35,146</b>	<b>120</b>	<b>587</b>	<b>9,700</b>	<b>45,553</b>