



BUDGET 2022

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



Adopted – December 8th, 2021

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2022 Adopted Budget

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Accrual Budget Presentation

This section of the 2022 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)

	2022	2021
Revenues	Budget	Budget
Taxes available for municipal purposes	\$2,131,221	\$2,042,047
Government transfers	1,506,625	1,507,260
Fees and user charges	915,634	852,175
Contributed tangible capital assets	393,947	419,035
Development charges	150,043	137,769
Investment income	54,479	49,846
Fines and penalties	55,675	45,800
Other revenue	43,503	49,140
Share of earnings of government business enterprise	33,800	33,300
Total Revenues	5,284,927	5,136,372
	2022	2021
Expenses	Budget	Budget
General government	112,946	111,450
Protection to persons and property	682,710	666,543
Roads, traffic and parking	494,424	485,354
Transit	893,716	802,234
Environmental services	537,976	515,365
Health services	273,148	236,665
Social and family services	591,099	583,314
Social housing	305,636	273,977
Recreation and cultural services	395,877	415,903
Planning and development	102,719	99,568
Total Expenses	4,390,251	4,190,373
Annual Surplus	\$894,676	\$945,999

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 2022 modified accrual budget and the full accrual budget.

Table 2 – Reconciling the 2022 budget with PSAB standards (in \$000's)

Revenues	
Adopted budget operating and capital	\$5,131,970
<i>PSAB related adjustments for full accrual budgeting:</i>	
Contributed tangible capital assets	393,947
Timing differences between capital budget and spending	540,363
Consolidated entities	211,553
Reclassification of investment income	27,407
Hydro Ottawa Holding Inc. equity pickup	13,800
Transfers from reserves	(725,477)
Proceeds of debt issued	(263,875)
Reclassifications and eliminations	(44,761)
Total budgeted revenues for financial statement purposes	\$5,284,927
Expenses	
Adopted budget operating and capital	\$5,131,970
<i>PSAB related adjustments for full accrual budgeting:</i>	
Timing differences between capital budget and spending	639,918
Amortization	519,672
Consolidated entities	211,553
Obligations to be funded in future years	15,665
Employee future benefits and pension agreements	23,831
Acquisition of tangible capital assets	(1,237,600)
Transfers to reserves	(727,058)
Debt principal repayments	(141,483)
Reclassifications and eliminations	(46,217)
Total budgeted expenses for financial statement purposes	\$4,390,251
Budgeted Annual Surplus for financial statement purposes	\$894,676

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 2022 which results in a budgeted annual surplus of \$894.7 million.

City of Ottawa
Expenditures & Revenue Summary by Category - Tax and Rate Supported
In Thousands (\$000)

	2020	2021		2022	\$ Change over 2021 Budget
	Actual	Forecast	Budget	Estimate	
Expenditures by Category					
Salaries, Wages	1,387,908	1,468,780	1,431,834	1,511,694	79,860
Overtime	58,365	67,940	49,844	52,745	2,901
Benefits / Allowances					
Statutory	86,490	95,587	95,587	94,772	-815
OMERS	126,414	137,003	137,003	136,646	-357
Group Insurance	104,253	116,799	116,799	115,919	-880
Compensation	1,763,430	1,886,108	1,831,067	1,911,776	80,709
Material & Services	621,396	649,427	644,158	679,461	35,303
Transfers/Grants/Financial Charges	1,445,761	1,552,073	1,519,448	1,584,056	64,608
Fleet Costs	82,093	86,659	81,412	82,487	1,075
Program Facility Costs	115,754	122,417	132,447	134,873	2,426
Other Internal Costs	143,777	153,433	122,593	129,446	6,853
Gross Expenditures	4,172,211	4,450,117	4,331,126	4,522,099	190,973
Recoveries & Allocations	-419,989	-445,847	-359,623	-377,909	-18,286
Net Expenditure	3,752,222	4,004,269	3,971,502	4,144,189	172,687
Revenues by Category					
Federal	-94,440	-166,615	-92,491	-92,848	-357
Provincial	-786,704	-893,724	-790,990	-768,368	22,622
Own Funds	-99,609	-94,542	-95,210	-130,776	-35,566
Fees and Services	-713,811	-745,504	-821,598	-885,643	-64,045
Fines	-33,360	-38,984	-44,309	-52,684	-8,375
Other	-18,359	-9,654	-13,745	-14,532	-787
Property Taxes	-1,782,502	-1,862,416	-1,874,397	-1,961,577	-87,180
Investment Income	-54,639	-65,851	-56,062	-59,062	-3,000
Development Charges	-9,688	-7,009	-7,009	-7,009	0
Payment-in-lieu of taxation	-176,604	-172,302	-175,691	-171,691	4,000
Total Revenue	-3,769,716	-4,056,602	-3,971,502	-4,144,189	-172,687
Net Requirement	-17,494	-52,333	0	0	0

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

	2021						2022			\$ Change over 2021Net Budget
	Actual			Budget			Adopted			
	Expense	Revenue	Net	Expense	Revenue	Net	Expense	Revenue	Net	
Agriculture & Rural Affairs Committee										
Development Review Process Rural	1,795	0	1,795	1,869	0	1,869	1,909	0	1,909	40
Rural Affairs	1,173	-145	1,028	1,090	0	1,090	1,105	0	1,105	15
Total	2,968	-145	2,823	2,959	0	2,959	3,014	0	3,014	55
Audit Committee										
Office of the Auditor General and External Audit Fees	2,115	-11	2,104	2,389	0	2,389	2,725	0	2,725	336
Total	2,115	-11	2,104	2,389	0	2,389	2,725	0	2,725	336

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

	2021						2022			\$ Change over 2021 Net Budget
	Actual			Budget			Adopted			
	Expense	Revenue	Net	Expense	Revenue	Net	Expense	Revenue	Net	
Community & Protective Services Committee										
GM's Office & Business & Technical Support Services - Emergency & Protective Services	7,512	-3,374	4,138	4,578	0	4,578	4,673	0	4,673	95
Public Safety Service	8,307	-403	7,904	8,960	-270	8,690	9,190	-270	8,920	230
Fire Services	175,975	-1,709	174,266	174,131	-1,623	172,508	178,398	-1,238	177,160	4,652
Paramedic Service	127,538	-77,185	50,353	120,220	-73,815	46,405	119,546	-69,350	50,196	3,791
By-law and Regulatory Services	23,594	-29,417	-5,823	23,645	-29,467	-5,822	25,147	-30,852	-5,705	117
Public Policy Development	867	0	867	799	0	799	1,574	0	1,574	775
GM's Office & Business Support Services - Community & Social Services	4,481	-295	4,186	4,740	-350	4,390	7,575	0	7,575	3,185
Employment and Social Services	190,338	-168,735	21,603	261,113	-233,142	27,971	265,599	-233,142	32,457	4,486
Children's Services	148,301	-129,579	18,722	167,836	-149,114	18,722	165,071	-145,084	19,987	1,265
Housing Services	242,916	-138,436	104,480	200,305	-88,314	111,991	209,654	-90,543	119,111	7,120
Long Term Care	94,731	-68,429	26,302	92,648	-66,358	26,290	98,603	-69,979	28,624	2,334
Gender & Race Equity, Inclusion, Indigenous Relations and Social Development	28,824	-440	28,384	29,231	0	29,231	30,971	0	30,971	1,740
GM's Office & Business Support Services - Recreation, Cultural and Facility Services	28,706	-4,581	24,125	27,591	-3,193	24,398	27,749	-2,573	25,176	778
Community Recreation and Cultural Programs	54,315	-12,534	41,781	66,993	-24,965	42,028	66,933	-16,861	50,072	8,044
City Wide Programs, Aquatics and Specialized Services	58,897	-17,541	41,356	77,308	-35,840	41,468	71,848	-21,149	50,699	9,231
Parks & Facilities Planning	2,049	-327	1,722	2,195	-485	1,710	2,259	-485	1,774	64
Facility Operations Services	37,431	-3,755	33,676	36,459	-2,696	33,763	36,730	-1,918	34,812	1,049
Parks	40,669	-396	40,273	38,843	-2	38,841	40,288	-2	40,286	1,445
Total	1,275,451	-657,136	618,315	1,337,595	-709,634	627,961	1,361,808	-683,446	678,362	50,401

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

	2021						2022			\$ Change over 2021 Net Budget
	Actual			Budget			Adopted			
	Expense	Revenue	Net	Expense	Revenue	Net	Expense	Revenue	Net	
Standing Committee on Environmental Protection, Water and Waste Management										
Infrastructure Services	5,492	-33	5,459	5,836	-16	5,820	6,231	-16	6,215	395
Resiliency and Natural Systems Policy	1,823	0	1,823	1,912	0	1,912	1,942	0	1,942	30
Solid Waste Services	93,077	-75,077	18,000	92,502	-63,000	29,502	101,067	-69,874	31,193	1,691
Forestry Services	19,350	-750	18,600	19,889	-631	19,258	20,284	-631	19,653	395
Total	119,742	-75,860	43,882	120,139	-63,647	56,492	129,524	-70,521	59,003	2,511
Finance & Economic Development Committee										
Elected Officials	12,452	0	12,452	12,758	0	12,758	12,998	0	12,998	240
City Clerk	20,420	-1,608	18,812	19,640	-649	18,991	28,626	-9,074	19,552	561
Legal Services	10,387	-20	10,367	9,773	0	9,773	10,035	0	10,035	262
City Manager's Office	2,078	0	2,078	2,160	0	2,160	2,205	0	2,205	45
Rail Construction Program Service	0	0	0	5	-5	0	5	-5	0	0
GM's Office & Business Support and Technical Services - Planning, Infrastructure & Economic Development	2,102	-1	2,101	2,981	0	2,981	3,151	0	3,151	170
Economic Development and Long Range Planning	9,481	-8	9,473	9,999	-125	9,874	9,724	0	9,724	-150
GM's Office & Business Support Services - Innovative Client Services	4,297	-1,209	3,088	3,554	0	3,554	3,624	0	3,624	70
Service Transformation	3,469	0	3,469	3,485	0	3,485	3,480	0	3,480	-5
Public Information & Media Relations	4,154	-1,145	3,009	4,364	-250	4,114	4,344	0	4,344	230
Human Resources	17,165	-765	16,400	17,135	-765	16,370	18,322	-765	17,557	1,187
ServiceOttawa	14,346	-948	13,397	14,870	-1,304	13,566	15,130	-1,304	13,826	260
Chief Financial Officer/Treasurer & Business Support Services - Finance Services	2,853	-623	2,230	2,607	0	2,607	2,688	0	2,688	81
Revenue Services	11,693	-8,724	2,969	12,158	-6,757	5,401	12,582	-7,107	5,475	74
Corporate Finance	14,900	0	14,900	15,130	0	15,130	16,048	0	16,048	918
Payroll, Pensions & Benefits Service	6,462	0	6,462	6,998	0	6,998	7,221	0	7,221	223
Supply Services	7,855	-3,111	4,744	5,624	-785	4,839	5,205	-785	4,420	-419
Corporate Real Estate Office	9,073	-814	8,259	9,630	-330	9,300	9,706	-340	9,366	66
Non Departmental	461,194	-2,324,000	-1,862,806	391,285	-2,267,768	-1,876,483	400,943	-2,371,273	-1,970,330	-93,847
Total	614,381	-2,342,977	-1,728,596	544,156	-2,278,738	-1,734,582	566,037	-2,390,653	-1,824,616	-90,034

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

Net of Recoveries and After Inter-departmental Allocations

	2021						2022			\$ Change over 2021 Net Budget
	Actual			Budget			Adopted			
	Expense	Revenue	Net	Expense	Revenue	Net	Expense	Revenue	Net	
Information Technology Sub-Committee										
Information Technology	72,950	-3,913	69,037	69,163	-480	68,683	72,688	0	72,688	4,005
Total	72,950	-3,913	69,037	69,163	-480	68,683	72,688	0	72,688	4,005
Planning Committee										
Right of Way, Heritage and Urban Design	13,903	-14,672	-769	13,521	-12,653	868	15,277	-14,614	663	-205
Planning Services	10,306	-14,901	-4,595	10,384	-12,195	-1,811	12,764	-14,672	-1,908	-97
Building Code Services - OBC	28,833	-29,673	-840	28,091	-28,531	-440	28,721	-29,161	-440	0
Long Range Planning	2,482	-2	2,480	3,129	-4	3,125	3,199	-4	3,195	70
Affordable Housing	8,548	0	8,548	8,548	0	8,548	7,558	0	7,558	-990
Total	64,072	-59,248	4,824	63,673	-53,383	10,290	67,519	-58,451	9,068	-1,222
Transportation Committee										
GM's Office & Business Support Services - Public Works & Environmental Services	12,270	-425	11,845	12,936	-424	12,512	13,191	-424	12,767	255
Roads Services	118,225	-1,639	116,586	121,743	-1,161	120,582	124,788	-1,176	123,612	3,030
Parking Services	16,952	-16,952	0	16,952	-16,952	0	17,052	-17,052	0	0
Traffic Services	58,925	-1,529	57,396	61,805	-1,952	59,853	72,304	-17,748	54,556	-5,297
Transportation Planning	4,277	-142	4,135	4,546	-55	4,491	4,773	-142	4,631	140
Fleet Services	5,910	-2,131	3,779	4,343	-549	3,794	4,423	-549	3,874	80
Total	216,559	-22,818	193,741	222,325	-21,093	201,232	236,531	-37,091	199,440	-1,792
Total City Operations	2,368,238	-3,162,108	-793,870	2,362,400	-3,126,975	-764,576	2,439,847	-3,240,162	-800,316	-35,740
Boards, Agencies and Commissions										
Committee of Adjustment	1,390	-1,561	-171	1,520	-1,520	0	1,590	-1,590	0	0
Crime Prevention	1,086	0	1,086	1,154	0	1,154	1,194	0	1,194	40
Ottawa Public Health	156,595	-131,774	24,821	99,448	-74,626	24,822	122,679	-96,792	25,887	1,065
Ottawa Public Library	50,795	-1,708	49,087	56,081	-1,750	54,331	58,416	-1,750	56,666	2,335
Ottawa Police Service	375,418	-37,710	337,708	371,341	-38,873	332,468	382,743	-38,885	343,858	11,390
Transit Commission	633,782	-300,167	333,615	659,838	-308,037	351,801	695,449	-322,738	372,711	20,910
Total Boards, Agencies and Commissions	1,219,066	-472,920	746,146	1,189,381	-424,806	764,576	1,262,071	-461,755	800,316	35,740
Total Tax Supported Program	3,587,304	-3,635,028	-47,724	3,551,781	-3,551,781	0	3,701,917	-3,701,917	0	0

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

	2021						2022			\$ Change over 2021 Net Budget
	Actual			Budget			Adopted			
	Expense	Revenue	Net	Expense	Revenue	Net	Expense	Revenue	Net	
Rate Supported Program										
Drinking Water Services	190,862	-194,964	-4,102	193,691	-193,691	0	199,343	-199,343	0	0
Wastewater Services	161,018	-161,036	-18	161,982	-161,982	0	169,240	-169,240	0	0
Stormwater Services	65,085	-65,574	-489	64,048	-64,048	0	73,689	-73,689	0	0
Total Rate Supported Program	416,965	-421,574	-4,609	419,721	-419,721	0	442,272	-442,272	0	0
Total Tax and Rate Supported Program	4,004,269	-4,056,602	-52,333	3,971,502	-3,971,502	0	4,144,189	-4,144,189	0	0

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

	2021 Baseline		2022 Adjustments							2022	\$ Change over 2021 Budget
	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	New Services	Growth	COVID-19	Service Initiatives / Savings	User Fees & Revenues	Adopted	
Agriculture & Rural Affairs Committee											
Development Review Process Rural	1,869	0	40	0	0	0	0	0	0	1,909	40
Rural Affairs	1,090	0	15	0	0	0	0	0	0	1,105	15
Total	2,959	0	55	0	0	0	0	0	0	3,014	55
Audit Committee											
Office of the Auditor General and External Audit Fees	2,389	0	125	0	0	211	0	0	0	2,725	336
Total	2,389	0	125	0	0	211	0	0	0	2,725	336
Community & Protective Services Committee											
GM's Office & Business & Technical Support Services - Emergency & Protective Services	4,578	0	95	0	0	0	0	0	0	4,673	95
Public Safety Service	8,690	-115	355	0	0	-10	0	0	0	8,920	230
Fire Services	172,508	0	4,517	0	150	0	0	0	-15	177,160	4,652
Paramedic Service	46,405	-240	2,471	0	0	2,170	0	0	-610	50,196	3,791
By-law and Regulatory Services	-5,822	310	532	0	0	-300	0	0	-425	-5,705	117
Public Policy Development	799	0	15	0	760	0	0	0	0	1,574	775
GM's Office & Business Support Services - Community & Social Services	4,390	0	100	0	0	3,085	0	0	0	7,575	3,185
Employment and Social Services	27,971	2,865	1,621	0	0	0	0	0	0	32,457	4,486
Children's Services	18,722	0	315	0	0	0	1,050	0	-100	19,987	1,265
Housing Services	111,991	0	2,320	0	4,800	0	0	0	0	119,111	7,120
Long Term Care	26,290	-94	2,809	0	322	0	0	0	-703	28,624	2,334
Gender & Race Equity, Inclusion, Indigenous Relations and Social Development	29,231	-550	565	0	0	1,725	0	0	0	30,971	1,740
GM's Office & Business Support Services - Recreation, Cultural and Facility Services	24,398	0	778	0	0	0	0	0	0	25,176	778
Community Recreation and Cultural Programs	42,028	202	1,362	0	0	0	6,600	0	-120	50,072	8,044
City Wide Programs, Aquatics and Specialized Services	41,468	226	1,270	0	0	0	8,200	0	-465	50,699	9,231
Parks & Facilities Planning	1,710	0	49	0	0	15	0	0	0	1,774	64
Facility Operations Services	33,763	0	1,016	0	0	33	0	0	0	34,812	1,049
Parks	38,841	320	575	0	0	550	0	0	0	40,286	1,445
Total	627,961	2,924	20,765	0	6,032	7,268	15,850	0	-2,438	678,362	50,401

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

Net of Recoveries and After Inter-departmental Allocations

	2021 Baseline		2022 Adjustments							2022	\$ Change over 2021 Budget
	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	New Services	Growth	COVID-19	Service Initiatives / Savings	User Fees & Revenues	Adopted	
Standing Committee on Environmental Protection, Water and Waste Management											
Infrastructure Services	5,820	0	395	0	0	0	0	0	0	6,215	395
Resiliency and Natural Systems Policy	1,912	0	30	0	0	0	0	0	0	1,942	30
Solid Waste Services	29,502	855	4,306	0	100	-95	700	125	-4,300	31,193	1,691
Forestry Services	19,258	0	225	0	0	170	0	0	0	19,653	395
Total	56,492	855	4,956	0	100	75	700	125	-4,300	59,003	2,511
Finance & Economic Development Committee											
Elected Officials	12,758	0	240	0	0	0	0	0	0	12,998	240
City Clerk	18,991	0	456	0	0	105	0	0	0	19,552	561
Legal Services	9,773	0	262	0	0	0	0	0	0	10,035	262
City Manager's Office	2,160	0	45	0	0	0	0	0	0	2,205	45
Rail Construction Program Service	0	0	0	0	0	0	0	0	0	0	0
GM's Office & Business Support and Technical Services - Planning, Infrastructure & Economic Development	2,981	0	50	0	0	120	0	0	0	3,151	170
Economic Development and Long Range Planning	9,874	-185	35	0	0	0	0	0	0	9,724	-150
GM's Office & Business Support Services - Innovative Client Services	3,554	0	70	0	0	0	0	0	0	3,624	70
Service Transformation	3,485	0	-5	0	0	0	0	0	0	3,480	-5
Public Information & Media Relations	4,114	0	125	0	0	0	105	0	0	4,344	230
Human Resources	16,370	0	242	0	235	0	585	125	0	17,557	1,187
ServiceOttawa	13,566	0	260	0	0	0	0	0	0	13,826	260
Chief Financial Officer/Treasurer & Business Support Services - Finance Services	2,607	0	81	0	0	0	0	0	0	2,688	81
Revenue Services	5,401	0	424	0	0	0	0	0	-350	5,475	74
Corporate Finance	15,130	0	688	0	0	230	0	0	0	16,048	918
Payroll, Pensions & Benefits Service	6,998	0	223	0	0	0	0	0	0	7,221	223
Supply Services	4,839	0	181	0	0	0	0	-600	0	4,420	-419
Corporate Real Estate Office	9,300	0	76	0	0	0	0	0	-10	9,366	66
Non Departmental	-1,876,483	2,360	-49,557	-130	0	-30,195	-17,825	0	1,500	-1,970,330	-93,847
Total	-1,734,582	2,175	-46,104	-130	235	-29,740	-17,135	-475	1,140	-1,824,616	-90,034

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

Net of Recoveries and After Inter-departmental Allocations

	2021 Baseline		2022 Adjustments							2022	\$ Change over 2021 Budget
	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	New Services	Growth	COVID-19	Service Initiatives / Savings	User Fees & Revenues	Adopted	
Information Technology Sub-Committee											
Information Technology	68,683	0	3,690	0	0	0	315	0	0	72,688	4,005
Total	68,683	0	3,690	0	0	0	315	0	0	72,688	4,005
Planning Committee											
Right of Way, Heritage and Urban Design	868	-350	305	0	130	-410	270	0	-150	663	-205
Planning Services	-1,811	-2,000	1,140	0	0	1,240	0	0	-477	-1,908	-97
Building Code Services - OBC	-440	0	510	0	0	120	0	0	-630	-440	0
Long Range Planning	3,125	0	70	0	0	0	0	0	0	3,195	70
Affordable Housing	8,548	-2,000	1,010	0	0	0	0	0	0	7,558	-990
Total	10,290	-4,350	3,035	0	130	950	270	0	-1,257	9,068	-1,222
Transportation Committee											
GM's Office & Business Support Services - Public Works & Environmental Services	12,512	0	255	0	0	0	0	0	0	12,767	255
Roads Services	120,582	0	1,810	0	0	1,235	0	0	-15	123,612	3,030
Parking Services	0	0	100	0	0	0	0	0	-100	0	0
Traffic Services	59,853	-5,683	-149	0	0	555	0	0	-20	54,556	-5,297
Transportation Planning	4,491	0	227	0	0	0	0	0	-87	4,631	140
Fleet Services	3,794	0	80	0	0	0	0	0	0	3,874	80
Total	201,232	-5,683	2,323	0	0	1,790	0	0	-222	199,440	-1,792
Total City Operations	-764,576	-4,079	-11,155	-130	6,497	-19,446	0	-350	-7,077	-800,316	-35,740
Boards, Agencies and Commissions											
Committee of Adjustment	0	0	70	0	0	0	0	0	-70	0	0
Crime Prevention	1,154	0	40	0	0	0	0	0	0	1,194	40
Ottawa Public Health	24,822	0	1,065	0	0	0	0	0	0	25,887	1,065
Ottawa Public Library	54,331	205	1,440	0	0	690	0	0	0	56,666	2,335
Ottawa Police Service	332,468	0	14,710	0	4,525	0	0	-7,050	-795	343,858	11,390
Transit Commission	351,801	-6,525	31,641	0	0	1,008	0	0	-5,214	372,711	20,910
Total Boards, Agencies and Commissions	764,576	-6,320	48,966	0	4,525	1,698	0	-7,050	-6,079	800,316	35,740
Total Tax Supported Program	0	-10,399	37,811	-130	11,022	-17,748	0	-7,400	-13,156	0	0

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

Net of Recoveries and After Inter-departmental Allocations

	2021 Baseline		2022 Adjustments							2022	\$ Change over 2021 Budget
	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	New Services	Growth	COVID-19	Service Initiatives / Savings	User Fees & Revenues	Adopted	
Rate Supported Program											
Drinking Water Services	0	0	5,945	0	290	-512	0	0	-5,723	0	0
Wastewater Services	0	400	5,940	0	290	-442	0	0	-6,188	0	0
Stormwater Services	0	0	9,641	0	0	-1,758	0	0	-7,883	0	0
Total Rate Supported Program	0	400	21,526	0	580	-2,712	0	0	-19,794	0	0
Total Tax and Rate Supported Program	0	-9,999	59,337	-130	11,602	-20,460	0	-7,400	-32,950	0	0

City of Ottawa
Full Time Equivalents Summary by Committee

	2021	2022	2022	2022
	Budget	Service Initiatives / Efficiencies	Adjustments	Adopted
Agriculture & Rural Affairs Committee				
Development Review Process Rural	15.00	0.00	0.00	15.00
Rural Affairs	2.00	0.00	0.00	2.00
Total	17.00	0.00	0.00	17.00
Audit Committee				
Office of the Auditor General and External Audit Fees	9.00	0.00	2.00	11.00
Total	9.00	0.00	2.00	11.00
Community & Protective Services Committee				
GM's Office & Business & Technical Support Services - Emergency & Protective Services	35.00	0.00	1.00	36.00
Public Safety Service	20.00	0.00	0.00	20.00
Fire Services	975.00	0.00	0.00	975.00
Paramedic Service	697.80	0.00	14.00	711.80
By-law and Regulatory Services	176.78	0.00	2.50	179.28
Public Policy Development	6.00	0.00	4.00	10.00
GM's Office & Business Support Services - Community & Social Services	36.00	0.00	0.00	36.00
Employment and Social Services	532.17	0.00	0.00	532.17
Children's Services	181.49	0.00	0.00	181.49
Housing Services	61.40	0.00	1.00	62.40
Long Term Care	629.81	0.00	1.63	631.44
Gender & Race Equity, Inclusion, Indigenous Relations and Youth Services	27.00	0.00	1.00	28.00
GM's Office & Business Support Services - Recreation, Cultural and Facility Services	80.59	0.00	1.00	81.59
Community Recreation and Cultural Programs	428.53	0.00	0.00	428.53
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	619.93	0.00	0.00	619.93
Parks	283.91	0.00	0.00	283.91
Total	5,410.35	0.00	26.13	5,436.48

City of Ottawa
Full Time Equivalents Summary by Committee

	2021	2022	2022	2022
	Budget	Service Initiatives / Efficiencies	Adjustments	Adopted
Standing Committee on Environmental Protection, Water and Waste Management				
Infrastructure Services	215.25	0.00	0.00	215.25
Resiliency and Natural Systems Policy	12.00	0.00	1.00	13.00
Solid Waste Services	75.40	0.00	0.00	75.40
Forestry Services	84.32	0.00	3.00	87.32
Total	386.97	0.00	4.00	390.97
Finance & Economic Development Committee				
Elected Officials	0.00	0.00	0.00	0.00
City Clerk	144.55	0.00	0.00	144.55
Legal Services	86.00	0.00	3.00	89.00
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, Infrastructure & Economic Development	37.00	0.00	1.00	38.00
Economic Development and Long Range Planning	17.00	0.00	0.00	17.00
GM's Office & Business Support Services - Innovative Client Services	26.00	0.00	0.00	26.00
Service Transformation	24.00	0.00	0.00	24.00
Public Information & Media Relations	33.00	0.00	0.00	33.00
Human Resources	114.80	0.00	1.00	115.80
ServiceOttawa	120.07	0.00	0.00	120.07
Chief Financial Officer/Treasurer & Business Support Services - Finance Services	18.00	0.00	0.00	18.00
Revenue Services	192.45	0.00	7.00	199.45
Corporate Finance	146.89	0.00	2.00	148.89
Payroll, Pensions & Benefits Service	66.33	0.00	0.00	66.33
Supply Services	65.99	0.00	0.00	65.99
Corporate Real Estate Office	40.50	0.00	0.00	40.50
Non Departmental	0.00	0.00	0.00	0.00
Total	1,157.58	0.00	14.00	1,171.58

City of Ottawa
Full Time Equivalents Summary by Committee

	2021	2022	2022	2022
	Budget	Service Initiatives / Efficiencies	Adjustments	Adopted
Information Technology Sub-Committee				
Information Technology	295.00	0.00	1.00	296.00
Total	295.00	0.00	1.00	296.00
Planning Committee				
Right of Way, Heritage and Urban Design	157.76	0.00	6.00	163.76
Planning Services	86.03	0.00	0.00	86.03
Building Code Services - OBC	187.89	0.00	0.00	187.89
Long Range Planning	17.33	0.00	0.00	17.33
Affordable Housing	6.00	0.00	0.00	6.00
Total	455.01	0.00	6.00	461.01
Transportation Committee				
GM's Office & Business Support Services - Public Works & Environmental Services	116.98	0.00	0.00	116.98
Roads Services	503.35	0.00	0.00	503.35
Parking Services	15.00	0.00	4.00	19.00
Traffic Services	280.37	0.00	12.00	292.37
Transportation Planning	36.00	0.00	0.00	36.00
Fleet Services	194.00	0.00	0.00	194.00
Total	1,145.70	0.00	16.00	1,161.70
Total City Operations	8,876.61	0.00	69.13	8,945.74
Boards, Agencies and Commissions				
Committee of Adjustment	12.00	0.00	0.00	12.00
Crime Prevention	3.00	0.00	0.00	3.00
Ottawa Public Health	511.11	0.00	0.00	511.11
Ottawa Public Library	463.96	0.00	9.00	472.96
Ottawa Police Service	2,115.90	-20.00	20.00	2,115.90
Transit Commission	3,081.30	0.00	61.00	3,142.30
Total Boards, Agencies and Commissions	6,187.27	-20.00	90.00	6,257.27
Total Tax Supported Full Time Equivalents (FTE's)	15,063.88	-20.00	159.13	15,203.01

City of Ottawa

Full Time Equivalents Summary by Committee

	2021	2022	2022	2022
	Budget	Service Initiatives / Efficiencies	Adjustments	Adopted
Rate Supported Program				
Drinking Water Services	307.27	0.00	7.50	314.77
Wastewater Services	229.15	0.00	5.50	234.65
Stormwater Services	46.02	0.00	0.00	46.02
Total Rate Supported Program	582.44	0.00	13.00	595.44
Grand Total City Full Time Equivalents (FTE's)	15,646.32	-20.00	172.13	15,798.45

City of Ottawa

Full Time Equivalent Budget Changes by Committee

	2021 Baseline		2022 Adjustments				2022	Change over 2021 Budget
	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	COVID-19	Adopted	
Agriculture & Rural Affairs Committee								
Development Review Process Rural	15.00	0.00	0.00	0.00	0.00	0.00	15.00	0.00
Rural Affairs	2.00	0.00	0.00	0.00	0.00	0.00	2.00	0.00
Total	17.00	0.00	0.00	0.00	0.00	0.00	17.00	0.00
Audit Committee								
Office of the Auditor General and External Audit Fees	9.00	0.00	0.00	0.00	2.00	0.00	11.00	2.00
Total	9.00	0.00	0.00	0.00	2.00	0.00	11.00	2.00
Community & Protective Services Committee								
GM's Office & Business & Technical Support Services - Emergency & Protective Services	35.00	0.00	1.00	0.00	0.00	0.00	36.00	1.00
Public Safety Service	20.00	0.00	0.00	0.00	0.00	0.00	20.00	0.00
Fire Services	975.00	0.00	0.00	0.00	0.00	0.00	975.00	0.00
Paramedic Service	697.80	0.00	0.00	0.00	14.00	0.00	711.80	14.00
By-law and Regulatory Services	176.78	2.50	0.00	0.00	0.00	0.00	179.28	2.50
Public Policy Development	6.00	0.00	0.00	4.00	0.00	0.00	10.00	4.00
GM's Office & Business Support Services - Community & Social Services	36.00	0.00	0.00	0.00	0.00	0.00	36.00	0.00
Employment and Social Services	532.17	0.00	0.00	0.00	0.00	0.00	532.17	0.00
Children's Services	181.49	0.00	0.00	0.00	0.00	0.00	181.49	0.00
Housing Services	61.40	0.00	1.00	0.00	0.00	0.00	62.40	1.00
Long Term Care	629.81	0.00	0.00	1.63	0.00	0.00	631.44	1.63
Gender & Race Equity, Inclusion, Indigenous Relations and Social Development	27.00	0.00	0.00	0.00	1.00	0.00	28.00	1.00
GM's Office & Business Support Services - Recreation, Cultural and Facility Services	80.59	0.00	1.00	0.00	0.00	0.00	81.59	1.00
Programs	428.53	0.00	0.00	0.00	0.00	0.00	428.53	0.00
City Wide Programs, Aquatics and Specialized Services	603.94	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	15.00	0.00
Facility Operations Services	619.93	0.00	0.00	0.00	0.00	0.00	619.93	0.00
Parks	283.91	0.00	0.00	0.00	0.00	0.00	283.91	0.00
Total	5,410.35	2.50	3.00	5.63	15.00	0.00	5,436.48	26.13

City of Ottawa

Full Time Equivalent Budget Changes by Committee

	2021 Baseline		2022 Adjustments				2022	Change over 2021 Budget
	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	COVID-19	Adopted	
Environment and Climate Protection Committee								
Infrastructure Services	215.25	0.00	0.00	0.00	0.00	0.00	215.25	0.00
Resiliency and Natural Systems Policy	12.00	0.00	1.00	0.00	0.00	0.00	13.00	1.00
Solid Waste Services	75.40	0.00	0.00	0.00	0.00	0.00	75.40	0.00
Forestry Services	84.32	0.00	0.00	0.00	3.00	0.00	87.32	3.00
Total	386.97	0.00	1.00	0.00	3.00	0.00	390.97	4.00
Finance & Economic Development Committee								
Elected Officials	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
City Clerk	144.55	0.00	0.00	0.00	0.00	0.00	144.55	0.00
Legal Services	86.00	3.00	0.00	0.00	0.00	0.00	89.00	3.00
City Manager's Office	13.00	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	12.00	0.00
GM's Office & Business Support and Technical Services - Planning, Infrastructure & Economic Development	37.00	0.00	0.00	0.00	1.00	0.00	38.00	1.00
Economic Development and Long Range Planning	17.00	0.00	0.00	0.00	0.00	0.00	17.00	0.00
GM's Office & Business Support Services - Innovative Client Services	26.00	0.00	0.00	0.00	0.00	0.00	26.00	0.00
Service Transformation	24.00	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	33.00	0.00
Human Resources	114.80	0.00	0.00	1.00	0.00	0.00	115.80	1.00
ServiceOttawa	120.07	0.00	0.00	0.00	0.00	0.00	120.07	0.00
Business Support Services - Finance Services	18.00	0.00	0.00	0.00	0.00	0.00	18.00	0.00
Revenue Services	192.45	7.00	0.00	0.00	0.00	0.00	199.45	7.00
Corporate Finance	146.89	0.00	0.00	0.00	2.00	0.00	148.89	2.00
Payroll, Pensions & Benefits Service	66.33	0.00	0.00	0.00	0.00	0.00	66.33	0.00
Supply Services	65.99	0.00	0.00	0.00	0.00	0.00	65.99	0.00
Corporate Real Estate Office	40.50	0.00	0.00	0.00	0.00	0.00	40.50	0.00
Non Departmental	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Total	1,157.58	10.00	0.00	1.00	3.00	0.00	1,171.58	14.00

City of Ottawa
Full Time Equivalent Budget Changes by Committee

	2021 Baseline		2022 Adjustments				2022	Change over 2021 Budget
	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	COVID-19	Adopted	
Information Technology Sub-Committee								
Information Technology	295.00	1.00	0.00	0.00	0.00	0.00	296.00	1.00
Total	295.00	1.00	0.00	0.00	0.00	0.00	296.00	1.00
Planning Committee								
Right of Way, Heritage and Urban Design	157.76	0.00	1.00	0.00	5.00	0.00	163.76	6.00
Planning Services	86.03	0.00	0.00	0.00	0.00	0.00	86.03	0.00
Building Code Services - OBC	187.89	0.00	0.00	0.00	0.00	0.00	187.89	0.00
Long Range Planning	17.33	0.00	0.00	0.00	0.00	0.00	17.33	0.00
Affordable Housing	6.00	0.00	0.00	0.00	0.00	0.00	6.00	0.00
Total	455.01	0.00	1.00	0.00	5.00	0.00	461.01	6.00
Transportation Committee								
GM's Office & Business Support Services - Public Works & Environmental Services	116.98	0.00	0.00	0.00	0.00	0.00	116.98	0.00
Roads Services	503.35	0.00	0.00	0.00	0.00	0.00	503.35	0.00
Parking Services	15.00	0.00	0.00	0.00	4.00	0.00	19.00	4.00
Traffic Services	280.37	8.00	1.00	0.00	3.00	0.00	292.37	12.00
Transportation Planning	36.00	0.00	0.00	0.00	0.00	0.00	36.00	0.00
Fleet Services	194.00	0.00	0.00	0.00	0.00	0.00	194.00	0.00
Total	1,145.70	8.00	1.00	0.00	7.00	0.00	1,161.70	16.00
Total City Operations	8,876.61	21.50	6.00	6.63	35.00	0.00	8,945.74	69.13
Boards, Agencies and Commissions								
Committee of Adjustment	12.00	0.00	0.00	0.00	0.00	0.00	12.00	0.00
Crime Prevention	3.00	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	511.11	0.00
Ottawa Public Library	463.96	0.00	0.00	0.00	9.00	0.00	472.96	9.00
Ottawa Police Service	2,115.90	0.00	2.00	18.00	0.00	0.00	2,115.90	0.00
Transit Commission	3,081.30	13.00	6.00	0.00	4.00	38.00	3,142.30	61.00
Total Boards, Agencies and Commissions	6,187.27	13.00	8.00	18.00	13.00	38.00	6,257.27	70.00
Total Tax Supported Full Time Equivalents (FTE's)	15,063.88	34.50	14.00	24.63	48.00	38.00	15,203.01	139.13
Percent of 2022 FTEs		0.2%	0.1%	0.2%	0.3%	0.3%	0.9%	

City of Ottawa

Full Time Equivalent Budget Changes by Committee

	2021 Baseline		2022 Adjustments				2022	Change over 2021 Budget
	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	COVID-19	Adopted	
Rate Supported Program								
Drinking Water Services	307.27	0.00	0.00	2.50	5.00	0.00	314.77	7.50
Wastewater Services	229.15	0.00	0.00	2.50	3.00	0.00	234.65	5.50
Stormwater Services	46.02	0.00	0.00	0.00	0.00	0.00	46.02	0.00
Total Rate Supported Program	582.44	0.00	0.00	5.00	8.00	0.00	595.44	13.00
Grand Total City Full Time Equivalents (FTE's)	15,646.32	34.50	14.00	29.63	56.00	38.00	15,798.45	152.13

City of Ottawa

2022 Adopted Capital Budget - Summary of New Authority & Forecast

In Thousands (\$000)

	2021	2022					Forecast		
		Total	Renewal of City Assets	Regulatory	Growth	Service Enhancement	2023	2024	2025
Agriculture & Rural Affairs Committee									
Parks, Recreation, & Culture	0	0	0	0	0	0	737	1,066	0
Transportation Services	2,350	4,400	4,400	0	0	0	5,500	6,000	6,500
Agriculture & Rural Affairs Committee Total	2,350	4,400	4,400	0	0	0	6,237	7,066	6,500
Community & Protective Services Committee									
By-Law & Regulatory Services	500	894	894	0	0	0	576	695	985
Child Care	335	498	438	0	0	60	310	402	350
Community & Social Services	12,550	510	450	0	0	60	310	350	360
Fire Services	7,595	5,588	4,438	0	600	550	7,300	9,451	16,110
Long Term Care	3,790	10,169	10,059	0	0	110	1,553	1,538	1,540
Paramedic Services	6,000	4,084	3,067	0	1,017	0	2,717	3,962	2,715
Parks, Buildings & Grounds	38,863	6,000	6,000	0	0	0	7,000	7,000	10,000
Parks, Recreation & Culture	500	45,660	19,538	0	23,257	2,865	65,941	81,753	109,718
Public Safety Service	460	550	550	0	0	0	600	555	690
Community & Protective Services Committee Total	70,593	73,953	45,434	0	24,874	3,645	86,307	105,706	142,468
Environment and Climate Protection Committee-Rate									
Drinking Water Services	55,418	83,077	60,866	150	22,061	0	105,498	129,425	68,022
Wastewater Services	55,145	65,916	48,507	0	17,409	0	78,016	59,819	75,432
Stormwater Services	25,399	23,124	21,567	650	544	363	30,635	66,257	22,296
Integrated Roads, Water & Wastewater	0	0	0	0	0	0	0	0	0
Integrated Water & Wastewater	18,182	20,510	20,510	0	0	0	19,506	22,300	24,850
Environment and Climate Protection Committee-Rate Total	154,144	192,627	151,450	800	40,014	363	233,655	277,801	190,600

City of Ottawa
2022 Adopted Capital Budget - Summary of New Authority & Forecast
 In Thousands (\$000)

	2021	2022					Forecast		
		Total	Renewal of City Assets	Regulatory	Growth	Service Enhancement	2023	2024	2025
Environment and Climate Protection Committee-Tax									
Environment	5,000	5,000	0	0	0	5,000	5,000	5,000	5,000
Parks, Buildings & Grounds	0	400	400	0	0	0	0	0	0
Solid Waste	19,914	28,495	5,000	20,950	620	1,925	40,205	22,164	32,050
Environment and Climate Protection Committee-Tax Total	24,914	33,895	5,400	20,950	620	6,925	45,205	27,164	37,050
Finance & Economic Development Committee									
Finance	1,000	0	0	0	0	0	0	0	0
General Government	4,200	4,960	4,085	500	0	375	2,225	3,405	2,400
Real Estate Partnerships & Development	500	0	0	0	0	0	0	0	0
Finance & Economic Development Committee Total	5,700	4,960	4,085	500	0	375	2,225	3,405	2,400
IT Sub-Committee									
Information Technology	10,935	10,263	10,263	0	0	0	7,861	9,218	10,602
IT Sub-Committee Total	10,935	10,263	10,263	0	0	0	7,861	9,218	10,602
Planning Committee									
Housing	21,137	15,000	0	0	15,000	0	15,000	15,000	15,000
Buildings Services	0	82	0	0	0	82	41	41	41
Planning & Development	3,484	14,496	0	0	7,496	7,000	4,900	888	150
Planning Committee Total	24,621	29,578	0	0	22,496	7,082	19,941	15,929	15,191
Transit Commission									
Transit Services	123,490	169,861	137,536	0	0	32,325	233,106	189,787	68,351
Transit Commission Total	123,490	169,861	137,536	0	0	32,325	233,106	189,787	68,351

City of Ottawa
2022 Adopted Capital Budget - Summary of New Authority & Forecast
In Thousands (\$000)

	2021	2022					Forecast		
		Total	Renewal of City Assets	Regulatory	Growth	Service Enhancement	2023	2024	2025
Transportation Committee									
Fleet Services	23,495	43,342	43,342	0	0	0	35,277	36,185	35,510
Integrated Roads, Water & Wastewater*	142,853	194,127	194,127	0	0	0	180,306	196,637	205,852
Transit Services	30,310	14,741		0	14,741	0	67,430	69,423	70,099
Transportation Services	139,042	175,114	77,051	0	82,170	15,893	166,331	197,693	204,784
Transportation Committee Total	335,700	427,324	314,520	0	96,911	15,893	449,344	499,938	516,245
Ottawa Public Library Board									
Library	4,095	6,982	2,521	0	4,401	60	2,240	2,743	3,880
Ottawa Public Library Board Total	4,095	6,982	2,521	0	4,401	60	2,240	2,743	3,880
Police Services Board									
Police Services	24,136	35,389	12,330	0	0	23,059	32,348	20,935	42,596
Police Services Board Total	24,136	35,389	12,330	0	0	23,059	32,348	20,935	42,596
Grand Total	780,678	989,232	687,939	22,250	189,316	89,727	1,118,469	1,159,692	1,035,883
Financing									
Revenues	9,143	16,805	784	550	7,921	7,550	44,889	44,052	64,098
Tax Supported/ Dedicated Reserves	329,614	346,768	270,212	3,450	21,567	51,539	364,336	390,181	405,135
Rate Supported Reserves	166,931	177,436	162,395	250	14,428	363	249,389	281,120	214,932
Gas Tax	0	61,509	50,778	0	3,181	7,550	31,182	4,149	531
Development Charges	108,750	114,055	1,526	0	112,529	0	128,669	169,886	150,025
Debt:									
Tax Supported/ Dedicated	104,301	158,705	108,278	18,000	9,702	22,725	116,487	72,246	103,496
Rate Supported	50,922	59,965	59,965	0	0	0	60,000	63,040	60,000
Gas Tax	0	34,001	34,001	0	0	0	108,848	120,545	13,872
Development Charges	11,018	19,987	0	0	19,987	0	14,670	14,474	23,794
Grand Total	780,678	989,232	687,939	22,250	189,316	89,727	1,118,469	1,159,692	1,035,883

*Includes the tax and rate supported portions.

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

	2021 Actuals				2021 Surplus/ (Deficit)	Prior Year (Commitments)/ Transfers	2022 Estimated Uncommitted Opening Balance	2022 Forecast		
	Opening Cash Balance	Contributions	Transfers (to) from Operating/ Capital	Closing Cash Balance				Contributions	Transfers (to) from Operating/ Capital/ Other	Projected Closing Balance
Discretionary Reserves										
Operating										
Tax Stabilization Reserve	51,455	10,428	-5,886	55,997	15,268	0	71,265	11,861	-37,877	45,249
Transit Operating Reserve	5,067	3,529	-11	8,584	15,060	0	23,644	3,294	0	26,938
Employee Benefit Reserve	52,579	53,023	-24,222	81,379	0	0	81,379	50,183	-44,561	87,001
Landfill Closure Reserve	6,126	414	0	6,539	0	0	6,539	360	0	6,899
Total Operating Reserves	115,226	67,393	-30,119	152,500	30,328	0	182,828	65,698	-82,438	166,087
Capital										
City Wide Capital Reserve	71,151	177,284	-149,743	98,692	225	0	98,917	168,041	-169,963	96,995
Transit Capital Reserve*	18,601	79,230	-69,497	28,334	0	0	28,334	89,207	-105,392	12,149
Fleet Reserve	4,348	24,960	-23,495	5,813	0	0	5,813	28,403	-33,703	513
Housing Reserve	5,446	8,447	-13,400	494	12,512	0	13,006	8,040	-7,700	13,346
Police Capital Reserve	7,715	15,615	-19,780	3,550	-5,238	0	-1,688	16,000	-8,736	5,576
Police Fleet Reserve	11	4,506	-4,219	298	0	0	298	4,316	-4,197	417
CIL - Parkland City wide	18,640	3,798	-915	21,524	0	-9,763	11,761	2,000	-1,502	12,259
CIL - Parkland by Ward	41,776	13,203	-2,032	52,948	0	-23,669	29,279	3,200	0	32,479
Road Safety Reserve Fund	0	0	0	0	0	0	0	8,641	-8,054	587
Ottawa Public Health	100	27	0	127	0	0	127	200	-275	52
Total Capital Supported	167,789	327,071	-283,081	211,779	7,499	-33,432	185,845	328,048	-339,522	174,372
Combined Operating/Capital										
Water Reserve	101,709	79,627	-61,809	119,526	4,103	0	123,629	84,802	-79,150	129,281
Wastewater Reserve	35,857	65,722	-61,531	40,048	19	0	40,067	69,830	-58,053	51,844
Stormwater Reserve	17,129	33,776	-44,126	6,779	490	0	7,269	43,492	-40,233	10,529
Solid Waste Reserve	-4,014	5,978	-19,894	-17,929	4,565	0	-13,364	7,923	-9,495	-14,936
Parking	22,427	3,390	-1,972	23,845	0	0	23,845	2,418	-12,047	14,215
Ottawa Public Library Reserve	9,853	1,451	-6,342	4,963	5,244	0	10,207	2,009	-5,540	6,676
Total Combined Operating/Capital	9,853	1,451	-6,342	177,232	14,421	0	191,653	210,474	-204,518	197,609
Discretionary Reserves Totals	292,868	395,916	-319,542	541,511	52,248	-33,432	560,326	604,220	-626,478	538,068

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

	2021 Actuals				2021 Surplus/ (Deficit)	Prior Year (Commitments)/ Transfers	2022 Estimated Uncommitted Opening Balance	2022 Forecast		
	Opening Cash Balance	Contributions	Transfers (to) from Operating/ Capital	Closing Cash Balance				Contributions	Transfers (to) from Operating/ Capital/ Other	Projected Closing Balance
Restricted Reserves										
Gas Tax										
Provincial Gas Tax	240	38,476	-37,538	1,179	0	-10,324	-9,145	38,500	-37,799	-8,444
Federal Gas Tax	19,192	116,513	-40,461	95,243	0	-4,190	91,053	59,259	-74,181	76,132
Total Gas Tax	19,431	154,989	-77,999	96,422	0	-14,514	81,908	97,759	-111,980	67,688
Building Code										
Building Code Cap	7,712	0	-1,337	6,375	0	0	6,375	0	-82	6,293
Building Code Stabilization	15,845	4,334	0	20,178	0	0	20,178	0	0	20,178
Building Code Insurance Fund	6,916	0	222	7,137	0	0	7,137	0	0	7,137
Total Building Code Reserves	30,473	4,334	-1,115	33,691	0	0	33,691	0	-82	33,609
Restricted Reserves Total	49,904	159,323	-79,114	130,113	0	-14,514	115,599	97,759	-112,062	101,297
Grand Total	342,772	555,239	-398,656	671,624	52,248	-47,946	675,925	701,979	-738,540	639,364

*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

2022 Forecast

In Thousands (\$000)

Deferred Revenue Account	Actual Year-End 2021 Cash Balance	Prior Year Commitments	2022 Uncommitted Opening Balance	Development Charges	Debt Service Charges*/ Other Transfers	2022 Capital Expenditures	Projected Uncommitted Balance
Affordable Housing	5,462	-8,001	-2,539	1,111	500	0	-928
Child Care Services	906	-590	316	0	0	0	316
Emergency Medical Services	3,745	-2,476	1,269	706	0	-780	1,196
Library Services	30,816	-7,966	22,850	3,042	0	-3,561	22,332
Parks Development	33,090	-16,746	16,345	4,257	0	-4,442	16,160
Protection Services	28,149	-8,561	19,588	6,132	-174	-525	25,021
Public Transit**	47,869	-29,588	18,281	68,513	-43,323	-43,122	348
Recreation	112,445	-24,072	88,374	13,024	-2,458	-10,416	88,523
Roads & Related Services	289,731	-197,816	91,915	77,862	-4,107	-72,958	92,712
Sanitary Wastewater Services	116,791	-62,675	54,116	32,295	-4,725	-8,824	72,862
Storm Sewers (Stormwater Drainage)	(1,981)	-1,295	-3,276	406	0	-194	-3,064
Stormwater Management (Ponds)	14,291	-110,876	-96,586	0	0	-156	-96,742
Studies	6,195	-2,707	3,488	786	0	-6,911	-2,637
Water Services	36,793	-42,882	-6,089	13,312	-644	-598	5,981
Total	724,301	-516,249	208,052	221,446	-54,932	-152,486	222,079

*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
2022 Capital Debt Model Summary (Tax, Rate, Development Charge, Gas Tax)
In Thousands (\$000)

	2022	2023	2024	2025
Total Debt Summary				
Opening Issued Net Debt	2,977,035	3,129,770	3,339,058	3,531,432
Estimated New Issues	285,000	350,000	350,001	400,000
Principal Payments and Sinking Fund Increases	-132,265	-140,713	-157,626	-166,380
Closing Issued Net Debt	3,129,770	3,339,057	3,531,433	3,765,052
Opening Unissued Net Debt	1,694,421	1,682,079	1,632,083	1,552,387
New Authority	272,658	300,004	270,305	201,162
New Issues	-285,000	-350,000	-350,001	-400,000
Closing Unissued Net Debt	1,682,079	1,632,083	1,552,387	1,353,549
Total Debt Issued and Unissued	4,811,849	4,971,140	5,083,820	5,118,601
Debt Service Charges				
Principal	124,144	130,975	146,135	152,843
Interest	115,142	120,932	130,408	140,714
	239,286	251,907	276,543	293,557
Tax Supported				
Opening Issued Net Debt	756,520	782,086	790,507	805,119
Estimated New Issues	74,932	58,513	70,000	81,000
Principal Payments and Sinking Fund Increases	-49,366	-50,092	-55,388	-56,474
Closing Issued Net Debt	782,086	790,507	805,119	829,645
Opening Unissued Net Debt	298,519	332,589	338,467	330,398
New Authority	109,002	64,391	61,931	69,034
New Issues	-74,932	-58,513	-70,000	-81,000
Closing Unissued Net Debt	332,589	338,467	330,398	318,432
Total Debt Issued and Unissued	1,114,675	1,128,974	1,135,517	1,148,077
Debt Service Charges				
Principal	46,285	46,461	51,162	51,633
Interest	27,985	28,926	29,770	31,169
	74,270	75,387	80,932	82,802

City of Ottawa
2022 Capital Debt Model Summary (Tax, Rate, Development Charge, Gas Tax)
In Thousands (\$000)

	2022	2023	2024	2025
Tax Development Charge Supported				
Opening Issued Net Debt	85,062	97,697	121,005	135,785
Estimated New Issues	16,000	28,000	21,140	5,000
Principal Payments and Sinking Fund Increases	-3,365	-4,692	-6,360	-6,520
Closing Issued Net Debt	97,697	121,005	135,785	134,265
Opening Unissued Net Debt	89,034	73,078	45,078	23,938
New Authority	44	0	0	544
New Issues	-16,000	-28,000	-21,140	-5,000
Closing Unissued Net Debt	73,078	45,078	23,938	19,482
Total Debt Issued and Unissued	170,775	166,083	159,723	153,747
Debt Service Charges				
Principal	2,927	4,186	5,770	5,821
Interest	3,812	4,283	5,195	5,906
	6,739	8,469	10,965	11,727
Transit Tax Supported				
Opening Issued Net Debt	197,020	198,592	226,224	344,610
Estimated New Issues	20,000	47,000	141,156	202,656
Principal Payments and Sinking Fund Increases	-18,428	-19,368	-22,770	-23,807
Closing Issued Net Debt	198,592	226,224	344,610	523,459
Opening Unissued Net Debt	394,203	389,906	353,832	221,491
New Authority	15,703	10,926	8,815	13,462
New Issues	-20,000	-47,000	-141,156	-202,656
Closing Unissued Net Debt	389,906	353,832	221,491	32,297
Total Debt Issued and Unissued	588,498	580,056	566,101	555,756
Debt Service Charges				
Principal	18,189	19,087	22,427	23,320
Interest	7,013	6,920	7,841	8,304
	25,202	26,007	30,268	31,624

City of Ottawa
2022 Capital Debt Model Summary (Tax, Rate, Development Charge, Gas Tax)
In Thousands (\$000)

	2022	2023	2024	2025
Transit Development Charge Supported				
Opening Issued Net Debt	740,657	816,074	896,545	873,759
Estimated New Issues	92,868	100,497	0	0
Principal Payments and Sinking Fund Increases	-17,451	-20,026	-22,786	-25,418
Closing Issued Net Debt	816,074	896,545	873,759	848,341
Opening Unissued Net Debt	188,945	101,310	10,853	24,337
New Authority	5,233	10,040	13,484	16,093
New Issues	-92,868	-100,497	0	0
Closing Unissued Net Debt	101,310	10,853	24,337	40,430
Total Debt Issued and Unissued	917,384	907,398	898,096	888,771
Debt Service Charges				
Principal	16,409	18,736	21,240	23,607
Interest	26,914	29,852	33,287	37,313
	43,323	48,588	54,527	60,920
Federal Gas Tax Supported				
Opening Issued Net Debt	186,620	179,979	191,114	215,968
Estimated New Issues	0	17,990	32,344	32,344
Principal Payments and Sinking Fund Increases	-6,641	-6,855	-7,490	-8,335
Closing Issued Net Debt	179,979	191,114	215,968	239,977
Opening Unissued Net Debt	140,118	174,119	264,977	353,178
New Authority	34,001	108,848	120,545	13,872
New Issues	0	-17,990	-32,344	-32,344
Closing Unissued Net Debt	174,119	264,977	353,178	334,706
Total Debt Issued and Unissued	354,098	456,091	569,146	574,683
Debt Service Charges				
Principal	6,248	6,386	6,937	7,663
Interest	6,616	6,474	6,976	8,085
	12,864	12,860	13,913	15,748

City of Ottawa
2022 Capital Debt Model Summary (Tax, Rate, Development Charge, Gas Tax)
In Thousands (\$000)

	2022	2023	2024	2025
Provincial Gas Tax Supported				
Opening Issued Net Debt	236,446	230,891	225,088	219,167
Estimated New Issues	0	0	0	0
Principal Payments and Sinking Fund Increases	-5,555	-5,803	-5,921	-6,193
Closing Issued Net Debt	230,891	225,088	219,167	212,974
Opening Unissued Net Debt	232,541	232,541	232,541	232,541
New Authority	0	0	0	0
New Issues	0	0	0	0
Closing Unissued Net Debt	232,541	232,541	232,541	232,541
Total Debt Issued and Unissued	463,432	457,629	451,708	445,515
Debt Service Charges				
Principal	5,407	5,610	5,675	5,855
Interest	11,952	11,753	11,582	11,398
	17,359	17,363	17,257	17,253
Water Rate Supported				
Opening Issued Net Debt	224,035	211,899	199,356	193,263
Estimated New Issues	0	0	6,896	15,000
Principal Payments and Sinking Fund Increases	-12,136	-12,543	-12,989	-13,558
Closing Issued Net Debt	211,899	199,356	193,263	194,705
Opening Unissued Net Debt	32,203	52,203	72,203	85,307
New Authority	20,000	20,000	20,000	20,000
New Issues	0	0	-6,896	-15,000
Closing Unissued Net Debt	52,203	72,203	85,307	90,307
Total Debt Issued and Unissued	264,102	271,559	278,570	285,012
Debt Service Charges				
Principal	11,291	11,502	11,741	12,074
Interest	9,494	9,252	8,998	9,025
	20,785	20,754	20,739	21,099

City of Ottawa
2022 Capital Debt Model Summary (Tax, Rate, Development Charge, Gas Tax)
In Thousands (\$000)

	2022	2023	2024	2025
Water Development Charge Supported				
Opening Issued Net Debt	10,267	11,994	11,641	14,280
Estimated New Issues	2,000	0	3,117	0
Principal Payments and Sinking Fund Increases	-273	-353	-478	-549
Closing Issued Net Debt	11,994	11,641	14,280	13,731
Opening Unissued Net Debt	4,017	12,470	12,470	9,353
New Authority	10,453	0	0	0
New Issues	-2,000	0	-3,117	0
Closing Unissued Net Debt	12,470	12,470	9,353	9,353
Total Debt Issued and Unissued	24,464	24,111	23,633	23,084
Debt Service Charges				
Principal	247	319	437	497
Interest	398	430	428	545
	645	749	865	1,042
Wastewater Rate Supported				
Opening Issued Net Debt	348,653	386,324	387,363	402,703
Estimated New Issues	50,000	15,000	30,000	21,000
Principal Payments and Sinking Fund Increases	-12,329	-13,961	-14,660	-15,626
Closing Issued Net Debt	386,324	387,363	402,703	408,077
Opening Unissued Net Debt	155,466	125,316	130,316	118,356
New Authority	19,850	20,000	18,040	20,000
New Issues	-50,000	-15,000	-30,000	-21,000
Closing Unissued Net Debt	125,316	130,316	118,356	117,356
Total Debt Issued and Unissued	511,640	517,679	521,059	525,433
Debt Service Charges				
Principal	11,183	12,541	12,957	13,620
Interest	13,500	14,750	15,164	16,190
	24,683	27,291	28,121	29,810

City of Ottawa
2022 Capital Debt Model Summary (Tax, Rate, Development Charge, Gas Tax)
In Thousands (\$000)

	2022	2023	2024	2025
Wastewater Development Charge Supported				
Opening Issued Net Debt	70,710	68,858	74,947	77,669
Estimated New Issues	0	8,000	4,848	0
Principal Payments and Sinking Fund Increases	-1,852	-1,911	-2,126	-2,283
Closing Issued Net Debt	68,858	74,947	77,669	75,386
Opening Unissued Net Debt	10,673	14,930	11,560	7,702
New Authority	4,257	4,630	990	7,157
New Issues	0	-8,000	-4,848	0
Closing Unissued Net Debt	14,930	11,560	7,702	14,859
Total Debt Issued and Unissued	83,788	86,507	85,371	90,245
Debt Service Charges				
Principal	1,409	1,412	1,567	1,665
Interest	3,316	3,313	3,598	3,776
	4,725	4,725	5,165	5,441
Stormwater Rate Supported				
Opening Issued Net Debt	90,153	97,826	104,975	108,864
Estimated New Issues	10,200	10,000	7,000	10,000
Principal Payments and Sinking Fund Increases	-2,527	-2,851	-3,111	-3,337
Closing Issued Net Debt	97,826	104,975	108,864	115,527
Opening Unissued Net Debt	50,385	60,300	70,300	88,300
New Authority	20,115	20,000	25,000	20,000
New Issues	-10,200	-10,000	-7,000	-10,000
Closing Unissued Net Debt	60,300	70,300	88,300	98,300
Total Debt Issued and Unissued	158,126	175,275	197,164	213,827
Debt Service Charges				
Principal	2,356	2,634	2,843	2,999
Interest	3,225	3,479	3,796	4,039
	5,581	6,113	6,639	7,038

City of Ottawa
2022 Capital Debt Model Summary (Tax, Rate, Development Charge, Gas Tax)
In Thousands (\$000)

	2022	2023	2024	2025
Solid Waste Supported				
Opening Issued Net Debt	3,795	22,428	46,676	46,928
Estimated New Issues	19,000	25,000	1,500	21,000
Principal Payments and Sinking Fund Increases	-367	-752	-1,248	-1,313
Closing Issued Net Debt	22,428	46,676	46,928	66,615
Opening Unissued Net Debt	0	0	0	0
New Authority	19,000	25,000	1,500	21,000
New Issues	-19,000	-25,000	-1,500	-21,000
Closing Unissued Net Debt	0	0	0	0
Total Debt Issued and Unissued	22,428	46,676	46,928	66,615
Debt Service Charges				
Principal	367	752	1,248	1,313
Interest	72	702	1,582	1,602
	439	1,454	2,830	2,915
Police Tax Supported				
Opening Issued Net Debt	27,097	25,122	43,616	53,698
Estimated New Issues	0	20,000	12,000	7,000
Principal Payments and Sinking Fund Increases	-1,975	-1,506	-1,918	-2,207
Closing Issued Net Debt	25,122	43,616	53,698	58,491
Opening Unissued Net Debt	52,468	67,468	63,637	51,637
New Authority	15,000	16,169	0	0
New Issues	0	-20,000	-12,000	-7,000
Closing Unissued Net Debt	67,468	63,637	51,637	44,637
Total Debt Issued and Unissued	92,590	107,253	105,335	103,128
Debt Service Charges				
Principal	1,826	1,349	1,750	2,016
Interest	845	798	1,471	1,886
	2,671	2,147	3,221	3,902

City of Ottawa
 2022 Capital Debt Model Summary (Tax, Rate, Development Charge, Gas Tax)
 In Thousands (\$000)

	2022	2023	2024	2025
Police Development Charge Supported				
Opening Issued Net Debt	0	0	20,000	39,619
Estimated New Issues	0	20,000	20,000	5,000
Principal Payments and Sinking Fund Increases	0	0	-381	-760
Closing Issued Net Debt	0	20,000	39,619	43,859
Opening Unissued Net Debt	45,849	45,849	25,849	5,849
New Authority	0	0	0	0
New Issues	0	-20,000	-20,000	-5,000
Closing Unissued Net Debt	45,849	25,849	5,849	849
Total Debt Issued and Unissued	45,849	45,849	45,468	44,708
Debt Service Charges				
Principal	0	0	381	760
Interest	0	0	720	1,476
	0	0	1,101	2,236

Planning, Infrastructure and Economic Development 2022 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, Infrastructure and Economic Development (PIED) Department, a department that champions the city-building priorities from planning and delivering growth opportunities and infrastructure, to managing City’s assets and investments, to fostering economic prosperity.

Programs/Services Offered

- Provide multi-disciplinary review and approval of development applications in the rural area (including planning, engineering, urban design, parks, environment and trees, transportation and heritage considerations)

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

	2020	2021		2022	\$ Change over 2021 Budget
	Actual	Actual	Budget	Adopted	
Expenditures by Program					
Development Review Process Rural	1,750	1,863	1,931	1,971	40
Gross Expenditure	1,750	1,863	1,931	1,971	40
Recoveries & Allocations	-68	-68	-62	-62	0
Revenue	0	0	0	0	0
Net Requirement	1,682	1,795	1,869	1,909	40
Expenditures by Type					
Salaries, Wages & Benefits	1,739	1,841	1,880	1,920	40
Overtime	3	9	24	24	0
Material & Services	7	11	27	27	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	1	2	0	0	0
Gross Expenditures	1,750	1,863	1,931	1,971	40
Recoveries & Allocations	-68	-68	-62	-62	0
Net Expenditure	1,682	1,795	1,869	1,909	40
Revenues By Type					
Federal	0	0	0	0	0
Provincial	0	0	0	0	0
Own Funds	0	0	0	0	0
Fees and Services	0	0	0	0	0
Fines	0	0	0	0	0
Other	0	0	0	0	0
Total Revenue	0	0	0	0	0
Net Requirement	1,682	1,795	1,869	1,909	40
Full Time Equivalents			15.00	15.00	0.00

Planning, Infrastructure and Economic Development Department 2022 Service Area Summary - Rural Affairs Office

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

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
- 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

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

	2020	2021		2022	\$ Change over 2021 Budget
	Actual	Actual	Budget	Adopted	
Expenditures by Program					
Rural Affairs	1,082	1,210	1,127	1,142	15
Gross Expenditure	1,082	1,210	1,127	1,142	15
Recoveries & Allocations	-13	-37	-37	-37	0
Revenue	0	-145	0	0	0
Net Requirement	1,069	1,028	1,090	1,105	15
Expenditures by Type					
Salaries, Wages & Benefits	140	190	237	252	15
Overtime	0	1	0	0	0
Material & Services	345	300	369	369	0
Transfers/Grants/Financial Charges	558	624	440	440	0
Fleet Costs	0	0	0	0	0
Program Facility Costs	0	0	0	0	0
Other Internal Costs	39	95	81	81	0
Gross Expenditures	1,082	1,210	1,127	1,142	15
Recoveries & Allocations	-13	-37	-37	-37	0
Net Expenditure	1,069	1,173	1,090	1,105	15
Revenues By Type					
Federal	0	0	0	0	0
Provincial	0	0	0	0	0
Own Funds	0	0	0	0	0
Fees and Services	0	0	0	0	0
Fines	0	0	0	0	0
Other	0	-145	0	0	0
Total Revenue	0	-145	0	0	0
Net Requirement	1,069	1,028	1,090	1,105	15
Full Time Equivalents			2.00	2.00	0.00

City of Ottawa
 Planning, Infrastructure & Economic Development Department
 Rural Affairs Office - User Fees

	2020 Rate \$	2021 Rate \$	2022 Rate \$	% Change Over 2021	% Change Over 2020	Effective Date	2022 Revenue (\$000)
Fence Viewer Fee	390.00	400.00	410.00	2.5%	5.1%	01-Jan-22	
Total Departmental							0

City Of Ottawa
2022 Capital Budget
Agriculture & Rural Affairs Committee
Capital Funding Summary
In Thousands \$(000's)

Project Description	Revenues	Gas Tax	Tax Supported/ Dedicated	Develop. Charges	Tax Supported/ Dedicated Debt	Grand Total
Transportation Services						
Renewal of City Assets						
910425 2022 Guiderail Renewal	0	0	2,500	0	500	3,000
910426 2022 Rural Road Upgrades	0	0	1,400	0	0	1,400
Renewal of City Assets Total	0	0	3,900	0	500	4,400
Transportation Services Total	0	0	3,900	0	500	4,400
Grand Total	0	0	3,900	0	500	4,400

Office of the Auditor General

2022 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

2022 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)

	2020	2021		2022	\$ Change over 2021 Budget
	Actual	Actual	Budget	Adopted	
Expenditures by Program					
Office of the Auditor General	2,071	1,816	2,161	2,437	276
External Audit Fees	445	464	398	458	60
Gross Expenditure	2,516	2,280	2,559	2,895	336
Recoveries & Allocations	-189	-166	-170	-170	0
Revenue	0	-11	0	0	0
Net Requirement	2,327	2,103	2,389	2,725	336
Expenditures by Type					
Salaries, Wages & Benefits	1,411	1,349	1,437	1,713	276
Overtime	0	0	0	0	0
Material & Services	1,102	929	1,115	1,175	60
Transfers/Grants/Financial Charges	0	0	0	0	0
Fleet Costs	0	0	0	0	0
Program Facility Costs	0	0	0	0	0
Other Internal Costs	3	2	7	7	0
Gross Expenditures	2,516	2,280	2,559	2,895	336
Recoveries & Allocations	-189	-166	-170	-170	0
Net Expenditure	2,327	2,114	2,389	2,725	336
Revenues By Type					
Federal	0	0	0	0	0
Provincial	0	0	0	0	0
Own Funds	0	-11	0	0	0
Fees and Services	0	0	0	0	0
Fines	0	0	0	0	0
Other	0	0	0	0	0
Total Revenue	0	-11	0	0	0
Net Requirement	2,327	2,103	2,389	2,725	336
Full Time Equivalents			9.00	11.00	2.00

Community and Social Services Department

2022 Service Area Summary – Department Overview

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

Programs/Services Offered

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

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

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

	2020	2021		2022	\$ Change over 2021 Budget
	Actual	Actual	Budget	Adopted	
Expenditures by Program					
General Manager's Office	414	580	429	439	10
Social Policy, Research and Analytics	673	654	605	3,704	3,099
Business Support Services	3,339	3,409	3,706	3,432	-274
Gross Expenditure	4,426	4,643	4,740	7,575	2,835
Recoveries & Allocations	-35	-162	0	0	0
Revenue	-131	-295	-350	0	350
Net Requirement	4,260	4,186	4,390	7,575	3,185
Expenditures by Type					
Salaries, Wages & Benefits	4,088	4,371	4,638	4,388	-250
Overtime	113	22	0	0	0
Material & Services	68	86	92	3,177	3,085
Transfers/Grants/Financial Charges	0	0	0	0	0
Fleet Costs	0	0	0	0	0
Program Facility Costs	0	0	0	0	0
Other Internal Costs	157	164	10	10	0
Gross Expenditures	4,426	4,643	4,740	7,575	2,835
Recoveries & Allocations	-35	-162	0	0	0
Net Expenditure	4,391	4,481	4,740	7,575	2,835
Revenues By Type					
Federal	-131	-295	-350	0	350
Provincial	0	0	0	0	0
Own Funds	0	0	0	0	0
Fees and Services	0	0	0	0	0
Fines	0	0	0	0	0
Other	0	0	0	0	0
Total Revenue	-131	-295	-350	0	350
Net Requirement	4,260	4,186	4,390	7,575	3,185
Full Time Equivalents			36.00	36.00	0.00

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

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

The service area:

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

Programs/Services Offered

Each month, approximately:

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

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

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

	2020	2021		2022	\$ Change over 2021 Budget
	Actual	Actual	Budget	Adopted	
Expenditures by Program					
Ontario Works Program	230,664	190,771	259,863	261,069	1,206
Essential Health and Social Supports Program	2,494	1,984	2,185	2,185	0
Home Support Program	2,962	2,820	3,000	3,000	0
Provincial Employment Programs	3,817	6,028	7,087	7,087	0
Community Bus Passes and EquiPass Program	5,036	4,252	6,763	10,043	3,280
Gross Expenditure	244,973	205,855	278,898	283,384	4,486
Recoveries & Allocations	-20,796	-15,517	-17,785	-17,785	0
Revenue	-196,907	-168,735	-233,142	-233,142	0
Net Requirement	27,270	21,603	27,971	32,457	4,486
Expenditures by Type					
Salaries, Wages & Benefits	48,456	44,258	49,906	50,996	1,090
Overtime	35	22	0	0	0
Material & Services	795	1,211	1,856	1,856	0
Transfers/Grants/Financial Charges	189,561	154,354	220,035	223,315	3,280
Fleet Costs	0	0	0	0	0
Program Facility Costs	4,505	4,304	4,533	4,649	116
Other Internal Costs	1,621	1,706	2,568	2,568	0
Gross Expenditures	244,973	205,855	278,898	283,384	4,486
Recoveries & Allocations	-20,796	-15,517	-17,785	-17,785	0
Net Expenditure	224,177	190,338	261,113	265,599	4,486
Revenues By Type					
Federal	0	0	0	0	0
Provincial	-196,907	-168,734	-233,142	-233,142	0
Own Funds	0	0	0	0	0
Fees and Services	0	-1	0	0	0
Fines	0	0	0	0	0
Other	0	0	0	0	0
Total Revenue	-196,907	-168,735	-233,142	-233,142	0
Net Requirement	27,270	21,603	27,971	32,457	4,486
Full Time Equivalents			532.17	532.17	0.00

Community and Social Services Department

2022 Service Area Summary - Children's Services

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

Programs/Services Offered

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

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

	2020	2021		2022	\$ Change over 2021 Budget
	Actual	Actual	Budget	Adopted	
Expenditures by Program					
Legislated Programs					
<u>Core Services</u>					
<i>Fee Subsidy</i>	43,440	54,904	82,929	81,119	-1,810
<i>General Operating</i>	22,452	53,913	34,287	34,287	0
<i>Program Delivery</i>	7,145	6,923	8,824	7,554	-1,270
Special Needs Resourcing	2,892	5,259	5,259	5,259	0
Special Purpose	764	4,011	1,106	1,106	0
Wage Enhancement	9,537	10,576	17,401	17,401	0
Sustainability, Reopening & Safe Restart	62,808	-5,190	0	0	0
Early Years Child and Family Centres	7,521	9,168	10,536	10,536	0
Municipal Investments					
Municipal Child Care Centres	10,121	11,234	11,269	11,452	183
Special Needs Resourcing	945	912	912	912	0
Early Years Child and Family Centres	994	994	0	0	0
Other Municipal Funding	959	697	3,994	4,126	132
Gross Expenditure	169,578	153,401	176,517	173,752	-2,765
Recoveries & Allocations	-5,790	-5,100	-8,681	-8,681	0
Revenue	-146,091	-129,579	-149,114	-145,084	4,030
Net Requirement	17,697	18,722	18,722	19,987	1,265
Expenditures by Type					
Salaries, Wages & Benefits	15,454	16,529	15,772	16,062	290
Overtime	82	0	0	0	0
Material & Services	1,196	997	3,495	2,225	-1,270
Transfers/Grants/Financial Charges	152,081	134,978	156,424	154,614	-1,810
Fleet Costs	0	0	0	0	0
Program Facility Costs	680	776	756	781	25
Other Internal Costs	85	121	70	70	0
Gross Expenditures	169,578	153,401	176,517	173,752	-2,765
Recoveries & Allocations	-5,790	-5,100	-8,681	-8,681	0
Net Expenditure	163,788	148,301	167,836	165,071	-2,765

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

	2020	2021		2022	\$ Change over 2021 Budget
	Actual	Actual	Budget	Adopted	
Revenues By Type					
Federal	0	0	0	0	0
Provincial	-138,515	-121,962	-139,598	-136,518	3,080
Own Funds	-959	-697	-3,000	-3,000	0
Fees and Services	-6,617	-4,918	-6,516	-6,616	-100
Fines	0	0	0	0	0
Other	0	-2,002	0	1,050	1,050
Total Revenue	-146,091	-129,579	-149,114	-145,084	4,030
Net Requirement	17,697	18,722	18,722	19,987	1,265
Full Time Equivalents			181.49	181.49	0.00

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

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

Community and Social Services Department

2022 Service Area Summary- Housing Services

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

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

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

Programs/Services Offered

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

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

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

	2020	2021		2022	\$ Change over 2021 Budget
	Actual	Actual	Budget	Adopted	
Expenditures by Program					
Manager's Office	426	397	572	584	12
Housing Programs	108,734	109,649	101,312	106,420	5,108
Community Homelessness Prevention Initiative	62,857	49,084	52,716	54,416	1,700
Home for Good	4,374	4,707	4,732	4,732	0
Housing and Homelessness Investment Plan	14,155	14,763	14,695	14,995	300
Reaching Home	9,296	15,026	16,934	16,934	0
COVID-19	24,408	49,673	9,755	11,984	2,229
Gross Expenditure	224,250	243,299	200,716	210,065	9,349
Recoveries & Allocations	-1,386	-383	-411	-411	0
Revenue	-111,780	-138,436	-88,314	-90,543	-2,229
Net Requirement	111,084	104,480	111,991	119,111	7,120
Expenditures by Type					
Salaries, Wages & Benefits	8,542	13,618	7,894	8,189	295
Overtime	101	154	60	60	0
Material & Services	2,588	8,371	1,611	1,611	0
Transfers/Grants/Financial Charges	210,408	219,101	189,279	198,313	9,034
Fleet Costs	6	6	7	7	0
Program Facility Costs	1,054	641	1,076	1,096	20
Other Internal Costs	1,551	1,408	789	789	0
Gross Expenditures	224,250	243,299	200,716	210,065	9,349
Recoveries & Allocations	-1,386	-383	-411	-411	0
Net Expenditure	222,864	242,916	200,305	209,654	9,349
Revenues By Type					
Federal	-31,912	-39,499	-32,506	-32,506	0
Provincial	-79,136	-98,857	-55,808	-58,037	-2,229
Own Funds	0	0	0	0	0
Fees and Services	0	-80	0	0	0
Fines	0	0	0	0	0
Other	-732	0	0	0	0
Total Revenue	-111,780	-138,436	-88,314	-90,543	-2,229
Net Requirement	111,084	104,480	111,991	119,111	7,120
Full Time Equivalents			61.40	62.40	1.00

Community and Social Services Department

2022 Service Area Summary - Long-Term Care Services

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

Programs/Services Offered

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

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

	2020	2021		2022	\$ Change over 2021 Budget
	Actual	Actual	Budget	Adopted	
Expenditures by Program					
Nursing & Personal Care	64,989	66,634	63,849	68,781	4,932
Program & Support Services	3,481	3,576	3,562	3,596	34
Food Purchases	2,627	2,615	2,627	2,627	0
Accommodation	23,000	23,846	22,646	23,514	868
Daycentre Programs	590	583	592	713	121
Gross Expenditure	94,687	97,254	93,276	99,231	5,955
Recoveries & Allocations	-2,867	-2,523	-628	-628	0
Revenue	-68,522	-68,429	-66,358	-69,979	-3,621
Net Requirement	23,298	26,302	26,290	28,624	2,334
Expenditures by Type					
Salaries, Wages & Benefits	74,196	77,544	75,165	79,774	4,609
Overtime	659	583	500	500	0
Material & Services	14,237	13,578	13,093	14,363	1,270
Transfers/Grants/Financial Charges	1,333	47	0	0	0
Fleet Costs	0	0	0	0	0
Program Facility Costs	4,068	5,282	4,435	4,511	76
Other Internal Costs	194	220	83	83	0
Gross Expenditures	94,687	97,254	93,276	99,231	5,955
Recoveries & Allocations	-2,867	-2,523	-628	-628	0
Net Expenditure	91,820	94,731	92,648	98,603	5,955
Revenues By Type					
Federal	0	0	0	0	0
Provincial	-50,956	-52,509	-49,043	-51,239	-2,196
Own Funds	0	0	0	0	0
Fees and Services	-17,566	-15,920	-17,315	-17,315	0
Fines	0	0	0	0	0
Other	0	0	0	-1,425	-1,425
Total Revenue	-68,522	-68,429	-66,358	-69,979	-3,621
Net Requirement	23,298	26,302	26,290	28,624	2,334
Full Time Equivalent			629.81	631.44	1.63

Community and Social Services Department

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

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

Programs/Services Offered

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

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

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

City of Ottawa

Community & Social Services

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

In Thousands (\$000)

	2020	2021		2022	\$ Change over 2021 Budget
	Actual	Actual	Budget	Adopted	
Expenditures by Program					
Manager's Office	185	299	294	300	6
Client Service Strategies	1,279	1,963	1,941	2,048	107
Community Funding	25,756	26,595	26,996	28,623	1,627
Gross Expenditure	27,220	28,857	29,231	30,971	1,740
Recoveries & Allocations	-40	-33	0	0	0
Revenue	-676	-440	0	0	0
Net Requirement	26,504	28,384	29,231	30,971	1,740
Expenditures by Type					
Salaries, Wages & Benefits	2,356	3,275	3,199	3,394	195
Overtime	75	17	0	0	0
Material & Services	461	476	613	563	-50
Transfers/Grants/Financial Charges	24,255	25,039	25,414	27,009	1,595
Fleet Costs	0	0	0	0	0
Program Facility Costs	0	0	0	0	0
Other Internal Costs	73	50	5	5	0
Gross Expenditures	27,220	28,857	29,231	30,971	1,740
Recoveries & Allocations	-40	-33	0	0	0
Net Expenditure	27,180	28,824	29,231	30,971	1,740
Revenues By Type					
Federal	-676	-409	0	0	0
Provincial	0	0	0	0	0
Own Funds	0	0	0	0	0
Fees and Services	0	-31	0	0	0
Fines	0	0	0	0	0
Other	0	0	0	0	0
Total Revenue	-676	-440	0	0	0
Net Requirement	26,504	28,384	29,231	30,971	1,740
Full Time Equivalents			27.00	28.00	1.00

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

	2020	2021		2022	\$ Change over 2021 Budget
	Actual	Actual	Budget	Adopted	
Expenditures by Program					
General Manager's Office	4,359	7,512	4,578	4,673	95
Gross Expenditure	4,359	7,512	4,578	4,673	95
Recoveries & Allocations	-66	0	0	0	0
Revenue	-66	-3,374	0	0	0
Net Requirement	4,227	4,138	4,578	4,673	95
Expenditures by Type					
Salaries, Wages & Benefits	4,292	5,687	4,431	4,526	95
Overtime	17	726	7	7	0
Material & Services	37	1,003	137	137	0
Transfers/Grants/Financial Charges	0	0	0	0	0
Fleet Costs	0	7	0	0	0
Program Facility Costs	0	0	0	0	0
Other Internal Costs	13	89	3	3	0
Gross Expenditures	4,359	7,512	4,578	4,673	95
Recoveries & Allocations	-66	0	0	0	0
Net Expenditure	4,293	7,512	4,578	4,673	95
Revenues By Type					
Federal	0	0	0	0	0
Provincial	-65	-3,362	0	0	0
Own Funds	0	0	0	0	0
Fees and Services	0	-12	0	0	0
Fines	0	0	0	0	0
Other	-1	0	0	0	0
Total Revenue	-66	-3,374	0	0	0
Net Requirement	4,227	4,138	4,578	4,673	95
Full Time Equivalents			35.00	36.00	1.00

Emergency and Protective Services Department

2022 Service Area Summary - Public Safety Service

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

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

Programs/Services Offered:

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

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

	2020	2021		2022	\$ Change over 2021 Budget
	Actual	Actual	Budget	Adopted	
Expenditures by Program					
Public Safety Service - Operating Resource Requirement Analysis	11,048	11,197	11,411	11,841	430
9.1.1	2,082	2,121	2,146	2,191	45
Gross Expenditure	13,130	13,318	13,557	14,032	475
Recoveries & Allocations	-4,970	-5,011	-4,597	-4,842	-245
Revenue	-526	-403	-270	-270	0
Net Requirement	7,634	7,904	8,690	8,920	230
Expenditures by Type					
Salaries, Wages & Benefits	2,425	2,589	2,306	2,676	370
Overtime	31	29	7	7	0
Material & Services	8,544	8,517	9,098	9,158	60
Transfers/Grants/Financial Charges	0	0	0	0	0
Fleet Costs	0	0	0	0	0
Program Facility Costs	0	0	0	0	0
Other Internal Costs	2,130	2,183	2,146	2,191	45
Gross Expenditures	13,130	13,318	13,557	14,032	475
Recoveries & Allocations	-4,970	-5,011	-4,597	-4,842	-245
Net Expenditure	8,160	8,307	8,960	9,190	230
Revenues By Type					
Federal	0	0	0	0	0
Provincial	-238	-145	0	0	0
Own Funds	0	0	0	0	0
Fees and Services	-288	-258	-270	-270	0
Fines	0	0	0	0	0
Other	0	0	0	0	0
Total Revenue	-526	-403	-270	-270	0
Net Requirement	7,634	7,904	8,690	8,920	230
Full Time Equivalents			20.00	20.00	0.00

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

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

Notes:

* Fees calculated per day + HST applicable.

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

Emergency and Protective Services Department

2022 Service Area Summary - Ottawa Fire Service

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

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

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

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

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

	2020	2021		2022	\$ Change over 2021 Budget
	Actual	Actual	Budget	Adopted	
Expenditures by Program					
Chief's Office	505	550	523	531	8
Operations	150,784	155,946	153,789	157,815	4,026
Prevention	6,266	6,556	6,791	6,914	123
Communications	5,944	6,541	6,324	6,741	417
Operational Support	6,119	6,382	6,704	6,397	-307
Gross Expenditure	169,618	175,975	174,131	178,398	4,267
Recoveries & Allocations	-38	0	0	0	0
Revenue	-1,775	-1,709	-1,623	-1,238	385
Net Requirement	167,805	174,266	172,508	177,160	4,652
Expenditures by Type					
Salaries, Wages & Benefits	148,035	151,153	153,705	157,839	4,134
Overtime	3,928	6,327	3,279	3,345	66
Material & Services	4,925	5,046	3,983	3,653	-330
Transfers/Grants/Financial Charges	0	0	0	0	0
Fleet Costs	8,824	9,013	8,558	8,708	150
Program Facility Costs	2,750	3,266	3,459	3,531	72
Other Internal Costs	1,156	1,170	1,147	1,322	175
Gross Expenditures	169,618	175,975	174,131	178,398	4,267
Recoveries & Allocations	-38	0	0	0	0
Net Expenditure	169,580	175,975	174,131	178,398	4,267
Revenues By Type					
Federal	-150	-276	0	0	0
Provincial	-722	-437	-400	0	400
Own Funds	0	0	0	0	0
Fees and Services	-903	-996	-1,223	-1,238	-15
Fines	0	0	0	0	0
Other	0	0	0	0	0
Total Revenue	-1,775	-1,709	-1,623	-1,238	385
Net Requirement	167,805	174,266	172,508	177,160	4,652
Full Time Equivalents			975.00	975.00	0.00

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

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

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

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

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

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

Notes:

* HST applicable

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

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

Emergency & Protective Services Department

2022 Service Area Summary - Ottawa Paramedic Service

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

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

Programs/Services Offered

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

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

	2020	2021		2022	\$ Change over 2021 Budget
	Actual	Actual	Budget	Adopted	
Expenditures by Program					
Paramedic Service	105,412	122,513	106,477	105,803	-674
CACC (Dispatch)	10,441	12,271	11,598	11,598	0
Program Support	0	0	2,310	2,310	0
Gross Expenditure	115,853	134,784	120,385	119,711	-674
Recoveries & Allocations	1,811	-7,246	-165	-165	0
Revenue	-70,286	-77,185	-73,815	-69,350	4,465
Net Requirement	47,378	50,353	46,405	50,196	3,791
Expenditures by Type					
Salaries, Wages & Benefits	85,862	92,814	91,594	91,761	167
Overtime	4,562	5,393	2,252	2,240	-12
Material & Services	14,742	16,070	12,855	11,850	-1,005
Transfers/Grants/Financial Charges	0	0	0	0	0
Fleet Costs	7,676	8,772	8,593	8,743	150
Program Facility Costs	2,390	2,284	2,531	2,557	26
Other Internal Costs	621	9,451	2,560	2,560	0
Gross Expenditures	115,853	134,784	120,385	119,711	-674
Recoveries & Allocations	1,811	-7,246	-165	-165	0
Net Expenditure	117,664	127,538	120,220	119,546	-674
Revenues By Type					
Federal	-279	-171	0	0	0
Provincial	-68,731	-75,825	-72,855	-68,280	4,575
Own Funds	0	0	0	0	0
Fees and Services	-1,276	-1,189	-960	-1,070	-110
Fines	0	0	0	0	0
Other	0	0	0	0	0
Total Revenue	-70,286	-77,185	-73,815	-69,350	4,465
Net Requirement	47,378	50,353	46,405	50,196	3,791
Full Time Equivalents			697.80	711.80	14.00

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

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

Notes:

* HST applicable.

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

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

Emergency & Protective Services Department

2022 Service Area Summary - By-law & Regulatory Services

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

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

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

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

	2020	2021		2022	\$ Change over 2021 Budget
	Actual	Actual	Budget	Adopted	
Expenditures by Program					
Operations	21,647	23,314	22,435	24,672	2,237
Spay Neuter Clinic	556	528	523	533	10
Municipal Animal Shelter Services	1,179	974	1,182	1,232	50
Gross Expenditure	23,382	24,816	24,140	26,437	2,297
Recoveries & Allocations	-954	-1,222	-495	-1,290	-795
Revenue	-29,192	-29,417	-29,467	-30,852	-1,385
Net Requirement	-6,764	-5,823	-5,822	-5,705	117
Expenditures by Type					
Salaries, Wages & Benefits	17,416	18,177	17,839	19,904	2,065
Overtime	313	730	271	271	0
Material & Services	3,728	3,942	4,568	4,768	200
Transfers/Grants/Financial Charges	576	594	1	1	0
Fleet Costs	882	950	981	1,011	30
Program Facility Costs	61	57	68	70	2
Other Internal Costs	406	366	412	412	0
Gross Expenditures	23,382	24,816	24,140	26,437	2,297
Recoveries & Allocations	-954	-1,222	-495	-1,290	-795
Net Expenditure	22,428	23,594	23,645	25,147	1,502
Revenues By Type					
Federal	0	0	0	0	0
Provincial	-10,616	-7,532	-4,000	0	4,000
Own Funds	0	0	0	0	0
Fees and Services	-18,576	-21,885	-25,467	-30,852	-5,385
Fines	0	0	0	0	0
Other	0	0	0	0	0
Total Revenue	-29,192	-29,417	-29,467	-30,852	-1,385
Net Requirement	-6,764	-5,823	-5,822	-5,705	117
Full Time Equivalents			176.78	179.28	2.50

City of Ottawa

Emergency & Protective Services

By-law and Regulatory Services - User Fees

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

City of Ottawa

Emergency & Protective Services

By-law and Regulatory Services - User Fees

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

City of Ottawa

Emergency & Protective Services

By-law and Regulatory Services - User Fees

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

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

City of Ottawa

Emergency & Protective Services

By-law and Regulatory Services - User Fees

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

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

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

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

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

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

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

City of Ottawa

Emergency & Protective Services

By-law and Regulatory Services - User Fees

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

City of Ottawa

Emergency & Protective Services

By-law and Regulatory Services - User Fees

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

Notes:

¹ Fees subject to Application processing, Canada Day Lottery Fee, Duplicate Permit Fee and Renewal late fee, as applicable.

² Fee per hour; a minimum charge of 3 hours will be applied, which includes on-site time, preparation and travel.

³ Processing fee applies to each application by limousine Licencee regardless of number of temporary vehicles.

* HST applicable.

Emergency & Protective Services Department

2022 Service Area Summary - Public Policy Development

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

Programs/Services Offered

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

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

	2020	2021		2022	\$ Change over 2021 Budget
	Actual	Actual	Budget	Adopted	
Expenditures by Program					
Public Policy Development	1,181	1,343	799	1,574	775
Gross Expenditure	1,181	1,343	799	1,574	775
Recoveries & Allocations	-206	-476	0	0	0
Revenue	0	0	0	0	0
Net Requirement	975	867	799	1,574	775
Expenditures by Type					
Salaries, Wages & Benefits	1,013	1,264	778	1,303	525
Overtime	0	0	0	0	0
Material & Services	164	74	21	271	250
Transfers/Grants/Financial Charges	0	0	0	0	0
Fleet Costs	0	0	0	0	0
Program Facility Costs	0	0	0	0	0
Other Internal Costs	4	5	0	0	0
Gross Expenditures	1,181	1,343	799	1,574	775
Recoveries & Allocations	-206	-476	0	0	0
Net Expenditure	975	867	799	1,574	775
Revenues By Type					
Federal	0	0	0	0	0
Provincial	0	0	0	0	0
Own Funds	0	0	0	0	0
Fees and Services	0	0	0	0	0
Fines	0	0	0	0	0
Other	0	0	0	0	0
Total Revenue	0	0	0	0	0
Net Requirement	975	867	799	1,574	775
Full Time Equivalent			6.00	10.00	4.00

Recreation, Cultural and Facility Services Department

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

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

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

Programs/Services Offered

The Business & Technical Support Services Branch:

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

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

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

	2020	2021		2022	\$ Change over 2021 Budget
	Actual	Actual	Budget	Adopted	
Expenditures by Program					
General Manager's Office	5,405	4,533	2,190	1,712	-478
Business & Technical Support Services	26,144	24,963	25,781	26,417	636
Gross Expenditure	31,549	29,496	27,971	28,129	158
Recoveries & Allocations	-2,519	-790	-380	-380	0
Revenue	-19,332	-4,581	-3,193	-2,573	620
Net Requirement	9,698	24,125	24,398	25,176	778
Expenditures by Type					
Salaries, Wages & Benefits	12,323	12,565	9,349	9,856	507
Overtime	138	283	5	5	0
Material & Services	5,043	2,830	4,158	3,538	-620
Transfers/Grants/Financial Charges	12,564	12,813	13,165	13,430	265
Fleet Costs	0	2	0	0	0
Program Facility Costs	273	295	363	369	6
Other Internal Costs	1,208	708	931	931	0
Gross Expenditures	31,549	29,496	27,971	28,129	158
Recoveries & Allocations	-2,519	-790	-380	-380	0
Net Expenditure	29,030	28,706	27,591	27,749	158
Revenues By Type					
Federal	-1,417	-3,476	-540	-540	0
Provincial	-16,769	-4	-650	0	650
Own Funds	0	0	0	0	0
Fees and Services	-1,146	-1,101	-2,003	-2,033	-30
Fines	0	0	0	0	0
Other	0	0	0	0	0
Total Revenue	-19,332	-4,581	-3,193	-2,573	620
Net Requirement	9,698	24,125	24,398	25,176	778
Full Time Equivalents			80.59	81.59	1.00

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

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

Recreation, Cultural and Facility Services Department

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

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

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

Programs/Services Offered

The Community Recreation, Cultural and Sport Programs Service Area:

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

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

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

	2020	2021		2022	\$ Change over 2021 Budget
	Actual	Actual	Budget	Adopted	
Expenditures by Program					
Community Recreation and Cultural Programs	54,300	54,912	68,070	68,010	-60
Gross Expenditure	54,300	54,912	68,070	68,010	-60
Recoveries & Allocations	-384	-597	-1,077	-1,077	0
Revenue	-10,246	-12,534	-24,965	-16,861	8,104
Net Requirement	43,670	41,781	42,028	50,072	8,044
Expenditures by Type					
Salaries, Wages & Benefits	19,805	18,356	25,678	24,848	-830
Overtime	35	26	151	151	0
Material & Services	1,136	1,858	4,096	7,037	2,941
Transfers/Grants/Financial Charges	174	16	311	311	0
Fleet Costs	89	61	117	117	0
Program Facility Costs	32,575	34,125	37,139	34,968	-2,171
Other Internal Costs	486	470	578	578	0
Gross Expenditures	54,300	54,912	68,070	68,010	-60
Recoveries & Allocations	-384	-597	-1,077	-1,077	0
Net Expenditure	53,916	54,315	66,993	66,933	-60
Revenues By Type					
Federal	-225	-620	-61	-61	0
Provincial	-295	-913	-16,169	-289	15,880
Own Funds	0	0	0	0	0
Fees and Services	-9,726	-11,001	-8,735	-16,511	-7,776
Fines	0	0	0	0	0
Other	0	0	0	0	0
Total Revenue	-10,246	-12,534	-24,965	-16,861	8,104
Net Requirement	43,670	41,781	42,028	50,072	8,044
Full Time Equivalents			428.53	428.53	0.00

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

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

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

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

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

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

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

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

Recreation, Cultural and Facility Services Department

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

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

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

Programs/Services Offered

Complexes, Aquatics and Specialized Services:

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

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

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

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

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

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

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

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

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

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

Recreation, Cultural and Facility Services Department

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

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

Programs/Services Offered

The Parks and Facilities Planning Service Area:

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

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

	2020	2021		2022	\$ Change over 2021 Budget
	Actual	Actual	Budget	Adopted	
Expenditures by Program					
Parks & Facilities Planning	2,096	2,232	2,195	2,259	64
Gross Expenditure	2,096	2,232	2,195	2,259	64
Recoveries & Allocations	-127	-183	0	0	0
Revenue	-363	-327	-485	-485	0
Net Requirement	1,606	1,722	1,710	1,774	64
Expenditures by Type					
Salaries, Wages & Benefits	1,970	2,160	1,960	2,009	49
Overtime	0	3	2	2	0
Material & Services	123	65	233	248	15
Transfers/Grants/Financial Charges	0	0	0	0	0
Fleet Costs	0	0	0	0	0
Program Facility Costs	0	0	0	0	0
Other Internal Costs	3	4	0	0	0
Gross Expenditures	2,096	2,232	2,195	2,259	64
Recoveries & Allocations	-127	-183	0	0	0
Net Expenditure	1,969	2,049	2,195	2,259	64
Revenues By Type					
Federal	0	0	0	0	0
Provincial	0	0	0	0	0
Own Funds	0	0	0	0	0
Fees and Services	-363	-327	-485	-485	0
Fines	0	0	0	0	0
Other	0	0	0	0	0
Total Revenue	-363	-327	-485	-485	0
Net Requirement	1,606	1,722	1,710	1,774	64
Full Time Equivalents			15.00	15.00	0.00

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

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

Recreation, Cultural and Facility Services Department

2022 Service Area Summary - Facility Operations Service

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

Programs/Services Offered

Facility Operations Service:

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

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

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

	2020	2021		2022	\$ Change over 2021 Budget
	Actual	Actual	Budget	Adopted	
Expenditures by Program					
Facility Operations Services	86,818	87,468	89,322	90,475	1,153
Gross Expenditure	86,818	87,468	89,322	90,475	1,153
Recoveries & Allocations	-50,548	-50,037	-52,863	-53,745	-882
Revenue	-1,727	-3,755	-2,696	-1,918	778
Net Requirement	34,543	33,676	33,763	34,812	1,049
Expenditures by Type					
Salaries, Wages & Benefits	55,270	55,995	58,610	59,816	1,206
Overtime	723	1,072	911	929	18
Material & Services	21,243	22,105	23,624	23,422	-202
Transfers/Grants/Financial Charges	460	377	364	364	0
Fleet Costs	899	1,014	660	760	100
Program Facility Costs	-756	-756	-756	-756	0
Other Internal Costs	8,979	7,661	5,909	5,940	31
Gross Expenditures	86,818	87,468	89,322	90,475	1,153
Recoveries & Allocations	-50,548	-50,037	-52,863	-53,745	-882
Net Expenditure	36,270	37,431	36,459	36,730	271
Revenues By Type					
Federal	0	0	0	0	0
Provincial	0	-2,204	-550	0	550
Own Funds	0	0	0	0	0
Fees and Services	-1,727	-1,551	-2,146	-1,918	228
Fines	0	0	0	0	0
Other	0	0	0	0	0
Total Revenue	-1,727	-3,755	-2,696	-1,918	778
Net Requirement	34,543	33,676	33,763	34,812	1,049
Full Time Equivalents			619.93	619.93	0.00

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

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

Public Works & Environmental Services Department

2022 Service Area Summary - Parks Services

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

Programs/Services Offered

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

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

	2020	2021		2022	\$ Change over 2021 Budget
	Actual	Actual	Budget	Adopted	
Expenditures by Program					
Parks	39,315	41,705	39,476	40,921	1,445
Gross Expenditure	39,315	41,705	39,476	40,921	1,445
Recoveries & Allocations	-1,292	-1,036	-633	-633	0
Revenue	28	-396	-2	-2	0
Net Requirement	38,051	40,273	38,841	40,286	1,445
Expenditures by Type					
Salaries, Wages & Benefits	21,038	21,107	22,653	23,143	490
Overtime	500	557	594	604	10
Material & Services	8,746	11,072	8,101	8,971	870
Transfers/Grants/Financial Charges	0	-1	0	0	0
Fleet Costs	7,691	7,857	7,338	7,413	75
Program Facility Costs	0	0	0	0	0
Other Internal Costs	1,340	1,113	790	790	0
Gross Expenditures	39,315	41,705	39,476	40,921	1,445
Recoveries & Allocations	-1,292	-1,036	-633	-633	0
Net Expenditure	38,023	40,669	38,843	40,288	1,445
Revenues By Type					
Federal	0	0	0	0	0
Provincial	76	-332	0	0	0
Own Funds	0	0	0	0	0
Fees and Services	-48	-64	-2	-2	0
Fines	0	0	0	0	0
Other	0	0	0	0	0
Total Revenue	28	-396	-2	-2	0
Net Requirement	38,051	40,273	38,841	40,286	1,445
Full Time Equivalents			283.91	283.91	0.00

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

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

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

City Of Ottawa
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Project Description	Revenues	Gas Tax	Tax Supported/ Dedicated	Develop. Charges	Develop. Charges Debt	Tax Supported/ Dedicated Debt	Grand Total
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Parks, Buildings, & Grounds							
Renewal of City Assets							
910412 2022 Parks - Parks & Rec	0	0	5,000	0	0	1,000	6,000
Renewal of City Assets Total	0	0	5,000	0	0	1,000	6,000

Parks, Buildings, & Grounds Total	0	0	5,000	0	0	1,000	6,000
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Parks, Recreation & Culture							
Renewal of City Assets							
909104 Beach Pavillion Upgrade/Renewal	0	0	921	0	0	0	921
909107 Facility Minor Cap Front of House Repair	0	0	300	0	0	0	300
910129 Park Pathway Lighting 2022	0	0	250	0	0	0	250
910185 Outdoor Sports Court Redevelopment 2022	0	0	200	0	0	0	200
910192 Infrastruct Support - Outdoor Rinks 2022	0	0	400	0	0	0	400
910194 Signage for City Assets	0	0	10	0	0	0	10
910401 2022 Buildings-Cultural Services	0	0	803	0	0	0	803
910407 2022 Buildings-Parks & Rec	0	0	12,224	0	0	3,000	15,224
910524 Minor Park Improvement 2022	0	0	250	0	0	0	250
910560 Infrastructure Upgrades 2022	0	0	645	0	0	0	645
910561 Outdoor Pool Security Upgrades 2022	0	0	150	0	0	0	150
910562 Cultural Building & Equip 2022	0	0	125	0	0	0	125
910563 Museum Sustainability Plan 2022	0	0	200	0	0	0	200
910565 Artifact & Art Collect Rest & Maint 2022	0	0	60	0	0	0	60
Renewal of City Assets Total	0	0	16,538	0	0	3,000	19,538

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

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

Public Works & Environmental Services Department

2022 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
Public Works & Environmental Services Department
Drinking Water Services - Operating Resource Requirement
In Thousands (\$000)

	2020	2021		2022	\$ Change over 2021 Budget
	Actual	Actual	Budget	Adopted	
Expenditures by Program					
Water Operations	55,792	55,038	59,162	61,022	1,860
Technical Innovation & Engineering Support Services	7,525	8,144	7,529	7,819	290
Business & Technical Support Services	1,535	1,165	1,340	1,365	25
Non Departmental	122,973	129,761	128,602	132,079	3,477
Gross Expenditure	187,825	194,108	196,633	202,285	5,652
Recoveries & Allocations	-3,991	-3,246	-2,942	-2,942	0
Revenue	-188,193	-194,964	-193,691	-199,343	-5,652
Net Requirement	-4,359	-4,102	0	0	0
Expenditures by Type					
Salaries, Wages & Benefits	32,001	31,199	33,512	34,712	1,200
Overtime	1,131	1,209	1,976	1,996	20
Material & Services	19,304	19,852	20,618	21,073	455
Transfers/Grants/Financial Charges	99,853	103,530	103,210	106,449	3,239
Fleet Costs	2,997	3,234	3,337	3,337	0
Program Facility Costs	0	0	0	0	0
Other Internal Costs	32,539	35,084	33,980	34,718	738
Gross Expenditures	187,825	194,108	196,633	202,285	5,652
Recoveries & Allocations	-3,991	-3,246	-2,942	-2,942	0
Net Expenditure	183,834	190,862	193,691	199,343	5,652
Revenues By Type					
Federal	0	0	0	0	0
Provincial	0	-235	0	0	0
Own Funds	-1,724	-1,718	-1,718	-650	1,068
Fees and Services	-186,469	-193,011	-191,973	-198,693	-6,720
Fines	0	0	0	0	0
Other	0	0	0	0	0
Total Revenue	-188,193	-194,964	-193,691	-199,343	-5,652
Net Requirement	-4,359	-4,102	0	0	0
Full Time Equivalents			307.27	314.77	7.50

City of Ottawa
Public Works & Environmental Services Department
Drinking Water Services - User Fees

	2020 Rate \$	2021 Rate \$	2022 Rate \$	% Change Over 2021	% Change Over 2020	Effective Date	2022 Revenue (\$000)
Water Services Connection							-25
All sizes of Service Pipe							
Cost plus 15%, hourly	147.00	150.00	153.00	2.0%	4.1%	01-Jan-22	
Additional visit (service connection 20 mm-50 mm) - Cost plus 15%, hourly (new fee)	147.00	150.00	153.00	2.0%	4.1%	01-Jan-22	
Additional visit (service connection > 50 mm) - Cost plus 15%, hourly (new fee)	211.00	215.00	219.00	1.9%	3.8%	01-Jan-22	
Private service connection - Cost plus 15%, hourly (new fee)	147.00	150.00	153.00	2.0%	4.1%	01-Jan-22	
Services							
All Thawing of Services							
Cost plus 15%, hourly	179.00	185.00	191.00	3.2%	6.7%	01-Jan-22	
Fire Flow Test Support	266.00	271.00	276.00	1.8%	3.8%	01-Jan-22	
Service Charges							
Turn water services off and on for non payment	196.00	202.00	208.00	3.0%	6.1%	01-Jan-22	
Turn off or on of water services (per operation)	98.00	101.00	104.00	3.0%	6.1%	01-Jan-22	
Permit for Flusher Hydrant Usage	282.00	288.00	297.00	3.1%	5.3%	01-Jan-22	
Blanking of Water Services							
All sizes	Cost plus 15% \$4,000.00 deposit	Cost plus 15% \$4,000.00 deposit	Cost plus 15% \$4,000.00 deposit			01-Jan-22	
Inspection Fees (Inspection of activities connected to the water distribution system)							
All new watermains and services that don't require full disinfection	208.00	212.00	216.00	1.9%	3.8%	01-Jan-22	
All new watermains and services up to 50m long that require full disinfection	618.00	630.00	643.00	2.1%	4.0%	01-Jan-22	
All new watermains and services over 50m long that require full disinfection	Cost plus 15%	Cost plus 15%	Cost plus 15%			01-Jan-22	

City of Ottawa
Public Works & Environmental Services Department
Drinking Water Services - User Fees

	2020 Rate \$	2021 Rate \$	2022 Rate \$	% Change Over 2021	% Change Over 2020	Effective Date	2022 Revenue (\$000)
Meter Service Charges							
Inspection/Re-Inspection for New Water Meters (<= 20 mm meter)	102.00	106.00	109.00	2.8%	6.9%	01-Jan-22	
Meter Maintenance Service Call	175.00	181.00	186.00	2.8%	6.3%	01-Jan-22	
Water Meter Accuracy Test (<= 25 mm meter)	144.00	149.00	153.00	2.7%	6.3%	01-Jan-22	
Water Meter Accuracy Test (> 25 mm meter) (New in 2019)	193.00	199.00	205.00	3.0%	6.2%	01-Jan-22	
Additional visits (<= 25 mm meter)	68.00	70.00	72.00	2.9%	5.9%	01-Jan-22	
Additional visits (large meters greater than 25 mm)	113.00	117.00	121.00	3.4%	7.1%	01-Jan-22	
Additional visits (fire line meters)	213.00	220.00	227.00	3.2%	6.6%	01-Jan-22	
Manual Meter Reading Fee	40.00	41.00	42.00	2.4%	5.0%	01-Jan-22	
New Water Meters							
Size of Meter							
15 mm Pos. Disp.	381.00	400.00	412.00	3.0%	8.1%	01-Jan-22	
15 mm Pos. Disp.(Carlsbad only)	582.00	602.00	620.00	3.0%	6.5%	01-Jan-22	
20 mm Pos. Disp.	428.00	443.00	456.00	2.9%	6.5%	01-Jan-22	
25 mm Pos. Disp.	503.00	521.00	537.00	3.1%	6.8%	01-Jan-22	
40 mm Pos. Disp.	937.00	970.00	999.00	3.0%	6.6%	01-Jan-22	
50 mm Pos. Disp.	1,040.00	1,077.00	1,109.00	3.0%	6.6%	01-Jan-22	
75 mm Magnetic	2,560.00	2,335.00	2,405.00	3.0%	-6.1%	01-Jan-22	
75 mm Ultrasonic	3,739.00	3,292.00	3,391.00	3.0%	-9.3%	01-Jan-22	
100 mm Magnetic	3,126.00	2,836.00	2,921.00	3.0%	-6.6%	01-Jan-22	
100 mm Ultrasonic	4,918.00	3,753.00	3,866.00	3.0%	-21.4%	01-Jan-22	
150 mm Magnetic	5,150.00	5,230.00	5,387.00	3.0%	4.6%	01-Jan-22	
150 mm Ultrasonic	7,931.00	5,641.00	5,810.00	3.0%	-26.7%	01-Jan-22	
Fire Line Meter Assembly - Cost plus 15%, hourly	215.00	223.00	230.00	3.1%	7.0%	01-Jan-22	

City of Ottawa
Public Works & Environmental Services Department
Drinking Water Services - User Fees

	2020 Rate \$	2021 Rate \$	2022 Rate \$	% Change Over 2021	% Change Over 2020	Effective Date	2022 Revenue (\$000)
Replacement Water Meters							
Size of Meter							
15 mm Pos. Disp.	279.00	289.00	298.00	3.1%	6.8%	01-Jan-22	
15 mm Pos. Disp.(Carlsbad only)	284.00	294.00	303.00	3.1%	6.7%	01-Jan-22	
20 mm Pos. Disp.	322.00	333.00	343.00	3.0%	6.5%	01-Jan-22	
25 mm Pos. Disp.	398.00	412.00	424.00	2.9%	6.5%	01-Jan-22	
40 mm Pos. Disp.	796.00	824.00	849.00	3.0%	6.7%	01-Jan-22	
50 mm Pos. Disp.	903.00	935.00	963.00	3.0%	6.6%	01-Jan-22	
75 mm Magnetic	2,421.00	2,096.00	2,159.00	3.0%	-10.8%	01-Jan-22	
75 mm Ultrasonic	3,533.00	3,051.00	3,143.00	3.0%	-11.0%	01-Jan-22	
100 mm Magnetic	2,992.00	2,595.00	2,673.00	3.0%	-10.7%	01-Jan-22	
100 mm Ultrasonic	4,717.00	3,512.00	3,617.00	3.0%	-23.3%	01-Jan-22	
150 mm Magnetic	4,929.00	4,998.00	5,148.00	3.0%	4.4%	01-Jan-22	
150 mm Ultrasonic	7,648.00	5,400.00	5,562.00	3.0%	-27.3%	01-Jan-22	
Temporary removal and installation of meter	143.00	150.00	155.00	3.3%	8.4%	01-Jan-22	
City water meter reading device (new or damaged) replacement	219.00	227.00	234.00	3.1%	6.8%	01-Jan-22	
City water meter reading device and/or water meter reader wire re-location	173.00	179.00	184.00	2.8%	6.4%	01-Jan-22	
Total for all fees above							-25

City of Ottawa
Public Works & Environmental Services Department
Drinking Water Services - User Fees

	2020 Rate \$	2021 Rate \$	2022 Rate \$	% Change Over 2021	% Change Over 2020	Effective Date	2022 Revenue (\$000)
Non Departmental							-5,198
Distribution of Drinking Water							
Variable Rate - per cubic meter water consumed							
0 - 6 m3	0.83	0.85	0.88	2.9%	6.1%	01-Apr-22	
>6 - 25 m3	1.65	1.70	1.75	3.0%	6.1%	01-Apr-22	
>25 - 180 m3	1.82	1.87	1.93	2.9%	6.1%	01-Apr-22	
>180 m3	2.03	2.09	2.15	3.0%	6.0%	01-Apr-22	
Daily Fixed Fee Rates - per meter size							
15 mm	0.34	0.35	0.36	2.8%	5.9%	01-Apr-22	
20 mm	0.49	0.50	0.51	2.9%	5.0%	01-Apr-22	
25 mm	0.82	0.84	0.86	2.5%	5.0%	01-Apr-22	
40 mm	1.64	1.67	1.72	2.5%	4.4%	01-Apr-22	
50 mm	2.61	2.66	2.74	2.9%	4.8%	01-Apr-22	
75 mm	4.91	5.01	5.14	2.7%	4.7%	01-Apr-22	
100 mm	8.19	8.35	8.57	2.6%	4.7%	01-Apr-22	
150 mm	16.36	16.69	17.15	2.8%	4.8%	01-Apr-22	
200 mm	26.19	26.71	27.44	2.7%	4.8%	01-Apr-22	
250 mm	37.65	38.40	39.44	2.7%	4.8%	01-Apr-22	
300 mm	70.39	71.80	73.74	2.7%	4.8%	01-Apr-22	
Compound Meter	1.54	1.58	1.62	3.0%	5.1%	01-Apr-22	

City of Ottawa
Public Works & Environmental Services Department
Drinking Water Services - User Fees

	2020 Rate \$	2021 Rate \$	2022 Rate \$	% Change Over 2021	% Change Over 2020	Effective Date	2022 Revenue (\$000)
Fire Supply Charge							-500
Annual cost - per meter size							
15 mm meter	48.15	49.11	50.59	3.0%	5.1%	01-Apr-22	
20 mm meter	85.61	87.32	89.94	3.0%	5.1%	01-Apr-22	
25 mm meter	133.77	136.45	140.54	3.0%	5.1%	01-Apr-22	
40 mm meter	342.44	349.29	359.76	3.0%	5.1%	01-Apr-22	
50 mm meter	535.07	545.77	562.14	3.0%	5.1%	01-Apr-22	
75 mm meter	1,203.89	1,227.97	1,264.81	3.0%	5.1%	01-Apr-22	
100 mm meter	2,140.25	2,183.05	2,248.55	3.0%	5.1%	01-Apr-22	
150 mm meter	4,815.57	4,911.88	5,059.23	3.0%	5.1%	01-Apr-22	
200 mm meter	8,561.01	8,732.23	8,994.19	3.0%	5.1%	01-Apr-22	
250 mm meter	13,376.57	13,644.11	14,053.43	3.0%	5.1%	01-Apr-22	
Total Departmental							-5,723

Public Works & Environmental Services Department

2022 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
Public Works and Environmental Services
Wastewater Services - Operating Resource Requirement
In Thousands (\$000)

	2020	2021		2022	\$ Change over 2021 Budget
	Actual	Actual	Budget	Adopted	
Expenditures by Program					
Wastewater Operations	47,859	49,418	46,217	50,802	4,585
Biosolids	4,570	4,624	4,554	4,554	0
Technical Innovation & Engineering Support	6,092	6,265	6,154	6,389	235
Business & Technical Support Services	208	98	0	0	0
Non Departmental	111,519	117,659	117,763	120,701	2,938
Gross Expenditure	170,248	178,064	174,688	182,446	7,758
Recoveries & Allocations	-16,692	-17,046	-12,706	-13,206	-500
Revenue	-153,361	-161,036	-161,982	-169,240	-7,258
Net Requirement	195	-18	0	0	0
Expenditures by Type					
Salaries, Wages & Benefits	24,309	25,278	24,188	25,932	1,744
Overtime	699	746	929	945	16
Material & Services	29,390	30,322	27,929	30,989	3,060
Transfers/Grants/Financial Charges	92,768	97,508	97,500	100,354	2,854
Fleet Costs	1,631	1,741	1,511	1,511	0
Program Facility Costs	0	0	0	0	0
Other Internal Costs	21,451	22,469	22,631	22,715	84
Gross Expenditures	170,248	178,064	174,688	182,446	7,758
Recoveries & Allocations	-16,692	-17,046	-12,706	-13,206	-500
Net Expenditure	153,556	161,018	161,982	169,240	7,258
Revenues By Type					
Federal	0	0	0	0	0
Provincial	0	0	0	0	0
Own Funds	-4,476	-4,477	-4,477	-4,725	-248
Fees and Services	-148,885	-156,559	-157,505	-164,515	-7,010
Fines	0	0	0	0	0
Other	0	0	0	0	0
Total Revenue	-153,361	-161,036	-161,982	-169,240	-7,258
Net Requirement	195	-18	0	0	0
Full Time Equivalents			229.15	234.65	5.50

City of Ottawa
Public Works and Environmental Services
Wastewater Services - User Fees

	2020 Rate \$	2021 Rate \$	2022 Rate \$	% Change Over 2021	% Change Over 2020	Effective Date	2022 Revenue (\$000)
Sanitary Sewer Systems							-15
Sewer Use Program - Disposal Fees							
Septic Tank Strength Liquid Material (per cubic meter)	16.77	17.10	17.10	0.0%	2.0%	01-Jan-22	
Holding Tank Strength Liquid Material (per cubic metre)	3.60	3.67	3.67	0.0%	2.0%	01-Jan-22	
Liquid Material Generated Outside the City of Ottawa (per cubic metre)	29.22	29.81	29.81	0.0%	2.0%	01-Jan-22	
Sewer Use Program - Permit Fees		-	-				
Annual Permit Fee	285.00	291.00	355.00	22.0%	24.6%	01-Jan-22	
Annual Permit Revision Fee	160.00	163.00	143.00	-12.3%	-10.6%	01-Jan-22	
Sewer Use Program - Discharge Fees		-	-				
Conveyance Fee	1.58	1.64	1.71	4.0%	8.2%	01-Jan-22	
Treatment Fee	0.98	1.02	1.06	4.0%	8.2%	01-Jan-22	
Sewer Use Program - Discharge Fees - Parameters in Sewage							
Biochemical Oxygen Demand (per kg)	1.66	1.66	1.66	0.0%	0.0%	01-Jan-22	
Suspended Solids (per kg)	0.88	0.88	0.88	0.0%	0.0%	01-Jan-22	
Phenolic Compounds (per kg)	1.66	1.66	1.66	0.0%	0.0%	01-Jan-22	
Kjeldahl Nitrogen (per kg)	6.60	6.60	6.60	0.0%	0.0%	01-Jan-22	
Phosphorus (per kg)	2.66	2.66	2.66	0.0%	0.0%	01-Jan-22	
Sewer Use Program - Administrative Fees							
Special Discharge Agreement Fee	1,107.00	1,129.00	1,482.00	31.3%	33.9%	01-Jan-22	
Sanitary Sewer Agreement Fee	788.00	804.00	744.00	-7.5%	-5.6%	01-Jan-22	
Compliance Program Fee	1,107.00	1,129.00	1,399.00	23.9%	26.4%	01-Jan-22	
Combined Agreement Fee	1,107.00	1,129.00	1,416.00	25.4%	27.9%	01-Jan-22	
Sanitary Discharge Agreement Revision Fee	238.00	243.00	292.00	20.2%	22.7%	01-Jan-22	
Combined Agreement Revision Fee	238.00	243.00	292.00	20.2%	22.7%	01-Jan-22	
Sanitary Sewer Agreement Revision Fee (per revision)	118.00	120.00	367.00	205.8%	211.0%	01-Jan-22	
Compliance Program Revision Fee (per revision)	238.00	243.00	292.00	20.2%	22.7%	01-Jan-22	

City of Ottawa
Public Works and Environmental Services
Wastewater Services - User Fees

	2020 Rate \$	2021 Rate \$	2022 Rate \$	% Change Over 2021	% Change Over 2020	Effective Date	2022 Revenue (\$000)
Non Departmental							-6,173
Sewer Surcharge for Sanitary Sewer Systems							
Variable Rate - per cubic meter water consumed							
0 - 6 m3	0.75	0.78	0.81	4.0%	8.2%	01-Apr-22	
>6 - 25 m3	1.49	1.55	1.61	4.0%	8.1%	01-Apr-22	
>25 - 180 m3	1.65	1.72	1.77	4.0%	7.4%	01-Apr-22	
>180 m3	1.85	1.92	2.00	4.0%	8.1%	01-Apr-22	
Daily Fixed Fee Rates - per meter size							
15 mm	0.29	0.30	0.31	3.9%	7.5%	01-Apr-22	
20 mm	0.44	0.45	0.47	3.9%	6.3%	01-Apr-22	
25 mm	0.73	0.75	0.78	3.9%	6.7%	01-Apr-22	
40 mm	1.47	1.51	1.56	3.7%	6.5%	01-Apr-22	
50 mm	2.35	2.41	2.50	3.8%	6.5%	01-Apr-22	
75 mm	4.40	4.51	4.69	3.9%	6.6%	01-Apr-22	
100 mm	7.34	7.53	7.82	3.8%	6.6%	01-Apr-22	
150 mm	14.68	15.06	15.64	3.8%	6.5%	01-Apr-22	
200 mm	23.49	24.10	25.02	3.8%	6.5%	01-Apr-22	
250 mm	33.77	34.65	35.97	3.8%	6.5%	01-Apr-22	
Compound Meter	1.46	1.49	1.55	4.0%	6.6%	01-Apr-22	
Total Departmental							-6,188

Public Works & Environmental Services Department

2022 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
Public Works and Environmental Services
Stormwater Services - Operating Resource Requirement
In Thousands (\$000)

	2020	2021		2022	\$ Change over 2021 Budget
	Actual	Actual	Budget	Adopted	
Expenditures by Program					
Stormwater Operations	13,071	13,177	11,739	11,944	205
Technical Innovation & Engineering Support	1,222	247	409	409	0
Business & Technical Support Services	379	91	354	354	0
Non Departmental	46,173	53,215	53,313	62,749	9,436
Gross Expenditure	60,845	66,730	65,815	75,456	9,641
Recoveries & Allocations	-1,391	-1,645	-1,767	-1,767	0
Revenue	-59,018	-65,574	-64,048	-73,689	-9,641
Net Requirement	436	-489	0	0	0
Expenditures by Type					
Salaries, Wages & Benefits	4,795	4,978	4,886	4,990	104
Overtime	5	5	60	61	1
Material & Services	1,985	1,543	2,354	2,454	100
Transfers/Grants/Financial Charges	33,220	39,789	39,664	49,042	9,378
Fleet Costs	228	238	230	230	0
Program Facility Costs	0	0	0	0	0
Other Internal Costs	20,612	20,177	18,621	18,679	58
Gross Expenditures	60,845	66,730	65,815	75,456	9,641
Recoveries & Allocations	-1,391	-1,645	-1,767	-1,767	0
Net Expenditure	59,454	65,085	64,048	73,689	9,641
Revenues By Type					
Federal	0	0	0	0	0
Provincial	-219	-207	-145	-145	0
Own Funds	0	0	0	0	0
Fees and Services	-58,799	-65,367	-63,903	-73,544	-9,641
Fines	0	0	0	0	0
Other	0	0	0	0	0
Total Revenue	-59,018	-65,574	-64,048	-73,689	-9,641
Net Requirement	436	-489	0	0	0
Full Time Equivalents			46.02	46.02	0.00

City of Ottawa
Public Works and Environmental Services
Stormwater Services - User Fees

	2020 Rate \$	2021 Rate \$	2022 Rate \$	% Change Over 2021	% Change Over 2020	Effective Date	2022 Revenue (\$000)
Laboratory Services (Tests)							
Alkalinity, PH, Conductivity	11.03	11.25	11.48	2.0%	4.1%	01-Jan-22	
Alkalinity Brinkman (wastewater)	16.60	16.93	17.27	2.0%	4.0%	01-Jan-22	
Biochemical Oxygen Demand	18.15	18.51	18.88	2.0%	4.0%	01-Jan-22	
Carbonaceous Biochemical Demand	18.15	18.51	18.88	2.0%	4.0%	01-Jan-22	
Chloride	12.70	13.16	13.42	2.0%	5.7%	01-Jan-22	
Chemical Oxygen Demand	11.79	12.03	12.27	2.0%	4.1%	01-Jan-22	
Conductivity	11.03	11.25	11.48	2.0%	4.1%	01-Jan-22	
Dissolved Organic Carbon	15.58	15.89	16.21	2.0%	4.0%	01-Jan-22	
E. coli (wastewater)	12.41	12.66	12.91	2.0%	4.0%	01-Jan-22	
Fluoride (SIE)	17.80	18.16	18.52	2.0%	4.0%	01-Jan-22	
Heterotrophic Plate	13.19	13.45	13.72	2.0%	4.0%	01-Jan-22	
Halo Acetic Acid	141.72	144.55	147.44	2.0%	4.0%	01-Jan-22	
ICP-OES Industrial Waste - 28 elements	28.04	28.60	29.17	2.0%	4.0%	01-Jan-22	
ICP-OES Metals Scan - 5 elements	14.52	14.81	15.11	2.0%	4.1%	01-Jan-22	
ICP-OES Metal Scan - 28 elements	24.31	24.80	25.30	2.0%	4.1%	01-Jan-22	
ICP/MS Metal Scan SW/DW - 27 elements	39.19	39.97	40.77	2.0%	4.0%	01-Jan-22	
ICP/MS Lead DW	14.52	14.81	15.11	2.0%	4.1%	01-Jan-22	
Ammonia - Surface/Waste Water	11.03	11.29	11.52	2.0%	4.4%	01-Jan-22	
Ion Chromatography	17.80	18.16	18.52	2.0%	4.0%	01-Jan-22	
Mercury	36.07	36.79	37.53	2.0%	4.0%	01-Jan-22	
Nitrates	12.70	13.16	13.42	2.0%	5.7%	01-Jan-22	
PH	11.03	11.25	11.48	2.0%	4.1%	01-Jan-22	
Reactive Phosphorus	11.03	11.29	11.52	2.0%	4.4%	01-Jan-22	
Soluble Biochemical Oxygen Demand	19.17	19.55	19.94	2.0%	4.0%	01-Jan-22	
Soluble Carbonaceous Biochemical Oxygen Demand	19.17	19.55	19.94	2.0%	4.0%	01-Jan-22	
Soluble Chemical Oxygen Demand	12.81	13.07	13.33	2.0%	4.1%	01-Jan-22	
Specific gravity	22.95	23.41	23.88	2.0%	4.1%	01-Jan-22	
Sulphate	12.70	13.16	13.42	2.0%	5.7%	01-Jan-22	
Soluble Phosphorus	16.03	16.35	16.68	2.0%	4.1%	01-Jan-22	
Soluble Kjeldahl Nitrogen	16.03	16.35	16.68	2.0%	4.1%	01-Jan-22	

City of Ottawa
Public Works and Environmental Services
Stormwater Services - User Fees

	2020 Rate \$	2021 Rate \$	2022 Rate \$	% Change Over 2021	% Change Over 2020	Effective Date	2022 Revenue (\$000)
Laboratory Services (Tests) cont'd							
Total Coliforms - E-Coli (DC)	11.43	11.66	11.89	2.0%	4.0%	01-Jan-22	
Total Coliforms - E-Coli (PA)	21.52	21.95	22.39	2.0%	4.0%	01-Jan-22	
Total Coliforms - E-Coli (MPN)	22.45	22.90	23.36	2.0%	4.1%	01-Jan-22	
Total Kjeldahl Nitrogen	15.01	15.35	15.66	2.0%	4.3%	01-Jan-22	
Total Phosphorus	15.01	15.35	15.66	2.0%	4.3%	01-Jan-22	
Total Solid - Waste Water	11.61	11.84	12.08	2.0%	4.0%	01-Jan-22	
Total Solid - Solid	11.61	11.84	12.08	2.0%	4.0%	01-Jan-22	
Total Suspended Solid	10.84	11.06	11.28	2.0%	4.1%	01-Jan-22	
Trihalomethane/VOC Full Scan	65.59	66.90	68.24	2.0%	4.0%	01-Jan-22	
Volatile Acids	40.38	41.19	42.01	2.0%	4.0%	01-Jan-22	
Volatile Solids - Waste Water	12.35	12.60	12.85	2.0%	4.0%	01-Jan-22	
Volatile Solids - Solids	12.58	12.83	13.09	2.0%	4.1%	01-Jan-22	
Volatile Suspended Solid (Water)	12.52	12.77	13.03	2.0%	4.1%	01-Jan-22	
Drinking Water Anion (Chloride, fluoride, nitrite and nitrate, sulphate)	17.80	18.16	18.52	2.0%	4.0%	01-Jan-22	
Total Nutrients (Ammonia + Ammonia, Reactive Phosphorus)	12.05	12.29	12.54	2.0%	4.1%	01-Jan-22	
TKN/TP (Total Kjeldahl Nitrogen, Total Phosphorus)	16.03	16.35	16.68	2.0%	4.1%	01-Jan-22	
Increase to rates for various lab tests listed above							-15

City of Ottawa
Public Works and Environmental Services
Stormwater Services - User Fees

	2020 Rate \$	2021 Rate \$	2022 Rate \$	% Change Over 2021	% Change Over 2020	Effective Date	2022 Revenue (\$000)
Non Departmental							
Annual Stormwater Service Fees							-7,868
Residential Connected							
Urban Single/Semi	140.65	154.80	167.30	8.1%	18.9%	01-Apr-22	
Rural Single/Semi	140.65	154.80	167.30	8.1%	18.9%	01-Apr-22	
Urban Townhouse/Apt	70.33	77.40	83.65	8.1%	18.9%	01-Apr-22	
Rural Townhouse/Apt	70.33	77.40	83.65	8.1%	18.9%	01-Apr-22	
Residential Non-Connected							
Urban Single/Semi	98.46	108.36	117.11	8.1%	18.9%	01-Apr-22	
Rural Single/Semi	70.33	77.40	83.65	8.1%	18.9%	01-Apr-22	
Urban Townhouse/Apt	49.23	54.18	58.55	8.1%	18.9%	01-Apr-22	
Rural Townhouse/Apt	35.16	38.70	41.82	8.1%	18.9%	01-Apr-22	
Industrial, Commercial and Institutional (ICI)							
ICI Connected Urban and Rural							
0 to 300K Assessment	65.86	72.53	78.39	8.1%	19.0%	01-Apr-22	
>300K to 1M Assessment	311.68	343.25	370.98	8.1%	19.0%	01-Apr-22	
>1M to 5M Assessment	1,162.57	1,280.30	1,383.74	8.1%	19.0%	01-Apr-22	
>5M to 20M Assessment	5,096.62	5,612.78	6,066.24	8.1%	19.0%	01-Apr-22	
>20M to 50M Assessment	15,426.69	16,989.02	18,361.58	8.1%	19.0%	01-Apr-22	
>50M to 100M Assessment	37,232.17	41,002.82	44,315.49	8.1%	19.0%	01-Apr-22	
>100M to 150M Assessment	62,453.81	68,778.77	74,335.48	8.1%	19.0%	01-Apr-22	
>150M Assessment	132,255.61	145,649.67	157,416.88	8.1%	19.0%	01-Apr-22	

City of Ottawa
Public Works and Environmental Services
Stormwater Services - User Fees

	2020 Rate \$	2021 Rate \$	2022 Rate \$	% Change Over 2021	% Change Over 2020	Effective Date	2022 Revenue (\$000)
ICI Non-Connected - Urban							
0 to 300K Assessment	65.86	72.53	78.39	8.1%	19.0%	01-Apr-22	
>300K to 1M Assessment	311.68	343.25	370.98	8.1%	19.0%	01-Apr-22	
>1M to 5M Assessment	1,162.57	1,280.30	1,383.74	8.1%	19.0%	01-Apr-22	
>5M to 20M Assessment	5,096.62	5,612.78	6,066.24	8.1%	19.0%	01-Apr-22	
>20M to 50M Assessment	15,426.69	16,989.02	18,361.58	8.1%	19.0%	01-Apr-22	
>50M to 100M Assessment	37,232.17	41,002.82	44,315.49	8.1%	19.0%	01-Apr-22	
>100M to 150M Assessment	62,453.81	68,778.77	74,335.48	8.1%	19.0%	01-Apr-22	
>150M Assessment	132,255.61	145,649.67	157,416.88	8.1%	19.0%	01-Apr-22	
ICI Non-Connected - Rural							
0 to 300K Assessment	46.10	50.77	54.87	8.1%	19.0%	01-Apr-22	
>300K to 1M Assessment	218.18	240.27	259.68	8.1%	19.0%	01-Apr-22	
>1M to 5M Assessment	813.80	896.21	968.62	8.1%	19.0%	01-Apr-22	
>5M to 20M Assessment	3,567.64	3,928.94	4,246.37	8.1%	19.0%	01-Apr-22	
>20M to 50M Assessment	10,798.69	11,892.31	12,853.11	8.1%	19.0%	01-Apr-22	
>50M to 100M Assessment	26,062.52	28,701.98	31,020.84	8.1%	19.0%	01-Apr-22	
>100M to 150M Assessment	43,717.67	48,145.14	52,034.84	8.1%	19.0%	01-Apr-22	
>150M Assessment	92,578.92	101,954.77	110,191.82	8.1%	19.0%	01-Apr-22	
Total Departmental							-7,883

City Of Ottawa
2022 Capital Budget
Standing Committee on Environmental Protection, Water and Waste Management - Rate
Capital Funding Summary
In Thousands \$(000's)

Project Description	Revenues	Develop. Charges	Develop. Charges Debt	Rate Supported	Rate Supported Debt	Grand Total
Drinking Water Services						
Renewal of City Assets						
906665 Lemieux WPP Intake Ice Mgmt	0	0	0	14,821	0	14,821
908076 Large Water Meters Changeout Program	0	0	0	750	0	750
908908 Small Water Meters Changeout Program	0	0	0	2,625	0	2,625
908909 Advanced Metering Infra. (AMI) Changeout	0	0	0	1,075	1,000	2,075
909671 2020 Infrastructure Master Plan (Water)	0	17	0	138	0	155
910119 Stanley Ave. (Sussex - Union St)	0	0	0	1,650	0	1,650
910396 2022 Groundwater Studies	0	16	0	148	0	164
910411 2022 Buildings-Water Services	0	0	0	150	0	150
910456 2022 Water System Improvements	0	0	0	4,000	3,000	7,000
910457 2022 WM Transmission/Distribution Rehab	0	0	0	3,000	2,000	5,000
910458 2022 Water Structures - Inspections	0	0	0	40	0	40
910459 Bank St (Leitrim - Dunskipper)	0	0	0	3,000	2,000	5,000
910460 Fuel Oil Tank Incentive Program	0	0	0	207	0	207
910496 Protective Lead Service Replace Prg 2022	250	0	0	250	0	500
910497 Cathodic Protection 2022	0	0	0	1,200	0	1,200
910498 Critical Links Risk Mitigation Meas 2022	0	0	0	500	0	500
910499 Water Pumping Station Facility Rehab 2022	0	0	0	1,360	0	1,360
910525 Communal Well System Rehab 2022	0	0	0	1,899	1,000	2,899
910526 Water Treatment Rehab 2022	0	0	0	7,594	4,000	11,594
910527 Water Sys SCADA & Instrument Rehab 2022	0	0	0	2,000	1,000	3,000
910529 New Vehicles Drinking Water 2022	0	0	0	176	0	176
Renewal of City Assets Total	250	33	0	46,583	14,000	60,866

City Of Ottawa
2022 Capital Budget
Standing Committee on Environmental Protection, Water and Waste Management - Rate
Capital Funding Summary
In Thousands \$(000's)

Project Description	Revenues	Develop. Charges	Develop. Charges Debt	Rate Supported	Rate Supported Debt	Grand Total
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Growth						
902206 Ottawa South Pumping Station Upgrade	0	0	423	407	0	830
907100 Carp Well Capacity Increase	467	0	0	570	0	1,037
910050 Manotick Supply Watermain - Phase 2	0	0	10,030	9,258	0	19,288
910395 2022 Off Site Reliability Links	0	150	0	17	0	167
910397 2022 Rural Servicing Strategy	0	110	0	110	0	220
910399 2022 Water & Wastewater Studies	0	415	0	104	0	519
Growth Total	467	675	10,453	10,466	0	22,061

Regulatory						
910528 Water Efficiency 2022	0	0	0	150	0	150
Regulatory Total	0	0	0	150	0	150

Drinking Water Services Total	717	708	10,453	57,199	14,000	83,077
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Integrated Roads, Water & Wastewater						
Renewal of City Assets						
906735 Bank St (Riverside-Ledbury)	0	130	0	16,898	4,000	21,028
906900 Main Greenfield Echo Concord et al	0	170	0	20,287	0	20,457
908139 Montreal Rd (N River Rd-St Laurent Blvd)	0	10	0	1,210	0	1,220
908141 ORAP Albert St-Bronson Ave-Slater St	0	40	0	3,599	3,000	6,639
908580 CWWF Queensway Terrace North Sewer	0	0	0	3,139	0	3,139
908581 Valley Dr Storm Sewer	0	0	0	2,701	0	2,701
909012 Bronson Ave (Arlington-Rideau Canal)	0	10	0	873	0	883
909401 Broadview Ave	0	0	0	244	0	244
910085 Valley Dr Storm Sewer Phase 2	0	0	0	562	1,965	2,527
910390 2022 Aerial Mapping Services	0	0	0	219	0	219
910421 2022 Infrastructure Assess & Data Collec	0	13	0	287	0	300
910422 2022 Integrated Scoping Pre/Post Eng	0	0	0	1,573	0	1,573
910423 2022 Road Resurfacing - CW	0	0	0	4,563	0	4,563

City Of Ottawa
2022 Capital Budget
Standing Committee on Environmental Protection, Water and Waste Management - Rate
Capital Funding Summary
In Thousands \$(000's)

Project Description	Revenues	Develop. Charges	Develop. Charges Debt	Rate Supported	Rate Supported Debt	Grand Total
910424 2022 Comprehensive Asset Management	0	0	0	1,233	0	1,233
910432 Quality Management System	0	0	0	1,063	0	1,063
910433 St Joseph PS Decomission-Bruyere&Cathcar	0	0	0	806	0	806
910434 Highland Ave (Princeton to Dovercourt)	0	0	0	736	0	736
910473 Viscount Ave	0	0	0	767	0	767
910474 Ella St - Ralph St	0	0	0	981	0	981
910475 Hilda St - Manchester Ave	0	0	0	537	0	537
Renewal of City Assets Total	0	373	0	62,278	8,965	71,616

Integrated Roads, Water & Wastewater Total	0	373	0	62,278	8,965	71,616
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Integrated Water & Wastewater						
Renewal of City Assets						
910435 McLeod (Elgin - Metcalfe)	0	0	0	1,200	0	1,200
910436 Riverside Dr Sewer Industrial-Transitway	0	0	0	1,380	1,000	2,380
910437 Easement Agreements Update	0	0	0	2,500	1,500	4,000
910438 2022 Hydraulic Structures	0	0	0	1,000	0	1,000
910439 2022 Sewer Repairs / Improvements	0	0	0	2,500	4,500	7,000
910440 2022 Sewer Trenchless Rehab	0	0	0	1,000	2,000	3,000
910441 2022 Sewer CCTV Engineering	0	0	0	800	0	800
910552 Data Analytics Roll Out Water Services	0	0	0	130	0	130
910554 Maximo Scheduler	0	0	0	500	0	500
910555 Water and Wastewater Plants Mobility	0	0	0	500	0	500
Renewal of City Assets Total	0	0	0	11,510	9,000	20,510

Integrated Water & Wastewater Total	0	0	0	11,510	9,000	20,510
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Stormwater Services						
Renewal of City Assets						
909748 Mud Creek Stream Renewal	0	0	0	104	0	104
910081 2021 Drainage Culverts - CW	0	0	0	6,910	6,000	12,910

City Of Ottawa
2022 Capital Budget
Standing Committee on Environmental Protection, Water and Waste Management - Rate
Capital Funding Summary
In Thousands \$(000's)

Project Description	Revenues	Develop. Charges	Develop. Charges Debt	Rate Supported	Rate Supported Debt	Grand Total
910420 2022 Flood Plain Mapping	0	0	0	228	0	228
910448 2022 Drainage Culverts - CW	0	0	0	488	1,000	1,488
910449 2022 Drainage Culverts - Other	0	0	0	594	0	594
910450 2022 Culverts Scoping Pre/Post Eng.	0	0	0	700	0	700
910451 2022 Drainage Culverts - Site-Specific	0	0	0	0	1,500	1,500
910452 2022 Drainage Culvert - Site Spec-Other	0	0	0	133	0	133
910453 2022 Drainage Culverts Assessment	0	0	0	400	0	400
910461 2022 Storm and Surface Water Rehab	0	0	0	0	1,500	1,500
910462 2022 Ditch Alterations	0	0	0	50	0	50
910516 Stormwater Mgmt: Rehab&Enviro Compl 2022	0	0	0	460	1,500	1,960
Renewal of City Assets Total	0	0	0	10,067	11,500	21,567
Growth						
907900 DCA-Mud Creek Erosion Monito E3 Glou EUC	0	156	0	0	0	156
909730 2020 Stormwater Master Planning	0	194	0	194	0	388
Growth Total	0	350	0	194	0	544
Regulatory						
910515 Municipal Drain Improvements - 2022	550	0	0	100	0	650
Regulatory Total	550	0	0	100	0	650
Service Enhancements						
910398 Shirley's Brook Upgrade (KNUEA)	0	0	0	363	0	363
Service Enhancements Total	0	0	0	363	0	363
Stormwater Services Total	550	350	0	10,724	11,500	23,124
Wastewater Services						
Renewal of City Assets						
908250 Infrastructure Planning Information Mgmt	0	0	0	468	0	468
909724 Pump Stations Capacity Renewal	0	0	0	2,173	0	2,173

City Of Ottawa
 2022 Capital Budget
 Standing Committee on Environmental Protection, Water and Waste Management - Rate
 Capital Funding Summary
 In Thousands \$(000's)

Project Description	Revenues	Develop. Charges	Develop. Charges Debt	Rate Supported	Rate Supported Debt	Grand Total
910048 2021 Infrastructure Master Plan (Sewer)	0	0	0	259	0	259
910463 2022 ORAP Wet Weather IMP	0	50	0	450	500	1,000
910530 New Vehicles Wastewater 2022	0	0	0	250	0	250
910531 SCADA Rehab & Upgrades-Remote Sewer 2022	0	0	0	2,000	2,000	4,000
910532 Collection System Condition Assess. 2022	0	0	0	660	500	1,160
910533 Sewer Lateral Repairs 2022	0	0	0	2,500	2,000	4,500
910534 Sewage Pumping Station Rehab Prog 2022	0	0	0	11,204	5,000	16,204
910535 ROPEC - Sewage Treatment Rehab Prog 2022	0	0	0	10,263	5,000	15,263
910536 Wastewater Facilites Upgrade 2022	0	0	0	250	250	500
910537 Wastewater Drainage Roofing 2022	0	0	0	80	0	80
910538 ROPEC - SCADA Rehab. & Upgrades 2022	0	0	0	1,300	1,000	2,300
910539 Lab Equipment Purchase/Replacement 2022	0	0	0	100	250	350
Renewal of City Assets Total	0	50	0	31,957	16,500	48,507

Growth						
907382 ROPEC Aeration Blower Expansion	0	1,000	0	0	0	1,000
907462 Pump Stations Capacity Increase	0	0	4,257	0	0	4,257
907463 Stittsville PS Gravity Connect	0	73	0	168	0	241
909992 Richmond Pump Station	0	7,378	0	2,459	0	9,837
910076 Carp Wastewater PS Upgrade/Overflow	933	0	0	1,141	0	2,074
Growth Total	933	8,451	4,257	3,768	0	17,409

Wastewater Services Total	933	8,501	4,257	35,725	16,500	65,916
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Grand Total	2,200	9,932	14,710	177,436	59,965	264,243
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* Integrated Roads, Water and Wastewater Program includes the Rate portion only for information purposes.

Planning, Infrastructure and Economic Development Department

2022 Service Area Summary - Infrastructure Services

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

Vision

To build a better Ottawa for all to enjoy, today and into the future.

Mission

To implement city-building priorities from planning and delivering infrastructure projects, to managing infrastructure assets and investments.

Programs/Services Offered

Asset Management

- Administer and optimize the lifecycle of municipal infrastructure valued at over \$50 billion, maintain asset inventory, undertake condition and performance assessments, develop risk-based renewal strategies and define investment needs.
- Lead water resource master planning, source water protection and capital program definition. Manage the City's Comprehensive Asset Management (CAM) Program.

Quality Management

- Provide overall quality management on infrastructure projects in terms of design guidelines and construction standards, material quality and project delivery practices.

Design and Construction

- Manage the design and construction of new and renewal of existing municipal infrastructure, buildings and parks. This is approximately \$500 million in capital projects annually.

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

	2020	2021		2022	\$ Change over 2021 Budget
	Actual	Actual	Budget	Adopted	
Expenditures by Program					
Director's Office	1,987	776	714	724	10
Quality Management	3,851	3,720	3,956	4,146	190
Special Projects	1,222	912	187	192	5
Design & Construction - Facilities	5,387	5,328	5,314	5,434	120
Design & Construction - Municipal	7,786	8,006	8,533	8,643	110
Asset Management	11,797	10,674	11,751	11,986	235
Gross Expenditure	32,030	29,416	30,455	31,125	670
Recoveries & Allocations	-24,296	-23,924	-24,619	-24,894	-275
Revenue	-68	-33	-16	-16	0
Net Requirement	7,666	5,459	5,820	6,215	395
Expenditures by Type					
Salaries, Wages & Benefits	27,413	27,363	27,634	28,304	670
Overtime	79	102	245	245	0
Material & Services	4,244	1,666	2,354	2,354	0
Transfers/Grants/Financial Charges	0	0	0	0	0
Fleet Costs	119	108	97	97	0
Program Facility Costs	0	0	0	0	0
Other Internal Costs	175	177	125	125	0
Gross Expenditures	32,030	29,416	30,455	31,125	670
Recoveries & Allocations	-24,296	-23,924	-24,619	-24,894	-275
Net Expenditure	7,734	5,492	5,836	6,231	395
Revenues By Type					
Federal	0	0	0	0	0
Provincial	-12	0	0	0	0
Own Funds	0	0	0	0	0
Fees and Services	-56	-33	-16	-16	0
Fines	0	0	0	0	0
Other	0	0	0	0	0
Total Revenue	-68	-33	-16	-16	0
Net Requirement	7,666	5,459	5,820	6,215	395
Full Time Equivalents			215.25	215.25	0.00

City of Ottawa
 Planning, Infrastructure & Economic Development Department
 Infrastructure Services - User Fees

	2020 Rate \$	2021 Rate \$	2022 Rate \$	% Change Over 2021	% Change Over 2020	Effective Date	2022 Revenue (\$000)
Accident Inspections							
3 hour minimum (hourly rate)	168.00	172.00	175.00	1.7%	4.2%	01-Jan-22	
Any third party charges (cost recovery)	100%	100%	100%	0.0%	0.0%	01-Jan-22	
Transfer of Review							
Transfer of Review Fees are per the Ministry of Environment and Climate Change							
Administration and Overhead Charge							
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-Jan-22	
Total Departmental							0

Planning, Infrastructure and Economic Development Department 2022 Service Area Summary - Natural Systems

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

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, Infrastructure and Economic Development Department 2022 Service Area Summary – Resiliency and Climate Change

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

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, Vulnerability and Risk Assessment, and Climate Resiliency Strategy
- Annual Greenhouse Gas Emissions Inventories

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

	2020	2021		2022	\$ Change over 2021 Budget
	Actual	Actual	Budget	Adopted	
Expenditures by Program					
Natural Systems	985	1,032	1,142	1,292	150
Resiliency & Climate Change	1,101	1,270	889	889	0
Gross Expenditure	2,086	2,302	2,031	2,181	150
Recoveries & Allocations	-384	-479	-119	-239	-120
Revenue	0	0	0	0	0
Net Requirement	1,702	1,823	1,912	1,942	30
Expenditures by Type					
Salaries, Wages & Benefits	1,964	2,123	1,711	1,861	150
Overtime	3	4	11	11	0
Material & Services	72	110	257	257	0
Transfers/Grants/Financial Charges	42	56	52	52	0
Fleet Costs	0	0	0	0	0
Program Facility Costs	0	0	0	0	0
Other Internal Costs	5	9	0	0	0
Gross Expenditures	2,086	2,302	2,031	2,181	150
Recoveries & Allocations	-384	-479	-119	-239	-120
Net Expenditure	1,702	1,823	1,912	1,942	30
Revenues By Type					
Federal	0	0	0	0	0
Provincial	0	0	0	0	0
Own Funds	0	0	0	0	0
Fees and Services	0	0	0	0	0
Fines	0	0	0	0	0
Other	0	0	0	0	0
Total Revenue	0	0	0	0	0
Net Requirement	1,702	1,823	1,912	1,942	30
Full Time Equivalents			12.00	13.00	1.00

Public Works & Environmental Services Department

2022 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:

- Long-term strategic planning of programs and facilities to ensure alignment with future growth and legislative requirements such as: the Solid Waste Master plan, service level reviews and technology and environmental assessments
- Providing services and facilities for the collection, diversion and disposal of residential waste, organics, recycling, and household hazardous waste
- Comprehensive management, operation and maintenance of City-owned landfills

Programs/Services Offered

- Curbside residential waste collection and disposal
- Multi-residential waste collection and disposal
- Waste collection at City facilities
- Residential waste diversion programs (Green Bin program, Blue/Black Box Program, Household Hazardous Waste depots etc.)
- Landfill operations management
- Yellow Bag program
- Biosolid Land Application program
- Graffiti removal from City assets
- Public space waste and recycling collection and processing

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

	2020	2021		2022	\$ Change over 2021 Budget
	Actual	Actual	Budget	Adopted	
Expenditures by Program					
Director's Office	2,607	1,973	510	710	200
Diversion/Recycling	48,667	53,666	51,914	55,534	3,620
Graffiti Management	758	1,323	858	908	50
Soil Management	1,164	1,269	680	680	0
Landfill Operations/Disposal	9,784	10,051	8,454	9,654	1,200
Garbage Collection	21,531	23,042	24,359	25,762	1,403
Long Term Planning/Other	680	1,073	913	1,060	147
Solid Waste Non Departmental	5,747	7,497	7,497	9,442	1,945
Gross Expenditure	90,938	99,894	95,185	103,750	8,565
Recoveries & Allocations	-2,578	-6,817	-2,683	-2,683	0
Revenue	-62,036	-75,077	-63,000	-69,874	-6,874
Net Requirement	26,324	18,000	29,502	31,193	1,691
Expenditures by Type					
Salaries, Wages & Benefits	14,541	16,226	15,337	16,002	665
Overtime	1,298	1,544	710	710	0
Material & Services	57,547	60,845	58,151	63,986	5,835
Transfers/Grants/Financial Charges	5,030	6,784	7,076	9,021	1,945
Fleet Costs	10,963	10,786	12,464	12,584	120
Program Facility Costs	0	0	0	0	0
Other Internal Costs	1,559	3,709	1,447	1,447	0
Gross Expenditures	90,938	99,894	95,185	103,750	8,565
Recoveries & Allocations	-2,578	-6,817	-2,683	-2,683	0
Net Expenditure	88,360	93,077	92,502	101,067	8,565
Revenues By Type					
Federal	0	0	0	0	0
Provincial	-9,255	-8,454	-5,824	-7,153	-1,329
Own Funds	0	0	0	0	0
Fees and Services	-52,781	-66,623	-57,176	-62,721	-5,545
Fines	0	0	0	0	0
Other	0	0	0	0	0
Total Revenue	-62,036	-75,077	-63,000	-69,874	-6,874
Net Requirement	26,324	18,000	29,502	31,193	1,691
Full Time Equivalents			75.40	75.40	0.00

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

	2020 Rate \$	2021 Rate \$	2022 Rate \$	% Change Over 2021	% Change Over 2020	Effective Date	2022 Revenue (\$000)
Solid Waste - User Fees							-4,275
Single Family Household	96.00	106.00	118.00	11.3%	22.9%	01-Jan-22	
Multi Residential Household	56.50	71.50	77.50	8.4%	37.2%	01-Jan-22	
Yellow Bag per bag fee	4.00	4.10	4.20	2.4%	5.0%	01-Jan-22	
Landfill Operations - Tipping Fees							-25
Waste Materials							
Garbage <=100 kg (minimum) Includes soil mixed with concrete	11.40	11.65	11.90	2.1%	4.4%	01-Jan-22	
Garbage >100 kg (per tonne) Includes soil mixed with concrete	114.00	116.50	119.00	2.1%	4.4%	01-Jan-22	
Mixed garbage & recyclable material <=250 kg (minimum)	57.00	58.25	59.50	2.1%	4.4%	01-Jan-22	
Mixed garbage & recyclable material >250 kg (per tonne)	228.00	233.00	238.00	2.1%	4.4%	01-Jan-22	
Asbestos <=250 kg per load flat rate (minimum)	126.00	128.75	132.00	2.5%	4.8%	01-Jan-22	
Asbestos >250 kg (per tonne)	504.00	515.00	528.00	2.5%	4.8%	01-Jan-22	
Diversion Program - Clean Loads							
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	Free	Free	Free	N/A	N/A	N/A	
Cardboard <=100 kg (minimum)	5.50	5.60	5.70	1.8%	3.6%	01-Jan-22	
Cardboard >100 kg (per tonne)	55.00	56.00	57.00	1.8%	3.6%	01-Jan-22	
Leaf and Yard Waste under 10 cm in diameter <=100 kg (minimum)	3.85	3.95	4.05	2.5%	5.2%	01-Jan-22	
Leaf and Yard Waste >100 kg (per tonne)	38.50	39.50	40.50	2.5%	5.2%	01-Jan-22	
Soil/Fill <=200 kg (minimum) (Top soil, sand, sod)	5.60	5.70	11.40	100.0%	103.6%	01-Jan-22	
Soil/Fill >200 kg (per tonne) (Top soil, sand, sod)	28.00	28.50	57.00	100.0%	103.6%	01-Jan-22	
Fill <=200 kg (per tonne) (Asphalt, masonry, concrete without rebar)	5.60	11.20	11.40	1.8%	103.6%	01-Jan-22	

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

	2020 Rate \$	2021 Rate \$	2022 Rate \$	% Change Over 2021	% Change Over 2020	Effective Date	2022 Revenue (\$000)
Fill >200 kg (per tonne) (Asphalt, masonry, concrete without rebar)	28.00	56.00	57.00	1.8%	103.6%	01-Jan-22	
Woodchips <=200 kg (minimum)	5.70	7.90	8.10	2.5%	42.1%	01-Jan-22	
Woodchips >200 kg (per tonne)	28.50	39.50	40.50	2.5%	42.1%	01-Jan-22	
Retail Materials Program							
Municipal Potting Soil <=200 kg (minimum)	8.40	8.60	8.80	2.3%	4.8%	01-Jan-22	
Municipal Potting Soil >200 kg (per tonne)	42.00	43.00	44.00	2.3%	4.8%	01-Jan-22	
Total Departmental							-4,300

Public Works & Environmental Services Department

2022 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
- Invasive pest management (ex. Emerald Ash Borer and Dutch Elm Disease)
- 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

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

	2020	2021		2022	\$ Change over 2021 Budget
	Actual	Actual	Budget	Adopted	
Expenditures by Program					
Forestry Services	17,769	19,446	19,889	20,284	395
Gross Expenditure	17,769	19,446	19,889	20,284	395
Recoveries & Allocations	-171	-96	0	0	0
Revenue	1,197	-750	-631	-631	0
Net Requirement	18,795	18,600	19,258	19,653	395
Expenditures by Type					
Salaries, Wages & Benefits	8,403	8,653	9,012	9,329	317
Overtime	181	163	180	183	3
Material & Services	7,643	8,991	9,321	9,366	45
Transfers/Grants/Financial Charges	0	0	0	0	0
Fleet Costs	1,372	1,535	1,347	1,377	30
Program Facility Costs	0	0	0	0	0
Other Internal Costs	170	104	29	29	0
Gross Expenditures	17,769	19,446	19,889	20,284	395
Recoveries & Allocations	-171	-96	0	0	0
Net Expenditure	17,598	19,350	19,889	20,284	395
Revenues By Type					
Federal	0	0	0	0	0
Provincial	1,630	-33	0	0	0
Own Funds	0	0	0	0	0
Fees and Services	-433	-717	-631	-631	0
Fines	0	0	0	0	0
Other	0	0	0	0	0
Total Revenue	1,197	-750	-631	-631	0
Net Requirement	18,795	18,600	19,258	19,653	395
Full Time Equivalents			84.32	87.32	3.00

City of Ottawa
Public Works & Environmental Services Department
Forestry Services - User Fees

	2020 Rate \$	2021 Rate \$	2022 Rate \$	% Change Over 2021	% Change Over 2020	Effective Date	2022 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.	N/A	150.00	150.00	0.0%	N/A	01-Jan-22	
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.	N/A	500.00	500.00	0.0%	N/A	01-Jan-22	
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-Jan-22	
Total Departmental							0

City Of Ottawa
2022 Capital Budget
Standing Committee on Environmental Protection, Water and Waste Management - Tax
Capital Funding Summary
In Thousands \$(000's)

Project Description	Revenues	Gas Tax	Tax Supported/ Dedicated	Develop. Charges	Tax Supported/ Dedicated Debt	Grand Total
Environment						
Service Enhancements						
908894 Natural Area Acquisitions (Rural)	0	0	2,000	0	0	2,000
910568 Energy Management & Invest Strategy 2022	0	0	2,500	0	500	3,000
Service Enhancements Total	0	0	4,500	0	500	5,000
Environment Total	0	0	4,500	0	500	5,000
Parks, Buildings, & Grounds						
Renewal of City Assets						
910479 Forestry - Concrete Tree Well Covers	0	0	400	0	0	400
Renewal of City Assets Total	0	0	400	0	0	400
Parks, Buildings, & Grounds Total	0	0	400	0	0	400
Solid Waste						
Renewal of City Assets						
906167 Leachate Treatment Facility	0	0	0	0	1,000	1,000
909430 Nepean Landfill Cap Repair	0	0	1,500	0	0	1,500
909894 Trail Road Groundwater Management	0	0	1,000	0	0	1,000
910585 Soil Management Facility	0	0	1,000	0	0	1,000
910586 Renewal of SW Facilities	0	0	500	0	0	500
Renewal of City Assets Total	0	0	4,000	0	1,000	5,000
Growth						
909627 Solid Waste Fleet Growth	0	0	620	0	0	620
Growth Total	0	0	620	0	0	620
Regulatory						
907614 Barnsdale Base Preparation	0	0	1,000	0	0	1,000
907799 Landfill Disposal Stage 5 Development	0	0	0	0	18,000	18,000
910199 Trail Road Landfill - Expansion & Development	0	0	950	0	0	950
910210 Trail Road Gas Collection System Expansion	0	0	1,000	0	0	1,000
Regulatory Total	0	0	2,950	0	18,000	20,950

City Of Ottawa
 2022 Capital Budget
 Standing Committee on Environmental Protection, Water and Waste Management - Tax
 Capital Funding Summary
 In Thousands \$(000's)

Project Description	Revenues	Gas Tax	Tax Supported/ Dedicated	Develop. Charges	Tax Supported/ Dedicated Debt	Grand Total
Service Enhancements						
909431 Long Term Planning	0	0	1,925	0	0	1,925
Service Enhancements Total	0	0	1,925	0	0	1,925
Solid Waste Total	0	0	9,495	0	19,000	28,495
Grand Total	0	0	14,395	0	19,500	33,895

Elected Officials

2022 Service Area Summary

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

Programs/Services Offered

In accordance with the Municipal Act, 2001

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

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

	2020	2021		2022	\$ Change over 2021 Budget
	Actual	Actual	Budget	Adopted	
Expenditures by Program					
Mayor's Office	891	944	960	976	16
Constituency Services & Administration	11,476	11,562	12,348	12,572	224
Provision for Surplus	0	0	-550	-550	0
Gross Expenditure	12,367	12,506	12,758	12,998	240
Recoveries & Allocations	-72	-54	0	0	0
Revenue	0	0	0	0	0
Net Requirement	12,295	12,452	12,758	12,998	240
Expenditures by Type					
Salaries, Wages & Benefits	10,825	11,076	11,232	11,472	240
Overtime	5	0	0	0	0
Material & Services	1,311	1,294	1,195	1,195	0
Transfers/Grants/Financial Charges	76	71	217	217	0
Fleet Costs	0	0	0	0	0
Program Facility Costs	0	0	0	0	0
Other Internal Costs	150	65	114	114	0
Gross Expenditures	12,367	12,506	12,758	12,998	240
Recoveries & Allocations	-72	-54	0	0	0
Net Expenditure	12,295	12,452	12,758	12,998	240
Revenues By Type					
Federal	0	0	0	0	0
Provincial	0	0	0	0	0
Own Funds	0	0	0	0	0
Fees and Services	0	0	0	0	0
Fines	0	0	0	0	0
Other	0	0	0	0	0
Total Revenue	0	0	0	0	0
Net Requirement	12,295	12,452	12,758	12,998	240
Full Time Equivalents			0.00	0.00	0.00

Office of the City Clerk

2022 Service Area Summary

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

Programs/Services Offered

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

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

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

	2020	2021		2022	\$ Change over 2021 Budget
	Actual	Actual	Budget	Adopted	
Expenditures by Program					
City Clerk's Office	508	779	470	475	5
Policy & Technical Solution Services	6,467	6,134	6,149	6,492	343
Council & Committee Services	2,654	2,521	2,739	2,758	19
Protocol	1,023	1,068	1,360	1,373	13
French Language Services	3,701	4,268	3,218	3,190	-29
Legislative Services	7,003	7,289	7,209	7,339	130
Election	2,103	1,730	1,210	9,715	8,505
Gross Expenditure	23,459	23,789	22,355	31,341	8,986
Recoveries & Allocations	-2,817	-3,369	-2,715	-2,715	0
Revenue	-1,592	-1,608	-649	-9,074	-8,425
Net Requirement	19,050	18,812	18,991	19,552	561
Expenditures by Type					
Salaries, Wages & Benefits	14,761	15,161	14,370	16,815	2,445
Overtime	263	18	82	1,926	1,844
Material & Services	6,867	6,971	6,348	10,939	4,591
Transfers/Grants/Financial Charges	130	-6	0	0	0
Fleet Costs	82	102	93	153	60
Program Facility Costs	1,087	1,223	1,267	1,314	47
Other Internal Costs	269	320	195	195	0
Gross Expenditures	23,459	23,789	22,355	31,341	8,986
Recoveries & Allocations	-2,817	-3,369	-2,715	-2,715	0
Net Expenditure	20,642	20,420	19,640	28,626	8,986
Revenues By Type					
Federal	-147	-56	-44	-1	44
Provincial	65	-422	0	0	0
Own Funds	-1,508	-1,117	-596	-9,065	-8,469
Fees and Services	-2	0	0	0	0
Fines	0	-13	-9	-9	0
Other	0	0	0	0	0
Total Revenue	-1,592	-1,608	-649	-9,074	-8,425
Net Requirement	19,050	18,812	18,991	19,552	561
Full Time Equivalents			144.55	144.55	0.00

City of Ottawa
City Clerk - User Fees

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

City of Ottawa
City Clerk - User Fees

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

City Manager's Office

2022 Budget Service Area Summary

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

Programs/Services Offered

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

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

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

	2020	2021		2022	\$ Change over 2021 Budget
	Actual	Actual	Budget	Adopted	
Expenditures by Program					
City Manager's Office	1,995	2,078	2,160	2,205	45
Gross Expenditure	1,995	2,078	2,160	2,205	45
Recoveries & Allocations	0	0	0	0	0
Revenue	0	0	0	0	0
Net Requirement	1,995	2,078	2,160	2,205	45
Expenditures by Type					
Salaries, Wages & Benefits	1,995	1,971	2,043	2,088	45
Overtime	0	0	0	0	0
Material & Services	0	93	104	104	0
Transfers/Grants/Financial Charges	0	0	0	0	0
Fleet Costs	0	0	0	0	0
Program Facility Costs	0	0	0	0	0
Other Internal Costs	0	14	13	13	0
Gross Expenditures	1,995	2,078	2,160	2,205	45
Recoveries & Allocations	0	0	0	0	0
Net Expenditure	1,995	2,078	2,160	2,205	45
Revenues By Type					
Federal	0	0	0	0	0
Provincial	0	0	0	0	0
Municipal	0	0	0	0	0
Own Funds	0	0	0	0	0
Fees and Services	0	0	0	0	0
Fines	0	0	0	0	0
Other	0	0	0	0	0
Total Revenue	0	0	0	0	0
Net Requirement	1,995	2,078	2,160	2,205	45
Full Time Equivalents			13.00	13.00	0.00

Transit Services Department

2022 Service Area Summary - Rail Construction Program

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

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

Programs/Services Offered

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

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

	2020	2021		2022	\$ Change over 2021 Budget
	Actual	Actual	Budget	Adopted	
Expenditures by Program					
O-Train Construction	1,067	388	0	0	0
Rail Construction Program Service	7,875	8,721	10,321	11,192	871
Gross Expenditure	8,942	9,109	10,321	11,192	871
Recoveries & Allocations	-8,942	-9,109	-10,316	-11,187	-871
Revenue	0	0	-5	-5	0
Net Requirement	0	0	0	0	0
Expenditures by Type					
Salaries, Wages & Benefits	8,797	8,890	10,106	10,787	681
Overtime	115	198	210	400	190
Material & Services	0	0	5	5	0
Transfers/Grants/Financial Charges	0	0	0	0	0
Fleet Costs	0	0	0	0	0
Program Facility Costs	0	0	0	0	0
Other Internal Costs	30	21	0	0	0
Gross Expenditures	8,942	9,109	10,321	11,192	871
Recoveries & Allocations	-8,942	-9,109	-10,316	-11,187	-871
Net Expenditure	0	0	5	5	0
Revenues By Type					
Federal	0	0	0	0	0
Provincial	0	0	0	0	0
Own Funds	0	0	0	0	0
Fees and Services	0	0	-5	-5	0
Fines	0	0	0	0	0
Other	0	0	0	0	0
Total Revenue	0	0	-5	-5	0
Net Requirement	0	0	0	0	0
Full Time Equivalents			12.00	12.00	0.00

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

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

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

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

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

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

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

	2020	2021		2022	\$ Change over 2021 Budget
	Actual	Actual	Budget	Adopted	
Expenditures by Program					
General Manager's Office	566	412	475	490	15
Business and Technical Support Services	3,925	3,541	4,386	4,686	300
Gross Expenditure	4,491	3,953	4,861	5,176	315
Recoveries & Allocations	-1,755	-1,851	-1,880	-2,025	-145
Revenue	-3	-1	0	0	0
Net Requirement	2,733	2,101	2,981	3,151	170
Expenditures by Type					
Salaries, Wages & Benefits	4,139	3,758	4,408	4,723	315
Overtime	0	1	15	15	0
Material & Services	176	150	374	374	0
Transfers/Grants/Financial Charges	12	25	50	50	0
Fleet Costs	0	0	0	0	0
Program Facility Costs	0	0	0	0	0
Other Internal Costs	164	19	14	14	0
Gross Expenditures	4,491	3,953	4,861	5,176	315
Recoveries & Allocations	-1,755	-1,851	-1,880	-2,025	-145
Net Expenditure	2,736	2,102	2,981	3,151	170
Revenues By Type					
Federal	0	0	0	0	0
Provincial	-3	-1	0	0	0
Own Funds	0	0	0	0	0
Fees and Services	0	0	0	0	0
Fines	0	0	0	0	0
Other	0	0	0	0	0
Total Revenue	-3	-1	0	0	0
Net Requirement	2,733	2,101	2,981	3,151	170
Full Time Equivalents			37.00	38.00	1.00

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

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

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

Programs/Services Offered

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

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

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

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

Programs/Services Offered

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

City of Ottawa

Planning, Infrastructure & Economic Development Department

Economic Development and Long Range Planning - Operating Resource Requirement

In Thousands (\$000)

	2020	2021		2022	\$ Change over 2021 Budget
	Actual	Actual	Budget	Adopted	
Expenditures by Program					
Director's Office	334	382	327	335	8
Community, Policy and Partnerships	8,636	8,541	8,844	8,733	-111
Forecasting and Monitoring	615	598	828	656	-172
Gross Expenditure	9,585	9,521	9,999	9,724	-275
Recoveries & Allocations	-3	-40	0	0	0
Revenue	-239	-8	-125	0	125
Net Requirement	9,343	9,473	9,874	9,724	-150
Expenditures by Type					
Salaries, Wages & Benefits	2,058	2,150	2,386	2,236	-150
Overtime	1	1	6	6	0
Material & Services	337	52	354	279	-75
Transfers/Grants/Financial Charges	7,102	7,313	7,248	7,198	-50
Fleet Costs	0	0	0	0	0
Program Facility Costs	0	0	0	0	0
Other Internal Costs	87	5	5	5	0
Gross Expenditures	9,585	9,521	9,999	9,724	-275
Recoveries & Allocations	-3	-40	0	0	0
Net Expenditure	9,582	9,481	9,999	9,724	-275
Revenues By Type					
Federal	0	0	0	0	0
Provincial	-244	0	-125	0	125
Own Funds	0	0	0	0	0
Fees and Services	5	0	0	0	0
Fines	0	0	0	0	0
Other	0	-8	0	0	0
Total Revenue	-239	-8	-125	0	125
Net Requirement	9,343	9,473	9,874	9,724	-150
Full Time Equivalents			17.00	17.00	0.00

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

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

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

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

Programs/Services Offered

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

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

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

	2020	2021		2022	\$ Change over 2021 Budget
	Actual	Actual	Budget	Adopted	
Expenditures by Program					
Director's Office	312	383	315	319	4
Realty Services	2,016	1,784	2,232	2,253	21
Realty Initiatives & Development	10,773	12,229	12,788	12,839	51
Gross Expenditure	13,101	14,396	15,335	15,411	76
Recoveries & Allocations	-5,663	-5,323	-5,705	-5,705	0
Revenue	-219	-814	-330	-340	-10
Net Requirement	7,219	8,259	9,300	9,366	66
Expenditures by Type					
Salaries, Wages & Benefits	5,281	4,913	5,301	5,377	76
Overtime	2	2	27	27	0
Material & Services	1,501	2,927	4,602	4,602	0
Transfers/Grants/Financial Charges	6,150	6,203	5,161	5,161	0
Fleet Costs	0	0	0	0	0
Program Facility Costs	0	0	0	0	0
Other Internal Costs	167	351	244	244	0
Gross Expenditures	13,101	14,396	15,335	15,411	76
Recoveries & Allocations	-5,663	-5,323	-5,705	-5,705	0
Net Expenditure	7,438	9,073	9,630	9,706	76
Revenues By Type					
Federal	0	0	0	0	0
Provincial	0	0	0	0	0
Own Funds	0	0	0	0	0
Fees and Services	-219	-814	-330	-340	-10
Fines	0	0	0	0	0
Other	0	0	0	0	0
Total Revenue	-219	-814	-330	-340	-10
Net Requirement	7,219	8,259	9,300	9,366	66
Full Time Equivalents			40.50	40.50	0.00

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

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

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

	2020	2021		2022	\$ Change over 2021 Budget
	Actual	Actual	Budget	Adopted	
Expenditures by Program					
General Manager's Office	621	2,101	663	672	9
Business Support Services	2,143	2,236	2,891	2,952	61
Gross Expenditure	2,764	4,337	3,554	3,624	70
Recoveries & Allocations	0	-39	0	0	0
Revenue	0	-1,209	0	0	0
Net Requirement	2,764	3,088	3,554	3,624	70
Expenditures by Type					
Salaries, Wages & Benefits	2,701	3,427	3,396	3,466	70
Overtime	4	194	1	1	0
Material & Services	36	481	132	132	0
Transfers/Grants/Financial Charges	0	0	0	0	0
Fleet Costs	0	0	0	0	0
Program Facility Costs	0	0	0	0	0
Other Internal Costs	23	235	25	25	0
Gross Expenditures	2,764	4,337	3,554	3,624	70
Recoveries & Allocations	0	-39	0	0	0
Net Expenditure	2,764	4,297	3,554	3,624	70
Revenues By Type					
Federal	0	0	0	0	0
Provincial	0	0	0	0	0
Own Funds	0	-1,209	0	0	0
Fees and Services	0	0	0	0	0
Fines	0	0	0	0	0
Other	0	0	0	0	0
Total Revenue	0	-1,209	0	0	0
Net Requirement	2,764	3,088	3,554	3,624	70
Full Time Equivalents			26.00	26.00	0.00

Innovative Client Services Department

2022 Service Area Summary - Service Transformation

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

Programs/Services Offered

Culture and Strategy Branch

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

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

Experience Design and Innovation Branch

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

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

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

	2020	2021		2022	\$ Change over 2021 Budget
	Actual	Actual	Budget	Adopted	
Expenditures by Program					
Service Transformation	3,039	3,469	3,485	3,480	-5
Gross Expenditure	3,039	3,469	3,485	3,480	-5
Recoveries & Allocations	0	0	0	0	0
Revenue	0	0	0	0	0
Net Requirement	3,039	3,469	3,485	3,480	-5
Expenditures by Type					
Salaries, Wages & Benefits	2,831	2,685	3,216	3,211	-5
Overtime	0	0	2	2	0
Material & Services	134	169	258	258	0
Transfers/Grants/Financial Charges	0	0	0	0	0
Fleet Costs	0	0	0	0	0
Program Facility Costs	0	0	0	0	0
Other Internal Costs	74	615	9	9	0
Gross Expenditures	3,039	3,469	3,485	3,480	-5
Recoveries & Allocations	0	0	0	0	0
Net Expenditure	3,039	3,469	3,485	3,480	-5
Revenues By Type					
Federal	0	0	0	0	0
Provincial	0	0	0	0	0
Own Funds	0	0	0	0	0
Fees and Services	0	0	0	0	0
Fines	0	0	0	0	0
Other	0	0	0	0	0
Total Revenue	0	0	0	0	0
Net Requirement	3,039	3,469	3,485	3,480	-5
Full Time Equivalent			24.00	24.00	0.00

Innovative Client Services Department

2022 Service Area Summary - Public Information and Media Relations

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

Programs/Services offered

Public Information and Media Relations consists of three branches:

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

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

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

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

	2020	2021		2022	\$ Change over 2021 Budget
	Actual	Actual	Budget	Adopted	
Expenditures by Program					
Director's Office	393	858	379	234	-145
Media Relations & Outreach	1,286	1,263	1,271	1,271	0
Public Information	2,401	2,189	2,839	2,964	125
Gross Expenditure	4,080	4,310	4,489	4,469	-20
Recoveries & Allocations	-150	-156	-125	-125	0
Revenue	0	-1,145	-250	0	250
Net Requirement	3,930	3,009	4,114	4,344	230
Expenditures by Type					
Salaries, Wages & Benefits	3,832	4,017	3,931	3,761	-170
Overtime	28	26	29	29	0
Material & Services	200	156	512	662	150
Transfers/Grants/Financial Charges	0	0	0	0	0
Fleet Costs	0	0	0	0	0
Program Facility Costs	0	0	0	0	0
Other Internal Costs	20	111	17	17	0
Gross Expenditures	4,080	4,310	4,489	4,469	-20
Recoveries & Allocations	-150	-156	-125	-125	0
Net Expenditure	3,930	4,154	4,364	4,344	-20
Revenues By Type					
Federal	0	0	0	0	0
Provincial	0	-1,145	-250	0	250
Own Funds	0	0	0	0	0
Fees and Services	0	0	0	0	0
Fines	0	0	0	0	0
Other	0	0	0	0	0
Total Revenue	0	-1,145	-250	0	250
Net Requirement	3,930	3,009	4,114	4,344	230
Full Time Equivalents			33.00	33.00	0.00

Innovative Client Services Department

2022 Service Area Summary - Human Resources Services

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

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

Programs/Services Offered

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

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

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

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

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

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

	2020	2021		2022	\$ Change over 2021 Budget
	Actual	Actual	Budget	Adopted	
Expenditures by Program					
Director's Office	1,102	1,635	857	1,582	725
Innovative Solutions	3,563	3,064	2,195	2,236	41
Total Rewards	2,854	3,036	3,379	3,414	35
HR Programs & Planning	3,627	3,222	4,125	4,403	278
HR Business Services	7,483	7,540	7,309	7,417	108
Gross Expenditure	18,629	18,497	17,865	19,052	1,187
Recoveries & Allocations	-1,628	-1,332	-730	-730	0
Revenue	-765	-765	-765	-765	0
Net Requirement	16,236	16,400	16,370	17,557	1,187
Expenditures by Type					
Salaries, Wages & Benefits	14,955	15,129	13,402	14,479	1,077
Overtime	0	10	3	3	0
Material & Services	3,605	3,208	4,313	4,423	110
Transfers/Grants/Financial Charges	0	0	0	0	0
Fleet Costs	0	0	0	0	0
Program Facility Costs	0	0	0	0	0
Other Internal Costs	69	150	147	147	0
Gross Expenditures	18,629	18,497	17,865	19,052	1,187
Recoveries & Allocations	-1,628	-1,332	-730	-730	0
Net Expenditure	17,001	17,165	17,135	18,322	1,187
Revenues By Type					
Federal	0	0	0	0	0
Provincial	0	0	0	0	0
Own Funds	-765	-765	-765	-765	0
Fees and Services	0	0	0	0	0
Fines	0	0	0	0	0
Other	0	0	0	0	0
Total Revenue	-765	-765	-765	-765	0
Net Requirement	16,236	16,400	16,370	17,557	1,187
Full Time Equivalents			114.80	115.80	1.00

Innovative Client Services Department

2022 Service Area Summary - ServiceOttawa

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

Programs/Services Offered

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

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

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

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

	2020	2021		2022	\$ Change over 2021 Budget
	Actual	Actual	Budget	Adopted	
Expenditures by Program					
Director's Office	976	707	1,001	906	-95
Web Services	1,287	1,417	1,386	1,460	74
Call Center Services	3,891	4,656	3,682	3,795	113
Counter Services	7,152	8,161	9,319	11,841	2,522
Gross Expenditure	13,306	14,941	15,388	18,002	2,614
Recoveries & Allocations	-442	-595	-518	-2,872	-2,354
Revenue	-770	-948	-1,304	-1,304	0
Net Requirement	12,094	13,397	13,566	13,826	260
Expenditures by Type					
Salaries, Wages & Benefits	11,244	12,396	11,655	12,892	1,237
Overtime	144	216	157	157	0
Material & Services	1,533	1,837	3,121	4,498	1,377
Transfers/Grants/Financial Charges	1	0	0	0	0
Fleet Costs	0	0	0	0	0
Program Facility Costs	0	0	0	0	0
Other Internal Costs	384	493	455	455	0
Gross Expenditures	13,306	14,941	15,388	18,002	2,614
Recoveries & Allocations	-442	-595	-518	-2,872	-2,354
Net Expenditure	12,864	14,346	14,870	15,130	260
Revenues By Type					
Federal	0	0	0	0	0
Provincial	0	0	0	0	0
Own Funds	0	0	0	0	0
Fees and Services	-770	-948	-1,304	-1,304	0
Fines	0	0	0	0	0
Other	0	0	0	0	0
Total Revenue	-770	-948	-1,304	-1,304	0
Net Requirement	12,094	13,397	13,566	13,826	260
Full Time Equivalents			120.07	120.07	0.00

City of Ottawa
 Innovative Client Services Department
 ServiceOttawa - User Fees

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

Innovative Client Services Department

2022 Service Area Summary - Legal Services

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

Programs/Services Offered

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

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

	2020	2021		2022	\$ Change over 2021 Budget
	Actual	Actual	Budget	Adopted	
Expenditures by Program					
Legal Services	13,527	13,920	11,973	12,724	751
Gross Expenditure	13,527	13,920	11,973	12,724	751
Recoveries & Allocations	-3,513	-3,533	-2,200	-2,689	-489
Revenue	-26	-20	0	0	0
Net Requirement	9,988	10,367	9,773	10,035	262
Expenditures by Type					
Salaries, Wages & Benefits	9,832	10,098	10,252	11,003	751
Overtime	0	0	31	31	0
Material & Services	3,660	3,794	1,633	1,633	0
Transfers/Grants/Financial Charges	0	0	0	0	0
Fleet Costs	0	0	0	0	0
Program Facility Costs	0	0	0	0	0
Other Internal Costs	35	28	57	57	0
Gross Expenditures	13,527	13,920	11,973	12,724	751
Recoveries & Allocations	-3,513	-3,533	-2,200	-2,689	-489
Net Expenditure	10,014	10,387	9,773	10,035	262
Revenues By Type					
Federal	0	0	0	0	0
Provincial	0	0	0	0	0
Own Funds	0	0	0	0	0
Fees and Services	-26	0	0	0	0
Fines	0	0	0	0	0
Other	0	-20	0	0	0
Total Revenue	-26	-20	0	0	0
Net Requirement	9,988	10,367	9,773	10,035	262
Full Time Equivalents			86.00	89.00	3.00

Innovative Client Services Department

2022 Service Area Summary - Supply Services

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

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

Programs/Services Offered

Procurement Services

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

Strategic Sourcing

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

Energy Management and Strategy Branch

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

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

	2020	2021		2022	\$ Change over 2021 Budget
	Actual	Actual	Budget	Adopted	
Expenditures by Program					
Supply Services	8,329	9,390	7,149	7,330	181
Gross Expenditure	8,329	9,390	7,149	7,330	181
Recoveries & Allocations	-1,590	-1,535	-1,525	-2,125	-600
Revenue	-2,088	-3,111	-785	-785	0
Net Requirement	4,651	4,744	4,839	4,420	-419
Expenditures by Type					
Salaries, Wages & Benefits	6,942	7,215	6,923	7,104	181
Overtime	19	126	7	7	0
Material & Services	355	85	158	158	0
Transfers/Grants/Financial Charges	7	0	0	0	0
Fleet Costs	0	0	0	0	0
Program Facility Costs	0	0	0	0	0
Other Internal Costs	1,006	1,964	61	61	0
Gross Expenditures	8,329	9,390	7,149	7,330	181
Recoveries & Allocations	-1,590	-1,535	-1,525	-2,125	-600
Net Expenditure	6,739	7,855	5,624	5,205	-419
Revenues By Type					
Federal	0	0	0	0	0
Provincial	0	0	0	0	0
Own Funds	0	0	0	0	0
Fees and Services	-2,088	-3,111	-785	-785	0
Fines	0	0	0	0	0
Other	0	0	0	0	0
Total Revenue	-2,088	-3,111	-785	-785	0
Net Requirement	4,651	4,744	4,839	4,420	-419
Full Time Equivalents			65.99	65.99	0.00

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

	2020	2021		2022	\$ Change over 2021 Budget
	Actual	Actual	Budget	Adopted	
Expenditures by Program					
Chief Financial Officer/Treasurer	435	1,067	543	551	8
Business Support Services	1,734	1,871	2,064	2,137	73
Gross Expenditure	2,169	2,938	2,607	2,688	81
Recoveries & Allocations	0	-85	0	0	0
Revenue	0	-623	0	0	0
Net Requirement	2,169	2,230	2,607	2,688	81
Expenditures by Type					
Salaries, Wages & Benefits	2,071	2,734	2,253	2,334	81
Overtime	0	52	0	0	0
Material & Services	71	120	327	327	0
Transfers/Grants/Financial Charges	0	0	0	0	0
Fleet Costs	0	0	0	0	0
Program Facility Costs	0	0	0	0	0
Other Internal Costs	27	32	27	27	0
Gross Expenditures	2,169	2,938	2,607	2,688	81
Recoveries & Allocations	0	-85	0	0	0
Net Expenditure	2,169	2,853	2,607	2,688	81
Revenues By Type					
Federal	0	0	0	0	0
Provincial	0	-623	0	0	0
Own Funds	0	0	0	0	0
Fees and Services	0	0	0	0	0
Fines	0	0	0	0	0
Other	0	0	0	0	0
Total Revenue	0	-623	0	0	0
Net Requirement	2,169	2,230	2,607	2,688	81
Full Time Equivalents			18.00	18.00	0.00

Finance Services Department

2022 Service Area Summary - Revenue Service Area

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

Programs/Services Offered

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

Core services include:

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

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

	2020	2021		2022	\$ Change over 2021 Budget
	Actual	Actual	Budget	Adopted	
Expenditures by Program					
Revenue Services	21,599	23,319	22,735	23,895	1,160
Gross Expenditure	21,599	23,319	22,735	23,895	1,160
Recoveries & Allocations	-8,374	-11,626	-10,577	-11,313	-736
Revenue	-6,913	-8,724	-6,757	-7,107	-350
Net Requirement	6,312	2,969	5,401	5,475	74
Expenditures by Type					
Salaries, Wages & Benefits	17,401	18,614	18,001	19,161	1,160
Overtime	212	277	22	22	0
Material & Services	3,598	3,993	4,183	4,183	0
Transfers/Grants/Financial Charges	71	70	130	130	0
Fleet Costs	224	237	243	243	0
Program Facility Costs	0	128	156	156	0
Other Internal Costs	93	0	0	0	0
Gross Expenditures	21,599	23,319	22,735	23,895	1,160
Recoveries & Allocations	-8,374	-11,626	-10,577	-11,313	-736
Net Expenditure	13,225	11,693	12,158	12,582	424
Revenues By Type					
Federal	0	0	0	0	0
Provincial	0	0	0	0	0
Own Funds	0	0	0	0	0
Fees and Services	-6,913	-8,724	-6,757	-7,107	-350
Fines	0	0	0	0	0
Other	0	0	0	0	0
Total Revenue	-6,913	-8,724	-6,757	-7,107	-350
Net Requirement	6,312	2,969	5,401	5,475	74
Full Time Equivalents			192.45	199.45	7.00

City of Ottawa
Finance Services Department
Revenue Services - User Fees

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

City of Ottawa
Finance Services Department
Revenue Services - User Fees

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

Finance Services Department

2022 Service Area Summary - Corporate Finance Service Area

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

Programs/Services Offered

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

Core services include:

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

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

	2020	2021		2022	\$ Change over 2021 Budget
	Actual	Actual	Budget	Adopted	
Expenditures by Program					
Corporate Finance	15,404	15,945	16,031	17,489	1,458
Gross Expenditure	15,404	15,945	16,031	17,489	1,458
Recoveries & Allocations	-1,120	-1,045	-901	-1,441	-540
Revenue	0	0	0	0	0
Net Requirement	14,284	14,900	15,130	16,048	918
Expenditures by Type					
Salaries, Wages & Benefits	14,863	15,251	15,324	16,762	1,438
Overtime	107	106	51	51	0
Material & Services	366	543	602	622	20
Transfers/Grants/Financial Charges	0	0	0	0	0
Fleet Costs	0	0	0	0	0
Program Facility Costs	0	0	0	0	0
Other Internal Costs	68	45	54	54	0
Gross Expenditures	15,404	15,945	16,031	17,489	1,458
Recoveries & Allocations	-1,120	-1,045	-901	-1,441	-540
Net Expenditure	14,284	14,900	15,130	16,048	918
Revenues By Type					
Federal	0	0	0	0	0
Provincial	0	0	0	0	0
Own Funds	0	0	0	0	0
Fees and Services	0	0	0	0	0
Fines	0	0	0	0	0
Other	0	0	0	0	0
Total Revenue	0	0	0	0	0
Net Requirement	14,284	14,900	15,130	16,048	918
Full Time Equivalents			146.89	148.89	2.00

Finance Services Department

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

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

Programs/Services Offered

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

Core services include:

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

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

	2020	2021		2022	\$ Change over 2021 Budget
	Actual	Actual	Budget	Adopted	
Expenditures by Program					
Payroll	7,379	7,092	7,214	7,617	403
Gross Expenditure	7,379	7,092	7,214	7,617	403
Recoveries & Allocations	-737	-630	-216	-396	-180
Revenue	0	0	0	0	0
Net Requirement	6,642	6,462	6,998	7,221	223
Expenditures by Type					
Salaries, Wages & Benefits	6,973	6,718	6,871	7,274	403
Overtime	45	34	20	20	0
Material & Services	249	260	210	210	0
Transfers/Grants/Financial Charges	0	80	113	113	0
Fleet Costs	0	0	0	0	0
Program Facility Costs	0	0	0	0	0
Other Internal Costs	112	0	0	0	0
Gross Expenditures	7,379	7,092	7,214	7,617	403
Recoveries & Allocations	-737	-630	-216	-396	-180
Net Expenditure	6,642	6,462	6,998	7,221	223
Revenues By Type					
Federal	0	0	0	0	0
Provincial	0	0	0	0	0
Own Funds	0	0	0	0	0
Fees and Services	0	0	0	0	0
Fines	0	0	0	0	0
Other	0	0	0	0	0
Total Revenue	0	0	0	0	0
Net Requirement	6,642	6,462	6,998	7,221	223
Full Time Equivalents			66.33	66.33	0.00

Non-Departmental 2022 Service Area Summary

Programs/Services Offered

Corporate Human Resource Provision

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

Capital Formation Costs

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

Corporate Common Expenditures

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

Corporate Common Revenues

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

Tax Related Revenues & Expenditures

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

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

	2020	2021		2022	\$ Change over 2021 Budget
	Actual	Actual	Budget	Adopted	
Corporate Human Resource Provision Expenditure					
Sick Leave Banks	3,020	3,020	3,020	3,020	0
Retiree Costs	2,500	2,500	2,500	2,500	0
Employee Benefits	1,128	1,128	1,128	1,153	25
Benefit Adjustments	75	75	75	75	0
Net Corp HR Provision Requirement	6,723	6,723	6,723	6,748	25
Capital Formation Costs Expenditure					
Contribution to City Wide Capital Reserve	128,598	140,043	140,043	149,488	9,445
Contribution to Tax Stabilization Reserve	15,812	10,161	10,161	11,861	1,700
Contribution to Gas Tax Reserve Fund	57,683	154,684	93,211	93,211	0
Transfer to CW Capital from Endowment Earnings	13,000	29,675	13,000	13,000	0
Transfer to CW Capital from OCLDC	5,008	-123	5,000	5,000	0
Transfer to CW Capital from Sale of Surplus Land	6,625	3,487	1,500	1,500	0
City Wide Debt Charges	92,059	89,297	89,782	88,632	-1,150
100 Constellation Lease	6,411	6,410	6,412	6,412	0
Gross Expenditure	325,196	433,634	359,109	369,104	9,995
Recoveries & Allocations	0	0	0	0	0
Net Expenditure	325,196	433,634	359,109	369,104	9,995
Revenue					
Contribution from Tax Stabilization Reserve	-4,880	-2,000	-2,000	-25,225	-23,225
Gas Tax Receipts	-57,683	-154,684	-93,211	-93,211	0
Endowment Fund Earnings	-13,000	-29,675	-13,000	-13,000	0
Ottawa Lands Development Corp (OCLDC)	-5,008	123	-5,000	-5,000	0
Sale of Surplus Land	-6,625	-3,487	-1,500	-1,500	0
City Wide Debt Charge Funding	-11,736	-8,504	-9,052	-9,052	0
Total Revenue	-98,932	-198,227	-123,763	-146,988	-23,225
Net Capital Formation Costs Requirement	226,264	235,407	235,346	222,116	-13,230

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

	2020	2021		2022	\$ Change over 2021 Budget
	Actual	Actual	Budget	Adopted	
Corporate Common Expenditures					
Expenditure					
Financial Charges & Other	9,642	10,203	15,267	15,045	-222
Gross Expenditure	9,642	10,203	15,267	15,045	-222
Recoveries & Allocations	-44,461	-45,748	-45,748	-45,888	-140
Net Expenditure	-34,819	-35,545	-30,481	-30,843	-362
Net Corporate Common Expenditures Requirement	-34,819	-35,545	-30,481	-30,843	-362
Corporate Common Revenues					
Expenditure					
Automated Speed Enforcement	3	218	0	0	0
Penalty & Interest	321	1,060	0	0	0
Investment Income	326	326	326	326	0
Provincial Offences Act	233	392	137	137	0
Hydro Ottawa Dividends	2,600	26	0	0	0
Municipal Accommodation Tax	5,250	6,812	18,000	18,000	0
Gross Expenditure	8,733	8,834	18,463	18,463	0
Recoveries & Allocations	0	0	0	0	0
Net Expenditure	8,733	8,834	18,463	18,463	0
Revenue					
Penalty & Interest	-17,699	-19,654	-16,904	-17,404	-500
Investment Income	-18,726	-15,334	-22,987	-25,987	-3,000
Hydro Ottawa Dividends	-22,600	-20,800	-20,000	-20,000	0
Provincial Offences Act	-5,755	-6,803	-4,757	-5,257	-500
Red Light Camera	-9,925	-11,725	-11,725	-11,725	0
Automated Speed Enforcement	-2,556	-5,616	-6,500	0	6,500
Rideau Carleton Raceway	-5,600	-5,640	-5,600	-4,200	1,400
Lottery Fees	-1,004	-1,004	-1,004	-1,004	0
Municipal Accommodation Tax	-6,000	-7,538	-18,750	-18,750	0
Other Miscellaneous Revenue	-6,884	-4,081	-3,845	-4,345	-500
Total Revenue	-96,749	-98,195	-112,072	-108,672	3,400
Net Corporate Common Revenues Requirement	-88,016	-89,361	-93,609	-90,209	3,400

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

	2020	2021		2022	\$ Change over 2021 Budget
	Actual	Actual	Budget	Adopted	
Tax Related Expenditures and Revenues					
Expenditure					
Tax Rebates & Remissions	35,011	33,809	23,774	23,774	0
Municipal Property Assessment Corp	13,695	13,739	13,697	13,697	0
Net Expenditure	48,706	47,548	37,471	37,471	0
Revenue					
Supplemental Assessment	-33,366	-34,136	-28,934	-29,434	-500
Payments-in-Lieu Taxation	-169,798	-159,381	-168,890	-164,890	4,000
Public Institutions	-6,805	-6,752	-6,800	-6,800	0
Property Tax Revenue	-1,743,383	-1,827,309	-1,827,309	-1,914,489	-87,180
Total Revenue	-1,953,352	-2,027,578	-2,031,933	-2,115,613	-83,680
Net Tax Related Expenditures and Revenues	-1,904,646	-1,980,030	-1,994,462	-2,078,142	-83,680
Total Net Requirement	-1,794,494	-1,862,806	-1,876,483	-1,970,330	-93,847

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

	2020	2021		2022	\$ Change over 2021 Budget
	Actual	Actual	Budget	Adopted	
Expenditures by Type					
Salaries, Wages & Benefits	7,008	7,235	7,517	7,667	150
Overtime	0	0	0	0	0
Material & Services	16,914	19,079	18,468	19,343	875
Transfers/Grants/Financial Charges	383,890	492,151	418,287	427,060	8,773
Fleet Costs	0	0	0	0	0
Program Facility Costs	0	0	0	0	0
Other Internal Costs	-8,812	-11,523	-7,239	-7,239	0
Gross Expenditures	399,000	506,942	437,033	446,831	9,798
Recoveries & Allocations	-44,461	-45,748	-45,748	-45,888	-140
Net Expenditure	354,539	461,194	391,285	400,943	9,658
Revenues By Type					
Federal	-56,683	-116,228	-56,684	-56,684	0
Provincial	-15,283	-55,127	-44,604	-43,204	1,400
Municipal	0	0	0	0	0
Own Funds	-7,855	-2,169	-2,000	-25,225	-23,225
Property Taxes	-1,782,502	-1,862,416	-1,874,397	-1,961,577	-87,180
Investment Income	-54,639	-65,851	-56,062	-59,062	-3,000
Development Charges	-9,688	-7,009	-7,009	-7,009	0
PIL	-176,604	-172,302	-175,691	-171,691	4,000
Fees and Services	-1,437	-1,290	-2,774	-4,474	-1,700
Fines	-32,130	-37,506	-41,300	-34,800	6,500
Other	-12,212	-4,102	-7,247	-7,547	-300
Total Revenue	-2,149,033	-2,324,000	-2,267,768	-2,371,273	-103,505
Net Requirement	-1,794,494	-1,862,806	-1,876,483	-1,970,330	-93,847

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

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

Innovative Client Services Department

2022 Service Area Summary - Information Technology (IT) Service Area

Information Technology (IT) Services partners with the City's many different lines of business to provide innovative and cost-effective technology solutions to support the delivery of municipal services to Ottawa residents. IT Services strives to deliver digital leadership by proactively supporting client groups to achieve their business priorities through innovative technology, while considering all legal, cyber security, statutory and record-keeping obligations.

IT Services Core Operations

- Support the corporation by ensuring that information technologies are secure, highly available and perform at their peak for all departments.
- Provide 24/7 frontline support for day-to-day technologies and city-wide projects and initiatives that contribute to the future of work and innovation.
- Replace legacy systems with powerful platforms and continuing to modernize the IT skills portfolio and service delivery model.
- Ensure the protection of people, services & data against harm by way of theft, unauthorized use, disclosure, modification, damage and/or loss to the City's digital infrastructure
- Continue to adapt to the next wave of technology, talent, and tactics for all services and programs, using emerging technology and behaviour-driven designs

IT Services COVID-19 Support:

- **Solutions:** Self-assessment tool, online booking tool and contact tracing tools
- **Digital:** Virtual Council/Committee meetings, public consultations, and Ottawa Public Health media availabilities
- **Connectivity:** Design and connectivity setup for COVID testing and vaccination sites
- **Support:** Provide 24/7 IT Support, working from home support and Ottawa Public Health Live Agent support

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

	2020	2021		2022	\$ Change over 2021 Budget
	Actual	Actual	Budget	Adopted	
Expenditures by Program					
Office of the CIO	2,396	3,966	389	711	322
Network Operations	14,260	14,198	14,897	15,092	195
Frontline Services	14,822	22,189	11,650	13,836	2,186
Applications Management	20,151	23,801	17,946	18,289	343
SAP Solutions	14,119	9,184	13,227	13,467	240
Technology Security	3,771	3,297	4,405	4,471	66
Technology Modernization	7,027	5,928	6,999	7,203	204
Technology Solutions	4,251	4,310	3,524	3,596	72
Gross Expenditure	80,797	86,873	73,037	76,665	3,628
Recoveries & Allocations	-11,753	-13,923	-3,874	-3,977	-103
Revenue	-1,945	-3,913	-480	0	480
Net Requirement	67,099	69,037	68,683	72,688	4,005
Expenditures by Type					
Salaries, Wages & Benefits	40,306	41,837	35,665	36,573	908
Overtime	540	1,289	244	249	5
Material & Services	39,802	43,747	37,128	39,843	2,715
Gross Expenditures	80,797	86,873	73,037	76,665	3,628
Recoveries & Allocations	-11,753	-13,923	-3,874	-3,977	-103
Net Expenditure	69,044	72,950	69,163	72,688	3,525
Revenues By Type					
Provincial	-1,945	-3,913	-480	0	480
Total Revenue	-1,945	-3,913	-480	0	480
Net Requirement	67,099	69,037	68,683	72,688	4,005
Full Time Equivalents			295.00	296.00	1.00

City Of Ottawa
2022 Capital Budget
IT Sub Committee
Capital Funding Summary
In Thousands \$(000's)

Project Description	Revenues	Gas Tax	Tax Supported/ Dedicated	Develop. Charges	Tax Supported/ Dedicated Debt	Grand Total
Information Technology						
Renewal of City Assets						
910494 Technology Infrastructure - 2022	0	0	5,493	0	0	5,493
910495 ITS Managed - 2022	0	0	4,770	0	0	4,770
Renewal of City Assets Total	0	0	10,263	0	0	10,263
Information Technology Total	0	0	10,263	0	0	10,263
Grand Total	0	0	10,263	0	0	10,263

Planning, Infrastructure and Economic Development Department

2022 Service Area Summary - Right of Way, Heritage and Urban Design Services

Right of Way, Heritage and Urban Design Services is part of the Planning, Infrastructure and Economic Development (PIED) Department, a department that champions the city-building priorities from planning and delivering growth opportunities and infrastructure, to managing City assets and investments, to fostering economic prosperity.

Right of Way, Heritage and Urban Design Services is responsible for building a vibrant and safe public realm to protect and enhance Ottawa's legacy.

Programs/Services Offered

Inspections

Provides direct inspection and coordination for:

- Project Managers, Consultants, Contractors, and other City departments through all phases of the delivery of City capital projects
- The construction of municipal infrastructure related to private development
- The asphalt overlay program
- Road cut reinstatements

Right of Way

- Manages the Municipal Consent and permitting process for utility works being undertaken within the road right of way, including the utility circulation process
- Administers the approval and issuance of permits governing the right of way, such as road cut permits, over dimensional vehicles and temporary encroachments

Public Realm and Urban Design

Oversees programs related to:

- Public realm beautification
- Above-ground public realm regulation (such as the right of way patio program, private approaches program and signs in the right of way)
- Public realm master plans
- The provision of urban design review including input to the development review and planning policy processes, the preparation of urban design guidelines and studies, and the administration of the City of Ottawa Urban Design Review Panel

Heritage Planning

- Manages all heritage applications and permits as required under the Ontario Heritage Act
- Provides input to relevant development review applications
- Prepares heritage conservation district plans and studies related to heritage
- Delivers and manages the heritage designation process
- Oversees the heritage grant and Heritage Community Improvement Plan programs

Surveys and Mapping

- Provides land information expertise, vital geographic data, and related services to support the City of Ottawa's internal operations, and external client needs
- Services include procuring, maintaining, and distributing essential geographic data using specialized applications

Geospatial Analytics, Technology and Solutions

- Promotes understanding and collaboration using advanced geospatial (GIS) and data science tools and technology
- Provides expert services and solutions in visualization, data, analytics and applications to support city building and emergency operations
- Maintains and provides critical spatial information such as water and wastewater network, zoning, composite utility drawings and oversees the Geoinformation Centre on geoOttawa (drawings and reports)

City of Ottawa
 Planning, Infrastructure & Economic Development Department
 Right of Way, Heritage and Urban Design - Operating Resource Requirement
 In Thousands (\$000)

	2020	2021		2022	\$ Change over 2021 Budget
	Actual	Actual	Budget	Adopted	
Expenditures by Program					
Manager's Office	297	311	276	286	10
Surveys and Mapping	3,441	3,470	3,455	3,575	120
Heritage Planning	861	1,204	1,436	1,411	-25
Public Realm & Urban Design	1,732	2,237	1,917	2,207	290
Right of Way	2,345	2,677	2,295	3,320	1,025
Inspections	7,701	7,783	7,744	8,109	365
Geospatial Analytics, Tech & Solutions	2,334	2,507	2,568	2,623	55
Gross Expenditure	18,711	20,189	19,691	21,531	1,840
Recoveries & Allocations	-5,924	-6,286	-6,170	-6,254	-84
Revenue	-13,852	-14,672	-12,653	-14,614	-1,961
Net Requirement	-1,065	-769	868	663	-205
Expenditures by Type					
Salaries, Wages & Benefits	16,629	18,026	17,220	18,405	1,185
Overtime	451	551	433	433	0
Material & Services	1,016	771	1,264	1,384	120
Transfers/Grants/Financial Charges	83	246	300	125	-175
Fleet Costs	372	386	384	384	0
Program Facility Costs	0	0	0	0	0
Other Internal Costs	160	209	90	800	710
Gross Expenditures	18,711	20,189	19,691	21,531	1,840
Recoveries & Allocations	-5,924	-6,286	-6,170	-6,254	-84
Net Expenditure	12,787	13,903	13,521	15,277	1,756
Revenues By Type					
Federal	0	0	0	0	0
Provincial	-627	0	-270	0	270
Own Funds	0	0	0	0	0
Fees and Services	-13,225	-14,672	-12,383	-14,614	-2,231
Fines	0	0	0	0	0
Other	0	0	0	0	0
Total Revenue	-13,852	-14,672	-12,653	-14,614	-1,961
Net Requirement	-1,065	-769	868	663	-205
Full Time Equivalents			157.76	163.76	6.00

City of Ottawa
 Planning, Infrastructure & Economic Development Department
 Right of Way, Heritage and Urban Design - User Fees

	2020 Rate \$	2021 Rate \$	2022 Rate \$	% Change Over 2021	% Change Over 2020	Effective Date	2022 Revenue (\$000)
Outdoor Patio							
First time review fee	340.00	372.00	381.00	2.4%	12.1%	01-Jan-22	
First time review fee with public circulation	567.00	372.00	381.00	2.4%	-32.8%	01-Jan-22	
Permit processing fee	62.00	68.00	70.00	2.9%	12.9%	01-Jan-22	
Summer Monthly Rental (April to October) per sqm	14.48	-	-	100.0%	0.0%	01-Jan-22	
Winter Monthly Rental (November to March) per sqm	4.66	-	-	100.0%	0.0%	01-Jan-22	
Café Seating							
Permit processing fee	62.00	68.00	70.00	2.9%	12.9%	01-Jan-22	
Per annum fee	175.00	-	-	100.0%	0.0%	01-Jan-22	
Parklets							
Permit processing fee	62.00	68.00	70.00	2.9%	12.9%	01-Jan-22	
Per annum fee	175.00	-	-	100.0%	0.0%	01-Jan-22	
Tourist Information Kiosk							
Rental on Roadway or Sidewalk per sqm/day	1.60	1.75	1.79	2.3%	11.9%	01-Jan-22	
Rental on unimproved Boulevard per sqm/day	0.69	0.75	0.77	2.3%	11.2%	01-Jan-22	
Customer Service Box							
Newspaper Vending/Courier/Drop/Publication Distribution	95.00	104.00	106.00	1.9%	11.6%	01-Jan-22	
Removal Cost	95.00	104.00	106.00	1.9%	11.6%	01-Jan-22	
Surface Encroachment/Construction							
Rental on Sidewalk per sqm/day	1.60	1.75	1.79	2.3%	11.9%	01-Jan-22	
Rental on Boulevard per sqm/day	0.69	0.75	0.77	2.3%	11.2%	01-Jan-22	
Minimum Rental Charge daily	32.00	35.00	36.00	2.9%	12.5%	01-Jan-22	
Temporary Construction Encroachment Permit Application Fees							
Application – Simple	62.00	68.00	85.00	25.0%	37.1%	01-Jan-22	
Application – Complex	62.00	68.00	855.00	1157.4%	1279.0%	01-Jan-22	

	2020 Rate \$	2021 Rate \$	2022 Rate \$	% Change Over 2021	% Change Over 2020	Effective Date	2022 Revenue (\$000)
Annual Permanent Encroachment Fees							
3 stories or less charge per sqm	8.59	9.40	9.62	2.3%	11.9%	01-Jan-22	
Minimum charge	39.00	43.00	44.00	2.3%	12.8%	01-Jan-22	
More than 3 stories - encroachment less than 0.279 m2	75.00	82.00	84.00	2.4%	12.0%	01-Jan-22	
More than 3 stories - encroachment equal to or greater than 0.279 m2	150.00	164.00	168.00	2.4%	12.0%	01-Jan-22	
Permit Technical Review Fee	385.00	622.00	636.00	2.3%	65.2%	01-Jan-22	
Surface-Commercial							
Encroachment less than 0.279 m2	75.00	82.00	84.00	2.4%	12.0%	01-Jan-22	
Encroachment equal to or greater than 0.279 m2	150.00	164.00	168.00	2.4%	12.0%	01-Jan-22	
Permit Technical Review Fee	385.00	622.00	636.00	2.3%	65.2%	01-Jan-22	
Surface-Residential							
More than 3 stories - encroachment less than 1m2	61.00	67.00	69.00	3.0%	13.1%	01-Jan-22	
More than 3 stories - encroachment equal to or greater than 1m2	124.00	136.00	139.00	2.2%	12.1%	01-Jan-22	
Permit Technical Review Fee	385.00	622.00	636.00	2.3%	65.2%	01-Jan-22	
Subsurface-Commercial							
Encroachment less than 0.279 m2	89.00	97.00	99.00	2.1%	11.2%	01-Jan-22	
Encroachment equal to or greater than 0.279 m2	149.00	163.00	167.00	2.5%	12.1%	01-Jan-22	
Permit Technical Review Fee	385.00	622.00	636.00	2.3%	65.2%	01-Jan-22	
Subsurface-Residential							
Encroachment Fee charge per sqm	8.59	9.40	9.62	2.3%	12.0%	01-Jan-22	
Minimum charge	39.00	43.00	44.00	2.3%	12.8%	01-Jan-22	
Special Vehicle Permits							
Annual	320.00	350.00	358.00	2.3%	11.9%	01-Jan-22	
Project	242.00	265.00	271.00	2.3%	12.0%	01-Jan-22	
Single Trip	98.00	107.00	109.00	1.9%	11.2%	01-Jan-22	
Single Trip – Super Load	775.00	848.00	868.00	2.4%	12.0%	01-Jan-22	
Private Approach Permit Fees							
Single Detached Dwellings	163.00	178.00	182.00	2.2%	11.7%	01-Jan-22	
Commercial, Industrial & Multi-residential							

City of Ottawa
 Planning, Infrastructure & Economic Development Department
 Right of Way, Heritage and Urban Design - User Fees

	2020 Rate \$	2021 Rate \$	2022 Rate \$	% Change Over 2021	% Change Over 2020	Effective Date	2022 Revenue (\$000)
(i) up to and including 49 parking spaces	282.00	309.00	316.00	2.3%	12.1%	01-Jan-22	
(ii) 50-99 parking spaces	565.00	618.00	632.00	2.3%	11.9%	01-Jan-22	
(iii) 100 parking spaces or more	720.00	788.00	806.00	2.3%	11.9%	01-Jan-22	
Inspect fee for culvert installation	95.00	104.00	106.00	1.9%	11.6%	01-Jan-22	
Temporary Access	163.00	178.00	182.00	2.2%	11.7%	01-Jan-22	
Removal of Redundant Access	163.00	178.00	182.00	2.2%	11.7%	01-Jan-22	
Road Cut Fees							
Road Cut Permit Fee - Per Street Segment	\$465.00 (for 10 street segments)	\$476.00 (for 10 street segments)	236.00	N/A	N/A	01-Jan-22	
Temporary Road Closure Application Fee	-	-	1,090.00	100.0%	100.0%	01-Jan-22	

City of Ottawa
 Planning, Infrastructure & Economic Development Department
 Right of Way, Heritage and Urban Design - User Fees

	2020 Rate \$	2021 Rate \$	2022 Rate \$	% Change Over 2021	% Change Over 2020	Effective Date	2022 Revenue (\$000)
Sewer and Water Inspection Fees							
Sewer Permit Fees	205.00	224.00	229.00	2.2%	11.7%	01-Jan-22	
Water Permit Fees	205.00	224.00	229.00	2.2%	11.7%	01-Jan-22	
ROW Damage Deposit							
ROW Damage Deposit Amount - Per vertically divided unit	3,000.00	3,000.00	3,000.00	0.0%	0.0%	01-Jan-22	
ROW Damage Deposit Administrative Fee	-	-	110.00	100.0%	100.0%	01-Jan-22	
Annual Utility Duct Usage Fee (per cable)							
per 30m of Conduit	23.43	23.99	24.54	2.3%	4.7%	01-Jan-22	
License of Occupation Legal Agreement Preparation	544.00	1,104.00	1,129.00	2.3%	107.5%	01-Jan-22	
License of Occupation Renewal	n/a	522.00	534.00	2.3%	100.0%	01-Jan-22	
Engineering Design Review and Inspection Fees							
Value of hard servicing	4.50%	4.50%	4.50%	0.0%	0.0%	01-Jan-22	
Value of soft servicing	2.25%	2.25%	2.25%	0.0%	0.0%	01-Jan-22	
Value of construction costs for Front Ending Agreement	N/A	N/A	4.50%	100.0%	100.0%	01-Jan-22	
Review of Fourth and Subsequent Engineering Submissions (per day)	1,030.00	1,127.00	1,153.00	2.3%	11.9%	01-Jan-22	
Electronic Media/Materials Fee							
Internet File Transfer (FTP)	38.00	46.00	47.00	2.2%	23.7%	01-Jan-22	
Internet Email (up to 1 megabyte per email)	38.00	46.00	47.00	2.2%	23.7%	01-Jan-22	
Customization Fees/Electronic File Translation							
Production of Customized Map, Data or Engineering Plan (hourly rate)	116.00	119.00	122.00	2.5%	5.2%	01-Jan-22	
CAD or GIS file	45.00	46.00	47.00	2.2%	4.4%	01-Jan-22	
Renewal of Existing License for a New Project	116.00	119.00	122.00	2.5%	5.2%	01-Jan-22	
One-Time Digital Data Fee, Theme Set:							
Topographic 1:10,000 1:2,000 or 1:5,000 scale electronic Data	45.00	46.00	47.00	2.2%	4.4%	01-Jan-22	

City of Ottawa
 Planning, Infrastructure & Economic Development Department
 Right of Way, Heritage and Urban Design - User Fees

	2020 Rate \$	2021 Rate \$	2022 Rate \$	% Change Over 2021	% Change Over 2020	Effective Date	2022 Revenue (\$000)
Aerial Ortho-photo, jpg. Format (6mb maximum)	116.00	119.00	122.00	2.5%	5.2%	01-Jan-22	
Engineering, UCC Central Registry Plans, Thematic and Cartographic Maps (ie. General Use Maps)	16.00	16.50	16.50	0.0%	3.1%	01-Jan-22	
Central Registry Plans - CAD	143.00	146.00	149.00	2.1%	4.2%	01-Jan-22	
Central Registry Plans - pdf	45.00	46.00	47.00	2.2%	4.4%	01-Jan-22	
Water / Wastewater Distribution / Collection Plans							
1:2500 scale - .pdf	45.00	46.00	47.00	2.2%	4.4%	01-Jan-22	
Water/Wastewater - CAD/GIS files 1/;2000	143.00	146.00	149.00	2.1%	4.2%	01-Jan-22	
Engineering / Geotechnical Reports/Studies							
Cost per digital report	31.00	34.00	35.00	2.9%	12.9%	01-Jan-22	
Administration and Overhead Charge 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-Jan-22	
Total Departmental							-2,030

Planning, Infrastructure and Economic Development Department 2022 Service Area Summary - Planning Services

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

Planning Services reports primarily through Planning Committee and includes Development Review – Rural (reports through the Agricultural and Rural Affairs Committee).

Planning Services plays a very important role for the City of Ottawa. By managing the evolution of the city, we are helping to enhance the quality of life so that people can live, prosper and connect in neighbourhoods, buildings and spaces that are vibrant, well designed, safely built and sustainable.

Programs/Services Offered

- Provide multi-disciplinary review and approval of development applications on a geographic basis (including planning, engineering, urban design, parks, environment and trees, transportation and heritage considerations)
- Online development applications search tool providing information on current development applications
- Administer the Brownfields Redevelopment Program
- Compliance and zoning reports
- Provide technical support to the planning application process, including circulation, notification and legislative support, and consolidation of legislative instruments
- Procure, customize, and implement a new Land Management System (LMS) to replace the legacy MAP system for business that are provided by Building Code Services, Development Review, Right of Way Permit, and Committee of Adjustment

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

	2020	2021		2022	\$ Change over 2021 Budget
	Actual	Actual	Budget	Adopted	
Expenditures by Program					
Director's Office	1,873	1,607	1,565	2,590	1,025
Development Review	8,618	9,867	9,916	11,271	1,355
Gross Expenditure	10,491	11,474	11,481	13,861	2,380
Recoveries & Allocations	-1,417	-1,168	-1,097	-1,097	0
Revenue	-12,584	-14,901	-12,195	-14,672	-2,477
Net Requirement	-3,510	-4,595	-1,811	-1,908	-97
Expenditures by Type					
Salaries, Wages & Benefits	9,365	10,207	10,480	11,425	945
Overtime	35	34	116	116	0
Material & Services	388	386	477	477	0
Transfers/Grants/Financial Charges	0	229	0	0	0
Fleet Costs	0	0	0	0	0
Program Facility Costs	0	0	0	0	0
Other Internal Costs	703	618	408	1,843	1,435
Gross Expenditures	10,491	11,474	11,481	13,861	2,380
Recoveries & Allocations	-1,417	-1,168	-1,097	-1,097	0
Net Expenditure	9,074	10,306	10,384	12,764	2,380
Revenues By Type					
Federal	0	0	0	0	0
Provincial	-1	0	0	0	0
Own Funds	0	0	0	0	0
Fees and Services	-12,583	-14,901	-12,195	-14,672	-2,477
Fines	0	0	0	0	0
Other	0	0	0	0	0
Total Revenue	-12,584	-14,901	-12,195	-14,672	-2,477
Net Requirement	-3,510	-4,595	-1,811	-1,908	-97
Full Time Equivalents			86.03	86.03	0.00

City of Ottawa
 Planning, Infrastructure & Economic Development Department
 Planning Services - User Fees

	2020 Rate \$	2021 Rate \$	2022 Rate \$	% Change Over 2021	% Change Over 2020	Effective Date	2022 Revenue (\$000)
Development Review Process							
Official Plan Amendment							
Official Plan Amendment ^{2, 5}	24,043.00	24,620.00	25,469.00	3.4%	5.9%	01-Jan-22	
Zoning By-Law Amendments							
Zoning By-Law Amendment Major ^{2, 5}	19,513.00	21,002.00	21,727.00	3.5%	11.3%	01-Jan-22	
Zoning By-Law Amendment Minor ^{2, 5}	10,025.00	10,790.00	11,162.00	3.4%	11.3%	01-Jan-22	
Lifting Holding By-law	6,908.00	7,435.00	7,692.00	3.5%	11.3%	01-Jan-22	
Zoning By-law Amendment-Extension of Temporary Use for Garden Suite ^{3, 5}	3,870.00	4,165.00	4,598.00	10.4%	18.8%	01-Jan-22	
Zoning By-law Amendment-Severance of Surplus Farm Dwelling ^{3, 5}	3,870.00	4,165.00	4,598.00	10.4%	18.8%	01-Jan-22	
Subdivision Draft Approval							
Subdivision Draft Approval 1 to 40 units ^{1, 4}	41,446.00	43,406.00	44,904.00	3.5%	8.3%	01-Jan-22	
Subdivision Draft Approval 41 to 250 units ^{1, 4}	74,089.00	77,593.00	80,270.00	3.5%	8.3%	01-Jan-22	
Subdivision Draft Approval 251+ units ^{1, 4}	90,187.00	94,453.00	97,712.00	3.5%	8.3%	01-Jan-22	
Subdivision Draft Approval Non-residential Uses ^{1, 4}	34,532.00	36,165.00	37,413.00	3.5%	8.3%	01-Jan-22	
Subdivision Draft Approval Residential and Non-residential Uses	9,083.00	9,513.00	9,841.00	3.4%	8.3%	01-Jan-22	
Subdivision Final Approval							
Subdivision Planning Agreement 1 to 40 units	9,083.00	9,513.00	9,841.00	3.4%	8.3%	01-Jan-22	
Subdivision Planning Agreement 41 to 250 units	10,716.00	11,223.00	11,610.00	3.4%	8.3%	01-Jan-22	
Subdivision Planning Agreement 251+units	13,297.00	13,926.00	14,406.00	3.4%	8.3%	01-Jan-22	
Subdivision Planning Agreement Non-residential Uses	4,500.00	4,713.00	4,876.00	3.5%	8.4%	01-Jan-22	
Subdivision Revisions Requiring Circulation	4,500.00	4,713.00	4,876.00	3.5%	8.4%	01-Jan-22	
Subdivision Extension of Draft Plan Approval	4,160.00	4,357.00	4,507.00	3.4%	8.3%	01-Jan-22	

City of Ottawa
 Planning, Infrastructure & Economic Development Department
 Planning Services - User Fees

	2020 Rate \$	2021 Rate \$	2022 Rate \$	% Change Over 2021	% Change Over 2020	Effective Date	2022 Revenue (\$000)
Plan of Condominium							
Condominium-New Vacant Land/Common Elements -No Concurrent Site Plan ^{1, 4}	37,423.00	38,321.00	39,643.00	3.4%	5.9%	01-Jan-22	
Condominium-New Vacant Land/Common Elements -With Concurrent Site Plan ^{1, 4}	15,198.00	15,563.00	16,100.00	3.5%	5.9%	01-Jan-22	
Condominium - New Standard, Phased or Leasehold	15,198.00	15,563.00	16,100.00	3.5%	5.9%	01-Jan-22	
Condominium - Revision or Extension	2,771.00	2,838.00	2,936.00	3.5%	6.0%	01-Jan-22	
Site Plan Control							
Site Plan Control-New-Sandy Hill Special Site Plan Control Area- - Alteration	564.00	607.00	628.00	3.5%	11.3%	01-Jan-22	
Site Plan Control-New-Sandy Hill Special Site Plan Control Area - New Dwelling Unit(s)	564.00 for each additional dwelling unit to a maximum of three dwelling units	607.00 for each additional dwelling unit to a maximum of three dwelling units	628.00 for each additional dwelling unit to a maximum of three dwelling units	3.5%	11.3%	01-Jan-22	
Site Plan Control-New-Sandy Hill Special Site Plan Control Area - New Rooming Unit(s)	564.00 per two additional rooming units to a maximum of six dwelling units	607.00 per two additional rooming units to a maximum of six dwelling units	628.00 for each additional dwelling unit to a maximum of three dwelling units	3.5%	11.3%	01-Jan-22	

City of Ottawa
 Planning, Infrastructure & Economic Development Department
 Planning Services - User Fees

	2020 Rate \$	2021 Rate \$	2022 Rate \$	% Change Over 2021	% Change Over 2020	Effective Date	2022 Revenue (\$000)
Site Plan Control continued							
Site Plan Control-New-Sandy Hill Special Site Plan Control Area - Addition/New < 275 square meters	n/a	n/a	n/a				
Site Plan Control-New-Sandy Hill Special Site Plan Control Area - Addition/New 275 square meters to 350 square metres	575.00	619.00	640.00	3.4%	11.3%	01-Jan-22	
Site Plan Control-New-Sandy Hill Special Site Plan Control Area- Addition/New > 350 square metres	2,866.00	3,085.00	3,191.00	3.4%	11.3%	01-Jan-22	
Site Plan - Complex ^{2, 5}	31,780.00	44,502.00	46,037.00	3.4%	44.9%	01-Jan-22	
Site Plan - Standard, non-rural area	10,023.00	15,705.00	16,247.00	3.5%	62.1%	01-Jan-22	
Site Plan - Revision, Complex ^{2, 5}	24,880.00	30,630.00	31,687.00	3.5%	27.4%	01-Jan-22	
Site Plan - Revision, Standard, non-rural area	6,508.00	7,005.00	7,247.00	3.5%	11.4%	01-Jan-22	
Site Plan - Extension, non-rural area	3,651.00	3,930.00	4,066.00	3.5%	11.4%	01-Jan-22	
Site Plan - Street townhouse, not previously approved through the subdivision process	6,508.00	7,005.00	7,247.00	3.5%	11.4%	01-Jan-22	
Site Plan - Standard, rural area	8,483.00	13,156.00	13,610.00	3.5%	60.4%	01-Jan-22	
Site Plan - Rural small, rural area	767.00	851.00	880.00	3.4%	14.7%	01-Jan-22	
Site Plan - Revision, Standard, rural area	767.00	851.00	880.00	3.4%	14.7%	01-Jan-22	
Site Plan - Extension, rural area	767.00	851.00	880.00	3.4%	14.7%	01-Jan-22	
Site Plan - Master, Draft approval ^{2, 5}	31,780.00	34,205.00	35,385.00	3.4%	11.3%	01-Jan-22	
Site Plan - Master, Final approval	1,970.00	2,120.00	2,193.00	3.4%	11.3%	01-Jan-22	
Lifting Part Lot Control							
Lifting Part Lot Control-No Public Consultation	6,747.00	6,909.00	7,147.00	3.4%	5.9%	01-Jan-22	
Lifting Part Lot Control-Extension	863.00	884.00	914.00	3.4%	5.9%	01-Jan-22	
Lifting 30 Centimetre Reserve							
Lifting 30 Centimetre Reserve	1,389.00	1,422.00	1,471.00	3.4%	5.9%	01-Jan-22	
Lifting 30 Centimetre Reserve - Rural	-	-	736.00	100.0%	100.0%	01-Jan-22	
Demolition Control							
Demolition Control ^{2, 5}	2,169.00	2,221.00	2,298.00	3.5%	5.9%	01-Jan-22	
Demolition Unit Fee	5,960.00	6,103.00	6,314.00	3.5%	N/A	01-Jan-22	

City of Ottawa
 Planning, Infrastructure & Economic Development Department
 Planning Services - User Fees

	2020 Rate \$	2021 Rate \$	2022 Rate \$	% Change Over 2021	% Change Over 2020	Effective Date	2022 Revenue (\$000)
Street/Lane Opening & Closing							
Street/Lane Opening	15,198.00	15,563.00	16,100.00	3.5%	5.9%	01-Jan-22	
Street/Lane Closure Travelled Arterial ^{2, 5}	11,193.00	11,462.00	11,857.00	3.4%	5.9%	01-Jan-22	
Street/Lane Closure Untravelled Arterial	11,193.00	11,462.00	11,857.00	3.4%	5.9%	01-Jan-22	
Street/Lane Closure Travelled Road Lane ^{2, 5}	5,120.00	5,243.00	5,424.00	3.5%	5.9%	01-Jan-22	
Street/Lane Closure Untravelled Road Lane	5,120.00	5,243.00	5,424.00	3.5%	5.9%	01-Jan-22	
Other Planning Applications							
Municipal Review and Concurrence of an Antenna System (ACS2012-ICS-PGM-0045)							
Residential Use Antenna System	403.00	413.00	427.00	3.4%	6.0%	01-Jan-22	
Antenna System	3,606.00	3,693.00	3,820.00	3.4%	5.9%	01-Jan-22	
Gateway Features							
Development Application Gateway Feature - Lump sum per gateway	33,066.00	33,860.00	35,028.00	3.4%	5.9%	01-Jan-22	
Gateway Feature Maintenance Fund (value above \$100,000)	15%	15%	15%	0.0%	0.0%	01-Jan-22	
Engineering Design Review and Inspection Fees							
Value of hard servicing	4.5%	4.5%	4.5%	0.0%	0.0%	01-Jan-22	
Value of soft servicing	2.3%	2.25%	2.25%	0.0%	0.0%	01-Jan-22	
Value of construction costs for Front Ending Agreement			4.5%	100.0%	100.0%	01-Jan-22	
Review of Fourth and Subsequent Engineering Submissions	2,980.00	3,052.00	3,157.00	3.4%	100.0%	01-Jan-22	
Planning Review of Committee of Adjustment Applications							
Minor Variance Planning Review	453.00	464.00	480.00	3.4%	6.0%	01-Jan-22	
Consent application Planning Review	758.00	776.00	803.00	3.5%	5.9%	01-Jan-22	
Combined Consent/Minor Variance Planning Review	874.00	895.00	926.00	3.5%	5.9%	01-Jan-22	

City of Ottawa
 Planning, Infrastructure & Economic Development Department
 Planning Services - User Fees

	2020 Rate \$	2021 Rate \$	2022 Rate \$	% Change Over 2021	% Change Over 2020	Effective Date	2022 Revenue (\$000)
Historical Land Use Inventory Historical Land Use Inventory	125.00	128.00	132.00	3.1%	5.6%	01-Jan-22	
Front Ending-Application Front Ending Application	10,156.00	10,400.00	10,759.00	3.5%	5.9%	01-Jan-22	
Pre-application Consultations Pre-application Consultations	623.00	638.00	660.00	3.4%	5.9%	01-Jan-22	
Rural Park Development Fee Park Development Contribution (Rural)	2,271.00 per lot	2,326.00 per lot	2,406.00 per lot	3.4%	6.2%	01-Jan-22	
Revision Fee Application Revisions Requiring Circulation	3,975.00	4,070.00	4,210.00	3.4%	5.9%	01-Jan-22	
Transfer of Review Fees are per the Ministry of Environment and Climate Change							
Notes on above							
¹ On-site sign fee (HST applicable)	747.00	765.00	791.00	3.4%	5.9%	01-Jan-22	
² On-site sign fee (HST applicable)	623.00	638.00	660.00	3.4%	5.9%	01-Jan-22	
³ On-site sign fee (HST applicable)	311.00	318.00	329.00	3.5%	5.8%	01-Jan-22	
⁴ Additional on-site sign fee (HST applicable)	374.00	383.00	396.00	3.4%	5.9%	01-Jan-22	
⁵ Additional on-site sign fee (HST applicable)	311.00	318.00	329.00	3.5%	5.8%	01-Jan-22	
Note: Joint Applications – Where two or more planning applications are submitted at the same time for the same property, the planning fee imposed for such applications shall be reduced by 10%. Applicable applications are: 30cm Reserve, Demolition Control, Lifting of Holding Zone, Official Plan Amendment, Part Lot Control, Plan of Condominium, Plan of Subdivision, Site Plan Control, Street/Lane Closure, Street/Lane Opening, and Zoning By-Law Amendment.							

City of Ottawa
 Planning, Infrastructure & Economic Development Department
 Planning Services - User Fees

	2020 Rate \$	2021 Rate \$	2022 Rate \$	% Change Over 2021	% Change Over 2020	Effective Date	2022 Revenue (\$000)
Legal Fees Related to Planning Applications							
Subdivision Legal Agreement 1 to 40 units	4,291.00	4,394.00	4,546.00	3.5%	5.9%	01-Jan-22	
Subdivision Legal Agreement 41 to 250 units	6,598.00	6,756.00	6,989.00	3.4%	5.9%	01-Jan-22	
Subdivision Legal Agreement 251+ units	9,065.00	9,283.00	9,603.00	3.4%	5.9%	01-Jan-22	
Subdivision Legal Agreement Non-residential	1,657.00	1,697.00	1,756.00	3.5%	6.0%	01-Jan-22	
Subdivision Revision	988.00	1,012.00	1,047.00	3.5%	6.0%	01-Jan-22	
Site Plan Control - Complex	2,658.00	2,722.00	2,816.00	3.5%	5.9%	01-Jan-22	
Site Plan Control - Standard	2,658.00	2,722.00	2,816.00	3.5%	5.9%	01-Jan-22	
Site Plan Control - Revision - Complex	1,335.00	1,367.00	1,414.00	3.4%	5.9%	01-Jan-22	
Site Plan Control - Revision - Standard, non-rural area	1,335.00	1,367.00	1,414.00	3.4%	5.9%	01-Jan-22	
Site Plan Control - Master	2,658.00	2,722.00	2,816.00	3.5%	5.9%	01-Jan-22	
Condominium Approval	2,307.00	2,362.00	2,443.00	3.4%	5.9%	01-Jan-22	
Condominium Revision/Extension	988.00	1,012.00	1,047.00	3.5%	6.0%	01-Jan-22	
Lifting Part Lot Control	664.00	680.00	703.00	3.4%	5.9%	01-Jan-22	
Lifting Part Lot Control Extension	490.00	502.00	519.00	3.4%	5.9%	01-Jan-22	
Lifting 30 Centimetre Reserve	361.00	370.00	383.00	3.5%	6.1%	01-Jan-22	
Demolition Control By-law Part V	396.00	406.00	420.00	3.4%	6.1%	01-Jan-22	
Street/Lane Opening	1,556.00	1,593.00	1,648.00	3.5%	5.9%	01-Jan-22	
Street/Lane Closure	259.00	265.00	274.00	3.4%	5.8%	01-Jan-22	
Front Ending Agreement	6,812.00	6,975.00	7,216.00	3.5%	5.9%	01-Jan-22	

City of Ottawa
 Planning, Infrastructure & Economic Development Department
 Planning Services - User Fees

	2020 Rate \$	2021 Rate \$	2022 Rate \$	% Change Over 2021	% Change Over 2020	Effective Date	2022 Revenue (\$000)
Miscellaneous Legal Fees Related to Planning Services Applications							
Easement	622.00	637.00	659.00	3.5%	5.9%	01-Jan-22	
Encroachment	622.00	637.00	659.00	3.5%	5.9%	01-Jan-22	
Encroachment, simple and/or assignment	254.00	260.00	269.00	3.5%	5.9%	01-Jan-22	
Conveyance as a Condition of Development Approval	254.00	260.00	269.00	3.5%	5.9%	01-Jan-22	
Postponement Agreement	254.00	260.00	269.00	3.5%	5.9%	01-Jan-22	
Partial Discharge of Mortgage	254.00	260.00	269.00	3.5%	5.9%	01-Jan-22	
Maintenance & Liability Agreement	538.00	551.00	570.00	3.4%	5.9%	01-Jan-22	
Amending Maintenance and Liability Agreement	254.00	260.00	269.00	3.5%	5.9%	01-Jan-22	
Do-It-Yourself Construction Agreement	1,240.00	1,270.00	1,314.00	3.5%	6.0%	01-Jan-22	
Watermain Agreements	254.00	260.00	269.00	3.5%	5.9%	01-Jan-22	
Inhibiting Orders (Routine)	254.00	260.00	269.00	3.5%	5.9%	01-Jan-22	
Inhibiting Orders (Complex)	770.00	788.00	815.00	3.4%	5.8%	01-Jan-22	
Release of Inhibiting Orders (Routine)	172.00	176.00	182.00	3.4%	5.8%	01-Jan-22	
Release of Inhibiting Orders (Complex)	770.00	788.00	815.00	3.4%	5.8%	01-Jan-22	
Early Servicing Agreements - Subdivision	5,000.00	5,120.00	5,297.00	3.5%	5.9%	01-Jan-22	
Deferral Agreement for Development Charges	509.00	521.00	539.00	3.5%	5.9%	01-Jan-22	
Release of Deferral Agreement	254.00	260.00	269.00	3.5%	5.9%	01-Jan-22	
Communal Water and Wastewater Agreements	5,000.00	5,120.00	5,297.00	3.5%	5.9%	01-Jan-22	
Private Roadway Agreement	622.00	637.00	659.00	3.5%	5.9%	01-Jan-22	
Release of Site Plan Agreement/Easement	418.00	428.00	443.00	3.5%	6.0%	01-Jan-22	
Pre-servicing Agreement - Site Plan	647.00	663.00	686.00	3.5%	6.0%	01-Jan-22	
Agreements arising from Consent Applications	1,585.00	1,623.00	1,679.00	3.5%	5.9%	01-Jan-22	
Agreements arising from Minor Variance	622.00	637.00	659.00	3.5%	5.9%	01-Jan-22	
Well Agreement	236.00	242.00	268.00	10.7%	13.6%	01-Jan-22	
Other Agreements arising from Committee of Adjustment Applications	418.00	428.00	443.00	3.5%	6.0%	01-Jan-22	

City of Ottawa
 Planning, Infrastructure & Economic Development Department
 Planning Services - User Fees

	2020 Rate \$	2021 Rate \$	2022 Rate \$	% Change Over 2021	% Change Over 2020	Effective Date	2022 Revenue (\$000)
Miscellaneous Legal Fees Related to Planning Services Applications continued							
Amending Site Plan Agreement Not Covered by Development Application Fee	1,174.00	1,202.00	1,243.00	3.4%	5.9%	01-Jan-22	
Amending Subdivision Agreement Not Covered by Development Application Fee	1/2 Primary Agreement Legal Fee	1/2 Primary Agreement Legal Fee	1/2 Primary Agreement Legal Fee	0.0%	0.0%	01-Jan-22	
Miscellaneous Agreement Arising from Development Applications	682.00	698.00	722.00	3.4%	5.9%	01-Jan-22	
Release of Miscellaneous Agreement Arising from Development Applications	254.00	260.00	269.00	3.5%	5.9%	01-Jan-22	
Traffic Signal Agreement	254.00	260.00	269.00	3.5%	5.9%	01-Jan-22	
Municipal Covenant Agreement	254.00	260.00	269.00	3.5%	5.9%	01-Jan-22	
Consolidation Agreement and other simple Agreements	254.00	260.00	269.00	3.5%	5.9%	01-Jan-22	
Community Improvement Plan (Development Assistance) Grant Agreement	254.00	260.00	269.00	3.5%	5.9%	01-Jan-22	
Road Modification Agreement	682.00	698.00	722.00	3.4%	5.9%	01-Jan-22	
Other Agreements - Complex	770.00	788.00	815.00	3.4%	5.8%	01-Jan-22	
Other Agreements - Simple	254.00	260.00	269.00	3.5%	5.9%	01-Jan-22	
Limiting Distance Agreement	254.00	260.00	269.00	3.5%	5.9%	01-Jan-22	
Section 37 Bonusing Agreement	254.00	260.00	269.00	3.5%	5.9%	01-Jan-22	
Brownfield Agreement	254.00	260.00	269.00	3.5%	5.9%	01-Jan-22	
Municipal Responsibility Agreement	1,526.00	1,563.00	1,617.00	3.5%	6.0%	01-Jan-22	
Cost Sharing Agreement	1,526.00	1,563.00	1,617.00	3.5%	6.0%	01-Jan-22	
Total Departmental							-477

Planning, Infrastructure and Economic Development Department 2022 Service Area Summary - Building Code Services

Building Code Services (BCS) is part of the Planning, Infrastructure and Economic Development (PIED) Department, a department that champions the city-building priorities from planning and delivering growth opportunities and infrastructure, to managing City assets and investments, to fostering economic prosperity. BCS is the regulatory authority for building construction for the City and enforces the Ontario Building Code (OBC) to protect the public. The OBC establishes uniform minimum standards for health, life safety, fire protection, accessibility, energy efficiency and structural sufficiency that must be included in the design and construction of a building.

Building Code Services

- Reviews construction plans for all new/renovated buildings, assigns municipal addresses, issues building and demolition permits, and inspects building construction to ensure compliance with permit plans, OBC and applicable laws.
- Coordinates prosecution of non-compliant construction and manages investigations in response to legal claims; and
- Assists property owners, builders, architects, designers and engineers by providing direction in the application and interpretation of the Building Code Act, the OBC, and applicable laws (e.g. Zoning By-law, Nutrient Management Act, etc.) to ensure construction meets the safety and performance standards.

In accordance with the Building Code Act, building permit fees are set to only recover the costs associated with servicing building permits and enforcing the Act and Code. A Building Code Reserve Fund has been established in order to safeguard the City's ability to continue to enforce the Act and Code and avert passing on the associated costs to general taxation.

Programs/Services Offered

- Provide frontline development information to clients
- Provide OBC expert advice to the industry and all stakeholders
- Review construction plans for all new/renovated buildings
- Calculate and collect building permit and related charges including development charges
- Issue building and demolition permits
- Conduct inspections of building construction, renovations and unsafe buildings
- Issue orders, prosecute non-compliant construction and manage legal claims
- Ensure buildings formerly used for Marijuana Grow Operations are remediated
- Municipal addressing – policy direction, naming, assignment of civic numbers
- Access to building permit records
- Process Agency letters of Approval (liquor licence, day cares, all care facilities, etc.)

City of Ottawa
 Planning, Infrastructure & Economic Development Department
 Building Code Services - Operating Resource Requirement
 In Thousands (\$000)

	2020	2021		2022	\$ Change over 2021 Budget
	Actual	Actual	Budget	Adopted	
Expenditures by Program					
Building Code Services - OPCR	600	628	645	665	20
Building Code Service - Ontario Building Code	25,177	29,580	27,709	28,319	610
Gross Expenditure	25,777	30,208	28,354	28,984	630
Recoveries & Allocations	-637	-1,375	-263	-263	0
Revenue	-25,738	-29,673	-28,531	-29,161	-630
Net Requirement	-598	-840	-440	-440	0
Expenditures by Type					
Salaries, Wages & Benefits	16,265	16,443	18,693	19,063	370
Overtime	341	396	615	615	0
Material & Services	660	627	889	889	0
Transfers/Grants/Financial Charges	550	4,555	0	0	0
Fleet Costs	224	241	262	262	0
Program Facility Costs	0	0	0	0	0
Other Internal Costs	7,737	7,946	7,895	8,155	260
Gross Expenditures	25,777	30,208	28,354	28,984	630
Recoveries & Allocations	-637	-1,375	-263	-263	0
Net Expenditure	25,140	28,833	28,091	28,721	630
Revenues By Type					
Federal	0	0	0	0	0
Provincial	-180	0	0	0	0
Own Funds	0	0	0	0	0
Fees and Services	-25,558	-29,673	-28,531	-29,161	-630
Fines	0	0	0	0	0
Other	0	0	0	0	0
Total Revenue	-25,738	-29,673	-28,531	-29,161	-630
Net Requirement	-598	-840	-440	-440	0
Full Time Equivalents			187.89	187.89	0.00

City of Ottawa
 Planning, Infrastructure & Economic Development Department
 Building Code Services - User Fees

	2020 Rate \$	2021 Rate \$	2022 Rate \$	% Change Over 2021	% Change Over 2020	Effective Date	2022 Revenue (\$000)
Building Code Services (OPCR) section							
Other Permits and Compliance Reporting							
Agency Letters*	421.00	431.00	439.00	1.9%	4.3%	01-Jan-22	
Pool Enclosures	210.00	215.00	220.00	2.3%	4.8%	01-Jan-22	
Permanent signs on private property	392.00	401.00	408.00	1.7%	4.1%	01-Jan-22	
Permanent signs on private property - eportal	349.00	357.00	364.00	2.0%	4.3%	01-Jan-22	
Directional Development Sign	392.00	401.00	408.00	1.7%	4.1%	01-Jan-22	
Development Sign - Development area ≤ 1,000 m2	392.00	401.00	408.00	1.7%	4.1%	01-Jan-22	
Development Sign - Development area 1,000 to 5,000 m2	715.00	732.00	745.00	1.8%	4.2%	01-Jan-22	
Development Sign - Development area > 5,000 m2	1,383.00	1,416.00	1,442.00	1.8%	4.3%	01-Jan-22	
Static Billboard Sign Permit	2,187.00	2,239.00	2,280.00	1.8%	4.3%	01-Jan-22	
Digital Billboard Sign Permit	2,899.00	2,969.00	3,023.00	1.8%	4.3%	01-Jan-22	
Sign Impound and Storage Fees (per Month)	179.00	183.00	186.00	1.6%	3.9%	01-Jan-22	
Sign Encroachment (Initial) (per sign)	328.00	336.00	342.00	1.8%	4.3%	01-Jan-22	
Sign Encroachment (Renewal)	130.00	133.00	135.00	1.5%	3.8%	01-Jan-22	
Signs Minor Variance	2,039.00	2,088.00	2,126.00	1.8%	4.3%	01-Jan-22	
Digital Billboard Sign Minor Variance	2,899.00	2,969.00	3,023.00	1.8%	4.3%	01-Jan-22	
Message Centre Sign Permit	556.00	569.00	579.00	1.8%	4.1%	01-Jan-22	
Digital menu Board with Changing Messages	456.00	467.00	476.00	1.9%	4.4%	01-Jan-22	
Home Based Business and Bed and Breakfast Sign Permit	218.00	223.00	227.00	1.8%	4.1%	01-Jan-22	
Application for Access to Sign/Pool Enclosure Permit Records (excluding reproduction costs)	71.00	73.00	75.00	2.7%	5.6%	01-Jan-22	
Copies- Paper (per page)*	0.30	0.30	0.30	0.0%	0.0%	01-Jan-22	
Copies- USB (per USB)*	16.00	16.40	16.80	2.4%	5.0%	01-Jan-22	
Copies- drawings (per drawing)*	10.75	11.05	11.25	1.8%	4.7%	01-Jan-22	
Zoning and Building Code Compliance Reports							
Zoning Information letter - Dev Info Officer	198.00	203.00	207.00	2.0%	4.5%	01-Jan-22	
Zoning Designation and List of Permitted Uses	198.00	203.00	207.00	2.0%	4.5%	01-Jan-22	

City of Ottawa
 Planning, Infrastructure & Economic Development Department
 Building Code Services - User Fees

	2020 Rate \$	2021 Rate \$	2022 Rate \$	% Change Over 2021	% Change Over 2020	Effective Date	2022 Revenue (\$000)
Residential - 4 suites or less per Building							
Summary	115.00	118.00	120.00	1.7%	4.3%	01-Jan-22	
Zoning (plus mobile home, vacant land)	247.00	253.00	258.00	2.0%	4.5%	01-Jan-22	
Update	115.00	118.00	120.00	1.7%	4.3%	01-Jan-22	
Residential - more than 4 suites per Building. Commercial / Industrial / Institutional / Mixed Use - 10 suites and under per Building							
Summary	247.00	253.00	258.00	2.0%	4.5%	01-Jan-22	
Zoning	634.00	649.00	661.00	1.8%	4.3%	01-Jan-22	
Update (includes over 10 suites)	247.00	253.00	258.00	2.0%	4.5%	01-Jan-22	
Commercial /Industrial / Institutional/Mixed use - over 10 suites per Building and/or up to 3 Buildings							
Summary	675.00 + 205.00 for each additional building	690.00 + 210.00 for each additional building	705.00 + 214.00 for each additional building	2.2%	4.4%	01-Jan-22	
Zoning (plus shopping centre up to 3 buildings - mobile home park over 10 suites)	1,840.00 + 560.00 for each additional building	1,885.00 + 575.00 for each additional building	1920.00 + 585.00 for each additional building	1.9%	4.3%	01-Jan-22	
Update	472.00	483.00	492.00	1.9%	4.2%	01-Jan-22	
Compliance Reports with Agreements Report							
	385.00 + 110.00 for each amending agreement	395.00 + 113.00 for each amending agreement	405.00 + 115.00 for each amending agreement	2.5%	5.2%	01-Jan-22	
Rooming House compliance report	57.00	58.00	59.00	1.7%	3.5%	01-Jan-22	
Release of Agreement	530.00 + 110.00 for each amending agreement	545.00 + 113.00 for each amending agreement	555.00 + 115.00 for each amending agreement	1.8%	4.7%	01-Jan-22	
Pool Enclosure	193.00	198.00	202.00	2.0%	4.7%	01-Jan-22	

City of Ottawa
 Planning, Infrastructure & Economic Development Department
 Building Code Services - User Fees

	2020 Rate \$ per square foot	2020 Rate \$ per square meter	2021 Rate \$ per square foot	2021 Rate \$ per square meter	2022 Rate \$ per square foot	2022 Rate \$ per square meter	% Change Over 2020	% Change Over 2019	Effective Date	2022 Revenue (\$000)
Building Code Services - Ontario Building Code										
Building Classification by Major Occupancy										
Group A (Assembly occupancies) with a minimum fee of \$100										
All (except as noted below)	1.49	16.12	1.53	16.50	1.57	16.90	2.4%	4.9%	01-Jan-22	
School, College, University	1.79	19.27	1.83	19.74	1.88	20.21	2.4%	4.9%	01-Jan-22	
Community Centre, Theatre Arena, Recreational Facility	2.03	21.82	2.08	22.34	2.13	22.88	2.4%	4.9%	01-Jan-22	
Group B (Institutional Occupancies) with a fee of \$100										
Hospital and Detention facility	2.39	25.71	2.45	26.32	2.51	26.96	2.4%	4.9%	01-Jan-22	
All other B occupancies	1.49	16.12	1.53	16.50	1.57	16.90	2.4%	4.9%	01-Jan-22	
Group C (Residential Occupancies) with a minimum fee of \$100										
Single Detached Unit, Semi-Detached, Row house, Stacked Townhouse and Duplex	1.01	10.92	1.03	11.18	1.06	11.45	2.4%	4.9%	01-Jan-22	
Master Plan Permits for Single Detached Unit, Semi-Detached, Row house and Stacked Townhouse	0.87	9.38	0.89	9.60	0.92	9.84	2.4%	4.9%	01-Jan-22	
Finished basement for above residential	0.24	2.65	0.25	2.72	0.25	2.78	2.4%	4.9%	01-Jan-22	
Apartment Building (Part 9)	1.07	11.52	1.10	11.79	1.13	12.08	2.4%	4.9%	01-Jan-22	
Other Apartment Buildings, Motel, and all Hotels (Part 3)	1.32	14.17	1.35	14.51	1.38	14.86	2.4%	4.7%	01-Jan-22	

City of Ottawa
 Planning, Infrastructure & Economic Development Department
 Building Code Services - User Fees

	2020 Rate \$ per square foot	2020 Rate \$ per square meter	2021 Rate \$ per square foot	2021 Rate \$ per square meter	2022 Rate \$ per square foot	2022 Rate \$ per square meter	% Change Over 2020	% Change Over 2019	Effective Date	2022 Revenue (\$000)
Group D (Business and Personal Service Occupancies) with a minimum of \$100										
Office Building less or equal to 10 Storeys	1.26	13.57	1.29	13.89	1.32	14.23	2.4%	4.9%	01-Jan-22	
Office Buildings more than 10 Storeys	1.56	16.73	1.60	17.13	1.63	17.54	2.4%	4.9%	01-Jan-22	
Bank, Medical Office, Police and Fire Station	1.43	15.40	1.47	15.77	1.50	16.15	2.4%	4.9%	01-Jan-22	
Group E (Mercantile Occupancies) with a minimum fee of \$100										
All	1.07	11.52	1.10	11.79	1.13	12.08	2.4%	4.9%	01-Jan-22	
Group F (Industrial Occupancies) with a minimum fee of \$100										
Industrial building, Warehouse	0.84	9.07	0.86	9.29	0.88	9.52	2.4%	4.9%	01-Jan-22	
Office area in any industrial building (car dealership)	1.07	11.52	1.10	11.79	1.13	12.08	2.4%	4.9%	01-Jan-22	
Parking Garage (below or above grade) and lightly serviced warehouse	0.42	4.49	0.43	4.60	0.44	4.71	2.4%	4.9%	01-Jan-22	
Multi level underground parking garage	0.54	5.82	0.55	5.96	0.56	6.10	2.4%	4.9%	01-Jan-22	
Single storey Self-Storage building	0.42	4.49	0.43	4.60	0.44	4.71	2.4%	4.9%	01-Jan-22	
Miscellaneous with a minimum fee of \$100										
Shell Building for any classification above - Fee reduce by:	0.31	3.26	0.31	3.34	0.32	3.42	2.4%	4.9%	01-Jan-22	
First time fit-up for any classification above (full floor area)	0.31	3.26	0.31	3.34	0.32	3.42	2.4%	2.4%	01-Jan-22	

City of Ottawa
 Planning, Infrastructure & Economic Development Department
 Building Code Services - User Fees

	2020 Rate \$	2021 Rate \$	2022 Rate \$	% Change Over 2021	% Change Over 2020	Effective Date	2022 Revenue (\$000)
Other - rate based on a per \$1000 or part thereof of the estimated valuation of the work, with a minimum fee of \$100							
Tenant fit-up	10.50/96.00	10.75/98.00	11.00/100.00	2.3%	4.8%	01-Jan-22	
Homeowner projects (interior alterations, decks, etc)	10.50/96.00	10.75/98.00	11.00/100.00	2.3%	4.8%	01-Jan-22	
Farm building	7.36/96.00	7.54/98.00	7.72/100.00	2.4%	4.9%	01-Jan-22	
Any construction where the Gross Floor Area (GFA) cannot be applied	10.50/96.00	10.75/98.00	11.00/100.00	2.3%	4.8%	01-Jan-22	
Construct - Limited Authorization	10.50/96.00	10.75/98.00	11.00/100.00	4.8%	4.8%	01-Jan-22	
Permit to demolish - \$ for the first 5000 sq. ft of floor area, plus \$ for each add 1000 sq. ft (92.9 sq. m) of GFA or part thereof	96.00/10.50	98.00/10.75	100.00/11.00	2.0%	4.2%	01-Jan-22	
Other - Flat Fees							
Certification of Master Plan	103.00	106.00	109.00	2.8%	5.8%	01-Jan-22	
Plumbing work only	103.00	98.00	100.00	2.0%	-2.9%	01-Jan-22	
Application for lot severances - requiring plumbing inspections to ensure separate plumbing services can be provided	103.00	105.00	108.00	2.9%	4.9%	01-Jan-22	
Application for access to Building Permits Records (excluding reproduction costs) - per application	71.00	73.00	75.00	2.7%	5.6%	01-Jan-22	
Copies - Paper (per page) *	0.30	0.30	0.30	0.0%	0.0%	01-Jan-22	
Copies - USB (per USB) *	16.00	16.40	16.80	2.4%	5.0%	01-Jan-22	
Copies - Plan Sheet (per Plan Sheet) *	10.75	11.00	11.25	2.7%	5.1%	01-Jan-22	

City of Ottawa
 Planning, Infrastructure & Economic Development Department
 Building Code Services - User Fees

	2020 Rate \$	2021 Rate \$	2022 Rate \$	% Change Over 2021	% Change Over 2020	Effective Date	2022 Revenue (\$000)
Fees in Addition to Regular Permit Fees							
Conditional Permit - \$324 for single detached unit, semi detached and row house unit and \$972 for all other buildings/construction projects	309.00/927.00	316.00/949.00	324.00/972.00	2.5%	4.9%	01-Jan-22	
Change of use	103.00	105.00	108.00	2.9%	4.9%	01-Jan-22	
Partial Permit	240.00	246.00	252.00	2.4%	5.0%	01-Jan-22	
Transfer of application or permit	96.00	98.00	100.00	3.1%	5.2%	01-Jan-22	
Re-examination (application with certified master plan) - Change of one certified master plan for another	323.00	331.00	339.00	2.7%	5.3%	01-Jan-22	
Re-examination fee - all other applications where substantial change - Additional 10% of fee rate based on same building classification by major occupancy of the original permit	10.0%	10.0%	10.0%	0.0%	0.0%	01-Jan-22	
Revision to permit- Master Plan - Change of one certified master plan for another	323.00	331.00	339.00	2.7%	5.3%	01-Jan-22	
Revision to permit- other \$ fee per \$1000 construction value, minimum \$100	10.50/96.00	10.75/98.00	11.00/100.00	2.8%	5.2%	01-Jan-22	
Revision to permit for farm building \$ fee per \$1000 construction value, minimum \$100 (OFA Registration required)	7.36/96.00	7.54/98.00	7.72/100.00	2.7%	5.2%	01-Jan-22	

City of Ottawa
 Planning, Infrastructure & Economic Development Department
 Building Code Services - User Fees

	2020 Rate \$	2021 Rate \$	2022 Rate \$	% Change Over 2021	% Change Over 2020	Effective Date	2022 Revenue (\$000)
Administrative Surcharge: Permit to Demolish where the building was located on property subject to the Demolition Control By-law 2012-377	1,000.00	1,000.00	1,000.00	0.0%	0.0%	01-Jan-22	
Administrative Surcharge: Permit to Demolish where the building was located on property subject to the Heritage Act	3,000.00	3,000.00	3,000.00	0.0%	0.0%	01-Jan-22	
Administrative Surcharge: Partial Permit to Construct: 50% of permit fees calculated for the complete building for the Partial Permit to Construct up to a maximum of \$5000 for each stage of construction	50%/5,000.00	50%/5,000.00	50%/5,000.00	0.0%	0.0%	01-Jan-22	
Administrative Surcharge: Regular Permit to Construct: 50% of permit fees calculated for a regular Permit to Construct up to a maximum of \$10,000	50%/10,000.00	50%/10,000.00	50%/10,000.00	0.0%	0.0%	01-Jan-22	
Administrative Surcharge: 15% of recovery costs paid to third party contractors for property owners' non-compliance with the Building Code Act.	15%	15%	15%	0.0%	0.0%	01-Jan-22	
Deferral of revocation	300.00	307.00	314.00	2.6%	5.0%	01-Jan-22	
Alternative Solution - Tier 1 Review Process \$945, Tier II Review Process - \$380 per application	900.00/360.00	920.00/370.00	945.00/380.00	2.7%	5.0%	01-Jan-22	
Limiting Distance Agreements	331.00	339.00	347.00	2.7%	5.1%	01-Jan-22	
Demolition Agreement	396.00	406.00	416.00	2.7%	5.3%	01-Jan-22	
Refundable inspection fee for single detached, semi-detached, row house or townhouse dwelling units	300.00	300.00	300.00	0.0%	0.0%	01-Jan-22	
Re-inspection fee for single, semi-detached, row house or townhouse dwelling units - per inspection	100.00	100.00	100.00	0.0%	0.0%	01-Jan-22	

City of Ottawa
 Planning, Infrastructure & Economic Development Department
 Building Code Services - User Fees

	2020 Rate \$	2021 Rate \$	2022 Rate \$	% Change Over 2021	% Change Over 2020	Effective Date	2022 Revenue (\$000)
Remediation Type 1	988.00	1,012.00	1,036.00	2.4%	4.9%	01-Jan-22	
Remediation Type 2	1,755.00	1,797.00	1,840.00	2.4%	4.8%	01-Jan-22	
Remediation Type 3	437.00	447.00	458.00	2.5%	4.8%	01-Jan-22	
Remediation Type 4	1,095.00	1,121.00	1,148.00	2.4%	4.8%	01-Jan-22	
Remediation Type 5(a)	221.00	226.00	231.00	2.2%	4.5%	01-Jan-22	
Private Roadway Naming	1,935.00	1,981.00	2,029.00	2.4%	4.9%	01-Jan-22	
Private Roadway Naming (submitted on same day as Site Plan Control application for the same lands)	1,390.00	1,423.00	1,457.00	2.4%	4.8%	01-Jan-22	
Highway Name Change (Street Name Change)	2,795.00	2,862.00	2,931.00	2.4%	4.9%	01-Jan-22	
Highway Name Dedication (Street Name Dedication)	1,677.00	1,717.00	1,758.00	2.4%	4.8%	01-Jan-22	
Civic Number Change	230.00	236.00	242.00	2.5%	5.2%	01-Jan-22	
911 Blade Sign and Post (Installed by City)	94.00	96.00	98.00	2.1%	4.3%	01-Jan-22	
911 Replacement Blade Sign and Post (Installed by the City)	94.00	96.00	98.00	2.1%	4.3%	01-Jan-22	
911 Replacement Blade Sign and Post (Installed by Owner)	57.00	58.00	59.00	1.7%	3.5%	01-Jan-22	
911 Replacement Blade Only	32.00	33.00	34.00	3.0%	6.3%	01-Jan-22	
Total Departmental							-630

Note:
 *HST applicable

Planning, Infrastructure and Economic Development 2022 Service Area Summary - Long-Range Planning

Economic Development and Long-Range Planning – Long-Range Planning includes Community Planning, Official Plan/City Wide Policy, Zoning & Interpretation and is part of the Planning, Infrastructure and Economic Development (PIED) Department, a department that champions the city-building priorities from planning and delivering growth opportunities and infrastructure, to managing City assets and investments, to fostering economic prosperity.

Official Plan Review: preparing the City’s Official Plan, appeals to policy documents, and long-term urban planning strategy and policy.

Community Planning: neighbourhood planning, including Community Design Plans, Secondary Plans, Transit-Oriented Development Plans, and Neighbourhood Revitalization Plans.

Zoning & Interpretation: oversight, maintenance and updating of the Zoning by-law, by-law preparation, and city-wide and area-specific land use studies.

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

	2020	2021		2022	\$ Change over 2021 Budget
	Actual	Actual	Budget	Adopted	
Expenditures by Program					
Long Range Planning	2,970	3,166	3,129	3,199	70
Gross Expenditure	2,970	3,166	3,129	3,199	70
Recoveries & Allocations	-749	-684	0	0	0
Revenue	-4	-2	-4	-4	0
Net Requirement	2,217	2,480	3,125	3,195	70
Expenditures by Type					
Salaries, Wages & Benefits	2,721	2,933	2,236	2,306	70
Overtime	13	11	9	9	0
Material & Services	226	212	876	876	0
Transfers/Grants/Financial Charges	0	1	0	0	0
Fleet Costs	0	0	0	0	0
Program Facility Costs	0	0	0	0	0
Other Internal Costs	10	9	8	8	0
Gross Expenditures	2,970	3,166	3,129	3,199	70
Recoveries & Allocations	-749	-684	0	0	0
Net Expenditure	2,221	2,482	3,129	3,199	70
Revenues By Type					
Federal	0	0	0	0	0
Provincial	0	0	0	0	0
Own Funds	0	0	0	0	0
Fees and Services	-4	-2	-4	-4	0
Fines	0	0	0	0	0
Other	0	0	0	0	0
Total Revenue	-4	-2	-4	-4	0
Net Requirement	2,217	2,480	3,125	3,195	70
Full Time Equivalents			17.33	17.33	0.00

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

	2020 Rate \$	2021 Rate \$	2022 Rate \$	% Change Over 2021	% Change Over 2020	Effective Date	2022 Revenue (\$000)
Legal Non-Conforming Rights							
Legal Non-Conforming Rights	635.00	650.00	670.00	3.1%	5.5%	01-Jan-22	
Total Departmental							0

Note:

*HST applicable

Community and Social Services Department

2022 Service Area Summary - Affordable Housing

The Affordable Housing branch, under the Action Ottawa Program, works with the private, not-for-profit, and charitable sectors on the development of new affordable and supportive housing for low-income individuals and families in Ottawa to advance the objectives of the City's 10 Year Housing and Homelessness Plan.

Housing Services operates within the Community and Social Services department (CSS). The Community and Protective Services committee oversees the Community and Social Services department, except for Affordable Housing, which is overseen by the Planning Committee.

Programs/Services Offered

- Administration, delivery, and monitoring of new affordable housing programs to create affordable and/or supportive housing for people living on low to moderate incomes.
- Administration, delivery, and monitoring of the Ontario Renovates Program.

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

	2020	2021		2022	\$ Change over 2021 Budget
	Actual	Actual	Budget	Adopted	
Expenditures by Program					
Affordable Housing	1,724	8,806	8,548	7,558	-990
Gross Expenditure	1,724	8,806	8,548	7,558	-990
Recoveries & Allocations	-226	-258	0	0	0
Revenue	0	0	0	0	0
Net Requirement	1,498	8,548	8,548	7,558	-990
Expenditures by Type					
Salaries, Wages & Benefits	711	758	508	518	10
Overtime	0	0	0	0	0
Material & Services	8	5	0	0	0
Transfers/Grants/Financial Charges	1,000	8,040	8,040	7,040	-1,000
Fleet Costs	0	0	0	0	0
Program Facility Costs	0	0	0	0	0
Other Internal Costs	5	3	0	0	0
Gross Expenditures	1,724	8,806	8,548	7,558	-990
Recoveries & Allocations	-226	-258	0	0	0
Net Expenditure	1,498	8,548	8,548	7,558	-990
Revenues By Type					
Federal	0	0	0	0	0
Provincial	0	0	0	0	0
Own Funds	0	0	0	0	0
Fees and Services	0	0	0	0	0
Fines	0	0	0	0	0
Other	0	0	0	0	0
Total Revenue	0	0	0	0	0
Net Requirement	1,498	8,548	8,548	7,558	-990
Full Time Equivalents			6.00	6.00	0.00

City Of Ottawa
2022 Capital Budget
Planning Committee
Capital Funding Summary
In Thousands \$(000's)

Project Description	Revenues	Gas Tax	Tax Supported/ Dedicated	Develop. Charges	Tax Supported/ Dedicated Debt	Grand Total
Building Services						
Service Enhancements						
910384 BCS Fleet Purchases	0	0	82	0	0	82
Service Enhancements Total	0	0	82	0	0	82
Building Services Total	0	0	82	0	0	82
Housing Services						
Growth						
910644 Municipal Investment Affordable Housing	0	0	8,100	0	6,900	15,000
Growth Total	0	0	8,100	0	6,900	15,000
Housing Services Total	0	0	8,100	0	6,900	15,000
Planning & Development						
Growth						
910122 Zoning By-law Re-write	0	0	695	6,251	0	6,946
910394 DC By-Law - 2024 Background Study	0	0	0	550	0	550
Growth Total	0	0	695	6,801	0	7,496
Service Enhancements						
906930 Planning - Land Mngmt Solution - LMS	5,800	0	0	0	0	5,800
909980 ROWHUD - Land Mngmt Solution (LMS)	1,200	0	0	0	0	1,200
Service Enhancements Total	7,000	0	0	0	0	7,000
Planning & Development Total	7,000	0	695	6,801	0	14,496
Grand Total	7,000	0	8,877	6,801	6,900	29,578

Public Works & Environmental Services Department

2022 Budget Service Area Summary - Technology, Innovation, and Engineering Support Services (TIESS)

Technology, Innovation, and Engineering Support Services is responsible for providing innovative, technical, engineering and operational support services and expertise tailored to the operational lines of business and services provided by the Public Works and Environmental Services Department (PWESD).

Programs/Services Offered:

- Provides capital project management and support for water and wastewater facilities / programs
- Issues recommendations for water and wastewater infrastructure related to preventive and predictive maintenance, lifecycle replacement, and asset reliability & efficiency
- Implements pipeline condition assessment programs on large diameter watermains, trunk sewers and forcemains
- Collaborates with Operations and Support Services to improve overall efficiency and effectiveness of maintenance and rehabilitation efforts required to protect and preserve the condition of our assets in PWESD
- Provides underground utility locates for Water and Sewer (mandated by Ontario One Call since June 2014)
- Provides maintenance planning support to Operational partners, as well as clerical, and administrative support
- Maintains core departmental data in enterprise maintenance management systems (SAP, Maximo, GIS) and provides a variety of reports/analytics for operational and strategic decision-making
- Implements mobile projects to assist operations partners work more efficiently
- Develops, updates and reports on the Salt Management (includes costing) plan as required by the Ministry of the Environment, Conservation and Parks, and develops/provides training and internal reporting to support the plan
- Provides in field technical support of engineering records management, drawings, and drafting services in PWESD
- Implements pilot projects that look at new or different equipment, materials or processes to identify efficiencies or improve results
- Provides Management Systems support for provincially mandated Drinking Water Quality Maintenance Systems and Laboratory accreditation

City of Ottawa
Public Works & Environmental Services Department
GM's Office & Business Support Services - Operating Resource Requirement
In Thousands (\$000)

	2020	2021		2022	\$ Change over 2021 Budget
	Actual	Actual	Budget	Adopted	
Expenditures by Program					
General Manager's Office	649	469	438	448	10
Business Technical Support Services	4,794	4,576	5,324	5,419	95
Technical Innovation & Engineering Support Services	7,041	7,666	6,845	6,980	135
Gross Expenditure	12,484	13,221	13,219	13,474	255
Recoveries & Allocations	-1,004	-951	-283	-283	0
Revenue	-387	-425	-424	-424	0
Net Requirement	11,093	11,845	12,512	12,767	255
Expenditures by Type					
Salaries, Wages & Benefits	11,718	12,325	12,406	12,661	255
Overtime	78	47	51	51	0
Material & Services	596	698	650	650	0
Transfers/Grants/Financial Charges	27	59	50	50	0
Fleet Costs	0	0	0	0	0
Program Facility Costs	0	0	0	0	0
Other Internal Costs	65	92	62	62	0
Gross Expenditures	12,484	13,221	13,219	13,474	255
Recoveries & Allocations	-1,004	-951	-283	-283	0
Net Expenditure	11,480	12,270	12,936	13,191	255
Revenues By Type					
Federal	0	0	0	0	0
Provincial	-51	0	0	0	0
Own Funds	0	0	0	0	0
Fees and Services	-336	-425	-424	-424	0
Fines	0	0	0	0	0
Other	0	0	0	0	0
Total Revenue	-387	-425	-424	-424	0
Net Requirement	11,093	11,845	12,512	12,767	255
Full Time Equivalents			116.98	116.98	0.00

Public Works & Environmental Services Department

2022 Service Area Summary - Roads Services

Roads Services provides safe and efficient maintenance of the City's road right of way and transportation system network on a 24/7 basis by maintaining approximately 12,800 lane km of roads, 2,400 km of sidewalks and pathways, 70 km of Transitway, 40 km of Highway 174, and 17 Park and Rides. We are committed to the operational integrity of the road network for all road users through regular maintenance programs.

Programs/Services Offered

- Potholes and asphalt patching and concrete repairs
- Road patrol and inspection
- Accident clean-up (Hurdman 24/7 only)
- Annual spring street sweeping operations (including concentrated sweeping)
- Street furniture maintenance, decorative surface maintenance, fence and decorative wall maintenance
- Bridge flushing at 182 locations and Pretoria bridge operations and maintenance
- Park & Ride summer and winter maintenance
- Litter and debris pickup
- Guiderails and post & cable maintenance (2,643 locations)
- Rural road maintenance (gravel road grading, dust control, ditching, roadside grass cutting, rural mailbox replacement)
- Traffic induced vibration investigation and road surface repairs
- Snow and ice management on roads, winter maintained cycling network and select pedestrian overpasses
- Snow removal, haulage, and disposal (includes Transitway, and bus stations)
- Management of snow disposal facilities (7 facilities)
- Rideau River Flood Control program, and Winter flood and pooling water control
- Snow fences, snow boards, and snow markers
- Grit Box program

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

	2020	2021		2022	\$ Change over 2021 Budget
	Actual	Actual	Budget	Adopted	
Expenditures by Program					
Roads Operations	127,980	128,292	132,251	135,296	3,045
Gross Expenditure	127,980	128,292	132,251	135,296	3,045
Recoveries & Allocations	-9,041	-10,067	-10,508	-10,508	0
Revenue	-2,323	-1,639	-1,161	-1,176	-15
Net Requirement	116,616	116,586	120,582	123,612	3,030
Expenditures by Type					
Salaries, Wages & Benefits	46,382	45,609	47,711	49,597	1,886
Overtime	6,414	6,947	5,984	6,377	393
Material & Services	45,938	45,772	51,230	51,666	436
Transfers/Grants/Financial Charges	0	0	0	0	0
Fleet Costs	29,809	31,066	27,552	27,882	330
Program Facility Costs	0	0	0	0	0
Other Internal Costs	-563	-1,102	-226	-226	0
Gross Expenditures	127,980	128,292	132,251	135,296	3,045
Recoveries & Allocations	-9,041	-10,067	-10,508	-10,508	0
Net Expenditure	118,939	118,225	121,743	124,788	3,045
Revenues By Type					
Federal	-8	0	0	0	0
Provincial	-229	0	0	0	0
Own Funds	0	0	0	0	0
Fees and Services	-2,086	-1,639	-1,161	-1,176	-15
Fines	0	0	0	0	0
Other	0	0	0	0	0
Total Revenue	-2,323	-1,639	-1,161	-1,176	-15
Net Requirement	116,616	116,586	120,582	123,612	3,030
Full Time Equivalent			503.35	503.35	0.00

City of Ottawa
Public Works & Environmental Services Department
Roads Services - User Fees

	2020 Rate \$	2021 Rate \$	2022 Rate \$	% Change Over 2021	% Change Over 2020	Effective Date	2022 Revenue (\$000)
Storage fee per shopping cart (includes removal of cart from highway and City property, impounding and storage, administration and management of notices and retrievals and enforcement). *	55.00	56.00	58.00	3.6%	5.5%	1-Apr-22	
Administration and Overhead charge will be applied to the overall cost recovery for any works or accident recoveries undertaken by Roads on behalf of the Federal government and any agencies, Provincial government and any agencies, Hydro Ottawa, school boards, universities/colleges, municipalities, general persons/parties and developers. *	15%	15%	15%	0.0%	0.0%	1-Apr-22	
Snow Disposal Facility (SDF) Fees							-15
Single axle dump truck (9m ³) ticket price to dump snow in City snow disposal facility. ¹	34.25	39.40	45.30	15.0%	32.3%	1-Sep-22	
Tandem axle dump truck (15m ³) ticket price to dump snow in City snow disposal facility. ¹	57.10	65.65	75.50	15.0%	32.2%	1-Sep-22	
Tri-Axle axle dump truck (18m ³) ticket price to dump snow in City snow disposal facility. ¹	68.40	78.65	90.40	14.9%	32.2%	1-Sep-22	
Combo dump truck (20m ³) ticket price to dump snow in City snow disposal facility. ¹	121.65	139.90	160.90	15.0%	32.3%	1-Sep-22	
Semi dump truck (64.36m ³) ticket price to dump snow in City snow disposal facility. ¹	156.00	179.40	206.30	15.0%	32.2%	1-Sep-22	
Total Departmental							-15

* HST applicable.

¹ Must be on approved list to purchase.

Public Works & Environmental Services Department

2022 Service Area Summary – Parking Services

Parking Services manages and maintains the City's paid on and off-street parking. Parking Services provides and maintains secure, accessible, convenient and appealing public parking that supports local businesses, institutions and tourism. This is done in alignment with the Municipal Parking Management Strategy, which contains rate-setting guidelines and a funding model that mandates that all parking fee revenues be used to fund the Municipal Parking Management Program and other directly related costs. As of December 31, 2020, the branch manages 3,806 paid on-street parking spaces, 2,770 off-street spaces in six parking structures and 11 surface parking lots, and 2,244 ring and post bicycle parking spaces. Per the Municipal Parking Management Strategy, the service area also encourages and actively promotes the use of sustainable modes of transportation.

Programs/Services Offered

- Local Area Parking Studies / Assessments
- City-managed parking lots (parking structures and surface lots)
- On-street paid parking spaces
- Public Bike Parking Program
- Tour bus parking
- Seasonal beach parking (Petrie Island and Mooney's Bay beaches)
- Contractor management (PayByPhone, Precise ParkLink, etc.)

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

	2020	2021		2022	\$ Change over 2021 Budget
	Actual	Actual	Budget	Adopted	
Expenditures by Program					
Parking Operations Maintenance & Development	1,075	1,227	1,502	1,517	15
On & Off Street Operations	16,543	16,287	15,653	15,738	85
Gross Expenditure	17,618	17,514	17,155	17,255	100
Recoveries & Allocations	-766	-562	-203	-203	0
Revenue	-16,852	-16,952	-16,952	-17,052	-100
Net Requirement	0	0	0	0	0
Expenditures by Type					
Salaries, Wages & Benefits	1,828	1,781	2,052	2,092	40
Overtime	18	22	42	42	0
Material & Services	6,185	4,231	5,333	5,433	100
Transfers/Grants/Financial Charges	2,914	4,123	2,703	2,660	-43
Fleet Costs	55	65	41	41	0
Program Facility Costs	594	709	783	786	3
Other Internal Costs	6,024	6,583	6,201	6,201	0
Gross Expenditures	17,618	17,514	17,155	17,255	100
Recoveries & Allocations	-766	-562	-203	-203	0
Net Expenditure	16,852	16,952	16,952	17,052	100
Revenues By Type					
Federal	0	0	0	0	0
Provincial	-7,920	-5,707	0	0	0
Own Funds	0	0	0	0	0
Fees and Services	-8,932	-11,245	-16,952	-17,052	-100
Fines	0	0	0	0	0
Other	0	0	0	0	0
Total Revenue	-16,852	-16,952	-16,952	-17,052	-100
Net Requirement	0	0	0	0	0
Full Time Equivalents			15.00	19.00	4.00

City of Ottawa

Public Works & Environmental Services Department

Parking Services - User Fees

	2020 Rate \$	2021 Rate \$	2022 Rate \$	% Change Over 2021	% Change Over 2020	Effective Date	2022 Revenue (\$000)
On-Street Parking Rates Authority to vary the on-street parking rates and hours of parking by location to reflect parking demand and utilization provided that the variation of rates is within the range approved by Council as part of the annual operating budget and the changes are consistent with the Municipal Parking Management Strategy.							-100
Maximum on-street rate per hour ¹	4.00	4.00	4.00	0.0%	0.0%	01-Jan-22	
Maximum on-street rate per hour - motorcycle rate ¹	2.00	2.00	2.00	0.0%	0.0%	01-Jan-22	
Maximum on-street rate per hour - Tour Bus rate ¹	8.00	8.00	8.00	0.0%	0.0%	01-Jan-22	
On-Street Parking Permits							
Residential parking permit annual ^{2*}	686.00	700.00	715.00	2.1%	4.2%	01-Jan-22	
Residential parking permit monthly (no refunds) - Summer (Apr - Nov) *	32.00	32.50	33.25	2.3%	3.9%	01-Jan-22	
Residential parking permit monthly (no refunds) - Winter (Dec - Mar) *	149.00	152.00	155.00	2.0%	4.0%	01-Jan-22	
Residential parking permit - minimum processing fee retained on refunds *	32.00	32.50	33.25	2.3%	3.9%	01-Jan-22	
Residential Visitor Parking (no refunds) per week or less - Summer (Apr - Nov) *	8.00	8.25	8.25	0.0%	3.1%	01-Jan-22	
Residential Visitor Parking (no refunds) per week or less - Winter (Dec - Mar) *	37.25	38.00	38.75	2.0%	4.0%	01-Jan-22	

City of Ottawa

Public Works & Environmental Services Department

Parking Services - User Fees

	2020 Rate \$	2021 Rate \$	2022 Rate \$	% Change Over 2021	% Change Over 2020	Effective Date	2022 Revenue (\$000)
On-Street Parking Permits continued							
Residential Visitor Parking (no refunds) up to 2 weeks - Summer (Apr - Nov) *	16.00	16.25	16.75	3.1%	4.7%	01-Jan-22	
Residential Visitor Parking (no refunds) up to 2 weeks - Winter (Dec - Mar) *	74.50	76.00	77.50	2.0%	4.0%	01-Jan-22	
Guest Parking per annum (no refunds) *	27.00	27.50	28.00	1.8%	3.7%	01-Jan-22	
Day Care Permit Parking per annum (no refunds) *	279.00	285.00	291.00	2.1%	4.3%	01-Jan-22	
Temporary Consideration Parking Permit per month (no refunds) - Summer (Apr - Nov) *	32.00	32.75	33.50	2.3%	4.7%	01-Jan-22	
Temporary Consideration Parking Permit per month (no refunds) - Winter (Dec - Mar) *	149.00	152.00	155.00	2.0%	4.0%	01-Jan-22	
Temporary Consideration Parking Permit (no refunds) per week or less - Summer (Apr - Nov) *	8.00	8.25	8.25	0.0%	3.1%	01-Jan-22	
Temporary Consideration Parking Permit (no refunds) per week or less - Winter (Dec - Mar) *	37.25	38.00	38.75	2.0%	4.0%	01-Jan-22	
Special Events Parking Permit per event per area (no refunds) *	27.00	27.50	28.00	1.8%	3.7%	01-Jan-22	
Business Identity Card per vehicle (no refunds) *	127.00	130.00	133.00	2.3%	4.7%	01-Jan-22	
Replacement permit (all except Musician and Artist Loading Permit) *	11.25	11.50	11.75	2.2%	4.4%	01-Jan-22	
Musician and Artist Loading Permit (no refunds) *	51.00	52.00	53.00	1.9%	3.9%	01-Jan-22	
Replacement permit - Musician and Artist Loading Permit*	10.25	10.50	10.75	2.4%	4.9%	01-Jan-22	
Tour Bus Parking Permit (no refunds) ¹	30.00	30.00	30.00	0.0%	0.0%	01-Jan-22	

City of Ottawa

Public Works & Environmental Services Department

Parking Services - User Fees

	2020 Rate \$	2021 Rate \$	2022 Rate \$	% Change Over 2021	% Change Over 2020	Effective Date	2022 Revenue (\$000)
<p>Off-Street Parking Rates</p> <p>Authority to adjust the parking rates in City-owned parking facilities at any time throughout the year to reflect seasonal and market adjustment provided that the rate does not exceed the upper limit as approved by Council in the annual operating budget.</p> <p>Authority to vary the parking rates in City-owned parking facilities from those for a standard vehicle for alternative modes of transportation such as motorcycles, scooters and auto-share vehicles provided that the variation in rates is consistent with the Municipal Parking Management Strategy and is within the range approved by Council as part of the annual operating budget.</p> <p>Lots 23 and 30 (Mooney's Bay & Petrie Island), parking rates and hours of operation are established by the Recreation, Cultural & Facility Services Department.</p>							
Maximum hourly off-street rate - all lots (in increments of no greater than 30 minutes) ¹	6.00	6.00	6.00	0.0%	0.0%	01-Jan-22	
Maximum daily off-street rate - all lots ¹	24.00	24.00	24.00	0.0%	0.0%	01-Jan-22	
Maximum monthly off-street rate - all lots except lots 23 & 30 ¹	245.00	245.00	245.00	0.0%	0.0%	01-Jan-22	
Maximum seasonal off-street rate - lot 23 ¹	60.00	60.00	60.00	0.0%	0.0%	01-Jan-22	
Maximum seasonal off-street rate - lot 30 ¹	40.00	40.00	40.00	0.0%	0.0%	01-Jan-22	
Maximum lost ticket charge - all lots ¹	30.00	30.00	30.00	0.0%	0.0%	01-Jan-22	
Maximum replacement fee for access card or hang tag (all lots) ¹	26.50	27.00	27.50	1.9%	3.8%	01-Jan-22	

City of Ottawa

Public Works & Environmental Services Department

Parking Services - User Fees

	2020 Rate \$	2021 Rate \$	2022 Rate \$	% Change Over 2021	% Change Over 2020	Effective Date	2022 Revenue (\$000)
Off-Street Lots ¹ The maximum off-street rates listed above apply to the following parking lots:							
Lot 3 - 210 Gloucester Street	see above max rate	see above max rate	see above max rate	N/A	N/A	01-Jan-22	
Lot 4 - 70 Clarence Street (ByWard Market parking garage)	see above max rate	see above max rate	see above max rate	N/A	N/A	01-Jan-22	
Lot 5 - 141 Clarence Street (Dalhousie parking garage)	see above max rate	see above max rate	see above max rate	N/A	N/A	01-Jan-22	
Lot 6 - 110 Laurier Avenue W. (City Hall parking garage)	see above max rate	see above max rate	see above max rate	N/A	N/A	01-Jan-22	
Lot 8 - 170 Second Avenue (Glebe parking garage)	see above max rate	see above max rate	see above max rate	N/A	N/A	01-Jan-22	
Lot 9 - 234-250 Slater	see above max rate	see above max rate	see above max rate	N/A	N/A	01-Jan-22	
Lot 10 - 574 Bank Street	see above max rate	see above max rate	see above max rate	N/A	N/A	01-Jan-22	
Lot 11 - 687 Somerset Street	see above max rate	see above max rate	see above max rate	N/A	N/A	01-Jan-22	
Lot 12 - 760 Somerset Street	see above max rate	see above max rate	see above max rate	N/A	N/A	01-Jan-22	
Lot 13 - Parkdale Market	see above max rate	see above max rate	see above max rate	N/A	N/A	01-Jan-22	
Lot 14 - 301 Preston Street	see above max rate	see above max rate	see above max rate	N/A	N/A	01-Jan-22	

City of Ottawa

Public Works & Environmental Services Department

Parking Services - User Fees

	2020 Rate \$	2021 Rate \$	2022 Rate \$	% Change Over 2021	% Change Over 2020	Effective Date	2022 Revenue (\$000)
Off-Street Lots continued							
Lot 18 - 422 Slater Street	see above max rate	see above max rate	see above max rate	N/A	N/A	01-Jan-22	
Lot 20 - 400 River Road	see above max rate	see above max rate	see above max rate	N/A	N/A	01-Jan-22	
Lot 22 - 200 Montreal Road	see above max rate	see above max rate	see above max rate	N/A	N/A	01-Jan-22	
Lot 23 - 3000 Riverside Drive (Mooney's Bay) managed on behalf of Parks & Recreation	see above max rate	see above max rate	see above max rate	N/A	N/A	01-Jan-22	
Lot 30 - 795 Trim Road (Petrie Island) managed on behalf of Parks & Recreation	see above max rate	see above max rate	see above max rate	N/A	N/A	01-Jan-22	
Administration and Overhead Charges * Administration and overhead charge will be applied to the overall cost recovery for any works or accident recoveries undertaken by Parking Services on behalf of Federal Gov't and any agencies, provincial government and any agencies, Hydro Ottawa, school boards, universities/colleges, municipalities, general persons/parties and developers. *	15%	15%	15%	0.0%	0.0%	01-Jan-22	
Total Departmental							-100

* HST applicable.

¹ HST included.

² Residential parking permit annual - Refund is annual fee less monthly fee (winter and/or summer) for months used less minimum processing fee.

Public Works and Environmental Services Department

2022 Service Area Summary - Traffic Services

The role of Traffic Services is to manage the City's transportation network in a way that ensures an integrated, safe and efficient movement of people and goods within the city.

Programs/Services Offered

- Manage and monitor traffic flow across the nation's capital
- Operate, install and maintain all City traffic control devices including signs, pavement markings, traffic signals and Pedestrian Crossovers (PXO)
- Manage the city's right-of-way streetlight inventory while maintaining their operation
- Provide traffic engineering and street lighting expertise to internal and external stakeholders
- Provide traffic management expertise and assess traffic management plans for construction projects
- Inspect road cuts and encroachments
- Provide expertise and permit approval for special events impacting the right-of-way
- Perform traffic investigations and counts
- Code and analyze collisions
- Explore and implement measures, including various technologies, to enhance the safety of all users of the road network, via programs including but not limited to the Safety Improvement Program, Pedestrian Safety Evaluation Program, Cycling Safety Improvement Program, Temporary Traffic Calming Measures Program, Red-Light Camera Program, and the Automated Speed Enforcement Program
- Coordinate and deliver the 2020 to 2024 Road Safety Action Plan
- Explore, and implement measures where appropriate, in collaboration with both internal and/or external stakeholders to the City of Ottawa, in the realm of intelligent transportation systems and Connected and Automated Vehicles

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

	2020	2021		2022	\$ Change over 2021 Budget
	Actual	Actual	Budget	Adopted	
Expenditures by Program					
Traffic Services	60,066	66,463	67,380	78,724	11,344
Gross Expenditure	60,066	66,463	67,380	78,724	11,344
Recoveries & Allocations	-7,810	-7,538	-5,575	-6,420	-845
Revenue	-1,244	-1,529	-1,952	-17,748	-15,796
Net Requirement	51,012	57,396	59,853	54,556	-5,297
Expenditures by Type					
Salaries, Wages & Benefits	27,204	27,663	29,261	31,056	1,795
Overtime	1,112	1,181	842	861	19
Material & Services	27,655	29,007	29,143	30,685	1,542
Transfers/Grants/Financial Charges	0	4,000	4,000	8,641	4,641
Fleet Costs	2,907	3,587	3,068	3,098	30
Program Facility Costs	3	1	1	1	0
Other Internal Costs	1,185	1,024	1,065	4,382	3,317
Gross Expenditures	60,066	66,463	67,380	78,724	11,344
Recoveries & Allocations	-7,810	-7,538	-5,575	-6,420	-845
Net Expenditure	52,256	58,925	61,805	72,304	10,499
Revenues By Type					
Federal	-25	-4	-20	-20	0
Provincial	1,188	812	0	0	0
Own Funds	0	0	0	0	0
Fees and Services	-2,407	-2,337	-1,932	-2,853	-921
Fines	0	0	0	-14,875	-14,875
Other	0	0	0	0	0
Total Revenue	-1,244	-1,529	-1,952	-17,748	-15,796
Net Requirement	51,012	57,396	59,853	54,556	-5,297
Full Time Equivalents			280.37	292.37	12.00

City of Ottawa
Public Works & Environmental Services Department
Traffic Services - User Fees

	2020 Rate \$	2021 Rate \$	2022 Rate \$	% Change Over 2021	% Change Over 2020	Effective Date	2022 Revenue (\$000)
Traffic Data Information Fee – file copies	112.20	114.44	116.73	2.0%	4.0%	1-Jan-22	
Variable Message Board							
Per sign per day equipment rental charge	104.04	106.12	108.24	2.0%	4.0%	1-Jan-22	
Set up/takedown fee (actual hourly cost of staff time)	actual cost	actual cost	actual cost	N/A	N/A	1-Jan-22	
ATR – Pneumatic Tube Data collection							
Equipment maintenance fee per hour per unit deployed	5.44	5.55	5.66	2.0%	N/A	1-Jan-22	
Set up/takedown fee (actual hourly cost of staff time)	actual cost	actual cost	actual cost	N/A	N/A	1-Jan-22	
Miovison Data Collection							
Device rental charge per hour per camera	10.75	10.97	11.18	2.0%	4.0%	1-Jan-22	
Processing charges – intersection, small roundabout count, large roundabout count, midblock volume (vehicles only), pathway volume	actual cost	actual cost	actual cost	N/A	N/A	1-Jan-22	
Set up/takedown fee (actual hourly cost of staff time)	actual cost	actual cost	actual cost	N/A	N/A	1-Jan-22	
Collision Data Request							
Detail collision summary report 1 to 5 locations	112.20	114.44	116.73	2.0%	4.0%	1-Jan-22	
Detail collision summary report >5 location	112.00 + hourly staff time	114.24 + hourly staff time	116.52 + hourly staff time	N/A	N/A	1-Jan-22	
Custom collision data (non-detailed summary data)	112.00 + hourly staff time	114.24 + hourly staff time	116.52 + hourly staff time	N/A	N/A	1-Jan-22	
ATR - Side Fire Radar							
Device Rental charge per hour per unit	3.34	3.41	3.47	2.0%	N/A	1-Jan-22	

City of Ottawa
Public Works & Environmental Services Department
Traffic Services - User Fees

	2020 Rate \$	2021 Rate \$	2022 Rate \$	% Change Over 2021	% Change Over 2020	Effective Date	2022 Revenue (\$000)
Set up/takedown fee (actual hourly cost of staff time)	actual cost	actual cost	actual cost	N/A	N/A	1-Jan-22	
Signal Timing Requests fee per signalized intersection	52.02	53.06	54.12	2.0%	4.0%	1-Jan-22	
Signal drawing file copies fee per intersection	26.01	26.53	27.06	2.0%	4.0%	1-Jan-22	
Traffic Signal Display Chart	200.00	204.00	208.08	2.0%	4.0%	1-Jan-22	
Pre-Development Traffic Control Devices and Street Lighting Review fee	actual cost	actual cost	actual cost	N/A	N/A	1-Jan-22	
GPRS Communication Fee monthly charge per signalized intersection.	17.69	18.04	18.40	2.0%	4.0%	1-Jan-22	
Bell Communication Fee monthly charge per signalized intersection. Fee structure changing to a flat fee in 2016	186.23	189.96	193.76	2.0%	4.0%	1-Jan-22	
City Owned Cable Communication Fee monthly charge per signalized intersection	130.05	132.65	135.30	2.0%	4.0%	1-Jan-22	
Special Event Regularory Curbside Signage (No Stopping and Tow Away Zone Signs)	\$75 per block	\$76.50 per block	\$78.03 per block	2.0%	2.0%	1-Jan-22	
Fees for late Film Permit Applications requiring road/lane closures or dedicated parking removal	N/A	200.00	200.00	N/A	N/A	1-Jan-22	
Administration and Overhead charge will be applied to the overall cost recovery for any works or accident recoveries undertaken by Traffic Operations and Maintenance on behalf of Federal Gov't and any agencies, provincial government and any agencies, Hydro Ottawa, school boards, universities/colleges, municipalities, general persons/parties and developers.	15%	15%	15%	0.0%	0.0%	1-Jan-22	
Total Departmental							-20

Planning, Infrastructure and Economic Development Department 2022 Service Area Summary- Transportation Planning

The role of Transportation Planning is to provide strategic planning to address the City's transportation growth needs in a sustainable and affordable manner.

Programs/Services Offered

- Collects data and undertakes transportation modeling and forecasting to assess infrastructure requirements
- Develops and monitors transportation policies (e.g. modal share targets)
- Plans and coordinates the implementation of new pedestrian and cycling facilities and functional planning for transit (bus, rail) and roads
- Plans and delivers the Transportation Demand Management Program including supporting new micro-mobility services
- Develops, monitors and updates strategic transportation plans (e.g. Transportation Master Plan, Ottawa Cycling Plan, Ottawa Pedestrian Plan)
- Undertakes environmental assessments and consultation for major transportation infrastructure projects including new arterial roads and roadway widenings and new transit infrastructure for rail and bus service
- Plans and coordinates the implementation of permanent traffic calming measures for neighbourhood streets
- Manages road modifications associated with private development applications
- Manages road, intersection and sidewalk modifications funded by developmental charges
- Undertakes functional planning and designing for road renewal and resurfacing projects

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

	2020	2021		2022	\$ Change over 2021 Budget
	Actual	Actual	Budget	Adopted	
Expenditures by Program					
Transportation Planning	4,934	5,013	5,319	5,687	368
Gross Expenditure	4,934	5,013	5,319	5,687	368
Recoveries & Allocations	-501	-736	-773	-914	-141
Revenue	-55	-142	-55	-142	-87
Net Requirement	4,378	4,135	4,491	4,631	140
Expenditures by Type					
Salaries, Wages & Benefits	4,867	4,869	5,153	5,434	281
Overtime	10	10	34	34	0
Material & Services	23	92	108	195	87
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	34	42	24	24	0
Gross Expenditures	4,934	5,013	5,319	5,687	368
Recoveries & Allocations	-501	-736	-773	-914	-141
Net Expenditure	4,433	4,277	4,546	4,773	227
Revenues By Type					
Federal	0	0	0	0	0
Provincial	0	0	0	0	0
Own Funds	-11	-11	-11	-11	0
Fees and Services	-44	-131	-44	-131	-87
Fines	0	0	0	0	0
Other	0	0	0	0	0
Total Revenue	-55	-142	-55	-142	-87
Net Requirement	4,378	4,135	4,491	4,631	140
Full Time Equivalents			36.00	36.00	0.00

City of Ottawa
 Planning, Infrastructure & Economic Development Department
 Transportation Planning Services - User Fees

	2020 Rate \$	2021 Rate \$	2022 Rate \$	% Change Over 2021	% Change Over 2020	Effective Date	2022 Revenue (\$000)
Electronic Kick Scooter Fees			-	0.0%	0.0%	1-Jan-22	
Application Fee	5,000.00	5,000.00	5,000.00	0.0%	0.0%	1-Jan-22	
Application for Increase to Existing Fleet Fee	3,000.00	3,000.00	3,000.00	0.0%	0.0%	1-Jan-22	
Vehicle Fee (per vehicle)	50.00	50.00	50.00	0.0%	0.0%	1-Jan-22	
Communications and Engagement Fee (per vehicle)	10.00	10.00	10.00	0.0%	0.0%	1-Jan-22	
Station Encroachment Fee	250.00	250.00	250.00	0.0%	0.0%	1-Jan-22	
Total Departmental							0

* HST applicable.

¹ Must be on approved list to purchase.

Innovative Client Services Department

2022 Service Area Summary - Fleet Services

Procures, maintains, administers, repairs and replaces the City's diverse fleet of 4,500 vehicles and equipment in support of all City programs (except transit) including roads, parks, facilities, waste collection, drinking water, wastewater, police (maintenance only), forestry, paramedic, fire services, and others. Fleet Supply Chain includes General and Automotive Stores. General Stores provides job specific components, Personal Protective Equipment, and materials to all City departments and Automotive Stores provides parts and goods to support the Municipal Fleet.

In 2020 and 2021, Fleet Services led the supply of Personal Protective Equipment (masks, gloves) and other critical goods, equipment, and materials to support both the City's COVID-19 response and the vaccination roll-out while continuing to support business continuity.

Programs/Services Offered

- Fleet planning, procurement, licencing and leasing to meet the City's needs effectively and efficiently
- Exploring and implementing green fleet strategies to reduce greenhouse gas emissions
- Deliver user-specific vehicle and equipment operator assessments and training
- Maintain a Driver Certification Program in order to undertake vehicle and equipment licence renewals and upgrades
- Fleet maintenance and repair at nine locations as well as through private vendors
- Provision of fuel for vehicles and equipment at 21 automated fuel sites, and 10 small, leased tank locations
- Fleet safety services including advisory preparation/distribution, collision investigations, and authority to operate reviews/implementation for all municipal and OC Transpo units
- Responsible for the City's Commercial Vehicle Operators Registration for all municipal and OC Transpo units
- Rental of vehicles and equipment to address short-term needs
- Operation of four general stores and five automotive stores warehouses procuring material to support all municipal operating departments

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

	2020	2021		2022	\$ Change over 2021 Budget
	Actual	Actual	Budget	Adopted	
Expenditures by Program					
Fleet Sr. Manager	355	1,683	277	283	6
Maintenance and Technical Services	67,079	70,493	62,853	63,835	982
Safety and Training	3,070	3,444	3,402	3,474	72
Supply Chain and Operational Support Training	13,270	14,827	16,418	16,433	15
Fleet & General Stores	3,717	3,779	3,793	3,873	80
Gross Expenditure	87,491	94,226	86,743	87,898	1,155
Recoveries & Allocations	-83,054	-88,316	-82,400	-83,475	-1,075
Revenue	-720	-2,131	-549	-549	0
Net Requirement	3,717	3,779	3,794	3,874	80
Expenditures by Type					
Salaries, Wages & Benefits	21,882	22,412	20,511	20,926	415
Overtime	780	727	726	741	15
Material & Services	41,126	46,552	41,702	41,977	275
Transfers/Grants/Financial Charges	22,371	22,950	22,950	23,400	450
Fleet Costs	1,170	1,366	786	786	0
Program Facility Costs	0	0	0	0	0
Other Internal Costs	162	219	68	68	0
Gross Expenditures	87,491	94,226	86,743	87,898	1,155
Recoveries & Allocations	-83,054	-88,316	-82,400	-83,475	-1,075
Net Expenditure	4,437	5,910	4,343	4,423	80
Revenues By Type					
Federal	0	0	0	0	0
Provincial	0	-1,296	0	0	0
Own Funds	0	0	0	0	0
Fees and Services	-720	-835	-549	-549	0
Fines	0	0	0	0	0
Other	0	0	0	0	0
Total Revenue	-720	-2,131	-549	-549	0
Net Requirement	3,717	3,779	3,794	3,874	80
Full Time Equivalents			194.00	194.00	0.00

City of Ottawa
 Innovative Client Services Department
 Fleet Services - User Fees

	2020 Rate \$	2021 Rate \$	2022 Rate \$	% Change Over 2021	% Change Over 2020	Effective Date	2022 Revenue (\$000)
Administration and Overhead charge will be applied to the overall cost recovery for any works undertaken by Fleet on behalf of a client for fleet maintenance							
Fuel	2%	2%	2%	0.0%	0.0%	01-Jan-22	
Parts	22%	22%	22%	0.0%	0.0%	01-Jan-22	
Labour and commercial repairs	15%	15%	15%	0.0%	0.0%	01-Jan-22	
Total Departmental							0

City Of Ottawa
2022 Capital Budget
Transportation Committee
Capital Funding Summary
In Thousands \$(000's)

Project Description	Revenues	Gas Tax	Tax Supported/ Dedicated	Develop. Charges	Develop. Charges Debt	Rate Supported	Rate Supported Debt	Tax Supported/ Dedicated Debt	Grand Total
Fleet Services									
Renewal of City Assets									
910500 Lifecycle Renewal Fleet - 2022	0	0	33,423	0	0	0	0	9,639	43,062
910501 Munic Fleet Up Fits, Facilities & Tools - 2022	0	0	280	0	0	0	0	0	280
Renewal of City Assets Total	0	0	33,703	0	0	0	0	9,639	43,342

Fleet Services Total	0	0	33,703	0	0	0	0	9,639	43,342
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Integrated Roads, Water & Wastewater									
Renewal of City Assets									
906735 Bank St (Riverside-Ledbury)	0	0	6,000	130	0	16,898	4,000	11,660	38,688
906900 Main Greenfield Echo Concord et al	0	0	9,381	170	0	20,287	0	0	29,838
908139 Montreal Rd (N River Rd - St Laurent Blvd)	0	0	3,410	10	0	1,210	0	0	4,630
908141 ORAP Albert St - Bronson Ave - Slater St	0	0	8,887	40	0	3,599	3,000	8,000	23,526
908580 CWWF Queensway Terrace North Sewer	0	0	0	0	0	3,139	0	0	3,139
908581 Valley Dr Storm Sewer	0	0	302	0	0	2,701	0	0	3,003
909012 Bronson Ave (Arlington-Rideau Canal)	0	0	117	10	0	873	0	0	1,000
909401 Broadview Ave	0	0	77	0	0	244	0	0	321
910085 Valley Dr Storm Sewer Phase 2	0	0	113	0	0	562	1,965	0	2,640
910390 2022 Aerial Mapping Services	0	0	146	0	0	219	0	0	365
910421 2022 Infrastructure Assess & Data Collec	0	0	100	13	0	287	0	0	400
910422 2022 Integrated Scoping Pre/Post Eng	0	0	177	0	0	1,573	0	100	1,850
910423 2022 Road Resurfacing - CW	0	19,000	11,420	0	0	4,563	0	41,080	76,063
910424 2022 Comprehensive Asset Management	0	0	411	0	0	1,233	0	0	1,644
910432 Quality Management System	0	0	937	0	0	1,063	0	0	2,000
910433 St Joseph PS Decommission - Bruyere & Cathcar	0	0	76	0	0	806	0	0	882
910434 Highland Ave (Princeton to Dovercourt)	0	0	172	0	0	736	0	100	1,008
910473 Viscount Ave	0	0	183	0	0	767	0	100	1,050
910474 Ella St - Ralph St	0	0	163	0	0	981	0	200	1,344
910475 Hilda St - Manchester Ave	0	0	199	0	0	537	0	0	736
Renewal of City Assets Total	0	19,000	42,271	373	0	62,278	8,965	61,240	194,127

Integrated Roads, Water & Wastewater Total	0	19,000	42,271	373	0	62,278	8,965	61,240	194,127
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City Of Ottawa
2022 Capital Budget
Transportation Committee
Capital Funding Summary
In Thousands \$(000's)

Project Description	Revenues	Gas Tax	Tax Supported/ Dedicated	Develop. Charges	Develop. Charges Debt	Rate Supported	Rate Supported Debt	Tax Supported/ Dedicated Debt	Grand Total
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Transit Services									
Growth									
910606 2022 TMP Studies	0	0	165	333	0	0	0	0	498
910607 2022 TMP Transit Priority Network	0	2,578	0	0	5,233	0	0	0	7,811
910608 2022 Park and Ride Facilities	0	603	0	1,222	0	0	0	0	1,825
910609 2022 Transit Corridor Protection	0	0	0	1,299	0	0	0	640	1,939
910610 2022 Rapid Transit EA Studies	0	0	377	764	0	0	0	0	1,141
910611 2022 to 2026 TRANS Projects	0	0	504	1,023	0	0	0	0	1,527
Growth Total	0	3,181	1,046	4,641	5,233	0	0	640	14,741

Transit Services Total	0	3,181	1,046	4,641	5,233	0	0	640	14,741
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Transportation Services									
Renewal of City Assets									
908597 Mackenzie King Bridge [012200-1]	0	0	2,400	0	0	0	0	10,000	12,400
909058 Scott St Restoral (Post-LRT)	0	0	800	0	0	0	0	0	800
910101 2021 Bridge Structures - CW	0	0	6,103	0	0	0	0	1,000	7,103
910391 2022 Public Realm Intervention	0	0	750	0	0	0	0	0	750
910408 2022 Buildings-Road Services	0	0	3,291	0	0	0	0	1,000	4,291
910427 2022 Preservation - CW	0	0	5,947	0	0	0	0	0	5,947
910428 2022 Preservation - Other	50	0	400	0	0	0	0	0	450
910429 2022 Roadway Network Engineering	0	0	1,500	0	0	0	0	0	1,500
910430 2022 Sidewalks & Pathways - CW	0	0	4,706	0	0	0	0	6,461	11,167
910431 2022 Sidewalks & Pathways - Other	0	0	350	0	0	0	0	0	350
910442 2022 Structures - Site-Specific	0	0	500	0	0	0	0	500	1,000
910443 2022 Misc Structural Renewal - CW	0	0	215	0	0	0	0	100	315
910444 2022 Structures Scoping Pre/Post Eng	0	0	600	0	0	0	0	0	600
910445 2022 Bridge Structures - CW	0	0	3,580	0	0	0	0	1,000	4,580
910446 2022 Bridge Preventative Maint	0	0	500	0	0	0	0	0	500
910447 2022 Structural Inspection	0	0	500	0	0	0	0	0	500
910485 2022 Street Lighting Major Replacements	0	0	2,414	0	0	0	0	0	2,414
910486 2022 LCR Traffic Control Signals	0	0	1,750	0	0	0	0	0	1,750
910487 2022 LCR Traffic Monitoring System	0	0	421	0	0	0	0	0	421
910540 Ice-Snow Control and RWIS Technolog 2022	0	0	310	0	0	0	0	0	310
910541 LCR - PWES Works Yard 2022	0	0	330	0	0	0	0	0	330
910542 Roads Equipment Replacement 2022	0	0	205	0	0	0	0	0	205
910546 Lifecycle Renewal - Parking Facilit 2022	0	0	3,827	0	0	0	0	0	3,827
910547 On-Street Facility Modification 2022	0	0	100	0	0	0	0	0	100

City Of Ottawa
2022 Capital Budget
Transportation Committee
Capital Funding Summary
In Thousands \$(000's)

Project Description	Revenues	Gas Tax	Tax Supported/ Dedicated	Develop. Charges	Develop. Charges Debt	Rate Supported	Rate Supported Debt	Tax Supported/ Dedicated Debt	Grand Total
910548 Lifecycle Renewal - Parking Facility Imp	0	0	300	0	0	0	0	0	300
910570 Bike Parking Facilities	0	0	700	0	0	0	0	0	700
910575 New Parking Facilities	0	0	7,000	0	0	0	0	0	7,000
910593 2022 Pedestrian Access-Intersect & Ramp.	0	0	200	0	0	0	0	0	200
910594 2022 Active Transportation Missing Links	0	0	1,200	0	0	0	0	0	1,200
910595 Richmond(Bayshore-Dumaurier) incl struct	0	0	1,000	0	0	0	0	0	1,000
910599 2022 Pedestrian Facilities Program	0	0	1,689	730	0	0	0	500	2,919
910602 2022 Neighbourhood Traffic Calming	0	0	1,782	340	0	0	0	0	2,122
Renewal of City Assets Total	50	0	55,370	1,070	0	0	0	20,561	77,051

Growth									
903163 Bank Street (Leitrim to Dun Skipper)	0	0	0	21,415	0	0	0	1,127	22,542
904995 Earl Grey/Centrum Underpass	0	0	0	10,172	0	0	0	535	10,707
909201 Longfields Dr (Cambrian-Prince of Wales)	0	0	75	1,425	0	0	0	0	1,500
909779 Robert Grant (Palladium-Palladium Realgn	0	0	580	11,026	0	0	0	0	11,606
909851 Works Yards/Facilities - Design & Constr	0	0	1,312	3,375	0	0	0	0	4,687
910482 2022 New Traffic Control Devices	0	0	511	2,046	0	0	0	0	2,557
910483 2022 Safety Improvement Program	0	0	536	536	0	0	0	0	1,071
910484 2022 Traffic Incident Management	0	0	85	341	0	0	0	0	426
910488 2022 Advanced Traffic management Program	0	0	85	341	0	0	0	0	426
910543 Roads Services Vehicle & Equipment 2022	0	0	146	824	0	0	0	0	970
910544 Works Yards Facilities - Growth 2022	0	0	743	4,207	0	0	0	0	4,950
910545 Winter Materials Storage Facility 2022	0	0	88	497	0	0	0	0	585
910549 Parking Studies - DC 2022	0	0	120	30	0	0	0	0	150
910598 2022 Major AT Structures Program	0	0	1,235	931	0	0	0	0	2,166
910600 2022 Cycling Facilities Program	0	0	2,000	2,401	0	0	0	500	4,901
910601 2022 Transportation Demand Management	0	0	50	50	0	0	0	0	100
910603 2022 Intersection Control Measures	0	0	0	9,447	0	0	0	0	9,447
910604 2022 Development Sidewalks	0	0	9	162	0	0	0	0	171
910605 2022 Network Modification Program	0	0	546	2,662	0	0	0	0	3,208
Growth Total	0	0	8,121	71,888	0	0	0	2,162	82,170

City Of Ottawa
 2022 Capital Budget
 Transportation Committee
 Capital Funding Summary
 In Thousands \$(000's)

Project Description	Revenues	Gas Tax	Tax Supported/ Dedicated	Develop. Charges	Develop. Charges Debt	Rate Supported	Rate Supported Debt	Tax Supported/ Dedicated Debt	Grand Total
Service Enhancements									
908553 Albert/Slater/Mackenzie (Empress-Waller)	0	0	2,000	0	0	0	0	0	2,000
910480 2022 Accessible Ped Signal/Countdown Prg	0	0	637	0	0	0	0	0	637
910481 2022 Pedestrian Safety Evaluation Prg	0	0	403	0	0	0	0	0	403
910489 2022 Traffic & Ped Safe Enhanc Prg-Wards	0	0	1,712	0	0	0	0	0	1,712
910490 2022 Pedestrian Crossover Program	0	0	530	0	0	0	0	0	530
910491 2022 Cycling Safety Program	0	0	111	0	0	0	0	0	111
910492 2022 Safer Roads Ottawa	0	0	446	0	0	0	0	0	446
910493 2022 Road Safety Action Program	0	0	7,200	0	0	0	0	0	7,200
910638 Pedestrian Bridge at Trim Road	0	0	1,000	0	0	0	0	1,000	2,000
910640 2022 New Fleet Vehicles	0	0	368	0	0	0	0	0	368
910641 2022 Automated Speed Enforcement Camera	0	0	486	0	0	0	0	0	486
Service Enhancements Total	0	0	14,893	0	0	0	0	1,000	15,893
Transportation Services Total	50	0	78,384	72,958	0	0	0	23,723	175,114
Grand Total	50	22,181	155,404	77,972	5,233	62,278	8,965	95,242	427,324

City of Ottawa
 Crime Prevention - Operating Resource Requirement
 In Thousands (\$000)

	2020	2021		2022	\$ Change over 2021 Budget
	Actual	Actual	Budget	Adopted	
Expenditures by Program					
Crime Prevention	1,108	1,136	1,204	1,244	40
Gross Expenditure	1,108	1,136	1,204	1,244	40
Recoveries & Allocations	-21	-50	-50	-50	0
Revenue	0	0	0	0	0
Net Requirement	1,087	1,086	1,154	1,194	40
Expenditures by Type					
Salaries, Wages & Benefits	358	371	377	372	-5
Overtime	0	0	0	0	0
Material & Services	105	80	153	163	10
Transfers/Grants/Financial Charges	633	678	669	704	35
Fleet Costs	0	0	0	0	0
Program Facility Costs	0	0	0	0	0
Other Internal Costs	12	7	5	5	0
Gross Expenditures	1,108	1,136	1,204	1,244	40
Recoveries & Allocations	-21	-50	-50	-50	0
Net Expenditure	1,087	1,086	1,154	1,194	40
Revenues By Type					
Federal	0	0	0	0	0
Provincial	0	0	0	0	0
Own Funds	0	0	0	0	0
Fees and Services	0	0	0	0	0
Fines	0	0	0	0	0
Other	0	0	0	0	0
Total Revenue	0	0	0	0	0
Net Requirement	1,087	1,086	1,154	1,194	40
Full Time Equivalents			3.00	3.00	0.00

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

	2020	2021		2022	\$ Change over 2021 Budget
	Actual	Actual	Budget	Adopted	
Expenditures by Program					
Committee of Adjustment	1,199	1,398	1,520	1,590	70
Gross Expenditure	1,199	1,398	1,520	1,590	70
Recoveries & Allocations	-9	-8	0	0	0
Revenue	-1,220	-1,561	-1,520	-1,590	-70
Net Requirement	-30	-171	0	0	0
Expenditures by Type					
Salaries, Wages & Benefits	1,023	1,108	1,205	1,205	0
Overtime	18	20	20	20	0
Material & Services	111	179	221	291	70
Transfers/Grants/Financial Charges	0	23	20	20	0
Fleet Costs	0	0	0	0	0
Program Facility Costs	0	0	0	0	0
Other Internal Costs	47	68	54	54	0
Gross Expenditures	1,199	1,398	1,520	1,590	70
Recoveries & Allocations	-9	-8	0	0	0
Net Expenditure	1,190	1,390	1,520	1,590	70
Revenues By Type					
Federal	0	0	0	0	0
Provincial	0	0	0	0	0
Own Funds	0	0	0	0	0
Fees and Services	-1,220	-1,561	-1,520	-1,590	-70
Fines	0	0	0	0	0
Other	0	0	0	0	0
Total Revenue	-1,220	-1,561	-1,520	-1,590	-70
Net Requirement	-30	-171	0	0	0
Full Time Equivalents			12.00	12.00	0.00

City of Ottawa
Committee of Adjustment - User Fees

	2020 Rate \$	2021 Rate \$	2022 Rate \$	% Change Over 2021	% Change Over 2020	Effective Date	2022 Revenue (\$000)
Application Fee for Primary Consent	1,889.00	1,980.00	2,071.00	4.6%	9.6%	01-Jan-22	
Application Fee for Secondary Consent	1,187.00	1,244.00	1,301.00	4.6%	9.6%	01-Jan-22	
Application Fee for Validation of Title/Power of Sale	1,797.00	1,883.00	1,969.00	4.6%	9.6%	01-Jan-22	
Application Fee for Minor Variance/Permission	1,889.00	1,980.00	2,071.00	4.6%	9.6%	01-Jan-22	
Application Fee for Secondary Minor Variance/Permission	1,187.00	1,244.00	1,301.00	4.6%	9.6%	01-Jan-22	
Application Fee for Combined Consent & Minor Variance/Permission	3,076.00	3,224.00	3,372.00	4.6%	9.6%	01-Jan-22	
Application Fee for Secondary Combined Consent & Minor Variance/Permission	2,374.00	2,488.00	2,602.00	4.6%	9.6%	01-Jan-22	
Fee for Re-circulation of Consent or Minor Variance/Permission	662.00	662.00	662.00	0.0%	0.0%	01-Jan-22	
Fee for Re-circulation of Combined Consent & Minor Variance/Permission	962.00	962.00	962.00	0.0%	0.0%	01-Jan-22	
Fee for Change of Condition Request	902.00	902.00	902.00	0.0%	0.0%	01-Jan-22	
Fee for Records Retrieval / Decision Search	85.00	85.00	85.00	0.0%	0.0%	01-Jan-22	
Photocopies:							
Base fee: \$2.00 plus 30¢ per page	\$2.00 base + \$0.30/page	\$2.00 base + \$0.30/page	-	0.0%	0.0%		
An additional \$4.00 charge will be applied after each 5 minute increment of processing time.	\$4.00/5min	\$4.00/5min	-	0.0%	0.0%		
Above fee increases include a technology fee of 1.5%							
Total Departmental							-70

Ottawa Public Library

2022 Service Area Summary

Ottawa Public Library (OPL) is an agency of the City of Ottawa established by municipal by-law under the authority of the Ontario Public Libraries Act. It is governed by a Council-appointed Board of nine, including four elected councillors and five citizen trustees. The Board reports directly to Ottawa City Council; it serves a four-year term, concurrent with the term of Council.

OPL's Vision is to "...build community and transform lives." This is achieved through mobile and outreach services and 33 physical branches, and one virtual branch at [BiblioOttawaLibrary.ca](https://www.biblioottawalibrary.ca).

OPL strives toward this vision through its mission to "...inspire learning, spark curiosity, and connect people." This is carried out daily through the provision of extensive and innovative physical and virtual programming, and digital and physical collections for the taxpayers of Ottawa.

The OPL strategic plan, drives toward one-overarching goal which states:

- By 2023, we will increase the number of active cardholders by 25% by improving OPL's community relevance

OPL will do this by:

- Redesigning the Library Experience;
- Building Organizational Capacity; and,
- Promoting the Value of OPL.

As of July 2021, OPL had 463.34 budgeted FTEs representing a head count of 633. Of the total staff, 94.1% are frontline staff and 5.9% are management, support, and administrative staff. Unionized library employees are represented by one bargaining agent: CUPE 503 Library Group.

Programs/Services Offered

Virtual Services: Extend library services through the Library's website (BiblioOttawaLibrary.ca) and mobile applications, enabling customer self-service to access information, manage accounts, and download and stream music, videos, and eContent.

Branch Services: Access to 33 physical locations that enable library customers to borrow and/or consult materials, attend programs, and participate in all parts of civic life. In 2020, OPL maintained curb-side and enhanced services despite disruptive pandemic impacts.

Programming: Develop innovative program offerings that inspire reading, learning, and creation for all age groups, newcomers, persons with disabilities, and marginalized populations. In 2020, OPL developed virtual programs and services to replace those that had traditionally been provided in-person at a branch.

Outreach Services: Extend services to those who cannot conveniently reach a library branch through alternate service delivery mechanisms such as bookmobiles, kiosks, as well as door-to-door delivery to those who are homebound. In 2020, OPL took possession of a brand-new, custom-built Bookmobile.

City of Ottawa
Ottawa Public Library - Operating Resource Requirement
In Thousands (\$000)

	2020	2021		2022	\$ Change over 2021 Budget
	Actual	Actual	Budget	Adopted	
Expenditures by Program					
Chief Executive Office	1,722	1,801	1,749	2,281	532
Corporate Services	6,470	6,305	7,654	7,519	-135
Customer Experience	12,089	12,661	12,849	13,009	160
Branch Operations	25,148	28,631	32,425	34,068	1,643
Non Departmental	2,309	1,404	1,404	1,539	135
Gross Expenditure	47,738	50,802	56,081	58,416	2,335
Recoveries & Allocations	49	-7	0	0	0
Revenue	-1,865	-1,708	-1,750	-1,750	0
Net Requirement	45,922	49,087	54,331	56,666	2,335
Expenditures by Type					
Salaries, Wages & Benefits	31,618	34,783	38,897	40,880	1,983
Overtime	56	74	103	105	2
Material & Services	9,763	9,838	10,804	10,589	-215
Transfers/Grants/Financial Charges	2,308	1,404	1,407	1,972	565
Fleet Costs	161	169	205	205	0
Program Facility Costs	3,582	4,296	4,414	4,414	0
Other Internal Costs	250	238	251	251	0
Gross Expenditures	47,738	50,802	56,081	58,416	2,335
Recoveries & Allocations	49	-7	0	0	0
Net Expenditure	47,787	50,795	56,081	58,416	2,335
Revenues By Type					
Federal	0	0	0	0	0
Provincial	-1,380	-1,380	-1,380	-1,380	0
Own Funds	0	0	0	0	0
Fees and Services	-485	-328	-370	-370	0
Fines	0	0	0	0	0
Other	0	0	0	0	0
Total Revenue	-1,865	-1,708	-1,750	-1,750	0
Net Requirement	45,922	49,087	54,331	56,666	2,335
Full Time Equivalents			463.96	472.96	9.00

City of Ottawa
Ottawa Public Library - User Fees

	2020 Rate \$	2021 Rate \$	2022 Rate \$	% Change Over 2021	% Change Over 2020	Effective Date	2022 Revenue (\$000)
Library Fees							
Express: Adult DVD, Adult Music CDs, Teen Fiction, Children's Fiction	\$2.00 per day; \$20 max; not returned \$20	Not returned \$20	Not returned based on item cost	0.0%	-75.0%	1-Jan-22	
Restocking Fee - Expired Holds	\$1.00 per item hold	\$1.00 per item hold	\$1.00 per item hold	0.0%	0.0%	1-Jan-22	
Museum pass/Ski Pass (Express)	\$2.00 per day; \$20 max; not returned \$20	Not returned \$20	Not returned \$50	0.0%	-50.0%	1-Jan-22	
Musical Instrument	\$1.00 per day; \$20 max; not returned based on item cost	Not returned based on item cost	Not returned based on item cost	0.0%	-90.0%	1-Jan-22	
Telescope	\$10 per day; \$50 max; not returned based on item cost	Not returned based on item cost	Not returned based on item cost	0.0%	-90.0%	1-Jan-22	
Pedometer	\$0.40 per day; \$20 max	Not returned based on item cost	Not returned based on item cost	0.0%	-90.0%	1-Jan-22	

City of Ottawa
Ottawa Public Library - User Fees

	2020 Rate \$	2021 Rate \$	2022 Rate \$	% Change Over 2021	% Change Over 2020	Effective Date	2022 Revenue (\$000)
Library Fees cont'd							
Kill-A-Watt Meter	\$0.40 per day; \$20 max	Not returned based on item cost	Not returned based on item cost	0.0%	-90.0%	1-Jan-22	
Ready-to-read Backpack	\$0.10 per day; \$5 max	Not returned based on item cost	Not returned based on item cost	0.0%	-90.0%	1-Jan-22	
Interlibrary Loan	\$1.00 per day; \$35 max	Not returned based on item cost	Not returned based on item cost	0.0%	-90.0%	1-Jan-22	
Replacement Fee for Lost, Not Returned, or damaged beyond repair items	item cost	Based on item cost	Based on item cost	0.0%	0.0%	1-Jan-22	
Assistive Listening Devices	\$5 per hour / \$20 max; not returned \$1200	Not returned \$1200	Not returned \$1200	0.0%	-90.0%	1-Jan-22	
iPad / Chromebook	\$5 per hour / \$20 max; not returned \$500 (ipad), \$500 (Chromebook)	Not returned \$500 (ipad), \$500 (Chromebook)	Not returned \$500 (ipad), \$500 (Chromebook)	-50.0%	-90.0%	1-Jan-22	
iPod Shuffle - iCanada (Express)	\$2 per day / max \$35; not returned \$35	Not returned \$35	Not returned \$35	-90.0%	-90.0%	1-Jan-22	
Imagine Space Tools	\$5 per hour / max \$20 per day; not returned \$50-\$3000 depending	Not returned \$50- \$3000 depending on item cost	Not returned \$50- \$3000 depending on item cost	-90.0%	-90.0%	1-Jan-22	
Imagine Space - plastic filament for Makerbot 3D printer	\$0.10 per gram	\$0.10 per gram	\$0.10 per gram	0.0%	0.0%		
Imagine Space - translucent plastic (NEW) filament for Makerbot 3D printer		\$0.15 per gram	\$0.15 per gram	0.0%	100.0%	1-Jan-22	
Imagine Space - material for Laser Cutter	\$2 to \$5 per sheet	\$3 to \$16 per sheet	\$3 to \$16 per sheet	0.0%	75.0%	1-Jan-22	

City of Ottawa
Ottawa Public Library - User Fees

	2020 Rate \$	2021 Rate \$	2022 Rate \$	% Change Over 2021	% Change Over 2020	Effective Date	2022 Revenue (\$000)
Library Fees cont'd							
Imagine Space - material for Button Maker		\$0.25 per button	\$0.25 per button	0.0%	100.0%	1-Jan-22	
Imagine Space - thread for sewing machines			Thread \$2.00/10,000 stitches (\$2.00 minimum) Backing \$0.50/foot (1 foot minimum)	100.0%	100.0%	1-Jan-22	
ILL Postage Rates	\$2.00 for CDN Lender; \$25.00 for US Lender	\$2.00 for CDN Lender; \$25.00 for US Lender	\$2.00 for CDN Lender; \$25.00 for US Lender	0.0%	0.0%	1-Jan-22	
Non-Resident fee (4 months +)	\$80 each/\$160 family paid immediately	\$85 each/\$170 family paid immediately	\$85 each/\$170 family paid immediately	0.0%	6.3%	1-Jan-22	
Visitor Fee (3 months or less)	\$7.00 per mth	\$10.00 per month, \$25.00 for three months	\$10.00 per month, \$25.00 for three months	0.0%	43.0%	1-Jan-22	
Adult Library Card replacement	\$5.00 per card	\$1.00 per card	\$1.00 per card	0.0%	0.0%	1-Jan-22	
Children/Teen Card replacement	\$1.00 per card	\$1.00 per card	\$1.00 per card	0.0%	0.0%	1-Jan-22	
Thumb Drives (USB Sticks)	\$5.3097 per key	\$5.3097 per key	\$5.3097 per key	0.0%	0.0%	1-Jan-22	
Earbuds	\$2.6548 per set	\$2.6548 per set	\$2.6548 per set	0.0%	0.0%	1-Jan-22	
NSF cheque	\$40.00 per draft	\$45.00 per draft	\$45.00 per draft	0.0%	12.5%	1-Jan-22	
Printing/Copying	\$0.10 per page	\$0.10 per page	\$0.10 per page	0.0%	0.0%	1-Jan-22	

City of Ottawa
Ottawa Public Library - User Fees

	2020 Rate \$	2021 Rate \$	2022 Rate \$	% Change Over 2021	% Change Over 2020	Effective Date	2022 Revenue (\$000)
Room Rentals							
Section							
Main Library Auditorium							
Commercial	\$57.52/hour	\$58.89/hour	\$60.36 / hour or less	2.5%	4.8%	1-Jan-22	
Non-profit	\$30.97/hour	\$30.97/hour	\$31.74 / hour or less	2.5%	2.5%	1-Jan-22	
Nepean Centrepointe							
Commercial	\$21.25/hr or less	\$24.38/hr or less	\$24.98 / hour or less	2.5%	15.0%	1-Jan-22	
Non-profit	\$17.25/hr or less	\$19.82/hr or less	\$20.31 / hour or less	2.5%	15.0%	1-Jan-22	
Other Library Branches							
Commercial	\$16.60/hr or less	\$26.86/hr or less	\$27.53 / hour or less	2.5%	40.0%	1-Jan-22	
Non-profit	\$5.53/hr or less	\$6.68/hr or less	\$6.84 / hour or less	2.5%	20.0%	1-Jan-22	
Beaverbrook							
Small Meeting Room							
Commercial	\$45.22/hour or less	\$48.27/hour or less	\$49.47 / hour or less	2.5%	8.6%	1-Jan-22	
Private	\$28.76/hour or less	\$31.73/hour or less	\$32.52 / hour or less	2.5%	11.6%	1-Jan-22	
Non-Profit	\$9.87/hour or less	\$11.28/hour or less	\$11.56 / hour or less	2.5%	14.7%	1-Jan-22	
Medium Meeting Room							
Commercial	\$56.46/hour or less	\$60.31/hour or less	\$61.81 / hour or less	2.5%	8.7%	1-Jan-22	
Private	\$35.93/hour or less	\$39.60/hour or less	\$40.59 / hour or less	2.5%	11.5%	1-Jan-22	
Non-Profit	\$12.35/hour or less	\$12.35/hour or less	\$14.38 / hour or less	13.0%	0.0%	1-Jan-22	
Total Departmental							0

City Of Ottawa
 2022 Capital Budget
 Ottawa Public Library Board
 Capital Funding Summary
 In Thousands \$(000's)

Project Description	Revenues	Gas Tax	Tax Supported/ Dedicated	Develop. Charges	Tax Supported/ Dedicated Debt	Grand Total
Library						
Renewal of City Assets						
910477 Technology Lifecycle - 2022	0	0	150	0	0	150
910478 Library Materials Transit Bins - 2022	0	0	100	0	0	100
910404 2022 Buildings-Library	0	0	1,821	0	0	1,821
908212 Lifecycle Vehicle Replc-Alternative 2022	0	0	100	0	0	100
910217 Facilities and Branch Improvements 2022	0	0	350	0	0	350
Renewal of City Assets Total	0	0	2,521	0	0	2,521
Growth						
904629 Riverside South Library - DC	0	0	840	3,561	0	4,401
Growth Total	0	0	840	3,561	0	4,401
Service Enhancements						
910416 2022 Accessibility - Library	0	0	60	0	0	60
Service Enhancements Total	0	0	60	0	0	60
Library Total	0	0	3,421	3,561	0	6,982
Grand Total	0	0	3,421	3,561	0	6,982

City of Ottawa
Ottawa Police Service - Operating Resource Requirement
In Thousands (\$000)

	2020	2021		2022	\$ Change over 2021 Budget
	Actual	Actual	Budget	Adopted	
Expenditures by Program					
Police Service Board	486	797	1,227	1,329	102
Office of the Chief	10,346	10,230	8,953	11,830	2,877
Corporate Support Command	69,868	70,100	71,707	72,210	503
Info, Intel & Invest Command	100,983	106,370	103,124	104,690	1,566
Community Policing Command	129,428	132,855	139,892	140,745	853
Police Non-Directorate Accounts	53,281	62,973	50,429	56,222	5,793
Gross Expenditure	364,392	383,325	375,332	387,026	11,694
Recoveries & Allocations	-7,408	-7,907	-3,991	-4,283	-292
Revenue	-37,755	-37,710	-38,873	-38,885	-12
Net Requirement	319,229	337,708	332,468	343,858	11,390
Expenditures by Type					
Salaries, Wages & Benefits	285,865	308,670	296,183	310,108	13,925
Overtime	10,591	8,722	10,851	10,919	68
Material & Services	29,056	27,277	32,479	29,840	-2,639
Transfers/Grants/Financial Charges	24,748	23,738	23,552	23,775	223
Fleet Costs	2,757	3,029	2,344	2,344	0
Program Facility Costs	6,406	6,807	7,216	7,334	118
Other Internal Costs	4,969	5,082	2,707	2,706	-1
Gross Expenditures	364,392	383,325	375,332	387,026	11,694
Recoveries & Allocations	-7,408	-7,907	-3,991	-4,283	-292
Net Expenditure	356,984	375,418	371,341	382,743	11,402

City of Ottawa
Ottawa Police Service - Operating Resource Requirement
In Thousands (\$000)

	2020	2021		2022	\$ Change over 2021 Budget
	Actual	Actual	Budget	Adopted	
Revenues By Type					
Federal	-2,333	-870	-2,250	-3,000	-750
Provincial	-15,329	-18,475	-14,691	-12,061	2,630
Own Funds	-4,267	-150	-150	-1,830	-1,680
Fees and Services	-9,182	-13,373	-12,284	-12,384	-100
Fines	-1,230	-1,465	-3,000	-3,000	0
Other	-5,414	-3,377	-6,498	-6,610	-112
Total Revenue	-37,755	-37,710	-38,873	-38,885	-12
Net Requirement	319,229	337,708	332,468	343,858	11,390
Full Time Equivalents			2,115.90	2,115.90	0.00

City of Ottawa
Ottawa Police Service - User Fees

	2020 Rate \$	2021 Rate \$	2022 Rate \$	% Change Over 2021	% Change Over 2020	Effective Date	2022 Revenue (\$000)
Police Records Check							
Police Records Check - Vulnerable Sector Employ	65.00	66.00	67.00	1.5%	3.1%	01-Jan-22	
Police Records Check - Vulnerable Sector Volunte	20.00	20.40	20.80	2.0%	4.0%	01-Jan-22	
Police Records Check - Adoption (fingerprints & list of occurrences)	106.00	108.00	110.00	1.9%	3.8%	01-Jan-22	
Police Records Check - Pardon Applicants	65.00	66.00	67.00	1.5%	3.1%	01-Jan-22	
Fingerprinting Services	49.00	50.00	51.00	2.0%	4.1%	01-Jan-22	
Criminal Records Check	65.00	66.00	67.00	1.5%	3.1%	01-Jan-22	
Criminal Records Check - Volunteer	20.00	20.40	20.80	2.0%	4.0%	01-Jan-22	
Criminal Records and Judicial Matters Check	65.00	66.00	67.00	1.5%	3.1%	01-Jan-22	
Criminal Records and Judicial Matters Check - Vol	20.00	20.40	20.80	2.0%	4.0%	01-Jan-22	
Crime Free Multi-Housing Records Check	38.00	39.00	40.00	2.6%	5.3%	01-Jan-22	
Motor Vehicle Collision Reports *							
MVC Report - Single Report Purchases	196.46	200.88	204.43	1.8%	4.1%	01-Jan-22	
MVC Report - Automated Purchase Program	65.35	66.99	68.14	1.7%	4.3%	01-Jan-22	
Collision Reconstruction Report	2,200.00	2,245.00	2,290.00	2.0%	4.1%	01-Jan-22	
Collision Reconstruction Summary	1,755.00	1,790.00	1,825.00	2.0%	4.0%	01-Jan-22	
Scale Diagram and Measurements	1,100.00	1,120.00	1,140.00	1.8%	3.6%	01-Jan-22	
Scene Measurements	487.00	495.00	505.00	2.0%	3.7%	01-Jan-22	
Field Sketch and Field Notes	268.00	273.00	279.00	2.2%	4.1%	01-Jan-22	
Vehicle Examination	268.00	273.00	279.00	2.2%	4.1%	01-Jan-22	
Mechanical Examination	195.00	200.00	205.00	2.5%	5.1%	01-Jan-22	
Crash Data Retrieval Download	487.00	497.00	507.00	2.0%	4.1%	01-Jan-22	
Other Reports							
Occurrence Report	57.00	58.00	59.00	1.7%	3.5%	01-Jan-22	
List of Occurrences	57.00	58.00	59.00	1.7%	3.5%	01-Jan-22	
911 Call Transcripts	29.00	30.00	31.00	3.3%	6.9%	01-Jan-22	
Impound Recovery Fee	176.00	180.00	185.00	2.8%	5.1%	01-Jan-22	
False Alarm Fee**	158.00	161.00	164.00	1.9%	3.8%	01-Jan-22	

City of Ottawa
Ottawa Police Service - User Fees

	2020 Rate \$	2021 Rate \$	2022 Rate \$	% Change Over 2021	% Change Over 2020	Effective Date	2022 Revenue (\$000)
Off Duty Policing Assignments - Hourly Rates including Admin Fee							
<i>Schedule A</i>							
Constable	98.90	100.87	103.94	3.0%	5.1%	01-Jan-22	
Sergeant	112.15	114.39	117.85	3.0%	5.1%	01-Jan-22	
Staff Sergeant	122.60	125.05	128.89	3.1%	5.1%	01-Jan-22	
Inspector	150.40	153.41	158.06	3.0%	5.1%	01-Jan-22	
Superintendent	172.30	175.75	181.09	3.0%	5.1%	01-Jan-22	
Snow Removal	79.20	80.79	83.22	3.0%	5.1%	01-Jan-22	
Fleet	83.80	85.47	88.06	3.0%	5.1%	01-Jan-22	
Special Constable	90.10	91.90	94.68	3.0%	5.1%	01-Jan-22	
Communication Dispatch	95.60	97.51	100.45	3.0%	5.1%	01-Jan-22	
Vehicle	52.65	52.65	52.65	0.0%	0.0%	01-Jan-22	
Vessels/ATV	28.10	28.10	28.66	2.0%	2.0%	01-Jan-22	
Canine per assignment	58.50	58.50	59.65	2.0%	2.0%	01-Jan-22	
<i>Schedule B (Community, school and non-profit groups and associations)</i>							
Constable	87.90	89.66	92.39	3.0%	5.1%	01-Jan-22	
Sergeant	99.70	101.69	104.76	3.0%	5.1%	01-Jan-22	
Staff Sergeant	109.00	111.18	114.56	3.0%	5.1%	01-Jan-22	
Inspector	133.70	136.37	140.50	3.0%	5.1%	01-Jan-22	
Superintendent	153.20	156.26	160.97	3.0%	5.1%	01-Jan-22	
Fleet	74.45	75.94	78.27	3.1%	5.1%	01-Jan-22	
Special Constable	80.10	81.70	84.16	3.0%	5.1%	01-Jan-22	
Communication Dispatch	85.00	86.70	89.29	3.0%	5.0%	01-Jan-22	
Vehicle	46.10	46.10	46.10	0.0%	0.0%	01-Jan-22	
Vessels/ATV	24.60	24.60	25.09	2.0%	2.0%	01-Jan-22	
Canine per assignment	51.20	51.20	52.22	2.0%	2.0%	01-Jan-22	
Total Departmental							

Notes:

* These reports are HST applicable.

** The False Alarm Reduction Bylaw provides that: Where the Police Service is required to attend at a building, structure or premises as a result of an Alarm Incident that is a False Alarm, a fee to recover certain costs for services provided as set and approved in the current Annual Budget, shall be charged

to the Registered holder of the system responsible for the False Alarm.

City Of Ottawa
2022 Capital Budget
Ottawa Police Services Board
Capital Funding Summary
In Thousands \$(000's)

Project Description	Revenues	Gas Tax	Tax Supported/ Dedicated	Develop. Charges	Tax Supported/ Dedicated Debt	Grand Total
Police Services						
Renewal of City Assets						
910517 Fleet Replacement Program 2022	286	0	4,197	0	0	4,483
910518 Infrastructure Support 2022	0	0	2,771	0	0	2,771
910519 Telecommunications 2022	0	0	1,784	0	0	1,784
910520 Evergreening of Assets 2022	0	0	885	0	0	885
910576 2022 Facility Lifecycle	0	0	2,407	0	0	2,407
Renewal of City Assets Total	286	0	12,044	0	0	12,330
Service Enhancements						
907491 Elgin Refit - 2014	0	0	3,603	0	0	3,603
908707 Queensview 2	0	0	4,000	0	0	4,000
910577 IT/Comms2-Redundancy Solution for IT&911	0	0	0	0	15,000	15,000
910578 2022 Facility Initiatives	0	0	253	0	0	253
910579 2022 Facility Security Initiatives	0	0	203	0	0	203
Service Enhancements Total	0	0	8,059	0	15,000	23,059
Police Services Total	286	0	20,103	0	15,000	35,389
Grand Total	286	0	20,103	0	15,000	35,389

Ottawa Public Health 2021 Service Area Summary

Description

The Ottawa Board of Health, through Ottawa Public Health (OPH), seeks to improve the health and wellbeing of Ottawa residents and visitors through the effective delivery of public health programs and services. The core functions of the public health unit are surveillance, health promotion, disease prevention and health protection, as well as emergency preparedness and response. The *City of Ottawa Act, 1999* was amended in 2011 to establish the Board of Health (BOH). The BOH is accountable for compliance with the Ontario Public Health Standards: Requirements for Programs, Services and Accountability (2018) and for reporting to the Province on the Public Health Funding Accountability Agreement's performance indicators and targets. In addition, OPH applies principles of working in partnership with First Nations, Inuit and Métis peoples and communities to advance Indigenous health equity, using the best available evidence to continuously improve and inform our work, working with residents, partners and communities to develop the conditions that support health and health equity and promoting sustainability by directing resources for maximum benefit and value.

Programs/Services Offered

The **Communicable Diseases** service area includes the COVID-19 case management and contact tracing teams, the COVID-19 school support team, the communicable disease (non-COVID), enteric and zoonotic team as well as the emergency preparedness, response and recovery team. The service area addresses the identified needs of the community, including priority populations, associated with infectious and communicable diseases, including COVID-19. The COVID-19 school support team supports local School Boards in their reopening plans, provides public health information and support to implement provincial standards and guidance, provides infection prevention and control advice to schools for both in-school and transportation scenarios and manages COVID-19 cases and outbreaks, including providing guidance to schools on confirming and controlling outbreaks.

The **Health Protection** service area includes the COVID-19 Infection Prevention and Control and Outbreak Management teams, the Safe Food and Water team, the Health Hazard Prevention and Management team, and Healthy Environments team. The service area addresses outbreak management and infection prevention and control in our most vulnerable

institutions, including Long Term Care Homes, Retirement Homes, Congregate Care Settings, Child Care Centers and Schools. Other key mandates of this service area include responding to food safety and safe water complaints, conducting compliance inspections and 24/7 response to public health related complaints in our community.

Health Promotion advances the physical, mental and social well-being of our communities, prevents illness and strives to reduce health inequities among groups. This service area is responsible for public health interventions across the lifespan, in the areas of Dental, Healthy Growth and Development of Children, Chronic Disease and Injury Prevention, School Health, Vision, Mental Health, Substance Use, Immunization and Vaccine Supplies, Sexual Health, Harm Reduction and Substance Use. Together with community partners, healthy public policies are developed that enable people to lead healthy lives and make healthy choices possible or easier. Healthy communities work includes partnering with the municipal planning, infrastructure and economic development department of the City of Ottawa to support building an environment that promotes health and addresses climate change as a priority.

The **Community Operations** service area is committed to community mobilization and development focusing on preventing the spread of COVID-19. This work is based on three pillars, community mobilization, collaboration and equity. This involves direct engagement with community partners, youth and residents in identified neighbourhoods, and broad cross-sector engagement. Community Operations leverages key partnerships to promote COVID Wise practices and assess and address barriers to adhering to public health guidance. Key partners in this work include: Community Health and Resource Centres, Community Service Agencies, Business Improvement Areas and Associations, and internal departments of the City of Ottawa. The community mobilization and development work of Community Operations is guided by a population health approach, epidemiological data on COVID-19 cases and clusters, and through engagement with community partners. This service area also addresses racism, including anti-black racism, as a public health issue and has lead responsibility for OPH's Reconciliation Action Plan.

The **Communications and Community Engagement (CCE)** service area focuses on three functional areas. First, communicating public health messaging through several channels to ensure the right message reaches the right audience at the right time. This includes direct response via telephone; live chat; email; social media such as Facebook, Twitter and Instagram; as well as the publishing of public health information on OPH's suite of web platforms and via traditional advertising using rich multimedia content; through community events; leveraging local media outlets; and the use of other communication channels for priority populations (i.e. rural, Indigenous, older adults) such as community papers and newsletters. In addition to external audiences, the service area also manages the internal communications channels at OPH. CCE also establishes and enhances meaningful relationships with a variety of stakeholders and partners, including community and business organizations, the health sector and hospital network, elected and non-elected government

officials, and internal city partners. Finally, CCE is responsible for providing support to the Medical Officer of Health and Ottawa's Board of Health, as well as responding to inquiries from members of the Board of Health, City of Ottawa Council and other elected officials.

The **Performance & Corporate Services** service area provides business services, including: Finance, Human Resources, Information Technology and Administrative support. The Finance section provides a range of services, including financial planning, reporting and service area support. The Human Resources section is committed to supporting a healthy workplace for employees, which supports engagement and achievement of the mission of OPH, staffing, and continued learning initiatives to ensure an agile and robust workforce. The Information Technology section provides a range of technology services to support OPH's programmatic, business and organizational requirements, and advance the digital strategy.

The **Knowledge Exchange, Planning and Quality** service area supports the foundational functions which include, basing services on evidence, surveillance and local knowledge; planning and evaluation of programs, including with client and community perspectives; continuous quality improvement and performance reporting; and helping identify and address health equities and organizational risks. Cross-department priorities are to drive prevention in the health care sector. Knowledge exchange approaches are applied to inform employees and the community about health needs and effective strategies to address them, using a wide range of communications channels.

City of Ottawa
Ottawa Public Health - Operating Resource Requirement
In Thousands (\$000)

	2020	2021		2022	\$ Change over 2021 Budget
	Actual	Actual	Budget	Adopted	
Expenditures by Program					
Ministry of Health Programs & Standards					
COVID-19 - Base	47,954	45,838	47,147	41,497	-5,650
Cost Shared Core Programs	15,401	18,517	15,716	22,344	6,628
Ontario Seniors Dental Care Program	1,440	2,756	2,768	2,768	0
Healthy Babies Healthy Children	4,601	4,564	4,562	4,562	0
100% City Programs	2,449	2,338	5,414	5,501	87
Miscellaneous Programs	491	4,239	474	474	0
COVID-19 - One Time	19,276	80,916	25,549	47,715	22,166
Gross Expenditure	91,612	159,168	101,630	124,861	23,231
Recoveries & Allocations	-1,574	-2,573	-2,182	-2,182	0
Revenue	-66,377	-131,774	-74,626	-96,792	-22,166
Net Requirement	23,661	24,821	24,822	25,887	1,065

City of Ottawa
Ottawa Public Health - Operating Resource Requirement
In Thousands (\$000)

	2020	2021		2022	\$ Change over 2021 Budget
	Actual	Actual	Budget	Adopted	
Expenditures by Type					
Salaries, Wages & Benefits	69,678	127,296	80,886	102,462	21,576
Overtime	2,734	2,796	347	347	0
Material & Services	5,676	14,084	7,958	9,613	1,655
Transfers/Grants/Financial Charges	750	715	874	874	0
Fleet Costs	46	73	55	55	0
Program Facility Costs	731	675	741	741	0
Other Internal Costs	11,997	13,529	10,769	10,769	0
Gross Expenditures	91,612	159,168	101,630	124,861	23,231
Recoveries & Allocations	-1,574	-2,573	-2,182	-2,182	0
Net Expenditure	90,038	156,595	99,448	122,679	23,231
Revenues By Type					
Federal	-123	-3,740	0	0	0
Provincial	-64,682	-127,179	-73,259	-95,425	-22,166
Own Funds	-179	0	-275	-275	0
Fees and Services	-1,393	-855	-1,092	-1,092	0
Fines	0	0	0	0	0
Other	0	0	0	0	0
Total Revenue	-66,377	-131,774	-74,626	-96,792	-22,166
Net Requirement	23,661	24,821	24,822	25,887	1,065
Full Time Equivalents			511.11	511.11	0.00

City of Ottawa
Ottawa Public Health - User Fees

	2020 Rate \$	2021 Rate \$	2022 Rate \$	% Change Over 2021	% Change Over 2020	Effective Date	2022 Revenue (\$000)
Health Inspection Searches	64.19	65.47	66.78	2.0%	4.0%	01-Jan-22	0
Sale of contraceptives and medication - various prices	0 - 70.00	0 - 70.00	0 - 70.00	0.0%	0.0%	01-Jan-22	0
Total Departmental							0

Transit Services Department

2022 Service Area Summary - OC Transpo

OC Transpo operates a transit network providing a variety of travel options that meet the needs of customers. All trains and buses are 100 per cent accessible. In 2019, Ottawa and OC Transpo underwent a major transformation with the opening of O-Train Line 1. The transformation to a multimodal transit system marked a significant change to the way OC Transpo provides service to customers, and the way customers use public transit. This new O-Train network continues to expand with Stage 2 extensions to the west, south, the international airport, and east. OC Transpo continually works to provide a safe, reliable, comfortable, courteous and affordable transit service for all, to build and retain an engaged workforce, and to meet the policy objectives set by Council and the Transit Commission, all within the established budget and in accordance with all regulatory requirements.

During 2020 and 2021, OC Transpo adapted its services to meet the travel needs of the community during the Covid-19 pandemic. A number of direct-to-downtown services are currently suspended until on-site employment and ridership return closer to pre-pandemic levels. Funding has been provided by the federal and provincial governments to replace the fare revenue that has been lost because of low ridership levels during the pandemic.

Programs/Services Offered

- OC Transpo bus system, including rapid, frequent, Connexion local, school, shopper, and event routes;
- O-Train Line 1, which runs between Tunney's Pasture Station and Blair Station;
- O-Train Line 2, which will run from Bayview Station to Limebank Station (currently temporarily closed for the construction of the expansion, and expected to reopen in 2022); and,
- Para Transpo service for customers unable to take conventional transit services.

Many support services for OC Transpo operations are also delivered internally within the department, including:

- Operations control centre;
- Customer service and transit information and marketing;
- Maintenance of transit vehicles and facilities;
- Material handling and supply chain management;

- Capital Project Management;
- Integration of zero emission electric buses;
- Employee management, training, development, and engagement;
- Develops, implements, and oversees transit emergency plans;
- 9 Workplace Health and Safety Committees;
- 1 Policy Health and Safety Committee;
- Environmental program management;
- Investigates safety incidents, identifies corrective actions, and recommendations for implementation;
- Safety Coordinators act as Service Duty Officers and are on call 24/7;
- Regulatory Compliance (Federal, Provincial & Municipal);
- Regulatory filings and submissions to governing bodies;
- Implementation of a Safety Management System in accordance with industry best practices;
- Quality Control & Assurance;
- Conducting audits, internal assessments, document reviews, oversight and monitoring;
- Document Management Program;
- Training and Development for multi-modal, rail/bus and technical/maintenance employees;
- Bus and Rail Simulator for rail rules certifications, refreshers, re-certifications and re-training;
- Training Request for reassessment, skills building, Authority to Operate and in-service assessments;
- Special Constable program and fare enforcement;
- Service and system planning;
- Technology implementation and support; and,
- Community and stakeholder relations.

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

	2020	2021		2022	\$ Change over 2021 Budget
	Actual	Actual	Budget	Adopted	
Expenditures by Program					
Transit Operations	417,660	418,686	415,279	426,730	11,451
Transit Customer Systems & Planning	36,416	35,282	40,375	45,124	4,749
Safety, Compliance, Training & Development	5,350	7,318	5,857	7,165	1,308
Business Support Services	4,141	4,197	3,600	3,690	90
General Manager's Office	835	724	795	807	12
Rail Operations	65,822	61,739	49,756	53,222	3,466
Non Departmental	169,142	179,021	169,818	191,227	21,409
Gross Expenditure	699,366	706,967	685,480	727,965	42,485
Recoveries & Allocations	-66,513	-73,185	-25,642	-32,516	-6,874
Revenue	-294,946	-300,167	-308,037	-322,738	-14,701
Net Requirement	337,907	333,615	351,801	372,711	20,910
Expenditures by Type					
Salaries, Wages & Benefits	302,856	302,509	308,981	317,046	8,065
Overtime	19,429	24,067	16,499	16,738	239
Materials & Services	161,486	157,484	159,932	169,199	9,267
Transfers/Grants/Financial Charges	169,190	178,984	169,885	191,294	21,409
Fleet Services Branch Chargebacks	887	978	1,112	1,112	0
Program Facility Costs	25,363	25,844	25,192	28,697	3,505
Other Internal Costs	20,155	17,101	3,879	3,879	0
Gross Expenditures	699,366	706,967	685,480	727,965	42,485
Recoveries & Allocations	-66,513	-73,185	-25,642	-32,516	-6,874
Net Expenditure	632,853	633,782	659,838	695,449	35,611
Revenues By Type					
Federal	0	0	0	0	0
Provincial	-108,281	-133,467	-72,800	-60,518	12,282
Own Funds	-77,865	-82,218	-82,218	-85,230	-3,012
Fees and Services	-108,800	-84,482	-153,019	-176,990	-23,971
Fines	0	0	0	0	0
Other	0	0	0	0	0
Total Revenue	-294,946	-300,167	-308,037	-322,738	-14,701
Net Requirement	337,907	333,615	351,801	372,711	20,910
Full Time Equivalents			3,081.30	3,142.30	61.00

City of Ottawa
 Transportation Services Department
 Transit Services - User Fees

	Policy Fare Structure		2021 Rate \$	2022 Rate \$	% Change Over 2021	Effective Date	2022 Revenue (\$000)
	Multiplier or Discount	Rounded up to nearest					
OC Transpo - Customers' Fares							
Base fare recommended for approval	-	-	3.5982	3.6882	2.5%	TBD	
Passes (set by policy from base fare)							
Adult monthly pass	34 x base	quarter	122.50	125.50	2.4%	TBD	
Youth (8-19) monthly pass	23% discount	quarter	94.50	96.75	2.4%	TBD	
Senior (65+) monthly pass	62% discount	quarter	46.75	47.75	2.1%	TBD	
Community monthly pass	65.5% discount	quarter	43.25	43.25	0.0%	N/A	
Access monthly pass	65.5% discount	quarter	43.25	43.25	0.0%	N/A	
EquiPass monthly pass	53.6% discount	quarter	58.25	58.25	0.0%	N/A	
DayPass [1]	3 x base	quarter	11.00	11.25	2.3%	TBD	
DayPass3 [1]	7.5 x base	quarter	27.00	27.75	2.8%	TBD	
DayPass5 [1]	12 x base	quarter	43.25	44.50	2.9%	TBD	
DayPass7 [1]	14.25 x base	quarter	51.50	52.75	2.4%	TBD	
Family Pass (weekends/holidays)	3 x base	quarter	11.00	11.25	2.3%	TBD	
U-Pass (per semester)	fixed by contract		218.03	223.48	2.5%	1-Sep-2022	

City of Ottawa
 Transportation Services Department
 Transit Services - User Fees

	Policy Fare Structure		2021 Rate \$	2022 Rate \$	% Change Over 2021	Effective Date	2022 Revenue (\$000)
	Multiplier or Discount	Rounded up to nearest					
Single-ride fares [2] (set by policy from base fare)							
Adult single-ride fare (paid by card) [3] [4]	1 x base	nickel	3.60	3.70	2.8%	TBD	
Adult single-ride fare (paid by cash)	+ 5 cents	nickel	3.65	3.75	2.7%	TBD	
Senior (65+) single-ride fare (paid by card) [3] [5]	25% discount	nickel	2.70	2.80	3.7%	TBD	
Senior (65+) single-ride fare (paid by cash) [3] [5]	+ 5 cents	nickel	2.75	2.85	3.6%	TBD	
Community Pass single-ride fare (paid by e-purse/ParaPurse)	52.7% discount	nickel	1.75	1.75	0.0%	N/A	
EquiPass single-ride fare (paid by e-purse/ParaPurse)	52.7% discount	nickel	1.75	1.75	0.0%	N/A	
Child (8-12) single-ride fare (paid by card) [3]	50% discount	nickel	1.80	1.85	2.8%	TBD	
Child (8-12) single-ride fare (paid by cash)	+ 5 cents	nickel	1.85	1.90	2.7%	TBD	
Child (0-7) single-ride fare [6]	100% discount	-	free	free	-	-	
Para Transpo discounted fare with Access Pass	33% discount	nickel	2.45	2.50	2.0%	TBD	
Para Transpo rural fare	2.7 x base	quarter	9.75	10.00	2.6%	TBD	

City of Ottawa
 Transportation Services Department
 Transit Services - User Fees

Policy Fare Structure							
	Multiplier or Discount	Rounded up to nearest	2021 Rate \$	2022 Rate \$	% Change Over 2021	Effective Date	2022 Revenue (\$000)
Total fare revenue							
Conventional service (bus and O-Train)	-	-			-		\$ 166,107
Para Transpo	-	-			-		\$ 1,978
Other fees recommended for approval							
Presto smartcard		quarter	6.00	6.00	0.0%	N/A	
Regular park and ride monthly permit [7]		quarter	27.25	28.00	2.8%	TBD	
Gold Pass park and ride monthly permit [7]		quarter	61.50	63.25	2.8%	TBD	
Bikeseure parking monthly permit [7]		quarter	10.00	10.00	0.0%	N/A	
Bikeseure parking key fob		quarter	6.00	6.00	0.0%	N/A	
Chartered bus – first three hours [8] [9]		dollar	-	600.00	-	N/A	
Chartered bus – each additional hour [9]		dollar	285.50	200.00	-29.9%	1-Jan-2022	

Notes:

- [1] Valid for unlimited travel for one, three, five and seven days.
- [2] Single-ride fares may be purchased using cash, Presto or ParaPay stored value, credit or debit cards, or vouchers issued to social service and non-profit organizations. Not all payment types can be accepted on all device types.
- [3] These single-ride fares may be purchased using Presto or ParaPay stored value, credit or debit cards. Not all payment types can be accepted on all device types.
- [4] For adult fares paid by credit card on buses and at fare gates, a daily maximum of the price of a DayPass applies.
- [5] Seniors travel at no charge on conventional transit routes on Wednesdays and Sundays.
- [6] Children 0-7 who travel frequently and cannot be carried through a fare gate by a parent/guardian may obtain a special smartcard.
- [7] Valid where designated parking available.
- [8] Time calculated from when the bus leaves and returns to the garage.
- [9] Contracted services for event transportation are charged at full cost-recovery based on costs calculated specific to the event.

City Of Ottawa
2022 Capital Budget
Transit Commission
Capital Funding Summary
In Thousands \$(000's)

Project Description	Revenues	Gas Tax	Tax Supported/ Dedicated	Develop. Charges	Tax Supported/ Dedicated Debt	Gas Tax Debt	Grand Total
Transit Services							
Renewal of City Assets							
909087 Rail Operational Readiness	0	0	3,069	0	0	0	3,069
909089 LRT Detour hours funding for Stage 2	0	0	6,400	0	0	0	6,400
909390 Transit Structures - Drainage	0	0	200	0	0	0	200
910116 2021 Transit Structures	0	0	138	0	92	0	230
910160 Stage 2 Transition	0	0	17,400	0	0	0	17,400
910410 2022 Buildings-Transit Services	0	0	2,300	0	0	0	2,300
910464 2022 Transit Roads	0	1,310	0	0	1,310	0	2,620
910465 2022 Pavement Imp - Transit	0	0	107	0	107	0	213
910466 2022 Transit Park & Ride Renewal	0	270	0	0	30	0	300
910467 2022 Transit Structures	0	200	300	0	0	0	500
910468 2022 Bridge Preventative Maint TWY	0	0	320	0	0	0	320
910469 2022 Regulatory Struct Inspections TWY	0	0	150	0	0	0	150
910470 2022 Transit STR Scoping Pre/Post Eng.	0	0	50	0	0	0	50
910471 2022 Trillium Line Structures	0	0	600	0	400	0	1,000
910472 2022 Trillium L STR Scoping Pre/Post Eng	0	0	75	0	0	0	75
910612 Bus Refurbishment 2022	0	0	18,800	0	0	0	18,800
910613 Operations Support Vehicles - Repl 2022	0	1,775	0	0	0	0	1,775
910614 Renewal of Operational Assets 2022	0	1,380	2,300	0	920	0	4,600
910615 Transit Network Yearly Rehab 2022	0	0	1,260	0	140	0	1,400
910616 Bus Stops and Shelters 2022	0	0	1,000	0	0	0	1,000
910617 Station Customer Improvements 2022	0	3,870	860	0	3,870	0	8,600
910618 Transit Accessibility Improvements 2022	0	0	500	0	0	0	500
910619 Transit Priority Road & Signal Proj 2022	0	1,250	1,250	0	0	0	2,500
910620 Comm & Control Sys Onboard Vehicles 2022	0	0	1,400	0	1,400	0	2,800
910626 Bus Replacement 2022	0	21,014	0	0	0	34,001	55,015
910629 Unplanned Infrastructure Response 2022	0	0	1,000	0	0	0	1,000
910631 O-Train Station Names	0	0	2,000	0	0	0	2,000
910635 Contract Lifecycle Pmt (O-Train Line 1)	0	0	440	0	0	0	440
910636 Train and Rail Lifecycle & Modifications	0	709	1,000	0	570	0	2,279
Renewal of City Assets Total	0	31,778	62,919	0	8,838	34,001	137,536

City Of Ottawa
 2022 Capital Budget
 Transit Commission
 Capital Funding Summary
 In Thousands \$(000's)

Project Description	Revenues	Gas Tax	Tax Supported/ Dedicated	Develop. Charges	Tax Supported/ Dedicated Debt	Gas Tax Debt	Grand Total
Service Enhancements							
910621 Customer Services Technology System 2022	0	0	150	0	100	0	250
910622 Fare Technology Systems 2022	0	0	1,500	0	1,500	0	3,000
910623 Operations Management Systems 2022	0	0	3,225	0	3,225	0	6,450
910624 Scheduling and Control Systems 2022	0	0	1,350	0	150	0	1,500
910625 Technology Systems - Security 2022	0	350	1,000	0	150	0	1,500
910630 Customer Service Program	0	0	9,900	0	1,100	0	11,000
910632 Post Covid Ridership Return Campaign	0	0	625	0	0	0	625
910633 O-Train Telecommunications Improvements	0	7,200	800	0	0	0	8,000
Service Enhancements Total	0	7,550	18,550	0	6,225	0	32,325
Transit Services Total	0	39,328	81,469	0	15,063	34,001	169,861
Grand Total	0	39,328	81,469	0	15,063	34,001	169,861