

BUDGET 2012 *Ottawa*



2011096035-01

Environment Committee

Draft Operating and Capital Budget

Tax Supported Programs

Tabled October 26, 2011

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**City of Ottawa
Environment Committee - Operating Resource Requirement**

In Thousands (\$000)

Operating Resource Requirement	2010	2011		2012	\$ Change Over 2011 Budget
	Actual	Forecast	Budget	Estimate	
Expenditures by Program					
Infrastructure Services	25,772	26,883	27,363	28,212	849
Community Sustainability Services	2,716	3,003	3,000	3,605	605
Solid Waste Services	61,212	67,077	67,837	70,746	2,909
Forestry Services	11,315	12,391	12,091	12,938	847
Gross Expenditure	101,015	109,354	110,291	115,501	5,210
Recoveries & Allocations	(19,152)	(20,163)	(20,392)	(21,012)	(620)
Revenue	(45,394)	(47,966)	(45,816)	(48,041)	(2,225)
Net Requirement	36,469	41,225	44,083	46,448	2,365
Expenditures by Type					
Salaries, Wages & Benefits	36,678	40,308	40,976	43,304	2,328
Overtime	965	885	782	784	2
Material & Services	50,318	55,242	55,754	58,749	2,995
Transfers/Grants/Financial Charges	5,001	5,484	5,229	5,229	-
Fleet Costs	5,689	5,776	6,073	6,303	230
Program Facility Costs	210	200	200	205	5
Other Internal Costs	2,154	1,459	1,277	1,393	116
Service Ottawa	-	-	-	(466)	(466)
Gross Expenditures	101,015	109,354	110,291	115,501	5,210
Recoveries & Allocations	(19,152)	(20,163)	(20,392)	(21,012)	(620)
Net Expenditure	81,863	89,191	89,899	94,489	4,590
Revenues By Type					
Federal	-	-	-	-	-
Provincial	(3,992)	(5,596)	(5,678)	(5,249)	429
Municipal	-	-	-	-	-
Own Funds	-	-	-	-	-
Fees and Services	(41,402)	(42,370)	(40,138)	(42,792)	(2,654)
Fines	-	-	-	-	-
Other	-	-	-	-	-
Total Revenue	(45,394)	(47,966)	(45,816)	(48,041)	(2,225)
Net Requirement	36,469	41,225	44,083	46,448	2,365
Full Time Equivalents			497.02	496.02	(1.00)

City of Ottawa
Environment Committee - Operating Resource Requirement Analysis

In Thousands (\$000)

Operating Resource Requirement Analysis	2011 Baseline			2012 Adjustments						2012	\$ Change Over '11 Budget
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	Council Priorities	Service Ottawa	User Fees & Revenues	Estimate	
Expenditures by Program											
Infrastructure Services	26,883	27,363	-	996	-	100	-	(247)	-	28,212	849
Community Sustainability Services	3,003	3,000	-	110	-	-	500	(5)	-	3,605	605
Solid Waste Services	67,077	67,837	690	1,730	-	560	25	(96)	-	70,746	2,909
Forestry Services	12,391	12,091	-	265	-	-	700	(118)	-	12,938	847
Gross Expenditure	109,354	110,291	690	3,101	-	660	1,225	(466)	-	115,501	5,210
Recoveries & Allocations	(20,163)	(20,392)	-	(620)	-	-	-	-	-	(21,012)	(620)
Revenue	(47,966)	(45,816)	(1,544)	-	429	(421)	-	-	(689)	(48,041)	(2,225)
Net Requirement	41,225	44,083	(854)	2,481	429	239	1,225	(466)	(689)	46,448	2,365
Expenditures by Type											
Salaries, Wages & Benefits	40,308	40,976	190	1,578	-	100	460	-	-	43,304	2,328
Overtime	885	782	-	2	-	-	-	-	-	784	2
Material & Services	55,242	55,754	500	1,225	-	560	710	-	-	58,749	2,995
Transfers/Grants/Financial Charges	5,484	5,229	-	-	-	-	-	-	-	5,229	-
Fleet Costs	5,776	6,073	-	230	-	-	-	-	-	6,303	230
Program Facility Costs	200	200	-	5	-	-	-	-	-	205	5
Other Internal Costs	1,459	1,277	-	61	-	-	55	-	-	1,393	116
Service Ottawa	-	-	-	-	-	-	-	(466)	-	(466)	(466)
Gross Expenditures	109,354	110,291	690	3,101	-	660	1,225	(466)	-	115,501	5,210
Recoveries & Allocations	(20,163)	(20,392)	-	(620)	-	-	-	-	-	(21,012)	(620)
Net Expenditure	89,191	89,899	690	2,481	-	660	1,225	(466)	-	94,489	4,590
Percent of 2011 Net Expenditure Budget			0.8%	2.8%	0.0%	0.7%	1.4%	-0.5%	0.0%	5.1%	
Revenues By Type											
Federal	-	-	-	-	-	-	-	-	-	-	-
Provincial	(5,596)	(5,678)	-	-	429	-	-	-	-	(5,249)	429
Municipal	-	-	-	-	-	-	-	-	-	-	-
Own Funds	-	-	-	-	-	-	-	-	-	-	-
Fees and Services	(42,370)	(40,138)	(1,544)	-	-	(421)	-	-	(689)	(42,792)	(2,654)
Fines	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-
Total Revenue	(47,966)	(45,816)	(1,544)	-	429	(421)	-	-	(689)	(48,041)	(2,225)
Percent of 2011 Revenue Budget			3.4%	0.0%	-0.9%	0.9%	0.0%	0.0%	1.5%	4.9%	
Net Requirement	41,225	44,083	(854)	2,481	429	239	1,225	(466)	(689)	46,448	2,365
Percent of 2011 Net Requirement Budget			-1.9%	5.6%	1.0%	0.5%	2.8%	-1.1%	-1.6%	5.4%	
Full Time Equivalents (FTE's)		497.02	(1.00)	2.00	-	1.00	2.00	(5.00)	-	496.02	(1.00)
Percent of 2011 FTE's			-0.2%	0.4%	0.0%	0.2%	0.4%	-1.0%	0.0%	-0.2%	

City of Ottawa
Environment-Tax Committee
Capital Program Summary
In Thousands (\$000)

2012 Draft Budget

Project Description	Tax Supported/ Dedicated	Debt	Grand Total
Environment			
Renewal of City Assets			
906335 2012 Lifecycle Renewal - Tree Program	1,175	-	1,175
	1,175	-	1,175
Strategic Initiatives			
905733 SO-Smart Energy	2,362	-	2,362
906380 Environmental Strategy	750	-	750
	3,112	-	3,112
	4,287	-	4,287
Fleet Services			
Renewal of City Assets			
906551 Green Fleet	500	-	500
	500	-	500
General Government			
Strategic Initiatives			
906381 Rural & Urban Opportunities	125	-	125
906382 Sustainability Program	100	-	100
	225	-	225
Real Estate Partnerships & Dev			
Renewal of City Assets			
906372 Environmental Remediation 2012	2,000	-	2,000
	2,000	-	2,000
Solid Waste			
Renewal of City Assets			
906322 Lifecycle Renewal Fleet - Solid Waste	295	-	295
906535 Bin Collection Conversion	750	-	750
	1,045	-	1,045
Regulatory			
906167 Leachate Management	800	-	800
	800	-	800
	1,845	-	1,845
Grand Total	8,857	-	8,857

Infrastructure Services and Community Sustainability Portfolio

Infrastructure Services Department– 2012 Budget Briefing Note

Description

Our mission is to deliver effective and efficient survey, mapping, utility coordination, design, construction, and asset management services ensuring safe, accessible and sustainable municipal infrastructure. Our vision is excellence in the provision of infrastructure services to enhance clients' satisfaction and to build a sustainable community.

Our key service offerings include:

- Asset management
- Condition and performance assessments
- Capital planning and budgeting
- Design and construction of new and renewal of municipal infrastructure projects, and City buildings, facilities and parks
- Utility coordination
- Legal surveys and mapping
- Business and technical services for delivery of infrastructure assets

Programs / Services Offered

Asset Management:

- Manage and optimize the lifecycle of the City's municipal infrastructure assets (roads, sidewalks, sewers and watermain systems, bridges, culverts and the transitway), buildings, facilities and parks, assets valued at approximately \$30 billion.
- Maintain the inventory of municipal infrastructure assets, buildings, facilities and parks, and undertake condition and performance assessments.
- Develop rehabilitation strategies and procedures.
- Develop long-range financial needs.
- Develop and coordinate annual renewal capital programs.
- Manage assets to accommodate growth in an efficient manner.
- Provide information related to infrastructure condition and performance, timing of renewal works and implementation of capital programs.

Infrastructure Services and Community Sustainability Portfolio

Infrastructure Services Department– 2012 Budget Briefing Note

Design and Construction Services:

- Construction of new and renewal of existing municipal infrastructure (roads, sidewalks, sewers, watermains, bridges, culverts).
- New municipal infrastructure undertaken as local improvements.
- Renewal and new transit facilities (transitways/stations and associated structures, bus only lanes, park 'n' ride facilities).
- Renewal and expansion/modifications of pumping stations, water reservoirs and elevated tanks, sewage and water treatment facilities, stormwater management facilities, solid waste facilities.
- Traffic and transit safety and operational improvements (intersection improvements, transit priority measures, etc.)
- New and renewal of City buildings/facilities, major renovations (administrative facilities, fire stations, paramedic facilities, libraries, long-term care facilities, pools/arenas/community centres).
- New and renewal of parks and associated facilities.

Business and Technical Services:

- Coordinate with utilities to manage the competing uses of the City's rights-of-way.
- Manage agreements with City partners for utility use of the City's right of way.
- Manage information centre for all municipal and private infrastructure located in the City's rights-of-way.
- Provide water and sewer permitting services for new infrastructure requests not related to a Development process or Building Permit and for City projects. Administer the frontage database.
- Provide corporate legal survey and mapping services in support of city infrastructure renewal and development.
- Provide geotechnical and environmental input into project scoping process and RFP requirements.
- Coordinate the development of standards and contract specifications.
- Provide quality assurance to be implemented on construction projects.
- Engineering standards and design/construction guidelines.
- Coordinate the development and maintenance of Departmental Business and the Service Excellence Plans.
- Plan and implement improved business processes, programs and tools for the department.
- Align and monitor term of council service priorities within the Department.

Infrastructure Services and Community Sustainability Portfolio

Infrastructure Services Department– 2012 Budget Briefing Note

Re-Organizations

The organizational realignment that commenced in 2009 is now complete. The Department will continue to align the organizational structure to advance Key Business Initiatives in support of Service Excellence, Sustainability and the Term of Council priorities for 2011-2014.

Performance / Outcome Measures

Currently, a performance indicator for the Department is the delivery of the annual Capital Program. Target = 85% of approved authority identified in the Capital Budget.

In 2011, ISD substantially completed all 115 original Economic Stimulus Fund projects plus 100% of the new 16 additional projects and 100% of the 40 scope increases to existing projects by the deadline of October 31 2011.

Service Standards and tracking will be developed and implemented in 2012 as part of the Service Excellence Plan.

Infrastructure Services and Community Sustainability Portfolio

Infrastructure Services Department– 2012 Budget Briefing Note

2012 Budget Risks / Other Considerations

The Department will continue to maximize the renewal investments to minimize the growing gap between what is spent on infrastructure and what is required to maintain our assets. This will assist in meeting the demands of a growing population and for building strong sustainable, resilient and liveable communities.

For 2012, the Department will continue to focus on the development of the comprehensive asset management plans, Infrastructure Renewal projects such as buildings and parks retrofits, Heron Road Bridge rehabilitation, the Ottawa River Action Plan (ORAP), and improving storm water management, including the west end flood mitigation project. Many projects align with the Corporate Strategic Priorities approved by Council.

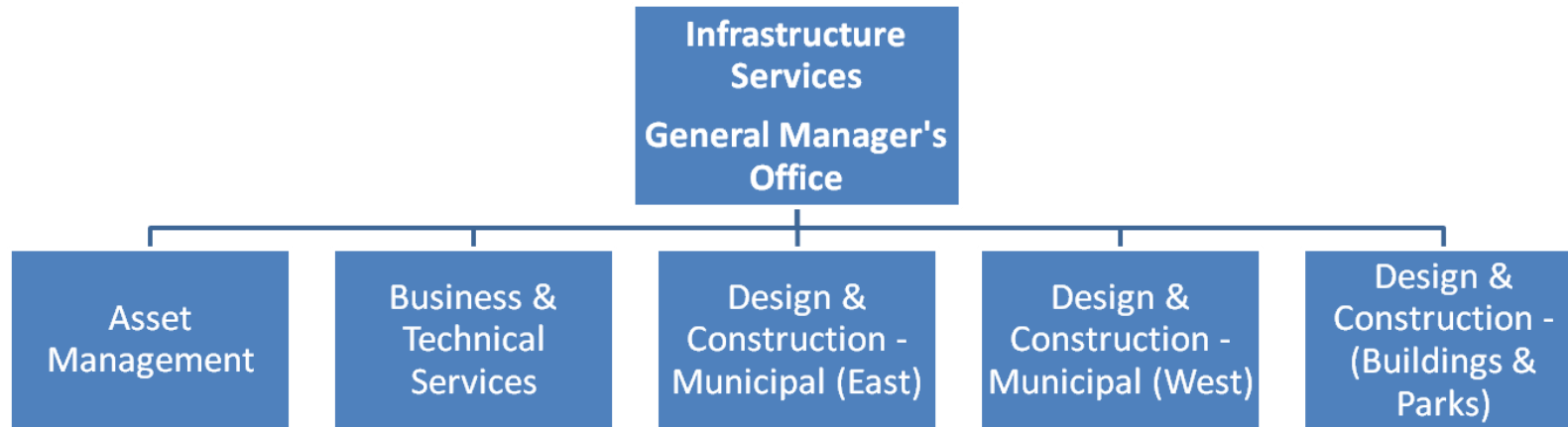
As a shared service, the Department will continue to provide coordination and technical advice to other City departments on the subject of the City's major infrastructure works specifically the Ottawa Light-Rail Project (OLRT), the Landsdowne Park re-design and explore LEED standards for new City buildings and major renovations. These projects will contribute to a more vibrant, sustainable capital.

Council has identified additional strategic priorities for "People" within the organization (City of Ottawa Strategy Map, 2011). ISD's ability to retain, maintain and recruit for a number of positions requires an appropriate strategy and succession plan. The Department is committed to engaging employees and developing the strategy for 2012 that will ensure city infrastructure is protected and project delivery is maintained at its highest level. This will achieve a high standard of operational performance, client satisfaction and public confidence in the City of Ottawa.

Infrastructure Services and Community Sustainability Portfolio

Infrastructure Services Department– 2012 Budget Briefing Note

Org Chart



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

Operating Resource Requirement	2010	2011		2012	\$ Change Over 2011 Budget
	Actual	Forecast	Budget	Estimate	
Expenditure by Program					
General Manager's Office - IS	519	629	534	552	18
Design & Construction - Municipal East	4,838	4,908	5,296	5,434	138
Design & Construction - Municipal West	6,174	5,913	5,867	6,079	212
Design & Construction - Buildings & Parks	3,530	3,593	3,594	3,678	84
Asset Management	5,035	5,848	5,984	6,437	453
Business & Technical Services	5,676	5,992	6,088	6,279	191
Service Ottawa	-	-	-	(247)	(247)
Gross Expenditure	25,772	26,883	27,363	28,212	849
Recoveries & Allocations	(18,620)	(19,663)	(20,143)	(20,763)	(620)
Revenue	(805)	(661)	(661)	(666)	(5)
Net Requirement	6,347	6,559	6,559	6,783	224
Expenditure by Type					
Salaries, Wages & Benefits	23,502	24,987	25,301	26,386	1,085
Overtime	623	391	468	468	-
Material & Services	1,331	1,170	1,280	1,280	-
Transfers/Grants/Financial Charges	-	-	-	-	-
Fleet Costs	236	240	240	250	10
Program Facility Costs	-	-	-	-	-
Other Internal Costs	80	95	74	75	1
Service Ottawa	-	-	-	(247)	(247)
Gross Expenditure	25,772	26,883	27,363	28,212	849
Recoveries & Allocations	(18,620)	(19,663)	(20,143)	(20,763)	(620)
Net Expenditure	7,152	7,220	7,220	7,449	229
Revenue By Type					
Federal	-	-	-	-	-
Provincial	-	-	-	-	-
Municipal	-	-	-	-	-
Own Funds	-	-	-	-	-
Fees and Services	(805)	(661)	(661)	(666)	(5)
Fines	-	-	-	-	-
Other	-	-	-	-	-
Total Revenue	(805)	(661)	(661)	(666)	(5)
Net Requirement	6,347	6,559	6,559	6,783	224
Full Time Equivalents			295.17	291.17	(4.00)

City of Ottawa
Infrastructure Services - Operating Resource Requirement Analysis

In Thousands (\$000)

Operating Resource Requirement Analysis	2011 Baseline			2012 Adjustments						2012	\$ Change Over '11 Budget
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	Council Priorities	Service Ottawa	User Fees & Revenues	Estimate	
Expenditure by Program											
General Manager's Office - IS	629	534	-	18	-	-	-	-	-	552	18
Design & Construction - Municipal East	4,908	5,296	-	138	-	-	-	-	-	5,434	138
Design & Construction - Municipal West	5,913	5,867	-	212	-	-	-	-	-	6,079	212
Design & Construction - Buildings & Parks	3,593	3,594	-	84	-	-	-	-	-	3,678	84
Asset Management	5,848	5,984	-	353	-	100	-	-	-	6,437	453
Business & Technical Services	5,992	6,088	-	191	-	-	-	-	-	6,279	191
Service Ottawa	-	-	-	-	-	-	-	(247)	-	(247)	(247)
Gross Expenditure	26,883	27,363	-	996	-	100	-	(247)	-	28,212	849
Recoveries & Allocations	(19,663)	(20,143)	-	(620)	-	-	-	-	-	(20,763)	(620)
Revenue	(661)	(661)	-	-	-	-	-	-	(5)	(666)	(5)
Net Requirement	6,559	6,559	-	376	-	100	-	(247)	(5)	6,783	224
Expenditure by Type											
Salaries, Wages & Benefits	24,987	25,301	-	985	-	100	-	-	-	26,386	1,085
Overtime	391	468	-	-	-	-	-	-	-	468	-
Material & Services	1,170	1,280	-	-	-	-	-	-	-	1,280	-
Transfers/Grants/Financial Charges	-	-	-	-	-	-	-	-	-	-	-
Fleet Costs	240	240	-	10	-	-	-	-	-	250	10
Program Facility Costs	-	-	-	-	-	-	-	-	-	-	-
Other Internal Costs	95	74	-	1	-	-	-	-	-	75	1
Service Ottawa	-	-	-	-	-	-	-	(247)	-	(247)	(247)
Gross Expenditure	26,883	27,363	-	996	-	100	-	(247)	-	28,212	849
Recoveries & Allocations	(19,663)	(20,143)	-	(620)	-	-	-	-	-	(20,763)	(620)
Net Expenditure	7,220	7,220	-	376	-	100	-	(247)	-	7,449	229
Percent of 2011 Net Expenditure Budget			0.0%	5.2%	0.0%	1.4%	0.0%	-3.4%	0.0%	3.2%	
Revenue By Type											
Federal	-	-	-	-	-	-	-	-	-	-	-
Provincial	-	-	-	-	-	-	-	-	-	-	-
Municipal	-	-	-	-	-	-	-	-	-	-	-
Own Funds	-	-	-	-	-	-	-	-	-	-	-
Fees and Services	(661)	(661)	-	-	-	-	-	-	(5)	(666)	(5)
Fines	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-
Total Revenue	(661)	(661)	-	-	-	-	-	-	(5)	(666)	(5)
Percent of 2011 Revenue Budget			0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.8%	0.8%	
Net Requirement	6,559	6,559	-	376	-	100	-	(247)	(5)	6,783	224
Percent of 2011 Net Requirement Budget			0.0%	5.7%	0.0%	1.5%	0.0%	-3.8%	-0.1%	3.4%	
Full Time Equivalents (FTE's)		295.17	(1.00)	-	-	1.00	-	(4.00)	-	291.17	(4.00)
Percent of 2011 FTE's			-0.3%	0.0%	0.0%	0.3%	0.0%	-1.4%	0.0%	-1.4%	

City of Ottawa

Infrastructure Services - Operating Resource Requirement Explanatory Notes

In Thousands (\$000)

2011 Baseline Adjustments / Explanations	Increase / (Decrease)			
	Exp.	Rev.	Net 2011 Changes	FTE Impact
Adjustments to Base Budget				
FTE reduction to be achieved from 2011 Service Ottawa Initiatives.	-	-	-	(1.00)
Total Adjustments to Base Budget	-	-	-	(1.00)

2012 Pressure Category / Explanation	Increase / (Decrease)			
	Exp.	Rev.	Net 2012 Changes	FTE Impact
Maintain Services				
All programs include an adjustment for 2012 contract settlement, increment and benefit adjustments.	985	-	985	-
All programs include an adjustment for 2012 contract settlement, increment and benefit adjustments - capital recoveries.	(470)	-	(470)	-
Increase in insurance premiums.	1	-	1	-
Water/sewer administration allocation.	(150)	-	(150)	-
Fleet increase related to inflation on compensation contracts, parts, fuel, PAYGO reserve contribution and maintenance.	10	-	10	-
Total Maintain Services	376	-	376	-

City of Ottawa

Infrastructure Services - Operating Resource Requirement Explanatory Notes

In Thousands (\$000)

2012 Pressure Category / Explanation	Increase / (Decrease)			FTE Impact
	Exp.	Rev.	Net 2012 Changes	
Growth				
Asset Management Coordinator to enhance capital coordination and advance a number of Corporate Strategic Priorities approved by Council.	100	-	100	1.00
Total Growth	100	-	100	1.00
Service Ottawa				
Productivity Improvements related to Corporate Service Ottawa Initiatives.	(245)	-	(245)	(4.00)
Efficiencies related to Department Service Ottawa Initiatives - Transform Municipal Fleet.	(2)	-	(2)	-
Total Service Ottawa	(247)	-	(247)	(4.00)
User Fees & Revenues				
See following User Fee Schedule for details.	-	(5)	(5)	-
Total User Fees & Revenues	-	(5)	(5)	-
Total Budget Changes	229	(5)	224	(4.00)

City of Ottawa
Infrastructure Services - User Fees

User Fees	2010 Rate	2011 Rate	2012 Rate	% Change Over		Effective Date	2012 Revenue
	\$	\$	\$	2011	2010		
Infrastructure Services						01-Jan-12	
Road Cut Pavement Degradation Fees							
Road Cut Pavement Degradation fees (per square meter)							
2 years or less	30.60	31.35	32.10	2.4%	4.9%		
2 to 4 years	25.40	26.00	26.70	2.7%	5.1%		
4 to 7 years	20.40	21.00	21.50	2.4%	5.4%		
7 to 10 years	12.70	13.00	13.30	2.3%	4.7%		
10 years or more	5.10	5.25	5.40	2.9%	5.9%		
Administration / Research Fee (per street segment)	62.50	64.00	65.50	2.3%	4.8%		
Engineering Plans - Hardcopy / Image / CAD							
Electronic Image file - .pdf, .tif	12.50	13.00	13.30	2.3%	6.4%		
MicroStation .dgn or ACAD .dwg	-	26.00	26.50	1.9%	-		
Standard Paper Print (up to 3 m length)	16.50	17.00	17.50	2.9%	6.1%		
Standard Mylar Print (up to 3 m length)	28.00	28.75	29.50	2.6%	5.4%		
Microfilm paper prints	5.30	5.50	5.70	3.6%	7.5%		
Ottawa UCC Central Registry Plans							
MicroStation .dgn (187m x 125m)	109.00	112.00	114.80	2.5%	5.3%		
Utility Plan Image file - .pdf, .tif	-	26.00	26.50	1.9%	-		
Water /Sewer Distribution Plans							
1:2000 scale - .pdf	28.00	28.75	29.50	2.6%	5.4%		
ArcGIS Sewer and Water Data (\$100.00/km of mapping) Plus Customization Fee (\$97.50/Hr.)	-	-	100.00	-	-		
Engineering / Geotechnical Reports/Studies							
Administrative / Research Fee	28.00	28.75	29.50	2.6%	5.4%		
Copies - B&W per page	0.11	0.15	0.20	33.3%	81.8%		

City of Ottawa
Infrastructure Services - User Fees

User Fees	2010 Rate	2011 Rate	2012 Rate	% Change Over		Effective Date	2012 Revenue
	\$	\$	\$	2011	2010		
Legal Letters	165.00	170.00	174.30	2.5%	5.6%		
Contract Manual							
Contract Manual (hard copy)	265.00	271.00	278.00	2.6%	4.9%		
Contract Manual (CD only)	66.00	67.50	69.50	3.0%	5.3%		
Contract Manual -yearly revisions (hard copy)	66.00	67.50	69.50	3.0%	5.3%		
Guideline Publications							
Guideline Publications (hard copy)	265.00	271.00	278.00	2.6%	4.9%		
Guideline Publications (CD only)	66.00	67.50	69.50	3.0%	5.3%		
Survey Control Book	180.00	184.00	188.50	2.4%	4.7%		
Electronic Media/Materials fees							
CD-ROM	31.00	31.80	32.50	2.2%	4.8%		
Internet File Transfer (FPT)	31.00	31.80	32.50	2.2%	4.8%		
Internet Email (up to 1 megabyte per email)	31.00	31.80	32.50	2.2%	4.8%		
Customization Fees/Electronic File Translation							
Production of Customized Map or Data (hourly rate)	93.00	95.00	97.50	2.6%	4.8%		
CAD or GIS file	31.00	32.00	32.50	1.6%	4.8%		
Renewal of Existing License for a New Project	93.00	95.00	97.50	2.6%	4.8%		
One-Time Digital Data Fee, Theme Set:							
Topographic 1:10,000 1:2,000 or 1:5,000 scale electronic Data	31.00	31.80	32.50	2.2%	4.8%		
Aerial Ortho-photo, jpg format (6mb maximum)	93.00	95.00	97.50	2.6%	4.8%		
Total Department							(5)

ISCS – Department of Community Sustainability **2012 Budget Briefing Note**

Description

The Department of Community Sustainability is dedicated to realizing Ottawa's potential as a model, sustainable, capital city by providing leadership, expertise and support for integrated long-term planning and decision-making across the four dimensions of sustainability – economic, cultural, social and environmental. Our contribution is achieved by working collaboratively to embed sustainability principles, plans and practices that lead to internal improvements (a sustainable City Hall) and by supporting community efforts that are focused on building vibrant, complete, liveable neighbourhoods (a sustainable community).

The Department is comprised of four (4) Branches that collectively address all aspects of community sustainability:

- Economic Development Branch – Facilitates economic development and sustainable economic growth for the City of Ottawa through the use of partnerships, best practices, research, analysis, and community economic development to deliver effective and efficient programming.
- Environmental Sustainability Branch – Provides leadership and expertise in “next generation” pilot projects, research, data management and policy development in partnership with internal and external stakeholders that will lead to the development, adoption and implementation of policies, strategies and tools designed to achieve sustainability from an environmental perspective.
- Sustainability Planning and Development Branch – Leads the development and implementation of long-term sustainability planning for the City, which is designed to help the City and Canada's Capital Region successfully respond to the challenges of the 21st century by integrating sustainability, resiliency and liveability into all facets of the community. Provides leadership and project management expertise to advance cross-departmental sustainability projects.
- Sustainability Practice and Neighbourhood Liveability Branch – Leads the broad change mandate of the City to ensure that the practice of sustainability is implemented across departments and disciplines throughout the corporation so that sustainability becomes integrated into the City's culture. Provides organizational leadership in integrating the concepts of sustainability, resiliency and liveability into all facets of community planning, as part of Neighbourhood Sustainability Planning.

ISCS – Department of Community Sustainability **2012 Budget Briefing Note**

The overall outcome will be a long-term vision, plan and strategies that are informed by clear and accurate information derived from a broad base of sources. This will allow Council and management to have a clear picture of the City's desired future, the capacity and capability needed to achieve that future, as well as community and neighbourhood indicators that will allow us to measure our progress and make informed decisions to achieve our goals.

Programs / Services Offered

Specific Community Sustainability programs and services include:

- Growing local business talent through enhanced entrepreneurship programming, which includes the creation of a business incubation space
- Operating the Major Events Attraction Office in conjunction with Ottawa Tourism to provide bid support for major events attraction
- Managing relationships with the arm's-length economic development agency, Invest Ottawa
- Liaising with and supporting Business Improvement Areas, on behalf of the City of Ottawa
- Developing and implementing the 2011-2015 Environmental Strategy, and working with other City departments and the community to achieve its goals
- Developing strategic environmental plans (e.g., the Water Environment Strategy) and best practices for implementation by various departments and partners
- Monitoring air quality, undertaking greenhouse gas inventories and reduction plans, and reporting on the environment (through the development of an Environmental Scorecard)
- Administering and delivering the Community Environmental Grants Program and the Rural Clean Water Program
- Undertaking catalyst projects that capitalize on rural and urban opportunity development that will help the City succeed in meeting the challenges of the 21st century – these projects are led through the production and implementation of the Sustainability and Resiliency Plan, Regional Energy and Emissions Plan, and the Risk Prevention and Mitigation Plan
- Embedding sustainability into the City's organizational culture – the way we do business, make decisions, and deliver services – by providing training, communications and implementation tools through the Corporate Sustainability Program
- Developing and implementing the Neighbourhood Sustainability Planning Program
- Managing and coordinating cross-departmental program and policy development such as the Large Rooftop Solar Program and the Green Buildings Promotion Program

ISCS – Department of Community Sustainability

2012 Budget Briefing Note

Performance / Outcome Measures

Performance and outcome measures related to the 2012 activities of the Department include:

- Win five (5) major event bids won per year (to be hosted in Ottawa)
- Increase the number of visitor hotel room nights in Ottawa
- Increase resident and business use of communication tools related to Economic Development Strategy implementation
- Increase the percentage of approved green planning applications
- During 2012, commence at least 25% the new initiatives in four-year *2011-2015 Environmental Strategy*
- Increase the percentage of residents believing the City is making sustainable choices
- Increase the number of policies and practices implemented through the Corporate Sustainability Program
- Finalize the Neighbourhood Sustainability Program; engage two (2) neighbourhoods in the program in 2012
- Implement three (3) catalyst projects for rural and urban opportunity development

2012 Budget Risks / Other Considerations

The Community Sustainability Department has identified new funding requests through the Corporate Planning Framework for strategic initiatives that will achieve the Term of Council's Strategic Priorities. These strategic initiatives are:

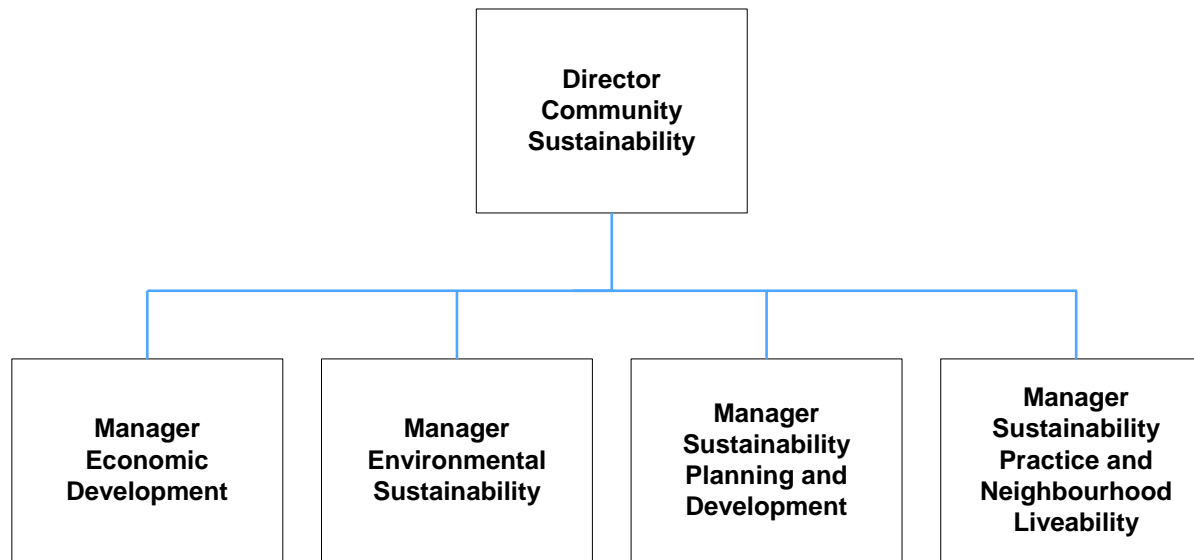
- Economic Development Strategy – capital funding for an investment in industry-led digital media to help Ottawa capture a greater share of this growing industry and diversify our economic base;
- Environmental Strategy – capital and operating funding for a suite of initiatives that will help us build a greener city, and a more actively mobile city with a lighter environmental footprint;
- Sustainability Program – capital and operating funding to embed sustainability within the corporation and in our community; and,
- Rural and Urban Opportunity Development – capital funding to undertake catalyst and pilot projects that ensure growth remains affordable and our quality of life remains high over the long term.

ISCS – Department of Community Sustainability **2012 Budget Briefing Note**

If these requests are not approved, the Department would have a significantly reduced capacity to contribute to the progress on the Council-approved priorities and objectives of economic prosperity, environmental stewardship, and making sustainable choices.

Org Chart

Community Sustainability Department



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

Operating Resource Requirement	2010	2011		2012	\$ Change Over 2011 Budget
	Actual	Forecast	Budget	Estimate	
Expenditure by Program					
Director's Office - CS	301	359	359	362	3
Sust. Planning and Development	911	873	844	878	34
Environmental Sustainability	863	1,161	1,187	1,386	199
Sustainability Practice & Neighbourhood	641	610	610	984	374
Service Ottawa	-	-	-	(5)	(5)
Gross Expenditure	2,716	3,003	3,000	3,605	605
Recoveries & Allocations	(185)	(100)	(97)	(97)	-
Revenue	(5)	-	-	-	-
Net Requirement	2,526	2,903	2,903	3,508	605
Expenditure by Type					
Salaries, Wages & Benefits	2,206	2,738	2,661	3,071	410
Overtime	11	13	13	13	-
Material & Services	441	188	269	469	200
Transfers/Grants/Financial Charges	48	50	50	50	-
Fleet Costs	-	-	-	-	-
Program Facility Costs	-	-	-	-	-
Other Internal Costs	10	14	7	7	-
Service Ottawa	-	-	-	(5)	(5)
Gross Expenditure	2,716	3,003	3,000	3,605	605
Recoveries & Allocations	(185)	(100)	(97)	(97)	-
Net Expenditure	2,531	2,903	2,903	3,508	605
Revenue By Type					
Federal	-	-	-	-	-
Provincial	-	-	-	-	-
Municipal	-	-	-	-	-
Own Funds	-	-	-	-	-
Fees and Services	(5)	-	-	-	-
Fines	-	-	-	-	-
Other	-	-	-	-	-
Total Revenue	(5)	-	-	-	-
Net Requirement	2,526	2,903	2,903	3,508	605
Full Time Equivalents			26.00	26.00	-

City of Ottawa
Community Sustainability - Operating Resource Requirement Analysis

In Thousands (\$000)

Operating Resource Requirement Analysis	2011 Baseline			2012 Adjustments						2012	\$ Change Over '11 Budget
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	Council Priorities	Service Ottawa	User Fees & Revenues	Estimate	
Expenditure by Program											
Director's Office - CSS	359	359	-	3	-	-	-	-	-	362	3
Sust. Planning and Development	873	844	-	34	-	-	-	-	-	878	34
Environmental Sustainability	1,161	1,187	-	49	-	-	150	-	-	1,386	199
Sustainability Practice & Neighbourhood	610	610	-	24	-	-	350	-	-	984	374
Service Ottawa	-	-	-	-	-	-	-	(5)	-	(5)	(5)
Gross Expenditure	3,003	3,000	-	110	-	-	500	(5)	-	3,605	605
Recoveries & Allocations	(100)	(97)	-	-	-	-	-	-	-	(97)	-
Revenue	-	-	-	-	-	-	-	-	-	-	-
Net Requirement	2,903	2,903	-	110	-	-	500	(5)	-	3,508	605
Expenditure by Type											
Salaries, Wages & Benefits	2,738	2,661	-	110	-	-	300	-	-	3,071	410
Overtime	13	13	-	-	-	-	-	-	-	13	-
Material & Services	188	269	-	-	-	-	200	-	-	469	200
Transfers/Grants/Financial Charges	50	50	-	-	-	-	-	-	-	50	-
Fleet Costs	-	-	-	-	-	-	-	-	-	-	-
Program Facility Costs	-	-	-	-	-	-	-	-	-	-	-
Other Internal Costs	14	7	-	-	-	-	-	-	-	7	-
Service Ottawa	-	-	-	-	-	-	-	(5)	-	(5)	(5)
Gross Expenditure	3,003	3,000	-	110	-	-	500	(5)	-	3,605	605
Recoveries & Allocations	(100)	(97)	-	-	-	-	-	-	-	(97)	-
Net Expenditure	2,903	2,903	-	110	-	-	500	(5)	-	3,508	605
Percent of 2011 Net Expenditure Budget			0.0%	3.8%	0.0%	0.0%	17.2%	-0.2%	0.0%	20.8%	
Revenue By Type											
Federal	-	-	-	-	-	-	-	-	-	-	-
Provincial	-	-	-	-	-	-	-	-	-	-	-
Municipal	-	-	-	-	-	-	-	-	-	-	-
Own Funds	-	-	-	-	-	-	-	-	-	-	-
Fees and Services	-	-	-	-	-	-	-	-	-	-	-
Fines	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-
Total Revenue	-	-	-	-	-	-	-	-	-	-	-
Percent of 2011 Revenue Budget			0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Net Requirement	2,903	2,903	-	110	-	-	500	(5)	-	3,508	605
Percent of 2011 Net Requirement Budget			0.0%	3.8%	0.0%	0.0%	17.2%	-0.2%	0.0%	20.8%	
Full Time Equivalents (FTE's)		26.00	-	-	-	-	-	-	-	26.00	-
Percent of 2011 FTE's			0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	

City of Ottawa

Community Sustainability - Operating Resource Requirement Explanatory Notes

In Thousands (\$000)

2012 Pressure Category / Explanation	Increase / (Decrease)			
	Exp.	Rev.	Net 2012 Changes	FTE Impact
Maintain Services All programs include an adjustment for contract settlements, increments and benefit adjustments.	110	-	110	-
Total Maintain Services	110	-	110	-
Council Priorities The Environmental Strategy recommends a number of initiatives that are primarily funded from capital accounts. However, on an annual basis, it is possible that these activities could result in an operating pressure for a lead department in the City, not necessarily Community Sustainability. These funds would be transferred to a department leading such an initiative to ensure program viability in areas that build a greener, more ecologically robust City, and a more connected and actively mobile City with a lighter environmental footprint.	150	-	150	-
The Sustainability Program has two prongs: the Corporate Sustainability Program and the Neighbourhood Sustainability Program. These operating funds are related to the Neighbourhood Sustainability Program for the purpose of program development, for tools and resources that support sustainability at a neighbourhood level, and for the ongoing implementation of the program.	350	-	350	-
Total Council Priorities	500	-	500	-
Service Ottawa Productivity Improvements related to Corporate Service Ottawa Initiatives.	(5)	-	(5)	-
Total Service Ottawa	(5)	-	(5)	-
Total Budget Changes	605	-	605	-

**City of Ottawa
 Environment Committee
 Capital Program
 In Thousands (\$000)**

2012 Draft Budget

Service Area: Environment							
Category	2012 Capital Budget	Revenues	Tax Supported/ Dedicated Reserves	Gas Tax	Rate Supported Reserves	Development Charges	Debt
Renewal of City Assets	3,175	-	3,175	-	-	-	-
Growth	-	-	-	-	-	-	-
Regulatory	-	-	-	-	-	-	-
Strategic Initiatives	3,837	-	3,837	-	-	-	-
Total	7,012	-	7,012	-	-	-	-

Project Information		Financial Details			
906335 2012 Lifecycle Renewal - Tree Program					
Dept: Public Works	Category: Renewal of City Assets	Ward: CW	Year of Completion: 2014		
<p>The lifecycle renewal tree planting program is made up of 3 parts:</p> <p>1. Funding to replace those trees that are removed at the end of their life, as a result of insect and disease such as Emerald Ash Borer and as a result of storm damage.</p> <p>2. Trees in Trust program for residents that would like to request a tree to be planted by the City on the road allowance as long as the residents are willing to commit to watering the tree for the establishment period.</p> <p>3. The Green Acres Rural Reforestation program provides assistance in setting up a proper planting plan and suitable plant material to rural private landowners and also contributes in the reforestation of rural areas in municipal forests and ravines.</p> <p>It is essential to the sustainability of the urban and rural forest infrastructure to plant these trees to ensure forests cover in Ottawa for future generations.</p>	2012 Request	1,175	Unspent Previous Authority		248
	Revenues	-	Rate Supported		-
	Tax Supported/ Dedicated	1,175	Development Charges		-
	Gas Tax	-	Debt		-
	Forecast	2012	2013	2014	2015
	Authority	1,175	1,175	1,175	1,200
	Spending Plan	1,423	1,175	1,175	1,200
	FTE's	-	-	-	-
	Operating Impact	-	-	-	-
	906372 Environmental Remediation 2012				
Dept: Real Estate Partnership & Deve	Category: Renewal of City Assets	Ward: CW	Year of Completion: 2015		
<p>This mandatory program is in direct response to legislative requirements and risks and liabilities associated with environmental issues that affect public health and the environment.</p> <p>The program requires funding to address remediation requirements at a number of sites, to implement risk management plans and remediation programs at various old landfill sites in accordance with the Council approved strategy, to remove underground storage tanks that have reached the end of their life-cycle from City fuel outlet sites, together with any associated continuation, to address historic contamination issues at various City properties; and to provide the capacity to address immediate response in the event of unforeseen and unplanned environmental events in order to protect public health and the environment in a timely manner.</p>	2012 Request	2,000	Unspent Previous Authority		952
	Revenues	-	Rate Supported		-
	Tax Supported/ Dedicated	2,000	Development Charges		-
	Gas Tax	-	Debt		-
	Forecast	2012	2013	2014	2015
	Authority	2,000	2,000	2,000	2,050
	Spending Plan	2,000	2,000	2,000	2,050
	FTE's	-	-	-	-
	Operating Impact	-	-	-	-

Project Information		Financial Details			
905733 Service Ottawa - Smart Energy					
Dept: Public Works	Category: Strategic Initiatives	Ward: CW	Year of Completion: 2011		
<p>The initiative focuses on further reducing its annual energy costs by: re-commissioning mechanical equipment to re-establish the baseline for energy performance by bringing equipment back to design specs; implementing an Enterprise Energy Monitoring and Targeting (M&T) solution connected to electrical, gas and water meters to enable managers to have situational awareness and insights into patterns of energy consumption (e.g. automated tools that enable visibility to energy consumption, and that alert on "out of specific" conditions); implementing Integrated Building Management Systems requiring less manual intervention and enable remote command and control; continuing with planned capital measures for 2010-2014 (not included in current capital plans); and implementing a Solar Photovoltaic initiative starting with a Pilot Project – 2-5kW's (receive a revenue stream from the Ontario Government through the 'Feed In Tariff' (FIT) program.</p>	2012 Request	2,362	Unspent Previous Authority		1,138
	Revenues	-	Rate Supported		-
	Tax Supported/ Dedicated	2,362	Development Charges		-
	Gas Tax	-	Debt		-
	Forecast	2012	2013	2014	2015
	Authority	2,362	2,912	3,912	-
	Spending Plan	3,500	2,912	3,912	-
	FTE's	-	-	-	-
	Operating Impact	(300)	(545)	(570)	-
	906380 Environmental Strategy				
Dept: Community Sustainability Servi	Category: Strategic Initiatives	Ward: CW	Year of Completion: 2015		
<p>The Environmental Strategy will outline a suite of actions that will move the City towards three key environmental destinations over the next five years: a greener, more ecologically robust city; a connected and more actively mobile city; and, a city with a lighter environmental footprint. These actions will assist greener development that protects Ottawa's natural assets; better integrate and connect walking, cycling and transit networks; and, improve energy and environmental efficiency in buildings and in the community.</p>	2012 Request	750	Unspent Previous Authority		-
	Revenues	-	Rate Supported		-
	Tax Supported/ Dedicated	750	Development Charges		-
	Gas Tax	-	Debt		-
	Forecast	2012	2013	2014	2015
	Authority	750	750	750	-
	Spending Plan	750	750	750	-
	FTE's	-	-	-	-
	Operating Impact	-	-	-	-

Project Information		Financial Details			
906381 Rural & Urban Opportunities					
Dept:	Community Sustainability Servi	Category: Strategic Initiatives	Ward: CW	Year of Completion: 2014	
<p>This program will implement local-based solutions, both rural and urban, to ensure our growth remains affordable, our quality of life remains high, and Ottawa's economic, environmental, social and cultural success remains secure over the long term. These solutions will represent "catalyst projects" that are intended to accelerate change and help Ottawa reach its long-term sustainability goals more quickly. They do this by building knowledge and excitement, and by demonstrating innovation. Projects being evaluated as options include: improving access to and enjoyment of the waterfront in Canada's Capital Region, and supporting local food processing and distribution centres to showcase technological innovation in food/agriculture.</p>	2012 Request	125	Unspent Previous Authority		
	Revenues	-	Rate Supported		
	Tax Supported/ Dedicated	125	Development Charges		
	Gas Tax	-	Debt		
	Forecast	2012	2013	2014	2015
	Authority	125	125	125	-
	Spending Plan	125	125	125	-
	FTE's	-	-	-	-
	Operating Impact	-	-	-	-
	906382 Sustainability Program				
Dept:	Community Sustainability Servi	Category: Strategic Initiatives	Ward: CW	Year of Completion: 2013	
<p>The Sustainability Program has been established to embed sustainability in all aspects of city operations and community life. This program supports two prongs: 1) providing tools to staff in order to encourage innovation and integration of sustainability practices in all decision-making; 2) developing a neighbourhood sustainability initiative that leverages residents' participation and place-based opportunities to contribute to the creation of complete, liveable communities. Key outcomes that will be achieved include enabling the City to address complex corporate and neighbourhood sustainability challenges in an integrated and efficient manner, and an increased awareness among our staff and residents about everyday sustainable behaviours.</p>	2012 Request	100	Unspent Previous Authority		
	Revenues	-	Rate Supported		
	Tax Supported/ Dedicated	100	Development Charges		
	Gas Tax	-	Debt		
	Forecast	2012	2013	2014	2015
	Authority	100	25	-	-
	Spending Plan	100	25	-	-
	FTE's	-	-	-	-
	Operating Impact	-	-	-	-

City of Ottawa
Service Area: Environment
In Thousands (\$000)

2012 Draft Budget

Program Information		Financial Details			
906551 Green Fleet					
Dept: Public Works	Category: Strategic Initiatives	Ward: Multiple	Year of Completion: Various		
<p>This provides funding for the Municipal Green Fleet Plan which is focussed on supporting the City's commitment to reducing Municipal Green House Gas emissions.</p> <p>Projects supported by the Green Fleet Plan include but are not limited to:</p> <ul style="list-style-type: none"> > Hybrid vehicles, primarily light (i.e. cars / SUVs) but also specialty (i.e. bucket trucks, electric ice resurfacers) > Biofuels (i.e. ethanol, biodiesel) > Vehicle engine technologies (i.e. diesel in light fleet) > Vehicle specifications to incorporate reduced fuel consumption and/or reduced emissions - >Training tools and technology to enhance driver education / promote green driving habits - >In-vehicle technology to reduce idling and provide alternate solutions for heating/cooling etc. that does not involve running the engine. 	2012 Request	500	Unspent Previous Authority		1
	Revenues	-	Rate Supported		-
	Tax Supported/ Dedicated	500	Development Charges		-
	Gas Tax	-	Debt		-
	Forecast	2012	2013	2014	2015
	Authority	500	500	500	-
	Spending Plan	501	500	500	-
	FTE's Operating	-	-	-	-
	Impact	-	-	-	-

Environmental Services Department – Solid Waste Services Branch - 2012 Budget Briefing Note

Description

The Solid Waste Services Branch is responsible for the operational planning development, management, and environmentally sound operation of the residential solid waste management system for the City. This includes:

- Operational planning for future requirements including system growth and development provision of collection, disposal and processing facilities, and ensuring there is long term capacity for residential waste;
- Provision of systems and facilities for residential recycling and household hazardous waste management;
- Provision of systems and facilities for residential organics collection and composting.
- Planning, developing and implementing residential waste diversion programs;
- Environmentally sound management, operation and maintenance of City-owned landfills and collection programs.

Programs / Services Offered

- Collection and disposal of residential waste;
- Residential waste diversion programs;
- Operational Planning; Landfill operations;
- Compliance management;
- Asset management; and
- Financial Resources Management.

Re-Organization

- Solid Waste Services operated as a Branch in 2007-2009 and as a result of the 2009 corporate realignment, rejoined the Water and Wastewater Branch to become a part of the new Environmental Services Department.
- The Environmental Services Department completed a service alignment in late 2010 and has spent much of 2011 implementing the service alignment changes.

Environmental Services Department – Solid Waste Services Branch - 2012 Budget Briefing Note

Performance / Outcome Measures

- Annual OMBI and MPMP Measures for Solid Waste Services include:

Measure	2009	2010	Median Municipal Results
<ul style="list-style-type: none"> Numbers of Households Serviced 	371,975	377,098	
<ul style="list-style-type: none"> Operating cost for garbage collection per tonne (curbside and multi-residential) 	\$69.98	\$71.62	Below
<ul style="list-style-type: none"> Percentage of solid waste diverted (residential) 	32%	42%	Below
<ul style="list-style-type: none"> Operating cost for solid waste disposal per tonne (all streams) 	\$29.31	\$34.59	Below
<ul style="list-style-type: none"> Operating cost for solid waste diversion per tonne (residential) 	\$275.43	\$214.14	Above
<ul style="list-style-type: none"> Number of solid waste complaints per 1,000 households 	54.6	57.40	Above

Environmental Services Department – Solid Waste Services Branch - 2012 Budget Briefing Note

2012 Budget Risks / Other Considerations

Revenue Risks :

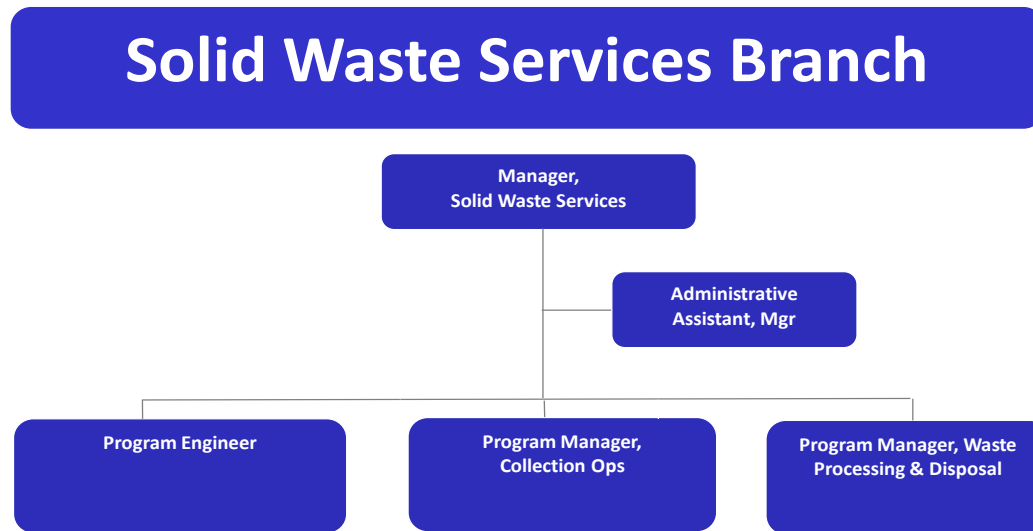
- Recyclable materials are commodities and the price is subject to fluctuation on the world commodities market.
- Revenue for commercial tipping fees at the Trail Waste Facility is subject to commercial pressures from Private Sector facilities.

Expense Risks:

- Rising Fuel costs could impact overall program costs.
- Tender results of the new collection contracts will impact overall collection costs.

Environmental Services Department – Solid Waste Services Branch - 2012 Budget Briefing Note

Org Chart



City of Ottawa
Environmental Services
Solid Waste Services Operating Resource Requirement
In Thousands (\$000)

Operating Resource Requirement	2010	2011		2012	\$ Change Over 2011 Budget
	Actual	Forecast	Budget	Estimate	
Expenditure by Program					
Manager's Office	161	153	154	166	12
Solid Waste Diversion/Recycling	35,152	39,376	39,195	41,476	2,281
Solid Waste Landfill & Disposal	5,877	6,343	7,011	7,206	195
Solid Waste Garbage Collection	14,655	15,367	15,894	16,411	517
Non Departmental	5,367	5,838	5,583	5,583	-
Service Ottawa	-	-	-	(96)	(96)
Gross Expenditure	61,212	67,077	67,837	70,746	2,909
Recoveries & Allocations	(311)	(400)	(152)	(152)	-
Revenue	(44,568)	(47,305)	(45,155)	(47,375)	(2,220)
Net Requirement	16,333	19,372	22,530	23,219	689
Expenditure by Type					
Salaries, Wages & Benefits	5,894	6,519	6,950	7,420	470
Overtime	175	198	198	198	-
Material & Services	44,511	49,293	49,734	52,044	2,310
Transfers/Grants/Financial Charges	4,953	5,434	5,179	5,179	-
Fleet Costs	4,425	4,444	4,741	4,961	220
Program Facility Costs	66	66	66	71	5
Other Internal Costs	1,188	1,123	969	969	-
Service Ottawa	-	-	-	(96)	(96)
Gross Expenditure	61,212	67,077	67,837	70,746	2,909
Recoveries & Allocations	(311)	(400)	(152)	(152)	-
Net Expenditure	60,901	66,677	67,685	70,594	2,909
Revenue By Type					
Federal	-	-	-	-	-
Provincial	(3,992)	(5,596)	(5,678)	(5,249)	429
Municipal	-	-	-	-	-
Own Funds	-	-	-	-	-
Fees and Services	(40,576)	(41,709)	(39,477)	(42,126)	(2,649)
Fines	-	-	-	-	-
Other	-	-	-	-	-
Total Revenue	(44,568)	(47,305)	(45,155)	(47,375)	(2,220)
Net Requirement	16,333	19,372	22,530	23,219	689
Full Time Equivalents			95.25	97.25	2.00

City of Ottawa
Environmental Services
Solid Waste Services- Operating Resource Requirement Analysis

In Thousands (\$000)

Operating Resource Requirement Analysis	2011 Baseline			2012 Adjustments						2012	\$ Change Over '11 Budget
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	Council Priorities	Service Ottawa	User Fees & Revenues	Estimate	
Expenditure by Program											
Manager's Office	153	154	-	12	-	-	-	-	-	166	12
Solid Waste Diversion/Recycling	39,376	39,195	500	1,406	-	350	25	-	-	41,476	2,281
Solid Waste Landfill & Disposal	6,343	7,011	40	155	-	-	-	-	-	7,206	195
Solid Waste Garbage Collection	15,367	15,894	150	157	-	210	-	-	-	16,411	517
Non Departmental	5,838	5,583	-	-	-	-	-	-	-	5,583	-
Service Ottawa	-	-	-	-	-	-	-	(96)	-	(96)	(96)
Gross Expenditure	67,077	67,837	690	1,730	-	560	25	(96)	-	70,746	2,909
Recoveries & Allocations	(400)	(152)	-	-	-	-	-	-	-	(152)	-
Revenue	(47,305)	(45,155)	(1,544)	-	429	(421)	-	-	(684)	(47,375)	(2,220)
Net Requirement	19,372	22,530	(854)	1,730	429	139	25	(96)	(684)	23,219	689
Expenditure by Type											
Salaries, Wages & Benefits	6,519	6,950	190	280	-	-	-	-	-	7,420	470
Overtime	198	198	-	-	-	-	-	-	-	198	-
Material & Services	49,293	49,734	500	1,225	-	560	25	-	-	52,044	2,310
Transfers/Grants/Financial Charges	5,434	5,179	-	-	-	-	-	-	-	5,179	-
Fleet Costs	4,444	4,741	-	220	-	-	-	-	-	4,961	220
Program Facility Costs	66	66	-	5	-	-	-	-	-	71	5
Other Internal Costs	1,123	969	-	-	-	-	-	-	-	969	-
Service Ottawa	-	-	-	-	-	-	-	(96)	-	(96)	(96)
Gross Expenditure	67,077	67,837	690	1,730	-	560	25	(96)	-	70,746	2,909
Recoveries & Allocations	(400)	(152)	-	-	-	-	-	-	-	(152)	-
Net Expenditure	66,677	67,685	690	1,730	-	560	25	(96)	-	70,594	2,909
Percent of 2011 Net Expenditure Budget			1.0%	2.6%	0.0%	0.8%	0.0%	-0.1%	0.0%	4.3%	
Revenue By Type											
Federal	-	-	-	-	-	-	-	-	-	-	-
Provincial	(5,596)	(5,678)	-	-	429	-	-	-	-	(5,249)	429
Municipal	-	-	-	-	-	-	-	-	-	-	-
Own Funds	-	-	-	-	-	-	-	-	-	-	-
Fees and Services	(41,709)	(39,477)	(1,544)	-	-	(421)	-	-	(684)	(42,126)	(2,649)
Fines	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-
Total Revenue	(47,305)	(45,155)	(1,544)	-	429	(421)	-	-	(684)	(47,375)	(2,220)
Percent of 2011 Revenue Budget			3.4%	0.0%	-1.0%	0.9%	0.0%	0.0%	1.5%	4.9%	
Net Requirement	19,372	22,530	(854)	1,730	429	139	25	(96)	(684)	23,219	689
Percent of 2011 Net Requirement Budget			-3.8%	7.7%	1.9%	0.6%	0.1%	-0.4%	-3.0%	3.1%	
Full Time Equivalents (FTE's)		95.25	-	2.00	-	-	-	-	-	97.25	2.00
Percent of 2011 FTE's			0.0%	2.1%	0.0%	0.0%	0.0%	0.0%	0.0%	2.1%	

City of Ottawa
Environmental Services
Solid Waste Services - Operating Resource Requirement Explanatory Notes
In Thousands (\$000)

2011 Forecast vs. Budget Variance Explanation	Surplus / (Deficit)		
	Exp.	Rev.	Net
Forecast vs. Budget Variance Explanation			
Forecasted surplus in Compensation costs due to vacancies, slightly offset by increased WSIB costs	430	-	430
Forecasted deficit in Diversion/Recycling costs due to increased volume of various recycling containers and bins that are replaced via the new Canadian Tire agreement to manage the inventory and distribution of bins.	(260)	-	(260)
Forecasted surplus in Waste Disposal mainly due to reduced leachate monitoring/hauling costs, reduced disposal tonnage and costs at Plasco and Carp, and increased tipping fee recoveries from other Departments	1,009	-	1,009
Forecasted surplus in Recycling Revenues mainly due to improved recycling material market commodity prices, slightly offset by an anticipated deficit in Waste Diversion Ontario funding and reduced Host Community Fee revenues	-	2,418	2,418
Forecasted deficit in tipping fee revenues due to lower tonnages of ICI waste received at Trail Rd as well as anticipated reduction in royalties received for the operation of the Springhill Landfill.	-	(268)	(268)
Other	83	-	83
Non-Departmental			
Deficit due to final legal settlement costs which exceeded planned costs	(254)	-	(254)
Total Surplus / (Deficit)	1,008	2,150	3,158

City of Ottawa
Environmental Services
Solid Waste Services - Operating Resource Requirement Explanatory Notes
In Thousands (\$000)

2011 Baseline Adjustments / Explanations	Increase / (Decrease)			
	Exp.	Rev.	Net 2011 Changes	FTE Impact
Adjustments to Base Budget				
Requirement due to increase in volume of various recycling bins replaced via the new Canadian Tire agreement to manage the inventory and distribution of recycling and organics bins to the public	500	-	500	-
Increase in recycling revenues as a result of increasing commodity prices for recycling materials	-	(1,964)	(1,964)	-
Decrease in Host Community Fee revenues as a result of reduced tonnage received at local landfills.	-	150	150	-
Decrease in royalty revenues for the operation of the Springhill Landfill due to reduced net income	-	270	270	-
Increase in WSIB costs	190	-	190	-
Total Adjustments to Base Budget	690	(1,544)	(854)	-

2012 Pressure Category / Explanation	Increase / (Decrease)			
	Exp.	Rev.	Net 2012 Changes	FTE Impact
Maintain Services				
Inflationary increase to garbage, recycling and organics collection contracts	1,352	-	1,352	-
Inflationary increase to recycling and organics processing contracts	314	-	314	-
All programs include an adjustment for 2012 contract settlements, increments and benefit adjustments	205	-	205	-
Requirement for program delivery costs to deal with implementation issues as a result of the new Solid Waste Collection service level as approved by Council. This also includes an allowance for part year costs for 2 Customer Service Clerks for the implementation of the Special Considerations Collection Program	695	-	695	2.00
Part year anticipated efficiency savings in garbage collection costs as a result of the new garbage collection service level as approved by Council.	(1,061)	-	(1,061)	-
Increase in Fleet costs related to inflation on compensation contracts, parts, fuel, PAYGO reserve contribution and maintenance	220	-	220	-
Increase in lease costs at 150 Katimavik.	5	-	5	-
Total Maintain Services	1,730	-	1,730	2.00

City of Ottawa
Environmental Services
Solid Waste Services - Operating Resource Requirement Explanatory Notes
In Thousands (\$000)

2012 Pressure Category / Explanation	Increase / (Decrease)			
	Exp.	Rev.	Net 2012 Changes	FTE Impact
Provincial Legislated				
Decrease in Waste Diversion Ontario funding due to a reduction in the funding for the Household Hazardous Waste Program.	-	429	429	-
Total Provincial Legislated	-	429	429	-
Growth				
Increase in the garbage, recycling, and organics collection contracts due to increase in tonnage as a result of growth	560	-	560	-
Increase in the per household fee Revenues due to growth in the number of households	-	(421)	(421)	-
Total Growth	560	(421)	139	-
Council Priorities				
Implementation of Waste Diversion at City facilities	25	-	25	-
Total Council Priorities	25	-	25	-
Service Ottawa				
Efficiencies related to Department Service Ottawa Initiatives - Transform Municipal Fleet.	(70)	-	(70)	-
Allocation of Service Ottawa Initiative	(26)	-	(26)	-
Total Service Ottawa	(96)	-	(96)	-
User Fees & Revenues				
See following user fee schedule for details on the specific rates.	-	(684)	(684)	-
Total User Fees & Revenues	-	(684)	(684)	-
Total Budget Changes	2,909	(2,220)	689	2.00

**City of Ottawa
Environmental Services
Solid Waste Services - User Fees**

User Fees	2010 Rate	2011 Rate	2012 Rate	% Change Over		Effective Date	2012 Revenue
	\$	\$	\$	2011	2010	DD-MMM-YY	(\$000)
Solid Waste Services							
Solid Waste - User Fee							(644)
Single Family Household	89.00	91.00	93.00	2.2%	4.5%	01-Jan-12	
Multi Residential Household	36.00	37.00	38.00	2.7%	5.6%	01-Jan-12	
Yellow Bag per bag fee	3.25	3.35	3.45	3.0%	6.2%	01-Jan-12	
Landfill Operations							
Tipping Fees							(35)
Small load (<= 245 kg) - private or commercial (per vehicle) *	24.00	24.00	24.00	0.0%	0.0%	01-Jan-12	
Loads > 245 kg (per tonne)	94.00	96.00	98.00	2.1%	4.3%	01-Jan-12	
Mixed brush & garbage, tree stumps and contaminated soil, (<= 245 kg per load flat rate) *	48.00	48.00	48.00	0.0%	n/a	01-Jan-12	
Mixed brush & garbage, tree stumps and contaminated soil, (> 245 kg per tonne)	188.00	192.00	196.00	2.1%	4.3%	01-Jan-12	
Mixed garbage & recyclable material (fibre, metal, glass, plastic) greater than 10% by volume (tolerance lowered from 20% to 10%.) (<= 250 kg per load flat rate) *	48.00	48.00	48.00	0.0%	n/a	01-Jan-12	
Mixed garbage & recyclable material (fibre, metal, glass, plastic) greater than 10% by volume (tolerance lowered from 20% to 10%.) (> 245 kg per tonne)	188.00	192.00	196.00	2.1%	4.3%	01-Jan-12	
Mattresses (<= 245 kg per load flat rate) *	48.00	48.00	48.00	0.0%	n/a	01-Jan-12	
Mattresses (> 245 kg per tonne)	188.00	192.00	196.00	2.1%	4.3%	01-Jan-12	
Commercial Leaf and Yard Waste (Clean Loads - per tonne)	45.00	46.00	47.00	2.2%	4.4%	01-Jan-12	
Clean Fill - required (<= 245 kg) Residential loads	-	-	6.00	n/a	n/a	01-Jan-12	
Clean Fill - required (> 245 kg per tonne) *	24.00	24.00	24.00	0.0%	0.0%	01-Jan-12	
Clean Fill - not required (per tonne)	90.00	96.00	98.00	2.1%	n/a	01-Jan-12	
Alternative Daily Cover (per tonne)	12.00	12.30	12.60	2.4%	5.0%	01-Jan-12	
Asbestos (<= 245 kg per load flat rate)	100.00	102.50	105.00	2.4%	n/a	01-Jan-12	
Asbestos (> 245 kg per tonne)	410.00	420.25	430.00	2.3%	4.9%	01-Jan-12	
Asphalt (<= 245 kg per load flat rate) *	24.00	24.00	24.00	0.0%	0.0%	01-Jan-12	
Asphalt (> 245 kg per tonne)	94.00	96.00	98.00	2.1%	4.3%	01-Jan-12	
Masonry (<= 245 kg per load flat rate) *	24.00	24.00	24.00	0.0%	0.0%	01-Jan-12	
Masonry (> 245 kg per tonne)	94.00	96.00	98.00	2.1%	4.3%	01-Jan-12	
* The minimum tonnage changes from 250kg to 245kg resulting in a fee increase							

**City of Ottawa
Environmental Services
Solid Waste Services - User Fees**

User Fees	2010 Rate	2011 Rate	2012 Rate	% Change Over		Effective Date	2012 Revenue
	\$	\$	\$	2011	2010	DD-MMM-YY	(\$000)
Diversion Program							
Bulk compost (per tonne, \$25.00 minimum)	15.00	15.40	15.80	2.6%	5.3%	01-Jan-12	(5)
Compost, flat rate (pick up truck)	25.00	25.65	26.30	2.5%	5.2%	01-Jan-12	
Compost, flat rate (car)	10.00	10.25	10.50	2.4%	5.0%	01-Jan-12	
Blue/Black boxes (sold to public through retailer, each) **	8.50	9.99	9.99	0.0%	17.5%	01-Jan-12	
Organics Green Bin 80 L (sold to public through retailer, each, except for service growth) **	35.00	39.99	39.99	0.0%	n/a	01-Jan-12	
Organics Green Bin 46 L (sold to public through retailer, each, except for service growth) **	n/a	29.99	29.99	n/a	n/a	01-Jan-12	
Organics Kitchen Container (sold to public through retailer, each, except for service growth) **	4.00	8.99	8.99	0.0%	n/a	01-Jan-12	
** These prices are set until November 2013 as per the agreement with Canadian Tire							
Total Department							(684)

**City of Ottawa
 Environment Committee
 Capital Program
 In Thousands (\$000)**

2012 Draft Budget

Service Area: Solid Waste							
Category	2012 Capital Budget	Revenues	Tax Supported/ Dedicated Reserves	Gas Tax	Rate Supported Reserves	Development Charges	Debt
Renewal of City Assets	1,045	-	1,045	-	-	-	-
Growth	-	-	-	-	-	-	-
Regulatory	800	-	800	-	-	-	-
Strategic Initiatives	-	-	-	-	-	-	-
Total	1,845	-	1,845	-	-	-	-

City of Ottawa
Service Area: Solid Waste
In Thousands (\$000)

2012 Draft Budget

Program Information		Financial Details																					
906322 Lifecycle Renewal Fleet - Solid Waste																							
Dept: Public Works	Category: Renewal of City Assets	Ward: Multiple	Year of Completion: Various																				
<p>This program provides funding authority for Municipal vehicle and equipment scheduled for replacement, life extension, modification, or major repair. The timely replacement of vehicles and equipment that have reached their life expectancy, or are no longer suitable or economical to operate, helps ensure the provision of a cost-effective fleet service. Vehicles and equipment replacement decisions are guided by the ongoing study of the condition of each vehicle, its application, its safety, and an assessment of its remaining useful life. All vehicles and equipment scheduled for replacement are inspected and evaluated to confirm the requirement. Commitments for vehicle purchases must be made at least one year prior to delivery. Further information on the replacement plan is contained in the 2012 Municipal Fleet Replacement Plan which was approved by ACS2011-COS-PWS-0013 .</p> <p>This project is part of a program that flows across Service Areas which consists of the following:</p> <table border="0"> <tr> <td>Fire Services</td> <td>\$ 5,359</td> </tr> <tr> <td>Paramedic Services</td> <td>\$ 2,546</td> </tr> <tr> <td>By-Law Services</td> <td>\$ 157</td> </tr> <tr> <td>Transportation Services - Roadways</td> <td>\$10,449</td> </tr> <tr> <td>Parks & Recreation</td> <td>\$ 37</td> </tr> <tr> <td>Fleet Services</td> <td>\$ 385</td> </tr> <tr> <td><u>Solid Waste</u></td> <td><u>\$ 295</u></td> </tr> <tr> <td>Wastewater Services</td> <td>\$ 605</td> </tr> <tr> <td>Water Services</td> <td>\$ 1,300</td> </tr> </table>	Fire Services	\$ 5,359	Paramedic Services	\$ 2,546	By-Law Services	\$ 157	Transportation Services - Roadways	\$10,449	Parks & Recreation	\$ 37	Fleet Services	\$ 385	<u>Solid Waste</u>	<u>\$ 295</u>	Wastewater Services	\$ 605	Water Services	\$ 1,300	2012 Request	295	Unspent Previous Authority		451
	Fire Services	\$ 5,359																					
	Paramedic Services	\$ 2,546																					
	By-Law Services	\$ 157																					
	Transportation Services - Roadways	\$10,449																					
	Parks & Recreation	\$ 37																					
	Fleet Services	\$ 385																					
	<u>Solid Waste</u>	<u>\$ 295</u>																					
	Wastewater Services	\$ 605																					
	Water Services	\$ 1,300																					
Revenues	-	Rate Supported		-																			
Tax Supported/ Dedicated	295	Development Charges		-																			
Gas Tax	-	Debt		-																			
Forecast	2012	2013	2014	2015																			
Authority	295	3,103	3,329	2,820																			
Spending Plan	746	3,103	3,329	2,820																			
FTE's	-	-	-	-																			
Operating Impact	-	-	-	-																			

City of Ottawa
Service Area: Solid Waste
In Thousands (\$000)

2012 Draft Budget

Project Information		Financial Details			
906535 Bin Collection Conversion					
Dept: Environmental Services	Category: Renewal of City Assets	Ward: CW	Year of Completion: 2013		
<p>As a result of Council's decision to move to bi-weekly garbage collection, staff will be converting pad waste locations to either curbside collection or front end containerized collection. The front end service is an alternate service level offering that is a safer and cleaner option for waste collection. It is expected that the uptake for this garbage collection alternative will increase in 2012.</p>	2012 Request	750	Unspent Previous Authority		-
	Revenues	-	Rate Supported		-
	Tax Supported/ Dedicated	750	Development Charges		-
	Gas Tax	-	Debt		-
	Forecast	2012	2013	2014	2015
	Authority	750	200	-	-
	Spending Plan	750	200	-	-
	FTE's	-	-	-	-
	Operating Impact	-	-	-	-
	906167 Leachate Management				
Dept: Environmental Services	Category: Regulatory	Ward: CW	Year of Completion: 2014		
<p>Leachate management is required to prevent the contamination of surrounding properties and groundwater and is regulated by the Ministry of the Environment. A full scale leachate treatment system will need to be fully operational by year end 2015 but leachate levels under the barrier cap continue to rise and will require some form of treatment to allow off-site removal in the interim. The 2012 funds are required for a complete review of the available options, complete the functional design of the final option, as well as cover the implementation of the intermediate pretreatment requirements. The funds in 2013-2015 are required to build the leachate treatment facility.</p>	2012 Request	800	Unspent Previous Authority		200
	Revenues	-	Rate Supported		-
	Tax Supported/ Dedicated	800	Development Charges		-
	Gas Tax	-	Debt		-
	Forecast	2012	2013	2014	2015
	Authority	800	8,000	-	150
	Spending Plan	800	3,000	3,000	2,150
	FTE's	-	-	-	-
	Operating Impact	-	-	-	-

Public Works Department – Forestry Services

2012 Budget Briefing Note

Description

The Public Works Department ensures that the nation's capital's transportation network, assets and infrastructure including parks, forests, buildings, structures, grounds, streets, parking facilities, vehicles, and equipment are properly operated and maintained. The department is comprised of 1,987.84 employees of which, 81.60 FTE's are aligned with the Forestry Services Branch.

Programs / Services Offered

Forestry Services:

Manages all aspects of the City's 10,000 hectares of urban and rural forests including 330,000 street and park trees. Forestry Services' mandate is to preserve, protect, maintain and enhance forest cover in the Nation's Capital.

Re-Organizations

The new management structures implemented in March 2009 clearly defined and increased accountability for outcomes, consolidated points of contact making access to services easier, put leadership in place to implement Service Excellence and to execute Council's priorities as well as improved ability to monitor and measure our performance ensuring continuous service improvement.

Public Works created clear service mandates and clear lines of business accountability:

- One-stop shop created for the city's property management function, road operations and maintenance, and parking related matters
- Ability to respond quickly and share resources
- Common service districts for all field operations
- Clear service standards
- Structured around community needs
- Strong focus on continuous improvement and performance management.

Public Works Department – Forestry Services

2012 Budget Briefing Note

Performance / Outcome Measures

- Performance/Outcome Measures for the Forestry Services Branch include:
 - Number of trees planted annually and during the Spring and Fall seasons
 - Costs associated with tree pruning
 - Number of trees pruned
 - Number of trees injected
 - Number of trees added annually to the inventory

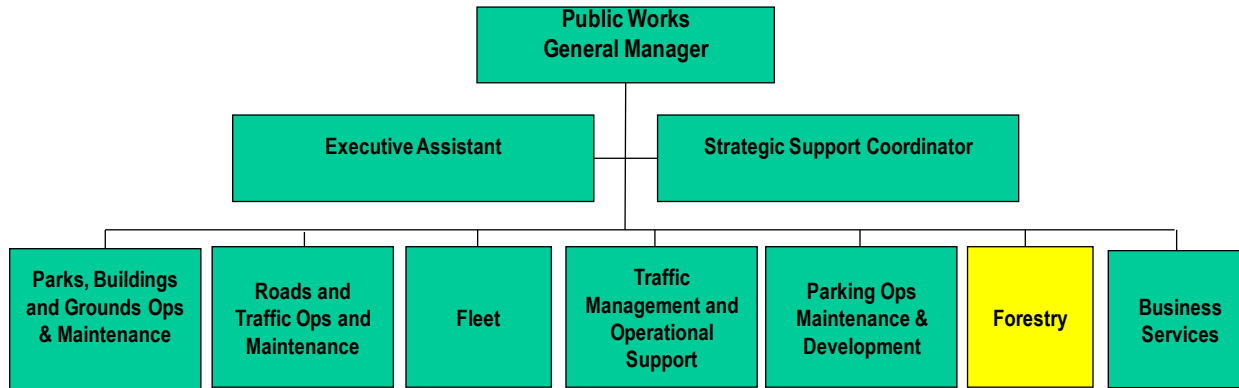
2012 Budget Risks / Other Considerations

As outlined in Proposed Budget Changes documents for Forestry Services.

Public Works Department – Forestry Services 2012 Budget Briefing Note

Org Chart

Organizational Structure



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

Operating Resource Requirement	2010	2011		2012	\$ Change Over 2011 Budget
	Actual	Forecast	Budget	Estimate	
Expenditure by Program					
Forestry Services	11,315	12,391	12,091	13,056	965
Service Ottawa	-	-	-	(118)	(118)
Gross Expenditure	11,315	12,391	12,091	12,938	847
Recoveries & Allocations	(36)	-	-	-	-
Revenue	(16)	-	-	-	-
Net Requirement	11,263	12,391	12,091	12,938	847
Expenditure by Type					
Salaries, Wages & Benefits	5,076	6,064	6,064	6,427	363
Overtime	156	283	103	105	2
Material & Services	4,035	4,591	4,471	4,956	485
Transfers/Grants/Financial Charges	-	-	-	-	-
Fleet Costs	1,028	1,092	1,092	1,092	-
Program Facility Costs	144	134	134	134	-
Other Internal Costs	876	227	227	342	115
Service Ottawa	-	-	-	(118)	(118)
Gross Expenditure	11,315	12,391	12,091	12,938	847
Recoveries & Allocations	(36)	-	-	-	-
Net Expenditure	11,279	12,391	12,091	12,938	847
Revenue By Type					
Federal	-	-	-	-	-
Provincial	-	-	-	-	-
Municipal	-	-	-	-	-
Own Funds	-	-	-	-	-
Fees and Services	(16)	-	-	-	-
Fines	-	-	-	-	-
Other	-	-	-	-	-
Total Revenue	(16)	-	-	-	-
Net Requirement	11,263	12,391	12,091	12,938	847
Full Time Equivalents			80.60	81.60	1.00

City of Ottawa
Public Works
Forestry Services - Operating Resource Requirement Analysis

In Thousands (\$000)

Operating Resource Requirement Analysis	2011 Baseline			2012 Adjustments						2012	\$ Change Over '11 Budget
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	Council Priorities	Service Ottawa	User Fees & Revenues	Estimate	
Expenditure by Program											
Forestry Services	12,391	12,091	-	265	-	-	700	-	-	13,056	965
Service Ottawa	-	-	-	-	-	-	-	(118)	-	(118)	(118)
Gross Expenditure	12,391	12,091	-	265	-	-	700	(118)	-	12,938	847
Recoveries & Allocations	-	-	-	-	-	-	-	-	-	-	-
Revenue	-	-	-	-	-	-	-	-	-	-	-
Net Expenditure	12,391	12,091	-	265	-	-	700	(118)	-	12,938	847
Expenditure by Type											
Salaries, Wages & Benefits	6,064	6,064	-	203	-	-	160	-	-	6,427	363
Overtime	283	103	-	2	-	-	-	-	-	105	2
Material & Services	4,591	4,471	-	-	-	-	485	-	-	4,956	485
Transfers/Grants/Financial Charges	-	-	-	-	-	-	-	-	-	-	-
Fleet Costs	1,092	1,092	-	-	-	-	-	-	-	1,092	-
Program Facility Costs	134	134	-	-	-	-	-	-	-	134	-
Other Internal Costs	227	227	-	60	-	-	55	-	-	342	115
Service Ottawa	-	-	-	-	-	-	-	(118)	-	(118)	(118)
Gross Expenditure	12,391	12,091	-	265	-	-	700	(118)	-	12,938	847
Recoveries & Allocations	-	-	-	-	-	-	-	-	-	-	-
Net Expenditure	12,391	12,091	-	265	-	-	700	(118)	-	12,938	847
Percent of 2011 Net Expenditure Budget			0.0%	2.2%	0.0%	0.0%	5.8%	-1.0%	0.0%	7.0%	
Revenue By Type											
Federal	-	-	-	-	-	-	-	-	-	-	-
Provincial	-	-	-	-	-	-	-	-	-	-	-
Municipal	-	-	-	-	-	-	-	-	-	-	-
Own Funds	-	-	-	-	-	-	-	-	-	-	-
Fees and Services	-	-	-	-	-	-	-	-	-	-	-
Fines	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-
Total Revenue	-	-	-	-	-	-	-	-	-	-	-
Percent of 2011 Revenue Budget			0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Net Requirement	12,391	12,091	-	265	-	-	700	(118)	-	12,938	847
Percent of 2011 Net Requirement Budget			0.0%	2.2%	0.0%	0.0%	5.8%	-1.0%	0.0%	7.0%	
Full Time Equivalent (FTE's)		80.60	-	-	-	-	2.00	(1.00)	-	81.60	1.00
Percent of 2011 FTE's			0.0%	0.0%	0.0%	0.0%	2.5%	-1.2%	0.0%	1.2%	

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

2011 Forecast vs. Budget Variance Explanation	Surplus / (Deficit)		
	Exp.	Rev.	Net
Forecast vs. Budget Variance Explanation			
Extreme weather conditions in April and July resulting in significant tree damage increased compensation and professional service costs.	(300)	-	(300)
Total Surplus / (Deficit)	(300)	-	(300)

2012 Pressure Category / Explanation	Increase / (Decrease)			
	Exp.	Rev.	Net 2012 Changes	FTE Impact
Maintain Services				
All programs include an adjustment for contracts settlement, increments and benefit adjustments.	205	-	205	-
Increase in Fleet costs related to inflation on compensation contracts, parts, fuel, PAYGO reserve contribution and maintenance.	60	-	60	-
Total Maintain Services	265	-	265	-
Council Priorities				
Initiatives for increasing forest cover including tree planting programs in both urban and rural areas, rehabilitation of urban parks with increased tree planting and greenspace through City partners, and management of the Emerald Ash Borer.	700	-	700	2.00
Total Council Priorities	700	-	700	2.00
Service Ottawa				
Efficiencies related to Department Service Ottawa Initiatives - Transform Municipal Fleet.	(20)	-	(20)	-
Productivity Improvements related to Corporate Service Ottawa Initiatives.	(98)	-	(98)	(1.00)
Total Service Ottawa	(118)	-	(118)	(1.00)
Total Budget Changes	847	-	847	1.00

City of Ottawa
Environment-Tax Committee
Capital Program Forecast
In Thousands (\$000)

2012 Draft Budget

Project Description	2012	2013	2014	2015	Total
Environment					
Renewal of City Assets					
906335 2012 Lifecycle Renewal - Tree Program	1,175	1,175	1,175	1,200	4,725
	1,175	1,175	1,175	1,200	4,725
Strategic Initiatives					
905733 SO-Smart Energy	2,362	2,912	3,912	-	9,186
906380 Environmental Strategy	750	750	750	-	2,250
	3,112	3,662	4,662	-	11,436
	4,287	4,837	5,837	1,200	16,161
Fleet Services					
Renewal of City Assets					
906551 Green Fleet	500	500	500	-	1,500
	500	500	500	-	1,500
	500	500	500	-	1,500
General Government					
Strategic Initiatives					
906381 Rural & Urban Opportunities	125	125	125	-	375
906382 Sustainability Program	100	25	-	-	125
	225	150	125	-	500
	225	150	125	-	500
Real Estate Partnerships & Dev					
Renewal of City Assets					
906372 Environmental Remediation 2012	2,000	2,000	2,000	2,050	8,050
	2,000	2,000	2,000	2,050	8,050
	2,000	2,000	2,000	2,050	8,050

City of Ottawa
Environment-Tax Committee
Capital Program Forecast
In Thousands (\$000)

2012 Draft Budget

Project Description	2012	2013	2014	2015	Total
Solid Waste					
Renewal of City Assets					
902936 Gas Collection System Repair	-	500	500	500	1,500
904308 Solid Waste Landfill Expand Capping	-	8,000	-	-	8,000
904329 Solid Waste New Operations Centre	-	250	-	-	250
904575 Solid Waste Organics	-	200	200	-	400
906322 Lifecycle Renewal Fleet - Solid Waste	295	3,103	3,329	2,820	9,547
906535 Bin Collection Conversion	750	200	-	-	950
	1,045	12,253	4,029	3,320	20,647
Regulatory					
902358 Trail Road Landfill - Exp. & Development	-	-	-	250	250
906167 Leachate Management	800	8,000	-	150	8,950
	800	8,000	-	400	9,200
Strategic Initiatives					
904306 Solid Waste Fleet	-	250	250	-	500
904423 ICI Waste Diversion	-	330	330	330	990
	-	580	580	330	1,490
	1,845	20,833	4,609	4,050	31,337
Wastewater Services					
Renewal of City Assets					
903940 Carp River Restoration	-	500	500	353	1,353
	-	500	500	353	1,353
	-	500	500	353	1,353
Grand Total	8,857	28,820	13,571	7,653	58,901

**City of Ottawa
Environment-Tax Committee
Capital Works-in-Progress (at September 30th, 2011)
In Thousands (\$000)**

Project Description	Authority	Total Expenditures & Commitments	Total Unspent Authority
Environment			
902560 Environmental Management	1,111	917	194
904643 Leadership in Energy & Environmental	240	57	183
905452 2011 Tree & Forests Maint Prog Vehicles	490	476	14
905470 Green Fleet	549	549	1
905733 SO-Smart Energy	5,212	4,074	1,138
906134 2011 Lifecycle Renewal - Tree Program	1,175	938	237
	8,777	7,011	1,766
Planning & Development			
900006 Choosing our Future	738	670	68
904920 King Edward Avenue Lane Reduction Study	125	123	2
	863	793	70
Real Estate Partnerships & Dev			
904319 Environmental Site Remediation 2007	2,360	2,366	(6)
904646 Environmental Remediation 2008	3,850	3,780	70
904969 Environmental Remediation 2009	2,000	2,135	(135)
905674 Environmental Remediation 2010	2,061	2,025	36
905963 Environmental Remediation 2011	2,000	1,013	987
	12,271	11,319	952
Solid Waste			
900338 Nepean Landfill Bufferland Rehabilitatio	1,901	3,001	(1,100)
900351 Waste Management Alternatives	20,791	19,121	1,671

City of Ottawa
Environment-Tax Committee
Capital Works-in-Progress (at September 30th, 2011)
In Thousands (\$000)

Project Description	Authority	Total Expenditures & Commitments	Total Unspent Authority
900352 Solid Waste Planning - Long Term	2,195	2,199	(4)
902358 Trail Road Landfill - Exp. & Development	5,675	2,538	3,137
902936 Gas Collection System Repair	3,815	2,388	1,427
902967 Solid Waste Division Facilities Upgrade	2,074	774	1,300
902970 Solid Waste Planning - Long Term	1,200	1,071	129
904305 Solid Waste Fencing	1,150	956	194
904306 Solid Waste Fleet	6,463	5,143	1,320
904308 Solid Waste Landfill Expand Capping	7,500	6,570	930
904309 Solid Waste - North Garage	300	-	300
904329 Solid Waste New Operations Centre	18,000	2,187	15,813
904423 ICI Waste Diversion	1,000	325	675
904575 Solid Waste Organics	500	17	483
905037 Lifecyle Renewal Fleet - Solid Waste	185	126	59
906112 Lifecycle Renewal Fleet - Solid Waste	2,200	1,808	392
906167 Leachate Management	200	-	200
	75,149	48,224	26,926
Wastewater Services			
903940 Carp River Restoration	390	129	261
	390	129	261
Grand Total	97,450	67,476	29,975

