2008 Budget Data at a Glance Illustrative content and data -- to be revised when budget document is being prepared)

2008 Budget Data at a Glance	Illus		nd da			hen budget docu	ment	is being prepare	ed)			
		2006		20	07			2008			2,009	2,010
		Actual		Budget		Actual		Budget	% Change 2007	Over Actual 2006	Fore	ecast
Operating Fund		Actual		Dauget		Actual		Buuget	2007	2000	FOIE	cast
Residential Property Taxes												
Gross spending: Departments	\$	1,783,017	\$	1,834,523	\$	1,836,573	\$	1,892,713	3.1%	6.2%		
Fees and user charges	Т.	_, ,	T	_, ,	т	_, ,	1	_,,				
Contribution to Capital	\$	61,149	\$	75,068	\$	75,236	\$	100,326	33.3%	64.1%		
Use of Tax Rate Stabilzation Reserve	\$	2,500	\$	31,781	\$	31,781	\$	24,600	-22.6%	89.8%		
Change in Other Reserves		,	l '	,	'	,	1	,				
Debt Charges	\$	88,423	\$	71,159	\$	71,282	\$	71,831	0.8%	-23.1%		
Investment Income	\$	25,795	\$	19,090	\$	24,813	\$	19,090	-23.1%			
		,	l .	•	'	,		,				
Capital Fund												
New Project Authority							\$	589,903			\$ 622,520	\$ 567,324
Authority remaining on Works in Progress							\$	489,715				
Issued Debt (end of year)							\$	510,569			\$ 540,996	\$ 593,308
Capital spending	\$	489,863			\$	449,012						
Capital Fund balance	\$	60,565			\$	129,178						
Reserve Fund Balances					\$	89,744	\$	70,076			\$ 78,965	\$ 112,713
Development Charge Aacounts balance					\$	129,459	\$	107,093			\$ 115,255	\$ 52,582
Revenue - Gas Tax												
Revenue - Government Grants												
Revenue - Development Charges												
Other												
Full Time Equivalent employees		13,478		13,252				13,840	4.4%	2.6%		
% of dept. expenses on wages/benefits		54.4%		15,252		56.9%		15,010	1.170	2.070		
City-wide percent increase to maintain services		3 11 1 70				30.370						
Households		354,435	l			356,900						
Households		33 1, 133				330/300						

**City of Ottawa** 

Page 2 **Operating Budget Excluding Rate - Summary (000's)** (Some data is illustrative))

Operating budget Excluding Rate -	Julilli										(Some data is	
		2006		20	07			2008			2009	2010
									% Change			
		Actual		Budget		Actual		Budget	2007	2006	Fore	ecast
Revenue	\$	1,894,696	\$	1,951,407	\$	1,953,455	\$	2,046,784	4.8%	7.4%		
Expenditures		-1,783,017		-1,834,523		-1,836,573		-1,892,713	3.1%	5.8%		
	\$	111,679	\$	116,884	\$	116,882	\$	154,071	31.8%	27.5%		
Contribution to Capital Reserves												
City Wide		-50,427		-59,499		-59,667		-65,891	10.4%	23.5%		
=		-50,427		-59,499		-59,007				23.5%		
City Wide - Special Levy		0.220		14 100		14 100		-20,000		21.00/		
Transit (net)		-9,330		-14,106		-14,106		-11,938				
Library	-	-1,392		-1,463		-1,463		-2,497	70.7%			
		-\$61,149		-\$75,068		-\$75,236		-\$100,326	33.3%	39.0%		
Debt Charges												
City Wide		-77,854		-60,590		-60,712		-61,262				
Transit		-10,569		-10,569		-10,569		-10,569	0.0%	0.0%		
		-\$88,423		-\$71,159		-\$71,281		-\$71,831	0.8%	-23.1%		
Tax Rate Stabilzation Reserve	\$	2,500	\$	31,781	\$	31,781	\$	24,600	-22.6%	89.8%		
Other Transfers and Reserves	\$	2,031	\$	(1,910)	4	(1,910)	\$	(6,514)	241.0%			
Other Transfers and Reserves	₽	2,031	₹	(1,910)	₹	(1,910)	Þ	(0,514)	241.0%			
Surplus/deficit			\$	528	\$	236	\$	_			\$ -	\$ -
			7	520	<u> </u>	230	<u> </u>				т	I T
ETE		12 470		12 252				12 040	4.40/	2.60/		
FTE		13,478		13,252				13,840	4.4%	2.6%		

<b>Capital Fund Activity (millions)</b>						
	Actual 2006	Actual 2007	Projected 2008	2009	2010	2011-17
Expenditures						
General Government	44,222	43,759				
Community & Protective Services						
Parks and Recreation	18,802	29,035				
Child Care	6,907	3,466				
Fire	6,666	6,755				
Police	8,679	9,412				
Paramedic	4,419	2,284				
Public Health		411				
Social Assistance		31				
Long Term Care	803	687				
By Law Services	2,284	2,257				
Libraries	5,457	1,613				
	54,017	55,951				
Public Works and services Fleet						
Solid Waste	22,550	14,107				
Transportation Services - Roadways	75,966	73,936				
Integrated Roads, Sewer & Water	•	·				
	98,516	88,043				
Planning, Transit and Environment						
Transit	93,838	87,355				
Planning and Development	6,717	8,308				
	100,555	95,663				
Water and Wastewater	162,628	132,546				
Social Housing	29,925	33,070				
	\$489,863	\$449,032				
Revenues						
Government Grants	142,741	87,490				
Development Charges	50,115	75,496				
Other	5,157	3,603				
	\$198,013	\$166,589				
Net Expenditures	\$291,850	\$282,443				
	, == =,	Ţ== <b>,</b>				
Financing and Transfers						
New Debt	101,944	206				
Contribution from Reserves, Funds, Operating	251,273	213,604				
	\$353,217	\$213,810				
Change in Capital Fund Balance	61,367	-68,633				
Capital Fund Balance - Beginning	67,811	129,178				
Capital Fund Balance End	\$129,178	\$60,545				

City of Ottawa

Operating Revenue - Summary (000's)

Operating Revenue - Summary (	2006	20	07	2008			2009	2010
						Over Actual		
	Actual	Budget	Actual	Budget	2007	2006	For	ecast
Property Taxes								
Existing Properties								
Residential	960,144	977,239	977,425	1,005,660				
Residential - Growth				17,600				
Residential - Special Capital levy				20,000				
Commercial								
	960,144	977,239	977,425	1,043,260				
Supplemental/Rebates	11,172	4,965	962	4,615	379.7%	-58.7%		
Government								
Governments/Institutions	175,341	174,124	171,374	174,124				
	\$ 1,146,657	\$ 1,156,328	\$ 1,149,761	\$ 1,221,999	6.3%	6.6%		
Solid Waste	22,547	22,975	23,546	23,810	1.1%	5.6%		
Programs								
Fees and User Charges								
Federal Grants and Contributions								
Provincial Grants and Contributions								
Fines and Penalties								
Other	649,691	688,943	697,506	717,279	2.8%	10.4%		
Penalty and Interest	9,526	10,599	9,795	10,599	8.2%	11.3%		
Investment income	25,795	19,090	24,813	19,090	-23.1%	-26.0%		
Investments								
Hydro Ottawa Dividend	12,000	14,000	12,000	14,000	16.7%	16.7%		
Ottawa Lands Development	,	5,000	0	5,000				
Sale of surplus lands (net)	3,181	,,,,,	4,102		-100.0%	-100.0%		
, , ,	·		·					
Other								
Provincial Offences Act	9,564	11,894	10,729	11,894	10.9%	24.4%		
Local Improvement	1,094	200	113	200				
Raceway & Lottery Fees	4,660	4,704	4,961	4,704	-5.2%	0.9%		
Tax Certificate - New Accounts	2,029	3,095	2,178			55.7%		
Ont. Mun. Partnership Fund(net)	5,574	10,119	10,119	10,119	0.0%	81.5%		
Provincial - Long Term Care	, ,	1,477	1,477	1,477				
Other	2,378	2,983	2,355	3,453				
	\$ 1,894,696	\$ 1,951,407	\$ 1,953,455	\$ 2,046,784	4.8%	8.0%	\$ -	\$ -

Gross Operating Spending by Department/Branch (000's)

Net of Recoveries and After Inter-departmental Allocations  Department	2006	2007	,	2008			2009	2010
Department	2000	2007	1	2000	% Chan	ge Over	2009	2010
Branch	Actual	Budget	Actual	Budget	2007	2006	Fore	cast
Elected Officials	7,944	10,152	9,535	10,413	9.2%	31.1%		
City Manager								
City Manager's Office	5,416	3,016	2,578	2,992	16.1%	-44.8%		
Financial Services	34,254	30,827	30,765	32,593	5.9%	-4.8%		
Legal Services	4,890	6,147	6,358	5,899	-7.2%	20.6%		
City Clerk's Branch	16,545	15,208	14,767	14,284	-3.3%	-13.7%		
	61,105	55,198	54,468	55,768	2.4%	-8.7%		
Office of the Auditor General	1,699	1,761	1,761	1,855	5.3%	9.2%		
<b>Business Transformation Services</b>								
Office of the Executive Director of BTS	1,642	1,560	1,652	1,531	-7.3%	-6.8%		
Business Transformation				2,700	-			
Client Services & Public Information	8,697	9,162	9,014	8,956	-0.6%	3.0%		
Corporate Planning & Perf. Reporting		1,318	1,270	1,342	5.7%			
Real Property Asset Management	101,990	39,833	37,939	42,140	11.1%	-58.7%		
Corporate Communications		1,400	1,321	1,415	7.1%			
Information Technology Services	41,813	39,617	38,480	41,607	8.1%	-0.5%		
Employee Services	16,882	16,842	15,937	16,934	6.3%	0.3%		
	171,024	109,732	105,613	116,625	10.4%	-31.8%		
Planning, Transit & the Environment								
Deputy City Manager	909	1,434	1,435	1,475	2.8%	62.3%		
Building Code Services	16,487	14,474	21,812	15,292	-29.9%	-7.2%		
Building Code Services - OPCR	415	552	595	558	-6.2%	34.5%		
Planning	16,487	8,509	7,759	7,623	-1.8%	-53.8%		
Economic and Environ. Sustainability	3,769	4,871	4,974	4,795	-3.6%	27.2%		
Transit Services	260,215	304,126	304,761	326,438	7.1%	25.4%		
	298,282	333,966	341,336	356,181	4.3%	19.4%		
Committee Of Adjustment	831	950	853	981		18.1%		
Conservation Authority	6,156	6,800	6,761			-100%		

Page 5

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Community & Protective Services							
Deputy City Manager	3,013	3,089	3,090	3,019	-2.3%	0.2%	
Paramedic Services	47,168	51,640	51,718	56,393	9.0%	19.6%	
By-law Enforcement	12,771	14,380	14,328	15,403	7.5%	20.6%	
Office of Emergency Management	1,741	1,791	1,860	1,838	-1.2%	5.6%	
Fire Services	102,781	107,229	107,430	109,793	2.2%	6.8%	
Housing	122,834	129,274	131,323	133,974	2.0%	9.1%	
Parks & Recreation	126,573	169,417	170,922	87,810	-48.6%	-30.6%	
Child Care	120,575	105,117	170,522	91,110	10.070	30.070	
Public Health	38,090	39,954	38,300	42,234	10.3%	10.9%	
Employment & Financial Assistance	254,521	262,342	247,212	244,247	-1.2%	-4.0%	
	28,937	33,429	36,686	36,812	0.3%	27.2%	
Cultural Services & Community Funding	41,726	45,784	45,740	46,783	2.3%	12.1%	
Long Term Care					2.5% <b>2.5%</b>	12.1% 11.4%	
	780,155	858,329	848,609	869,416	2.5%	11.4%	
Ottawa Public Library	30,656	34,696	34,672	36,039	3.9%	17.6%	
Public Works & Services							
Deputy City Manager	2,459	2,024	1,956	1,760	-10.0%	-28.4%	
	112,563	113,621	118,501	122,128	3.1%	8.5%	
Surface Operations	32,499	35,893	33,492	39,442	17.8%	21.4%	
Traffic & Parking Operations	32,499 44,482	47,357	33,492 44,678	50,264	12.5%	13.0%	
Solid Waste Services			,				
Infrastructure Services	11,128	3,019	3,283	3,121	-4.9%	-72.0%	
Fleet Services - Operational Expenditures	163,855	174,683	174,543	198,507	13.7%	21.1%	
Fleet Services - Recoveries / Revenues	(163,302)	(174,029)	(173,848)	(197,953)	13.9%	21.2%	
	203,684	202,568	202,605	217,269	7.2%	6.7%	
Corporate Efficiency Gapping Targets							
Corporate Efficiency Savings	134		-	(10,193)			
Management Efficiency Savings				(14,491)			
Corporate Gapping to be Achieved		(5,188)	426	(3,020)			
Temporary Gapping Allocation		(3/100)	-	8,025			
Temporary dapping Allocation	134	(5,188)	426	(19,679)			
Ottawa Police Service	187,227	199,282	208,652	217,160	4.1%	16.0%	
Other							
MPAC	9,903	10,295	10,443	10,810	3.5%	9.2%	
		14,186	14,055	12,986	-7.6%	-1.0%	
Corporate benefit provisions (net)	13,120						
Financial charges and other	3,908	6,269	2,984	11,318	279.3%	189.6%	
Self Insurance (net)	7,189	5,513	3,786	6,073	60.4%	-15.5%	
Recovery from rate/sewer		(9,986)	(9,986)	(10,502)	5.2%	10.10	
	34,120	26,277	21,282	30,685	44.2%	-10.1%	
Total	\$ 1,783,017	\$ 1.834.523	\$ 1,836,573	\$ 1,892,713	3.1%	6.2%	
ı vuı	T 1,700,017	÷ 1,00.,020	+ 1,000,010	+ 1,052,710	J /0	J /U	

## Gross Operating Revenues by Department/Branch (000's) Net of Recoveries and After Inter-departmental Allocations

Department	2006	200	7	2008			2009	2010
					% Change			
Branch	Actual	Budget	Actual	Budget	2007	2006	Fore	ecast
Elected Officials								
City Manager								
City Manager's Office	545					-100.0%		
Financial Services	2825	2,277	2,763	3,769	36.4%	33.4%		
Legal Services		250	250		-100.0%			
City Clerk's Branch	5212	2,318	2,612	1,614	-38.2%	-69.0%		
•	8,582	4,845	5,625	5,383	-4.3%	-37.3%		
Office of the Auditor General	ŕ		ŕ					
Business Transformation Services								
Office of the Executive Director of BTS								
Business Transformation					-			
Client Services & Public Information	187	305	317	15	-95.3%	-92.0%		
Corporate Planning & Perf. Reporting								
Real Property Asset Management	8936	8,655	9,115	8,575	-5.9%	-4.0%		
Corporate Communications								
Information Technology Services	62	57	52	58	11.5%	-6.5%		
Employee Services	50	235	235		-100.0%	-100.0%		
	9,235	9,252	9,719	8,648	-11.0%	-6.4%		
Planning, Transit & the Environment								
Deputy City Manager								
Building Code Services	20252	18,432	25,770	19,543	-24.2%	-3.5%		
Building Code Services - OPCR	864	644	869	652	-25.0%	-24.5%		
Planning	6121	6,981	8,350	8,346	0.0%	36.4%		
Economic and Enviro. Sustainability	840		34		-100.0%	-100.0%		
Transit Services	141930	151,347	152,126	158,648	4.3%	11.8%		
	170,007	177,404	187,149	187,189	0.0%	10.1%		
Committee Of Adjustment	791	950	869	981		24.0%		
Conservation Authority		6,800	7,595					

Community & Protective Services							ı İ	
Deputy City Manager	72		62		-100.0%	-100.0%		
Paramedic Services	23905	28,828	29,283	32,028	9.4%	34.0%		
By-law Services	17209	19,374	20,125	20,206	0.4%	17.4%		
Office of Emergency Management	404	97	175	97	-44.6%	-76.0%		
Fire Services	925	649	642	654	1.9%	-29.3%		
Housing	51754	50,121	52,192	50,486	-3.3%	-2.5%		
Parks & Recreation	100899	37,261	108,616	42,972	-60.4%	-57.4%		
Child Care		69,130		70,900				
Public Health	28171	31,777	30,421	42,234		49.9%		
Employment & Financial Assistance	145863	150,544	137,761	143,704	4.3%	-1.5%		
Cultural Services & Community Fund	3469	2,275	5,895	2,710	-54.0%	-21.9%		
Long Term Care	36401	45,784	37,641	46,044	22.3%	26.5%		
	409,072	435,840	422,813	452,035	6.9%	10.5%	1	
Ottawa Public Library	3,836	3,633	4,099	3,615	-11.8%	-5.8%		
Public Works & Services							1	
Deputy City Manager	79					-100.0%		
Surface Operations	2065	1,674	1,361	1,674	23.0%	-18.9%		
Traffic & Parking Operations	16934	16,511	17,458	18,246	4.5%	7.7%		
Solid Waste Services	13316	16,090	19,549	22,770	16.5%	71.0%		
Infrastructure Services	3616	3,052	3,488	3,137	-10.1%	-13.2%		
Fleet Services - Operational Exp.								
Fleet Services - Recoveries / Revenues	553	654	695	554	-20.3%	0.2%		
	36,563	37,981	42,551	46,381	9.0%	26.9%	1	
Ottawa Police Service	11,605	12,238	17,086	13,047	-23.6%	12.4%		
Total	\$ 649,691	\$ 688,943	\$ 697,506	\$ 717,279	2.8%	10.4%		

Net of Revenues, Recoveries and After Inter-departmental Allocations	
Denartment	

Net of Revenues, Recoveries and After Inter-departmental Allocations  Department	2006	2007		2008			2009	2010
					% Chan			
Branch	Actual	Budget	Actual	Budget	2007	2006	For	ecast
Elected Officials	7,944	10,152	9,535	10,413	9.2%	31.1%		
City Manager								
City Manager's Office	4,871	3,016	2,578	2,992	16.1%	-38.6%		
Financial Services	31,429	28,550	28,002	28,824	2.9%	-8.3%		
Legal Services	4,890	5,897	6,108	5,899	-3.4%	20.6%		
City Clerk's Branch	11,333	12,890	12,155	12,670	4.2%	11.8%		
	52,523	50,353	48,843	50,385	3.2%	-4.1%		
Office of the Auditor General	1,699	1,761	1,761	1,855	5.3%	9.2%		
Business Transformation Services								
Office of the Executive Director of BTS	1,642	1,560	1,652	1,531	-7.3%	-6.8%		
Business Transformation	0	0	0	2,700				
Client Services & Public Information	8,510	8,857	8,697	8,941	2.8%	5.1%		
Corporate Planning & Perf. Reporting	0	1,318	1,270	1,342	5.7%			
Real Property Asset Management	93,054	31,178	28,824	33,565	16.4%	-63.9%		
Corporate Communications	0	1,400	1,321	1,415	7.1%			
Information Technology Services	41,751	39,560	38,428	41,549	8.1%	-0.5%		
Employee Services	16,832	16,607	15,702	16,934	7.8%	0.6%		
	161,789	100,480	95,894	107,977	12.6%	-33.3%		
Planning, Transit & the Environment								
Deputy City Manager	909	1,434	1,435	1,475	2.8%	62.3%		
Building Code Services	-3,765	-3,958	-3,958	-4,251	7.4%	12.9%		
Building Code Services - OPCR	-449	-92	-274	-94	-65.7%	-79.1%		
Planning	10,366	1,528	-591	-723	22.3%	-107.0%		
Economic and Enviro. Sustainability	2,929	4,871	4,940	4,795	-2.9%	63.7%		
Transit Services	118,285	152,779	152,635	167,790	9.9%	41.9%		
	128,275	156,562	154,187	168,992	9.6%	31.7%		
Committee Of Adjustment	40	0	-16	0		-100%		
Conservation Authority	6,156	0	-834	0		-100%		

Page 7

Community & Protective Services	I	I						
Deputy City Manager	2,941	3,089	3,028	3,019	-0.3%	2.7%		
Paramedic Services	23,263	22,812	22,435		8.6%	4.7%		
By-law Services	-4,438	-4,994			-17.1%			
Office of Emergency Management	1,337	1,694			3.3%	30.2%		
Fire Services	101,856	106,580			2.2%			
Housing	71,080	79,153			5.5%			
Parks & Recreation	25,674	132,156			-28.0%			
Child Care	0	-69,130		20,210				
Public Health	9,919	8,177	7,879					
Employment & Financial Assistance	108,658	111,798			-8.1%	-7.5%		
Cultural Services & Community Funding	25,468	31,154			10.8%			
Long Term Care	5,325	01,131	8,099		-90.9%			
Long Term Care	371,083	422,489			-2.0%			
Ottawa Public Library	26,820	31,063	30,573	32,424	6.1%	20.9%		
Public Works & Services								
Deputy City Manager	2,380	2,024	1,956	1,760	-10.0%	-26.1%		
Surface Operations	110,498	111,947	117,140		2.8%			
Traffic & Parking Operations	15,565	19,382	16,034		32.2%			
Solid Waste Services	31,166	31,267	25,129		9.4%			
Infrastructure Services	7,512	-33			-92.2%			
Fleet Services - Operational Expenditures	163,855	174,683			13.7%			
Fleet Services - Recoveries / Revenues	-163,855	-174,683			13.7%			
Tiece Services Trecoveries / Neverides	167,121	164,587				2.3%		
Corporate Efficiency Gapping Targets								
Corporate Efficiency Savings	134		_	(10,193)				
Management Efficiency Savings	20.			(14,491)				
Corporate Gapping to be Achieved		(5,188)	426	(3,020)				
Temporary Gapping Allocation		(-,)	-	8,025				
Temporary capping rinocation	134	(5,188)	426	(19,679)				
Ottawa Police Service	175,622	187,044	191,566	204,113	6.5%	16.2%		
	-,-	- /-	,					
Other								
MPAC	9,903	10295	10443		3.5%	9.2%		
Corporate benefit provisions (net)	13,120	14186	14055	12986	-7.6%			
Financial charges and other	3,908	6269	2984		279.3%			
Self Insurance (net)	7,189	5513	3786		60.4%			
Recovery from rate/sewer		-9986	-9986		5.2%			
	34,120	26,277	21,282	30,685	44.2%	-10.1%		
Total	\$ 1,133,326	\$ 1,145,580	\$ 1,139,067	\$ 1,175,434	3.2%	3.7%		

		Gross Expenditures																				
		Basel	ine	from 20	07							Changes	for 2	2008						Proposed E	Budget	
		ual Gross pending	On	just. & e-time pend.	Tech	ı Gains		aintain ervices		vincial islated		Growth		New ervices		rvice ljust.	Eff	ficienc- ies	20	Proposed 008 Gross Spending	% change over 2007	% Exp. On wages
Deputy City Manager																						
Deputy City Manager Strategic Initiatives & Planning		451 1,573						-89 -175												362 1,398	-19.7% -11.1%	
Dept. Business & Technical Serv.		¢2.024		<b>*</b> 0		\$0		+264		\$0		\$0		\$0		\$0		\$0		¢1 760	-13%	
Fleet Sevices		\$2,024		\$0		\$0		-\$264		\$0		\$0		\$0		\$0		\$0		\$1,760	-13%	
Director's Office		341						11												352	3.2%	
										-		2 467		112								
Fleet Maintenance Life Cycle Management		76,758 7,290						6,391 109		86		2,467 175		113 -222						85,815	11.8% 0.9%	
Operations		90,294		-100				10.699		48		3,548		-222 499						7,352 104,988	16.3%	
Operations			\$	(100)	\$			10,699 17,210	\$	134	\$		\$	<b>390</b>	\$	_	\$	_			13.6%	
Confere Consulting	\$	174,683	<b>&gt;</b>	(100)	\$	-	,	17,210	<b>&gt;</b>	134	>	6,190	<b>&gt;</b>	390	*	-	*	-	,	198,507	13.6%	
Surface Operations Director's Office & Tec. Support		5,039						145		100		80		30						5,394	7.0%	
Roads, sidewalks, right of ways		26,868						1,050				480		1,200						29,598	10.2%	
Winter Maintenance		61,123						2,134				1,448		0				-1,009		63,696	4.2%	
Parks and Sports Field Maint.		20,868						912				473		0						22,253	6.6%	
Forestry Services		6,902						191				454		970						8,517	23.4%	
	\$	120,800	\$	-	\$	-	\$	4,432	\$	100	\$	2,935	\$	2,200	\$	-	\$	(1,009)	\$	129,458	7.2%	
Solid Waste																						
Manager's Office		388						7												395	1.8%	
Diversion/Recycling		22950		275				1505										-592		24,138	5.2%	
Regular Collection		15636						496												16,132	3.2%	
Disposal and Landfill		8740						121						1095						9,956	13.9%	
Capital formation		1944						3009												4,953	154.8%	
Admin and cost transfers		720																		720	0.0%	
Financial & Misc. Charges		360																<b>/</b>	١.	360	0.0%	
	\$	50,738	\$	275	\$	-	\$	5,138	\$	-	\$	-	\$	1,095	\$	-	\$	(592)	\$	56,654	11.7%	
Traffic and Parking operations		400																		4.0	2.004	
Directors' office		430						12				000		FC				44.0		442	2.8%	
Traffic operations		32028		15				2060				809		50				-416		34,531	7.8%	
Mobility & Area Traffic Mgmt.		2242		-15				98 250				170 706								2,495 7,400	11.3% 14.8%	
Safety and Traffic Services	4	6444 <b>41,144</b>	\$	(15)	4		s	250 <b>2,420</b>	\$	_	\$		\$	50		_		(416)	\$		14.8% <b>9.1%</b>	
Infrastructure Services	\$	41,144	Þ	(15)	\$	-	₹	2,420	₽	-	₽	1,005	₽	50	\$	-	\$	(410)	*	44,008	9.1%	
Director's office		396						10												406	2.5%	
Construction Services Develop.		5727						10										-85		5,659	-1.2%	
Construction Services Develop.  Construction Services		8765						28										-05		8,793	0.3%	
Infrastructure Management		7435						68												7,503	0.5%	
imastructure management	\$	22,323	\$		4	_	\$	123	\$	_	\$		\$	_	\$	_	\$	(85)	\$		0.9%	
	Ψ	22,323	Ψ		Ψ		<b>"</b>	123	Ψ.		7	•	Ψ		۳		۳	(03)	, °	22,301	0.2 70	
TOTAL	\$	411,712	\$	160	\$	-	\$	29,059	\$	234		10,810	\$	3,735	\$	-	\$	(2,102)	\$	453,608	10.2%	
Percent of Baseline				0.0%		0.0%		7.1%		0.1%		2.6%		0.9%		0.0%		-0.5%		10.1%		

Page 9

		2007 evenues and locations	Re	Client	All	ocations	Pr	ederal ovincial evenue	 neral Fees Charges		2008 evenues and locations	% change over 2007
Deputy City Manager Deputy City Manager Strategic Initiatives & Planning Dept. Business & Technical Serv.		\$0										
Fleet Sevices Director's Office Fleet Maintenance Life Cycle Management Operations	\$	173,848 <b>173,848</b>	\$	352 85,815 7,352 104,434 <b>197,953</b>	\$	_	Ś	_	\$ 554 <b>554</b>	\$	352 85,815 7,352 104,988 <b>198,507</b>	14.2%
Surface Operations Director's Office & Tec. Support Roads, sidewalks, right of ways Winter Maintenance Parks and Sports Field Maint.	•	8,853	•	2,145	*	5,185			1,674	Ť	3,819 5,185	
Forestry Services	\$	8,853	\$	2,145	\$	5,185	\$	-	\$ 1,674	\$	9,004	1.7%
Solid Waste Manager's Office Diversion/Recycling Reqular Collection Disposal and Landfill Capital formation Admin and cost transfers Financial & Misc. Charges		39,422		357				3,429	42,966		46,752 - - - - -	
	\$	39,422	\$	357	\$	-	\$	3,429	\$ 42,966	\$	46,752	18.6%
Traffic and Parking operations Directors' office Traffic operations Mobility & Area Traffic Mgmt. Safety and Traffic Services		21,747		5,426				195	18,051		- 23,672 -	8.9%
	\$	21,747	\$	5,426	\$	-	\$	195	\$ 18,051	\$	23,672	8.9%
Infrastructure Services Director's office Construction Services Develop. Construction Services Infrastructure Management		11,322 7,982		11,038 8,202					3,137		- 14,175 8,202 -	25.2% 2.8%
	\$	19,304	\$	19,240	\$	-	\$	-	\$ 3,137	\$	22,377	15.9%
TOTAL	\$	263,174	\$	225,121	\$	5,185	\$	3,624	\$ 66,382	\$	300,312	14.1%

City of Ottawa																Page 10
<b>Public Works &amp; Services - Net</b>	Оре	erating R	eqi	uirement	& F	TE (000's	s)									_
							Requiremer	nt					Full <sup>*</sup>	Time Equiv	alent	
		2006		2007		200	8	0/	2009		2010	2006	2007		2008	
							%	%								
							Change	change over								
						Budgeted	Over 2007									Change
		Actual		Actual		t Required		Actual	Fore	ecast					Change #	%
Deputy City Manager		Actual		Accuai	110	e recquired	Accuai	Accuui	1010	cuse					Change #	,,,
Deputy City Manager		428		451		362	-19.7%	-15.4%								
Strategic Initiatives & Planning		1,147		1,573		1,398	-11.1%	21.9%				32.5	24.5	24.5	0.0	0.0%
Dept. Business & Technical Serv.		884		0		0		-100.0%								
	\$	2,459	\$	2,024	\$	1,760	-13.0%	-28.4%				32.5	24.5	24.5	0.0	-100%
Fleet Sevices																
Director's Office		237		341		0										
Fleet Maintenance		71,074		76,758		-										
Life Cycle Management		6,455		7,290		-						592.2	636.2	692.7	56.5	8.9%
Operations		(77,766)		(83,554)		-										
Soute as Outstall and	\$	-	\$	494	\$	-						592.2	636.2	692.7	56.5	8.9%
Surface Operations Director's Office & Tec. Support		4134		5039		5394	7.0%	30.5%								
Roads, sidewalks, right of ways		26,021		26,868		29,598	10.2%	13.7%				824.2	849.7	870.1	20.5	2.4%
Winter Maintenance		49,917		52,270		59,877	14.6%	20.0%				024.2	073.7	0/0.1	20.5	2.770
Parks and Sports Field Maint.		20,132		20,868		17,068	-18.2%	-15.2%								
Forestry Services		5640		6,902		8517	23.4%	51.0%								
. Gresary Services	\$	105,844		111,947	\$	120,454	7.6%	13.8%				824.2	849.7	870.1	20.5	2.4%
Solid Waste	1	•		•		•										
Manager's Office		399		388		395	1.8%	-1.0%								
Diversion/Recycling		-12872		-16472		-22,614	37.3%	75.7%								
Regular Collection		13810		15636		16,132		16.8%				69.8	81.8	89.3	7.5	9.2%
Disposal and Landfill		7283		8740		9,956	13.9%	36.7%								
Capital formation		1418		1944		4,953	154.8%									
Admin and cost transfers		720		720		720	0.0%	0.0%								
Financial & Misc. Charges	_	10 750		360		360	0.0%	0.00/				60.0	04.0	00.2		0.20/
Tueffic and Dauline amounting	\$	10,758	\$	11,316	\$	9,902	-12.5%	-8.0%				69.8	81.8	89.3	7.5	9.2%
Traffic and Parking operations Directors' office		303		430		442	2.8%	45.9%								
Traffic operations		7,608		10,281		10,859		42.7%				301.6	310.8	321.8	11.0	3.5%
Mobility & Area Traffic Mgmt.		1,938		2,242		2,495						301.0	310.0	321.0	11.0	5.5 /0
Safety and Traffic Services		5,850		6,444		7,400	14.8%	26.5%								
Surecy and Traine Services	\$	15,699	\$	- /	\$	21,196	9.3%	35.0%				301.6	310.8	321.8	11.0	3.5%
Infrastructure Services	1			,		,										
Director's office						406										
Construction Services Develop.						-8,516						254.8	255.8	255.8	0.0	0.0%
Construction Services						591										
Infrastructure Management						7,503										
	\$	-	\$	-	\$	(16)						254.8	255.8	255.8	0.0	0.0%
TOTAL	+	124 760	-	145 170		1E2 200	5.6%	13.8%				2075.1	2158.7	2254.2	95.5	4.407
TOTAL	>	134,760	¥	145,178	*	153,296	5.0%	15.8%				20/5.1	2128./	2254.2	95.5	4.4%

## **Public Works & Services - Explanatory Notes**

	\$(000's)	FTE Impact
Eliminations and adjustments from prior year		
Remove one time funding for biofuel for transit buses	-100	
Increased public particpation in hazardous waste mobile depots	275	
Reduced fees on reduction in waste at Carp Rd. landfill	265	
Reduced market prices for recyclables	500	
New permit revenue for developer signage	-150	
Road cut permit revenue from regulation 580/06	-600	
Increased recoveries from traffic counts due to higher volume	-100	
Removal of parking meters due to capital projects	365	
(note: segregate above between expense and recoveries)	<b>\$455</b>	
motor segregate asone secretar expense and recoveries	<b>4.55</b>	
Legislated (net of recoveries)		
SDF Environmental monitoring	\$100	
New Services (net of recoveries)		
Grafitti management	1230	
Trees and forest improvement strategy	970	
	\$2,200	
Efficiencies	40.400	
Allocation of SBR productivity improvements	\$2,102	

Fublic Works & Services - Budget Options	2008 Net	Impact	2009	2010
Deputy City Manager	\$(000's)	FTE Impact	\$(000's)	\$(000's)
Reduce capacity	\$235	3	Ψ(000 3)	φ(000 3)
Surface Operations	<b>\$233</b>	<b>J</b>		
Eliminate enhancement to tree program	970	7		
Eliminate enhancement to dee program	1,280	′		
Eliminate growth pressures	2,345	14.5		
Eliminate growth pressures  Eliminate community forest programs	50	14.5		
Eliminate community forest programs  Eliminate promotional metrial for forestry programs	10			
Eliminate tree stump removal on city property	150	0.6		
Reduce tree pruning by 20% - respond only to emergencies	130	0.0		
Reduce tree pruning by 20 % - respond only to emergencies  Reduce tree pruning by an additional 50% - respond only to emergencies	395			
Extend timelines for wood pick ups	50			
Eliminate maintenance of shrubs in parks	200	1.7		
Eliminate Maintenance of Shrubs in parks  Eliminate Copps Pond Patrol that enforces swimming times	25	1.7		
	320	0.9		
Eliminate existing grafitti program except for hate grafitti				
Eliminate "clean the capital" 'adopt-a-park", "Community Pride"	110	0.8		
Eliminate maintenance of shrubs along road	175 700	2.4 6.6		
Reduce roadside grass cutting by 50%		0.0		
Eliminate supplementary road plowing, salting and removal linked to climate change	2,600			
Eliminate supplementary sidewalk plowing	2,000			
Eliminate Snow-go program	120			
Eliminate anti-littering campaign	50	1.0		
Eliminate summer and fall roadway sweeping	400	1.8 3.5		
Reduce roadside ditching by 25%	600			
Reduce residential roadway and sidewalk plowing	1,500	4.2		
Reduce roadside grass cutting by 50%	450	5.9		
Reduce litter pickup by 25%	550	6.9		
Reduce dust control program on gravel roads	400	0.6		
L	\$15,580	58.4		
Solid Waste	0.00			
Increase gate rate at Trail Road and Carp over CPI to be in line with market rates	860			
Close Trail Road on statutory holidays	25			
Reduce list of acceptable materials at Hazerdous Dept	75			
Reduce dry garbage collection to bi-weekly	1,100			
Eliminate LCBO bottles from blue box	200			
Eliminate leaf and yard waste in rural areas	130			
L	\$2,390			
Traffic and Parking	2.205	2.0		
Charge for on-street parking until 9:00 in commercial areas	2,205	-2.0		
Charge for on-street parking on Saturday and Sumday until 9:00 in commercial areas	1,065	-4.0		
Introduce pay and display	1,725	-4.0		
Increase on-street parking rate to \$3.00 per hour	1,090			
Introduce on-street parking in specified commnities	1,755	2.0		
Eliminate growth pressures	840	11.0		
L	\$8,680	3.0		
Infrastructure Services				
Eliminate roadway vibration investigations	\$75	1.0		
L	+0.0	4		
TOTAL	\$26,960	65.4		

**Public Works & Services - Key Performance/Outcome Measures** 

Public Works & Services - Key Performance/Outcome Measures	Actu	al	Target
	2006	2007	2008
Surface Operations			
Operating costs for paved roads roads per KM	\$1,211		
Operating costs for unpaved roads roads per KM	\$1,581		
Winter minatenance per KM	\$4,224		
Percent of paved roads where condition is good to very good	79%		
Fleet			
Cost per vehicle per km - light	\$0.27		
Cost per vehicle per km - medium	\$0.46		
Cost per vehicle per km - heavy	\$1.28		
Cost per vehicle per km - off road	\$0.41		
Total cost per vehicle KM (all in cost) - Ambulance	\$0.46		
(			

	2006 Rate	2007 Rate	2008 Rate	Percent Change Over 2007	Percent Change Over 2006	Budgeted 2008 Revenue
Traffic and Parking Operations						
Road cut permit fee	337.75 118		355 125	2.0% 2.5%		
Road cut permit renewal fee Winter Inspection charges fee per month	36.25	37.5				
Traffic Count information fee	84.75	87.25				
Parking Operations						
On Street parking permit fee (plus GST and PST as applicable)		=40	===			
Residential parking permit annual Residential parking permit monthly	560 100 winter \$20 sum		570 51			
Residential parking permit monthly	100 Willter \$20 Sull	30	31	2.070		

City of Ottawa
Page 15
Public Works & Services - Capital Budget - New Authority

Public Works & Services - Capital Budget - New Authority										
						Funding				
	2008 New Authority	Revenue	Tax Support & Other Reserves	Gas Tax	Rate Support and Solid Waste User Fees	Develop.	Tax Support			DC
Fleet Services 900722 Heavy Vehicle & Equipment Repl. Program 900723 Light Vehicle & Equipment Repl. Program 9007269 Municipal Equipment Replacement Program  Solid Waste  900351 Waste Management Alternatives 900722 Heavy Vehicle & Equipment Repl. Program 900723 Light Vehicle & Equipment Repl. Program 900735 Light Vehicle & Equipment Repl. Program 902358 Trail Road Landfill - Exp. & Development 902967 Solid Waste Division Facilities Upgrade 902970 Solid Waste Planning - Long Term 904305 Solid Waste Planning - Long Term 904305 Solid Waste Planning - Long Term 904306 Solid Waste Fleeti 904309 Solid Waste Fleeti 904329 Solid Waste North Garage 904328 Solid Waste Radio Replacement 904329 Solid Waste New Administrative Centre 904569 SW Landfill Scale 904656 Solid Waste Roofing 2008 904690 SW Facility Compost Pad Total  Integrated Roads Sewer and Water	200 436 100 736 4110 230 25 1950 319 100 350 1490 150 200 1000 175 125 200 10424	Revenue	200 436 100 736 4110 230 25 1950 0 100 0 0 200 6790	Gas Tax	319 350 1490 150 200 975 125 3609		Tax Support	D	Gas Tax	DC

Transfers and Reserves (000's) - Partial data

Transfers and Reserves (600 s) Tarte	2006			2007				2008	
	Budgeted Transfers	Opening Balance	Budgeted Transfers	Contributions	Dispositions Adjustments	Closing Balance	Budgeted Transfers	Contributions/R evenues	Projected Closing Balance
Tax rate Stabilization Reserve		\$ 35,111	\$ (31,796)	\$ 22,083		\$ 25,398	\$ (28,797)	\$ 4,600	\$ 1,201
Capital Reserves									
City Wide		8,167	-68,326	66,946	-6,792	-5	-89,504	90,909	1,400
Corporate Fleet		20,785	-16,509						15,177
Transit		339	-8,675	35,911			-46,669	40,924	37,719
Environmental Areas		492	-492		66	66			66
Solid Waste									0
Child Care		7	-7						0
Social Housing		1,400			111	201			201
Library		10	-1,375			105	-2,420		182
•		\$ 31,200	\$ (96,694)	\$ 118,044	\$ 10,543	\$ 63,093	\$ (159,646)	\$ 151,298	\$ 54,745
Other Reserves									
Solid Waste	-875		1,416			1,416	-4,915		
Sale of old City Hall	8,437	23,484	-4,443	863		19,904		199	15,660
100 Constellation lease	-5,497		5,497			5,497	-5,497		
Transit Reserve Fund			-1,303			-1,303			
Ray Friel Reserve Fund (net)	-147		146			146			
Sinking Fund Surplus	963					0			
Election Reserve	-850	82	-671	1,125		536			1,503
Debt charge - solid waste			-528			-528			
Brownsfields Grants	\$2,031		\$114	£1 000		¢2E 660	-195		
	\$2,031		\$114	\$1,988		\$25,668	-\$14,433	\$1,324	

City of Ottawa
Capital Budget - Summary of New Authority including inter-year approvals (millions)

Capital Budget - Summary of New A					-				6.51			
		New Authority	y	Asset	008 authority	<b>'</b>		By Y	ear of Plan	ned Expend	diture	
	2006	2007	2008	Renewal	Growth	Strategic	2008	2009	2010	2011	2012	2012+
Business Transformation												
Business Transformation			5,000									
Real Property Asset Management			6,979									
Information Technology			11,607 <b>23,586</b>									
Community & Protective Services			23,560									
Parks and Recreation			39,549									
Child Care			2,200									
Fire			14,781									
Paramedic			6,030									
Long Term Care			714									
Public Health			211									
Cultural Services & Community Funding			4,654									
By Law Services			1,382									
Emergency Management			2,375									
Ottawa Public Library			5,435									
Employment and Financial Assistance			3,733									
Employment and i mandal Assistance			77,331									
Public Works and services			77,331									
			726									
Fleet Solid Waste			736 10,424									
Transportation Services - Roadways			132,254 17,977									
Integrated Roads, Sewer & Water			17,977									
Deputy City Manager			464 204									
			161,391									
Planning, Transit and Environment			266.042									
Transit			266,042									
Building Services			1,315									
Planning and Development			1,758									
Environment			4,450									
			273,565									
Note - functional area segregation possible			4505.070									
TOTAL			\$535,873									
Financing												
			218,759									
Capital Reserves Development Charges			75,038									
Federal/Provincial Revenues			100,362									
			36,263									
Federal Gas tax debt Federal/Provincial Gas Tax Debt			13,362									
Development Charges Debt Tax Supported Debt			27,089 65,000									
Tax Supported Debt			05,000									
			\$535,873	\$385,873	\$103,000	\$47,000						
			2008	72.0%	19.2%	8.8%						
			2007	72.570	15.270	0.070						
			2006									
			2000									

RPAM   CSPI   140   14	Capital Budget - Total Authority (000's)			
Business Transformation   Business Transformation   Business Transformation   Business Transformation   Susiness Transfo				
Business Transformation Business Transformation RPAM CSPI Employee Services Information Technology Information Technology  Community & Protective Services Parks and Recreation Child Care Paramedic Long Term Care Public Health Cultural Services & Community Funding By Law Services Emergency Management Ottawa Public Library Employment and Financial Assistance Public Works and services Filee Soidi Waste Transportation Services - Roadways Integrated Roads, Sewer & Water PWS deputy City Manager Financial Services Sumanus August 11,711 Financial Services Fileet Soidi Waste Transportation Services - Roadways Planning, Transit and Environment Transit Transit Transit Transit 158,509 Planning and Development Environment Financial Services Financial Services Planning and Development Environment Transit Transit 11,711 A,450 General Government Financial Services Financi				
Business Transformation   RPAM   6,062   6,979   13   140   140   140   172   140   150		Work in Progress	2008 Authority	Total
Business Transformation   RPAM   6,062   6,979   13   140				
RPAM   6,062   6,979   133   140				
CSPI				5,000
Employee Services			6,979	13,041
Information Technology	CSPI	140		140
Information Technology	Employee Services	1.139		1,139
13,589   18,586   191,			11 607	172,083
Community & Protective Services         52,781         39,549         92           Parks and Recreation         52,781         39,549         92           Fire         1.42         2,200         2           Fire         3,676         14,781         18           Paramedic         6,030         6           Long Term Care         88         714           Public Health         211         211           Cultural Services & Community Funding         14,878         4,654         19           By Law Services         2,199         1,382         3           Emergency Management         3,699         2,375         6           Ottaw Public Library         2,785         5,435         8           Employment and Financial Assistance         -342         -9         1,352         8           Employment and Financial Assistance         169         2,785         5,435         8         14           Social Housing         14,961         1         14         14         14         14         14         14         14         14         14         14         14         14         14         14         14         14         14         14         14 <td>Information reclinology</td> <td></td> <td></td> <td>191,403</td>	Information reclinology			191,403
Parks and Recreation       52,781       39,549       92         Child Care       -142       2,200       2         Fire       3,676       14,781       18         Paramedic       6,030       6         Long Term Care       6,030       6         Public Health       211       211         Cultural Services & Community Funding       14,878       4,654       19         By Law Services       2,199       1,382       3         Emergency Management       3,699       2,375       6         Ottawa Public Library       2,785       5,435       8         Employment and Financial Assistance       -342       -342       -444         Public Works and services       169       14,961       14         Social Housing       14,961       14       17         Public Works and services       18,311       10,424       28         Fleet       -3,521       736       -2         Solid Waste       18,311       10,424       28         Integrated Roads, Sewer & Water       58,550       17,977       76         PWS deputy City Manager       207,633       161,391       369,         Planning, Transit and Environmen	Community & Brotostive Comiese	13,309	10,500	191,703
Child Care Fire 3,676 1,4781 18 Fire 3,676 14,781 18 Paramedic 6,030 66 Long Term Care 88 714 Public Health 211 Cultural Services & Community Funding 14,878 4,654 19 By Law Services 2,199 1,382 3 Emergency Management 3,699 2,375 6 Ottawa Public Library 2,785 5,435 88 Employment and Financial Assistance 342 Public Health 500id Housing 14,961 15,961 14,961 15		50 704	22.542	22.222
Fire Paramedic				92,330
Paramedic	Child Care			2,058
Long Term Care	Fire	3,676	14,781	18,457
Long Term Care	Paramedic		6.030	6,030
Public Health   Cultural Services & Community Funding   14,878   4,654   19   1,382   33   2,375   66   00   00   1,382   33   14,878   1,382   33   1,382   33   1,382   33   1,382   1,382   33   1,382   1,382   1,382   1,382   1,382   1,382   1,382   1,382   1,382   1,382   1,382   1,382   1,382   1,383		88		802
Cultural Services & Community Funding       14,878       4,654       19         By Law Services       2,199       1,382       3         Emergency Management       3,699       2,375       6         Ottawa Public Library       2,785       5,435       8         Employment and Financial Assistance       -342       5,435       8         Employment and Financial Assistance       -342       -2       -2         Public Health       169       14,961       14         Social Housing       14,961       7       14         Pay,752       77,331       172,         Public Works and services         Fleet       -3,521       736       -2         Solid Waste       18,311       10,424       28         Transportation Services - Roadways       134,196       132,254       266         Integrated Roads, Sewer & Water       58,550       17,977       76         PWS deputy City Manager       97       207,633       161,391       369,         Planning, Transit and Environment       158,509       266,042       424         Building Services       1,315       1         Planning and Development       2,121       1,758       3 <td>3</td> <td>33</td> <td></td> <td>211</td>	3	33		211
By Law Services		14.070		
Emergency Management	, 3			19,532
Ottawa Public Library       2,785       5,435       8         Employment and Financial Assistance       -342       -342       -14         Public Health       169       -14,961       14         Social Housing       14,961       14       172,         Public Works and services         Fleet       -3,521       736       -2         Solid Waste       18,311       10,424       28         Transportation Services - Roadways       134,196       132,254       266         Integrated Roads, Sewer & Water       58,550       17,977       76         PWS deputy City Manager       97       207,633       161,391       369,         Planning, Transit and Environment       158,509       266,042       424         Transit       158,509       266,042       424         Building Services       1,315       1         Planning and Development       2,121       1,758       3         Environment       11,711       4,450       16         City Manager       1,100       1       1         Financial Services       1,100       0       1         General Government       300       1       1				3,581
Employment and Financial Assistance     Public Health     Social Housing     Social Housing     Public Works and services     Fleet     Fleet     Solid Waste     Transportation Services - Roadways     Integrated Roads, Sewer & Water     PWS deputy City Manager     Planning, Transit and Environment     Transit     Building Services     Planning and Development     Environment     Transid Services     Planning and Development     Environment     Solid Waste     Transit     Solid Waste     Transit     Solid Waste     Solid		3,699	2,375	6,074
Public Health   Social Housing   14,961   14,961   14   14   172,	Ottawa Public Library	2,785	5,435	8,220
Public Health   Social Housing   14,961   14,961   14   14   172,	Employment and Financial Assistance	-342		-342
Social Housing   14,961   94,752   77,331   172,   172,   172,   172,   172,   172,   173,   172,   172,   173,   172,   173,   172,   173,   172,   173,   172,   173,   172,   173,   173,   172,   173,   173,   173,   173,   173,   174,	• •			169
Public Works and services   Fleet   -3,521   736   -2     Solid Waste   18,311   10,424   28     Transportation Services - Roadways   134,196   132,254   266     Integrated Roads, Sewer & Water   58,550   17,977   76     PWS deputy City Manager   97     Planning, Transit and Environment   158,509   266,042   424     Building Services   1,315   1     Planning and Development   2,121   1,758   3     Environment   11,711   4,450   16     Transid   172,341   273,565   445,     City Manager   1,100   1     General Government   300   1,400   0   1,400     Total   \$489,715   \$530,873   \$1,179,				14,961
Public Works and services   Fleet   -3,521   736   -2	Social Housing		77.004	
Fleet		94,752	77,331	172,083
Solid Waste				
Transportation Services - Roadways Integrated Roads, Sewer & Water PWS deputy City Manager  Planning, Transit and Environment Transit Building Services Planning and Development Environment  City Manager  Financial Services General Government  Total  Transportation Services - Roadways 134,196 132,254 266 17,977 76 207,633 161,391 369, 266,042 424 424 425 11,315 1 1,758 3 11,711 4,450 16 172,341 273,565 445, 300 1,400 0 1,400 0 1,400 Total	Fleet			-2,785
Integrated Roads, Sewer & Water PWS deputy City Manager   97   207,633   161,391   369,   3	Solid Waste	18,311	10,424	28,735
Integrated Roads, Sewer & Water PWS deputy City Manager 97 207,633 161,391 369, 207,633 161,391 369, 207,633 161,391 369, 207,633 161,391 369, 369, 369, 369, 369, 369, 369, 369,	Transportation Services - Roadways	134,196	132,254	266,450
PWS deputy City Manager  Planning, Transit and Environment  Transit  Building Services  Planning and Development  Environment  City Manager  Financial Services  General Government  Total  97  207,633  161,391  369,  158,509  266,042  424  424  1,315  1  2,121  1,758  3  11,711  4,450  16  172,341  273,565  445,  1,100  1,400  0  1,400  1,400  1,400  1,400  1,400  1,479,	Integrated Roads Sewer & Water			76,527
207,633   161,391   369,			17,577	97
Planning, Transit and Environment   Transit   158,509   266,042   424   424   425   1,315   1   1,758   3   1,758   3   1,758   1,758   3   1,751   1,751   1,751   1,751   1,751   1,752   1,753   1,753   1,754   1,754   1,755	1 W3 deputy City Manager		161 201	
Transit 158,509 266,042 424 Building Services 1,315 1 Planning and Development 2,121 1,758 3 Environment 11,711 4,450 16 172,341 273,565 445,  City Manager Financial Services 1,100 1 General Government 300 1,400 0 1,  Total \$489,715 \$530,873 \$1,179,	Maria de la maria della maria	207,633	161,391	309,024
Building Services Planning and Development Environment Envi				
Planning and Development 2,121 1,758 3 Environment 11,711 4,450 16  112,341 273,565 445,  City Manager Financial Services 1,100 1 General Government 300 1,400 0 1  Total \$489,715 \$530,873 \$1,179,	1.0.1016	158,509		424,551
Environment 11,711 4,450 16 172,341 273,565 445,  City Manager Financial Services 1,100 1 General Government 300 1,400 0 1 Total \$489,715 \$530,873 \$1,179,	Building Services		1,315	1,315
Environment 11,711 4,450 16 172,341 273,565 445,  City Manager Financial Services 1,100 1 General Government 300 1,400 0 1 Total \$489,715 \$530,873 \$1,179,	Planning and Development	2.121	1,758	3,879
172,341   273,565   445,   City Manager				16,161
City Manager       1,100       1         Financial Services       1,100       1         General Government       300       1,400       0       1,         Total       \$489,715       \$530,873       \$1,179,				445,906
Financial Services 1,100 1 General Government 300 1,400 0 1,  Total \$489,715 \$530,873 \$1,179,	City Manager	172,341	275,303	773,300
General Government 300 1,400 0 1,  Total \$489,715 \$530,873 \$1,179,				* ***
1,400 0 1, Total \$489,715 \$530,873 \$1,179,				1,100
Total \$489,715 \$530,873 \$1,179,	General Government			300
		1,400	0	1,400
	Total	\$489.715	\$530.873	\$1,179,816
		ų .33/, 13	2007	Ψ2,2,5,010
2006		1		

Departmental Budget Changes - Gross Expenditures (000's)

		Gross Expenditures										
	Ва	seline from 20	07			Changes	for 2008			Proposed E		
	Actual Gross Spending	One-time Expend.	Tech Gains	Maintain Services	Provincial legislated	Growth	New Services	Service Reduct.	Efficienc-	Proposed 2008 Gross Spending	% change over 2007	
Elected Officials												
City Manager												
Office of the Auditor General												
Business Transformation Services												
Planning, Transit & the Environment												
Committee Of Adjustment												
Conservation Authority												
Community & Protective Services												
Ottawa Public Library												
Public Works & Services	\$ 411,712	\$ 160		\$ 29,059	\$ 234	\$ 10,810	\$ 3,735		\$ (2,102)	\$ 453,608	10.2%	
Corporate Efficiency Gapping Targets												
Ottawa Police Service												
Other												
Total	\$ 411,712	\$ 160	\$ -	\$ 29,059	\$ 234	\$ 10,810	\$ 3,735	\$ -	\$ (2,102)	\$ 453,608	\$ 0	
Percent of 2007 Gross		0.0%	0.0%	7.1%		2.6%		0.0%	-0.5%	10.1%		

Operating Budget by Nature (000's)

operating budget by No	2006	20	07	2008			2008	2009	2010
					% Change	Over Actual	% of Total		
Wages	Actual	Budget	Actual	Budget	2007	2006		Fore	ecast
Regular									
Overtime									
Part time									
rait time									
Employee Benefits									
Active									
Post Retirement									
Materials									
Fuel									
Utilities									
Supplies									
Services									
Consultants									
Others									
L									
Third Party									
Social									
Cultural									
Recreation									
Financial									
Financial									
Principal Interest									
Fees									
Other									
Recovered from capital									
Other									
Salei									
TOTAL									

Departmental Allocations (000's)									
			Allocate	ed from				Allocated to	
		Fleet			RPAM		W	later and Sew	
	Actual	Actual	Budget	Actual	Actual	Budget	Actual	Actual	Budget
	2006	2007	2008	2006	2007	2008	2006	2007	2008
Business Transformation Services Real Property Asset Management	2,533	2,614	3,344						
Planning, Transit & the Environment Transit Services	113,827	122,668	139,510	17,151	19,612	21,045			
Community & Bushashina Comicas									
Community & Protective Services Deputy City Manager									
Paramedic Services	3,146	3,369	4,170	1,465	1,699	1,662			
By-law Services	831	788	887	1,403	1,055	1,002			
Office of Emergency Management		, 60	007						
Fire Services	5,584	6,065	5,970	2,113	2,050	2,294			
Housing		2,222	2,2	582	543	651			
Parks & Recreation				33,799	34,899	39,753			
Child Care				652	683	662			
Public Health				403	407	422			
Employment & Financial Assistance				3,934	3,217	3,146			
Cultural Services & Community Funding				1,111	1,220	1,290			
Long Term Care				2,669	2,906	3,039			
Ottawa Public Library				3,309	3,155	3,605			
Public Works & Services									
Deputy City Manager									
Surface Operations	22,760	24,016	26,808	704	640	625			
Traffic & Parking Operations	1,774	2,017	2,406	701	648	625			
Solid Waste Services	2,841	2,534	4,490						
Infrastructure Services Fleet Services - Operational Expenditures									
Fleet Services - Operational Experiorities Fleet Services - Recoveries / Revenues									
Ottawa Police Service	1,739	1,805	1,987	4,483	4,903	4,964			
Other	4,794	4,163	3,679	6,627	8,168	7,808			
MPAC									
Recovery from rate/sewer	3,473	3,809	4,702						
Total	\$163,302	\$173,848	\$197,953	\$78,999	\$84,110	\$90,966			
Percent Change over previous year		6.5%	13.9%		6.5%	8.2%			

		2007	
	Budget as		
	Approved by	In Year	
	Council	Adjustments	Final Budget
Revenue			
Property Taxes			
Investment income			
Programs			
Penalty and Interest			
Investments			
Government Grants			
Other			
Expenditures			
Elected Officials			
City Manager			
Office of the Auditor General			
Business Transformation Services			
Planning, Transit & the Environment			
Committee Of Adjustment			
Conservation Authority			
Community & Protective Services			
Ottawa Public Library			
Public Works & Services			
Corporate Efficiency Gapping Targets			
Ottawa Police Service			
Other			
Transfers and Reserves			
Contribution to capital			
Surplus/deficit			
FTE			

Capital Budget Authority from Reserve Funds (000's)

capital Bauget Authority from		Reserves Funds											
											Solid Waste		
	City Wide			Cash in lieu	Cash in Lieu				Federal Gas	Provincial Gas	Compensatio	Solid Waste	
		Library	Fleet	parks & Rec	Parking	<b>Building Code</b>	Centre-pointe	Transit	Tax	Tax	n .	Rate	Total
Business Transformation		ĺ					·						
Business Transformation	5,000												5,000
RPAM	21,545												21,545
Information Technology	11,572												11,572
Community & Protective Services	•												,
Parks and Recreation	4,004			200									4,204
Child Care	2,200												2,200
Fire	2,930		5,800										8,730
Paramedic	3,670		2,351										6,021
Long Term Care	3,070		2,551										0,021
Cultural Services & Community Funding	1,285						200						1,485
By Law Services	1,160						200						1,160
,	2,375												2,375
Emergency Management													2,3/3
Ottawa Public Library	1,314	2,420											3,734
Public Works and services													
Fleet			12,902										12,902
Solid Waste	375		12,902								6,160	3,609	10,144
Transportation Services - Roadways	11,537				62						0,100	3,609	
					02								11,599
Integrated Roads, Sewer & Water	11,885												11,885
Planning, Transit and Environment													
Transit	250							47,419	22,790	26,856			97,315
Building Services	230					1,315		77,719	22,730	20,030			1,315
Planning and Development	1,248					1,313							
Environment													1,248 4,325
	4,325		#21 OF2	#200	\$62	61 215	#200	¢47.410	¢22.700	#26 OF6	¢6 160	#3.600	
Reserve Funds applied to 2008 Authority	\$86,675	\$2,420	\$21,053	\$200	\$62	\$1,315	\$200	\$47,419	\$22,790	\$26,856	\$6,160	\$3,609	\$218,759
Reserve Fund Contributions - PAYG & Other													
Net Change in Reserve Funds													
Fund Balance beginning	-5	105	19,262	4,737	2,851	1,772	258	43,464	365	8,580	8,795	-707	
			,		,,,,	,		-,	755	-,,,,,		<u> </u>	
Fund Balance End													

Capital Budget Authority from DC's, Government Revenue and Debt (000's) DC's Revenue Debt Development Federal Provincial Tax Supported Federal Gas Tax Provincial Gas General Revenue Debt DC Debt Tax Debt Charges Revenues Revenues Debt **Business Transformation Business Transformation RPAM** 750 Information Technology Community & Protective Services Parks and Recreation 12,654 3,274 7,262 Child Care Fire 2,802 1,050 488 Paramedic Long Term Care 350 Cultural Services & Community Funding 2,110 By Law Services **Emergency Management** Ottawa Public Library 1,496 145 Public Works and services Fleet Solid Waste Transportation Services - Roadways 40,713 3,653 6,795 30 49,981 8,282 Integrated Roads, Sewer & Water 5,965 Planning, Transit and Environment Transit 16,811 39,575 49,959 1,700 11,057 36,263 13,362 **Building Services** Planning and Development 437 Environment 125 \$75,038 \$43,228 \$57,104 \$30 \$65,000 \$27,089 \$36,263 \$13,362 Applied to 2008 Authority

100,362

Capital Budget - Development Charge Continuity (000's)

			enue		Expenditures		
				Renewal of			
	Opening	DC's	Other	City Assets	Growth	Strategic	Closing
Sanitay Waste Water	-3,863	8,528	-2,475				2,190
Studies	-3,945	1,163			-437		-3,219
Roads	52,541	40,202	-7,434	-650	-38,832		45,827
Storm Water Management	-35,213		-371				-35,584
Recreation	38,955	9,802	-279		-12,654		35,824
Transitway	25,867	16,545		-14,955	-1,856		25,601
Storm Sewers	1,332	5					1,337
Child Care Services	1,168	267					1,435
Emergency Medical	-55	129					74
Parks	2,279	3,988					6,267
Fire	4,341	746			-2,802		2,285
Library	9,598	1,678			-1,496		9,780
Water Services	-14,955	3,654					-11,301
Works	-1,290	3,032	-130		-1,356		256
	\$76,760	\$89,739	-\$10,689	-\$15,605	-\$59,433	<b>\$0</b>	\$80,772
						-\$75,038	

	2007	2008	2009	2010
Total				
Opening Net Debt		483,530	526,067	554,111
Estimated New Issues		85,505	75,000	100,000
Principal Payment and Sinking Fund Increases		-42,968	-46,956	-49,643
Closing Net debt	\$0	\$526,067	\$554,111	\$604,468
5.55g 1021		4525/557	Ţ	<del>400.7.00</del>
Opening Unissued Net Debt		418,086	474,295	550,550
New Authority		141,714	151,255	72,073
New Issues		-85,505	-75,000	-100,000
Closing Unissued Net Debt	\$0	\$474,295	\$550,550	\$522,623
Total Debt - Issued and Unissued	\$0	\$1,000,362	\$1,104,661	\$1,127,091
Debt Charges		ψ1/000/302	ψ2/10·1/001	Ψ1/12//051
		39,259	42,894	46,325
Principal			38,762	
Interest	***	38,035 <b>\$77,294</b>		39,131
	\$0	\$77,294	\$81,656	\$85,456
Tax supported		427, 470	457,022	462.016
Opening Net Debt		437,479	457,032	462,916
Estimated New Issues		60,505	50,000	75,000
Principal Payment and Sinking Fund Increases		-40,952	-44,116	-45,935
Closing Net debt	<b>\$0</b>	\$457,032	\$462,916	\$491,981
Opening Unissued Net Debt		228,856	233,351	248,351
New Authority		65,000	65,000	52,439
New Issues		-60,505	-50,000	-75,000
Closing Unissued Net Debt		233,351	248,351	225,790
Total Debt - Issued and Unissued		\$690,383	\$711,267	\$717,771
Development Charge Supported				
Opening Net Debt		6,487	5,952	5,385
Estimated New Issues				
Principal Payment and Sinking Fund Increases		-535	-567	-601
Closing Net debt		\$5,952	\$5,385	\$4,784
Opening Unissued Net Debt		80,854	107,943	157,793
New Authority		27,089	49,850	
Closing Unissued Net Debt		107,943	157,793	157,793
Total Debt - Issued and Unissued		\$113,895	\$163,178	\$162,577
Gas Tax and Other Supported				
Opening Net Debt		39,564	63,083	85,810
Estimated New Issues		25,000	25,000	25,000
Principal Payment and Sinking Fund Increases		-1,481	-2,273	-3,107
Closing Net debt		\$63,083	\$85,810	\$107,703
Sidding that debt		φ05,005	Ψ05,510	Ψ207,703
Opening Unissued Net Debt		108,376	133,001	144,406
New Authority		49,625	36,405	19,634
New Issues		-25,000	-25,000	-25,000
Closing Unissued Net Debt		133,001	144,406	139,040
Closing Unissued Net Debt		153,001	144,400	139,040
Total Debt - Issued and Unissued		\$196,084	\$230,216	\$246,743
ו סנפו הבהר - ושמבת פוות הווושפתבת		\$150,064	\$23U,210	<b>₹240,743</b>

City of Ottawa	Page 27
Operating Budget - Table of Contents	_
Highlights from City Manager	Page
Highlights from City Manager  Budget directions, budget pressures and key challenges	1
Corporate Summaries	1
Operating Summary, transfers, debt and tax rate stabilization	5
Operating Summary	6
Department/Branch Revenue	7
Department/Branch Spending	9
Department/Branch Net Requirement	11
Transfers and Reserves	12
Changes in Gross Expenditures by Department	13
Changes in Revenue by Department	14
Changes in Net Requirement and FTE by Department	15
Operating expenses by Nature	16
Highlights of Major Budget Options	17
Governance (\$28 million net)	
Changes in Gross Expenditures	19
Changes in Revenue	20
Changes in Net requirement and FTE	21
Explanatory notes	22
Key Outcomes	23
Budget Options	24
User Fees	25
Capital Projects	26
Legal and Financial Services (\$35 million net)	26
Changes in Gross Expenditures	27
Changes in Revenue	28
Changes in Net requirement and FTE	29
Explanatory notes	30
Key Outcomes	31
Budget Options	32
User Fees	33
Capital Projects	34
Business Transformation Services (\$108 million net)	34
Changes in Gross Expenditures	35
Changes in Revenue	36
Changes in Net requirement and FTE	37
Explanatory notes	38

Key Outcomes	39
Budget Options	40
User Fees	41
Capital Projects	42
Community & Protective Services (\$417 million net)	42
Changes in Gross Expenditures	43
Changes in Revenue	44
Changes in Net requirement and FTE	45
Explanatory notes	46
Key Outcomes	47
Budget Options	48
User Fees	49
Capital Projects	50
Ottawa Public Library (\$32 million net)	50
Changes in Gross Expenditures	51
Changes in Revenue	52
Changes in Net requirement and FTE	53
Explanatory notes	54
Key Outcomes	55
Budget Options	56
User Fees	57
Capital Projects	58
Police (\$204 million net)	58
Changes in Gross Expenditures	59
Changes in Revenue	60
Changes in Net requirement and FTE	61
Explanatory notes	62
Key Outcomes	63
User Fees	64
Capital Projects	65
Transit (\$168 million net)	65
Changes in Gross Expenditures	66
Changes in Revenue	67
Changes in Net requirement and FTE	68
Explanatory notes	69
Key Outcomes	70
Budget Options	71
User Fees	72
Capital Projects	73
Planning and the Environment (\$1.2 million net)	73

Changes in Gross Expenditures Changes in Revenue Changes in Net requirement and FTE Explanatory notes Key Outcomes Budget Options User Fees Capital Projects  Public Works and Services (\$171 million net) Changes in Gross Expenditures Changes in Revenue Changes in Net requirement and FTE Explanatory notes Key Outcomes Budget Options User Fees Capital Projects  Additional Information Supplementary cost centre data requested by Counillors Efficiency and Gapping report and analysis Key assumptions and ready reckoner Mandatory programs analysis Fiscal Framework Review  Capital Budget Summaries Summary of Activity New Authority Total Authority Financing of Capital from Reserves Financing of Capital from DC's, other governments and debt Development Charge Continuity	74 75 76 77 78 78 79 80 81 81 81 82 83 84 85 86 87 88 89 99 100 101 102 103 103 104 105 106 107 108 109 110
Debt Continuity	110
Appendix Documents  Capital Project Details - New Authority Capital Budget - Works in Progress Glossary of Terms Strategic Initiatives not Recommended Notes on 2009 and 2010 forecast End page	111 311 321 326 336 339