

BUDGET 2010 *Ottawa*



200906012

Draft Operating and Capital Budget

Tax Supported Programs

Tabled December 9, 2009

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Budget Data at a Glance

City of Ottawa Budget Data at a Glance

In Thousands (\$000)

Budget Data at a Glance	2008	2009	2010	Change Over		2011	2012
			Estimate	2009	2008		
Population	891,687	902,143	912,596	10,453	20,909	923,041	931,041
Consumer Price Index	1.9%	2.0%	2.0%	0.0%	0.1%	2.0%	2.0%
Construction Price Index	4.0%	4.4%	5.9%	1.5%	1.9%	5.9%	5.9%
Diesel Fuel Price per litre	1.142	0.825	0.870	0.045	(0.272)	0.990	1.089
Average Age Demographic	38.1	38.3	38.5	0.2	0.4	38.8	39.9
Property Tax Revenue	(1,043,301)	(1,123,066)	(1,187,774)	(64,708)	(144,473)	(1,267,049)	(1,352,313)
City % Increase *	3.5%	3.9%	2.9%	-1.0%	-0.6%		
Police & Library % Increase *	1.4%	1.0%	1.0%	0.0%	-0.4%		
	4.9%	4.9%	3.9%	-1.0%	-1.0%		
* Less assessment growth / As per ABFC recommendations)							
Estimated Avg. Urban Residential Tax Bill (~ \$285K)	3,517	3,674	3,816	142	299		
Estimated Avg. Rural Residential Tax Bill (~ \$285K)	3,001	3,148	3,280	132	279		
Estimated Avg. Commerical Tax Bill (~ \$222K)	8,027	8,143	8,230	87	203		
Fees and Services Charges	(349,714)	(338,322)	(388,604)	(50,282)	(38,890)	(406,626)	(421,997)
Arena Rental (Minor - Prime Time)	122.63	137.11	141.22	4.11	18.59		
Solid Waste Fee - Single Family Household	82.00	86.00	89.00	3.00	7.00		
Regular Adult Transit Pass per month	81.00	84.75	91.50	6.75	10.50		
Municipal Centre Full Daily Fee (Infant)	64.50	64.50	66.44	1.94	1.94		
Total Tax Supported Operating Expenditures	2,129,126	2,165,544	2,273,460	107,916	144,334	2,377,624	2,489,739
Investment Income	(21,617)	(15,316)	(15,816)	3.3%	-26.8%	(15,816)	(15,816)
One-Time funding from Tax Stabilization	(24,600)	(13,000)	-	-100.0%	-100.0%	-	-
Operating Surplus / (Deficit) before Disposition	(22,683)	(50,325)	-	-100.0%	-100.0%	-	-
Capital Expenditures							
New Project Authority							
Renewal of City Assets	246,830	273,075	271,713	(1,362)	24,883	357,709	352,430
Growth	291,030	130,757	308,923	178,166	17,893	405,796	236,418
Regulatory	15,125	2,480	-	(2,480)	(15,125)	8,462	38,562
Strategic Initiatives	89,049	64,789	43,475	(21,314)	(45,574)	70,339	70,248
Total	642,034	471,101	624,111	153,010	(17,923)	842,306	697,658
Tax Supported Debt	147,576	74,702	161,553	86,851	13,977	78,431	113,620
Year End Position on Capital Reserves	121,167	26,549	57,534	30,985	(63,633)	87,331	127,142
Full Time Equivalents (FTE's)	13,742.15	13,966.65	14,081.71	115.06	339.56	14,453.21	14,771.70

Operating Budget Summary

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

Operating Budget - Summary	2008	2009		2010	Change Over		2011	2012
	Actual	Forecast	Budget	Estimate	2009 Budget	2008 Actual	Forecast	
Total Revenue	2,129,126	2,180,464	2,165,544	2,273,461	107,917	144,335	2,377,624	2,489,739
Program & Service Expenditures	(1,929,271)	(1,962,919)	(1,948,560)	(2,033,254)	(84,694)	(103,983)	(2,135,834)	(2,254,227)
Net Revenue & Expenditures	199,855	217,544	216,983	240,206	23,223	40,351	241,789	235,512
Contribution to Capital Reserves								
City Wide	(65,391)	(77,113)	(77,113)	(77,493)	(380)	(12,102)	(82,513)	(87,827)
Transit	(11,938)	(12,463)	(12,463)	(13,198)	(735)	(1,260)	(13,977)	(14,802)
Library	(2,497)	(2,557)	(2,557)	(2,613)	(56)	(116)	(2,670)	(2,729)
Infrastructure Renewal - Capital Tax Levy	(20,000)	(11,789)	(11,789)	(11,789)	-	8,211	(11,789)	(11,789)
Contribution to Capital Reserves - LRT	-	(34,970)	-	-	-	-	-	-
Transfer to Capital from Endowment Fund	-	(9,000)	-	(6,200)	(6,200)	(6,200)	(9,000)	(9,000)
	(99,826)	(147,892)	(103,922)	(111,293)	(7,371)	(11,467)	(119,949)	(126,147)
Debt Charges								
City Wide	(58,865)	(58,075)	(58,075)	(62,310)	(4,235)	(3,445)	(66,641)	(66,641)
Transit	(11,887)	(13,192)	(13,192)	(13,192)	-	(1,305)	(13,192)	(13,192)
	(70,752)	(71,267)	(71,267)	(75,502)	(4,235)	(4,750)	(79,833)	(79,833)
Other Non Departmental								
Corporate Human Resource Provision	(11,452)	(12,986)	(12,986)	(27,611)	(14,625)	(16,159)	(28,441)	(31,296)
Corporate Efficiencies	351	-	6,916	9,392	2,476	9,041	22,392	38,492
Tax Rebates and Remissions	(15,965)	(19,102)	(19,102)	(19,102)	-	(3,137)	(19,102)	(19,102)
Ottawa Lands Development	-	(3,000)	(3,000)	(500)	2,500	(500)	(500)	(500)
Sale of Surplus Land	(523)	-	-	-	-	523	-	-
100 Constellation Lease	(5,497)	(5,497)	(5,497)	(5,697)	(200)	(200)	(5,897)	(6,097)
Tax Reserve Fund trnsf for Ottawa Hydro Dividend	(12,000)	-	-	-	-	12,000	-	-
Transit Strike Mitigation Measures	-	(1,912)	(1,912)	-	1,912	-	-	-
Corporate Contingency	-	-	-	(2,800)	(2,800)	(2,800)	(2,800)	(2,800)
Contribution to Election reserve	(1,125)	(1,125)	(1,125)	(1,125)	-	-	(1,125)	(1,125)
Self Insurance	(7,964)	(7,866)	(7,866)	(7,976)	(110)	(12)	(7,976)	(7,976)
MPAC	(10,880)	(11,351)	(11,351)	(11,921)	(570)	(1,041)	(12,491)	(13,061)
Financial charges and other	(4,517)	(4,259)	(4,259)	(4,459)	(200)	58	(4,455)	(4,455)
Water & Sewer Recovery	17,612	18,388	18,388	18,388	-	776	18,388	18,388
	(51,960)	(48,710)	(41,794)	(53,411)	(11,617)	(1,451)	(42,007)	(29,532)
Surplus / (Deficit) before Disposition	(22,683)	(50,325)	-	-	-	22,683	-	-
Full Time Equivalents (FTE's)	13,742.15	13,966.65	13,966.65	14,081.71	115.06	339.56	14,453.21	14,771.70

Operating Revenue Summary

City of Ottawa

Operating Revenue - Summary

In Thousands (\$000)

Operating Revenue - Summary	2008	2009		2010	Change Over		2011	2012
	Actual	Forecast	Budget	Estimate	2009 Budget	2008 Actual	Forecast	
Property Taxes								
Residential / Multi-Res / Farm Land	(736,597)	(797,377)	(797,377)	N/A *	-	-	N/A *	N/A *
Commercial / Industrial / Other	(306,704)	(325,689)	(325,689)	N/A *	-	-	N/A *	N/A *
	(1,043,301)	(1,123,066)	(1,123,066)	(1,187,774)	(64,708)	(144,473)	(1,267,049)	(1,352,313)
Tax Related Revenues								
Supplemental Assessment	(31,146)	(21,217)	(21,217)	(21,217)	-	9,929	(21,217)	(21,217)
Payments-in-lieu of Taxation	(173,150)	(163,134)	(166,634)	(167,634)	(1,000)	5,516	(166,634)	(165,634)
Public Institutions	(5,087)	(5,051)	(5,051)	(5,184)	(133)	(97)	(5,184)	(5,184)
Local Improvement Revenue	(98)	(200)	(200)	(200)	-	(102)	(200)	(200)
Police Federal Revenue	-	(2,000)	(2,000)	(2,000)	-	(2,000)	(2,000)	(2,000)
	(209,481)	(191,602)	(195,102)	(196,235)	(1,133)	13,246	(195,235)	(194,235)
Program & Service Revenue	(749,171)	(757,888)	(749,318)	(793,881)	(44,563)	(44,710)	(819,644)	(847,370)
Penalty and Interest	(11,118)	(10,949)	(10,799)	(10,949)	(150)	169	(10,949)	(10,949)
Investment Income	(21,617)	(15,316)	(19,816)	(15,816)	4,000	5,801	(15,816)	(15,816)
Investments								
Hydro Ottawa Dividend	(28,375)	(17,200)	(14,000)	(16,000)	(2,000)	12,375	(16,000)	(16,000)
Ottawa Lands Development	-	(8,000)	(8,000)	(5,500)	2,500	(5,500)	(5,500)	(5,500)
Sale of surplus lands	(2,596)	(2,000)	-	-	-	2,596	-	-
	(30,971)	(27,200)	(22,000)	(21,500)	500	9,471	(21,500)	(21,500)
Other								
Contribution from Capital Reserves	(171)	(171)	(171)	(171)	-	-	(171)	(171)
Debt Charges	(2,663)	(3,486)	(3,486)	(3,486)	-	(823)	(3,486)	(3,486)
Distribution from Endowment Fund	-	(9,000)	-	(9,000)	(9,000)	(9,000)	(9,000)	(9,000)
Sale of Former Ottawa City Hall - Reserves	(4,443)	(4,443)	(4,443)	(4,443)	-	-	(4,443)	(4,443)
Development Charges	(964)	(964)	(964)	(964)	-	-	(964)	(964)
Provincial Revenues - LTC per diem	(1,477)	(1,477)	(1,477)	(1,477)	-	-	(1,477)	(1,477)
Self Insurance	(251)	(459)	(459)	(459)	-	(208)	(459)	(459)
Tax Rate Stabilization Reserve Fund	(24,600)	(13,000)	(13,000)	-	13,000	24,600	-	-
Transit Strike Mitigation Measures	-	(1,912)	(1,912)	-	1,912	-	-	-
Transit Pension Transfer from Reserves	-	-	-	(6,700)	(6,700)	(6,700)	(6,700)	(6,700)
Provincial Offences Act	(10,221)	(12,532)	(12,532)	(13,607)	(1,075)	(3,386)	(13,732)	(13,857)
Rideau Carleton Raceway & Lottery Fees	(5,297)	(5,304)	(5,304)	(5,304)	-	(7)	(5,304)	(5,304)
Ontario Municipal Partnership Fund	(10,809)	-	-	-	-	10,809	-	-
Other Revenues	(2,571)	(1,695)	(1,695)	(1,695)	-	876	(1,695)	(1,695)
	(63,467)	(54,443)	(45,443)	(47,306)	(1,863)	16,161	(47,431)	(47,556)
Total Revenue	(2,129,126)	(2,180,464)	(2,165,544)	(2,273,461)	(107,917)	(144,335)	(2,377,624)	(2,489,739)

* N/A: Subject to impacts from re-assessment and Council tax policy decisions.

Program & Service Summary by Category

City of Ottawa

Program & Service Summary by Category

In Thousands (\$000)

Program & Service Summary by Category	2008	2009		2010	Change Over		2011	2012
	Actual	Forecast	Budget	Estimate	2009 Budget	2008 Actual	Forecast	
Program & Service Expenditures								
Salaries, Wages & Benefits	1,042,701	1,085,534	1,083,397	1,149,892	66,495	107,191	1,219,802	1,295,644
Overtime	42,392	34,444	29,715	31,551	1,836	(10,841)	31,484	31,600
Material & Services	429,934	432,814	430,859	449,083	18,224	19,150	485,202	514,067
Transfers/Grants/Financial Charges	466,599	470,064	465,220	462,261	(2,959)	(4,337)	457,912	468,406
Fleet Costs	53,156	51,362	51,689	55,364	3,675	2,208	56,999	58,069
Program Facility Costs	83,757	86,596	87,087	91,756	4,669	7,999	93,530	97,200
Other Internal Costs	47,711	23,155	21,127	21,557	430	(26,154)	21,770	21,960
Gross Expenditures	2,166,249	2,183,968	2,169,093	2,261,463	92,370	95,214	2,366,698	2,486,945
Recoveries & Allocations	(236,978)	(221,049)	(220,533)	(228,209)	(7,676)	8,769	(230,864)	(232,719)
Net Expenditure	1,929,271	1,962,919	1,948,560	2,033,254	84,694	103,983	2,135,834	2,254,227
Program & Service Revenue								
Federal Grants and Contributions	(29,434)	(30,256)	(29,988)	(29,876)	112	(442)	(29,791)	(29,386)
Provincial Grants and Contributions	(345,823)	(362,410)	(359,572)	(367,491)	(7,919)	(21,668)	(378,074)	(390,839)
Municipal Grants & Contributions	(2,866)	(12,619)	(12,619)	(8,874)	3,745	(6,008)	(70)	(70)
Own Funds	(19,664)	(11,946)	(6,236)	(5,226)	1,010	14,438	(2,469)	(2,464)
Fees & Services Charges	(349,714)	(338,059)	(338,322)	(388,604)	(50,282)	(38,890)	(406,626)	(421,997)
Fines	(1,468)	(1,995)	(1,992)	(1,992)	-	(524)	(1,992)	(1,992)
Other	(202)	(603)	(589)	8,182	8,771	8,384	(622)	(622)
	(749,171)	(757,888)	(749,318)	(793,881)	(44,563)	(44,710)	(819,644)	(847,370)

Operating Revenue Summary By Committee

City of Ottawa

Operating Revenue by Committee

In Thousands (\$000)

Operating Revenue	2008	2009		2010	Change Over		2011	2012
	Actual	Forecast	Budget	Estimate	2009 Budget	2008 Actual	Forecast	
CSEDC Committee								
City Manager's Office	(584)	(390)	(390)	(390)	-	194	(390)	(390)
Real Estate Partnerships & Develop.	(2,177)	(2,366)	(2,366)	(2,596)	(230)	(419)	(2,596)	(2,596)
Financial Services	(7,241)	(7,043)	(7,043)	(6,314)	729	927	(6,314)	(6,314)
City Clerk & Solicitor	(2,057)	(2,630)	(2,530)	(4,581)	(2,051)	(2,524)	(1,824)	(1,819)
City Operations DCM's Office	-	-	-	-	-	-	-	-
Organizational Develop. & Perform.	(377)	(1,625)	(1,625)	(163)	1,462	214	(163)	(163)
Human Resources	(160)	(73)	(73)	-	73	160	-	-
Information Technology	(17)	(13)	(31)	(31)	-	(14)	(31)	(31)
Communications & Customer Serv.	(93)	(413)	(413)	(28)	385	65	(28)	(28)
ISCS Deputy City Manager's Office	(80)	-	-	-	-	80	-	-
Community Sustainability - Eco. Develop	(24)	-	-	-	-	24	-	-
Total	(12,810)	(14,553)	(14,471)	(14,103)	368	(1,293)	(11,346)	(11,341)
CPS Committee								
Emergency & Protective Services	(56,648)	(59,700)	(57,510)	(60,445)	(2,935)	(3,797)	(63,335)	(67,285)
Community & Social Services	(300,416)	(305,496)	(303,915)	(309,741)	(5,826)	(9,325)	(317,144)	(325,029)
Ottawa Public Health	(42,942)	(33,783)	(33,783)	(34,978)	(1,195)	7,964	(35,748)	(36,623)
Parks, Recreation & Cultural Services	(51,994)	(53,989)	(53,287)	(55,744)	(2,457)	(3,750)	(57,281)	(59,216)
Parks, Buildings & Grounds	(5,890)	(6,248)	(6,242)	(6,242)	-	(352)	(6,242)	(6,242)
Total	(457,890)	(459,216)	(454,737)	(467,150)	(12,413)	(9,260)	(479,750)	(494,395)
Transportation Committee								
Public Works General Manager	-	-	-	-	-	-	-	-
Operations, Eng & Technical Services	(213)	(135)	(135)	(135)	-	78	(135)	(135)
Roads & Traffic Maintenance	(2,997)	(2,249)	(2,249)	(2,158)	91	839	(2,158)	(2,158)
Parking Operations	(13,217)	(13,987)	(13,987)	(13,987)	-	(770)	(13,987)	(13,987)
Fleet Services	(692)	(664)	(654)	(654)	-	38	(654)	(654)
Transportation Planning	-	(55)	(55)	(78)	(23)	(78)	(78)	(78)
Total	(17,119)	(17,090)	(17,080)	(17,012)	68	107	(17,012)	(17,012)

Operating Revenue Summary By Committee

City of Ottawa

Operating Revenue by Committee

In Thousands (\$000)

Operating Revenue	2008	2009		2010	Change Over		2011	2012
	Actual	Forecast	Budget	Estimate	2009 Budget	2008 Actual	Forecast	
Planning and Environment Committee								
Planning & Growth Management	(14,971)	(15,176)	(16,876)	(15,491)	1,385	(520)	(15,871)	(16,261)
Building Code Services - OBC	(24,263)	(19,043)	(19,343)	(19,347)	(4)	4,916	(19,782)	(20,237)
Infrastructure Services	(2,483)	(1,627)	(1,705)	(1,736)	(31)	747	(1,771)	(1,806)
Community Sustainability	(10)	-	-	-	-	10	-	-
Solid Waste Services	(47,697)	(46,311)	(42,501)	(42,091)	410	5,606	(45,053)	(47,377)
Forestry Services	(1)	-	-	-	-	1	-	-
Development Review	-	-	-	-	-	-	-	-
Total	(89,425)	(82,157)	(80,425)	(78,665)	1,760	10,760	(82,477)	(85,681)
Transit Committee								
Transit Services	(150,317)	(163,006)	(161,506)	(192,440)	(30,934)	(42,123)	(204,363)	(214,060)
Total	(150,317)	(163,006)	(161,506)	(192,440)	(30,934)	(42,123)	(204,363)	(214,060)
Agriculture & Rural Affairs Committee								
Development Review (Rural)	-	-	-	-	-	-	-	-
Total	-	-	-	-	-	-	-	-
Audit, Budget and Finance Committee								
Elected Officials	-	-	-	-	-	-	-	-
Auditor General	-	-	-	-	-	-	-	-
Non Departmental	(1,379,955)	(1,422,576)	(1,416,226)	(1,479,580)	(63,354)	(99,625)	(1,557,980)	(1,642,369)
Total	(1,379,955)	(1,422,576)	(1,416,226)	(1,479,580)	(63,354)	(99,625)	(1,557,980)	(1,642,369)
Committee Total	(2,107,516)	(2,158,598)	(2,144,445)	(2,248,950)	(104,505)	(141,434)	(2,352,928)	(2,464,858)
To be Tabled at Council *								
Ottawa Public Library	(4,428)	(4,383)	(3,815)	(3,815)	-	613	(3,815)	(3,815)
Ottawa Police Services	(16,250)	(16,768)	(16,268)	(19,752)	(3,484)	(3,502)	(19,902)	(20,052)
Crime Prevention	(26)	-	-	-	-	26	-	-
Committee Of Adjustment	(907)	(715)	(1,016)	(944)	72	(37)	(979)	(1,014)
Total	(21,611)	(21,866)	(21,099)	(24,511)	(3,412)	(2,900)	(24,696)	(24,881)
Total Revenue	(2,129,127)	(2,180,464)	(2,165,544)	(2,273,460)	(107,917)	(144,334)	(2,377,624)	(2,489,739)

* Draft Estimates still to be tabled, as recommended by ABFC.

Operating Expenditure Summary by Committee

City of Ottawa

Operating Expenditure by Committee

In Thousands (\$000)

Net of Recoveries and After Inter-departmental Allocations

Operating Expenditures	2008	2009		2010	Change Over		2011	2012
	Actual	Forecast	Budget	Estimate	2009 Budget	2008 Actual	Forecast	
CSEDC Committee								
City Manager's Office	4,296	4,123	4,119	4,173	54	(123)	4,223	4,273
Real Estate Partnerships & Develop.	6,281	6,571	6,538	6,891	353	610	7,266	7,666
Financial Services	31,592	33,541	33,241	33,780	539	2,188	36,095	37,360
City Clerk & Solicitor	20,918	21,224	20,353	22,933	2,580	2,015	21,706	22,246
City Operations DCM's Office	812	822	817	872	55	60	892	912
Organizational Develop. & Perform.	7,164	7,341	7,302	5,932	(1,370)	(1,232)	6,067	6,107
Human Resources	12,071	13,615	13,527	13,856	329	1,785	15,771	16,531
Information Technology	37,614	40,127	39,916	41,461	1,545	3,847	44,576	46,696
Communications & Customer Serv.	9,886	10,899	10,817	10,562	(255)	676	11,012	11,472
ISCS Deputy City Manager's Office	1,739	1,511	1,528	1,102	(426)	(637)	1,137	1,172
Community Sustainability - Eco. Develop.	2,482	3,715	3,724	3,530	(194)	1,048	3,791	3,854
Total	134,855	143,489	141,882	145,092	3,210	10,237	152,536	158,289
CPS Committee								
Emergency & Protective Services	195,667	203,884	198,939	210,603	11,664	14,936	227,942	243,457
Community & Social Services	507,293	510,217	509,785	501,965	(7,820)	(5,328)	495,586	506,719
Ottawa Public Health	42,404	44,000	43,700	45,020	1,320	2,616	49,955	54,065
Parks, Recreation & Cultural Services	129,574	138,386	137,278	143,124	5,846	13,550	150,008	158,322
Parks, Buildings & Grounds	55,678	55,984	56,042	57,705	1,663	2,027	66,269	73,494
Total	930,616	952,471	945,744	958,417	12,673	27,801	989,760	1,036,057
Transportation Committee								
Public Works General Manager	1,737	2,005	2,005	1,943	(62)	206	1,998	2,053
Operations, Eng & Technical Services	10,703	12,338	12,238	12,826	588	2,123	13,939	14,904
Roads & Traffic Maintenance	132,380	110,196	109,700	113,363	3,663	(19,017)	119,755	124,935
Parking Operations	4,792	13,987	13,987	13,987	-	9,195	13,987	13,987
Fleet Services	692	767	654	654	-	(38)	4,429	7,954
Transportation Planning	2,946	3,244	3,282	3,348	66	402	3,469	3,633
Total	153,250	142,537	141,866	146,121	4,255	(7,129)	157,577	167,466

Operating Expenditure Summary by Committee

City of Ottawa

Operating Expenditure by Committee

In Thousands (\$000)

Net of Recoveries and After Inter-departmental Allocations

Operating Expenditures	2008	2009		2010	Change Over		2011	2012
	Actual	Forecast	Budget	Estimate	2009 Budget	2008 Actual	Forecast	
Planning and Environment Committee								
Planning & Growth Management	12,347	13,357	13,686	13,946	260	1,599	15,711	16,159
Building Code Services - OBC	19,978	14,572	14,872	14,876	4	(5,102)	15,311	15,766
Infrastructure Services	7,874	6,659	6,768	6,970	202	(904)	7,886	8,336
Community Sustainability	1,863	2,411	2,436	2,260	(176)	397	2,354	2,450
Solid Waste Services	54,826	57,019	53,871	66,215	12,344	11,389	69,177	71,501
Forestry Services	7,758	9,626	9,576	9,591	15	1,833	12,566	14,131
Development Review	2,507	2,484	2,552	2,650	98	143	2,706	2,798
Total	107,153	106,128	103,761	116,508	12,747	9,355	125,711	131,141
Transit Committee								
Transit Services	331,081	331,964	330,464	364,139	33,675	33,058	388,256	420,218
Total	331,081	331,964	330,464	364,139	33,675	33,058	388,256	420,218
Agriculture & Rural Affairs Committee								
Development Review (Rural)	2,823	3,169	3,255	3,285	30	462	3,378	3,414
Total	2,823	3,169	3,255	3,285	30	462	3,378	3,414
Audit, Budget and Finance Committee								
Elected Officials	9,404	10,094	10,094	10,354	260	950	10,589	10,829
Auditor General	1,854	1,940	1,940	2,025	85	171	2,110	2,195
Non Departmental	222,538	267,869	216,983	240,206	23,223	17,668	241,789	235,512
Total	233,796	279,903	229,017	252,585	23,568	18,789	254,488	248,536
Committee Total	1,893,574	1,959,661	1,895,989	1,986,147	90,158	92,573	2,071,705	2,165,121
To be Tabled at Council *								
Ottawa Public Library	36,791	37,603	36,935	38,681	1,746	1,890	42,501	46,416
Ottawa Police Services	220,148	232,304	231,204	247,688	16,484	27,540	262,438	277,188
Crime Prevention	425	400	400	-	(400)	(425)	-	-
Committee Of Adjustment	872	820	1,016	944	(72)	72	979	1,014
Total	258,236	271,127	269,555	287,313	17,758	29,077	305,918	324,618
Total Expenditures	2,151,810	2,230,788	2,165,544	2,273,460	107,916	121,650	2,377,623	2,489,739

* Draft Estimates still to be tabled, as recommended by ABFC.

Operating Net Requirement Summary By Committee

City of Ottawa

Operating Net Requirement by Committee

In Thousands (\$000)

Net of Revenues, Recoveries and After Inter-departmental Allocations

Operating Net Requirement	2008	2009		2010	Change Over		2011	2012
	Actual	Forecast	Budget	Estimate	2009 Budget	2008 Actual	Forecast	
CSEDC Committee								
City Manager's Office	3,712	3,733	3,729	3,783	54	71	3,833	3,883
Real Estate Partnerships & Develop.	4,104	4,205	4,172	4,295	123	191	4,670	5,070
Financial Services	24,351	26,498	26,198	27,466	1,268	3,115	29,781	31,046
City Clerk & Solicitor	18,861	18,594	17,823	18,352	529	(509)	19,882	20,427
City Operations DCM's Office	812	822	817	872	55	60	892	912
Organizational Develop. & Perform.	6,787	5,716	5,677	5,769	92	(1,018)	5,904	5,944
Human Resources	11,911	13,542	13,454	13,856	402	1,945	15,771	16,531
Information Technology	37,597	40,114	39,885	41,430	1,545	3,833	44,545	46,665
Communications & Customer Serv.	9,793	10,486	10,404	10,534	130	741	10,984	11,444
ISCS Deputy City Manager's Office	1,659	1,511	1,528	1,102	(426)	(557)	1,137	1,172
Community Sustainability - Eco. Develop.	2,458	3,715	3,724	3,530	(194)	1,072	3,791	3,854
Total	122,045	128,936	127,411	130,989	3,578	8,944	141,190	146,948
CPS Committee								
Emergency & Protective Services	139,019	144,184	141,429	150,158	8,729	11,139	164,607	176,172
Community & Social Services	206,877	204,722	205,871	192,225	(13,646)	(14,653)	178,443	181,691
Ottawa Public Health	(538)	10,217	9,917	10,042	125	10,580	14,207	17,442
Parks, Recreation & Cultural Services	77,580	84,397	83,991	87,380	3,389	9,800	92,727	99,106
Parks, Buildings & Grounds	49,788	49,736	49,800	51,463	1,663	1,675	60,027	67,252
Total	472,726	493,256	491,008	491,268	260	18,541	510,011	541,663
Transportation Committee								
Public Works General Manager	1,737	2,005	2,005	1,943	(62)	206	1,998	2,053
Operations, Eng & Technical Services	10,490	12,203	12,103	12,691	588	2,201	13,804	14,769
Roads & Traffic Maintenance	129,383	107,947	107,451	111,205	3,754	(18,178)	117,597	122,777
Parking Operations	(8,425)	-	-	-	-	8,425	-	-
Fleet Services	-	103	-	-	-	-	3,775	7,300
Transportation Planning	2,946	3,189	3,227	3,270	43	324	3,391	3,555
Total	136,131	125,447	124,786	129,109	4,323	(7,022)	140,565	150,454

Operating Net Requirement Summary By Committee

City of Ottawa

Operating Net Requirement by Committee

In Thousands (\$000)

Net of Revenues, Recoveries and After Inter-departmental Allocations

Operating Net Requirement	2008	2009		2010	Change Over		2011	2012
	Actual	Forecast	Budget	Estimate	2009 Budget	2008 Actual	Forecast	
Planning and Environment Committee								
Planning & Growth Management	(2,624)	(1,819)	(3,190)	(1,545)	1,645	1,079	(160)	(102)
Building Code Services - OBC	(4,285)	(4,471)	(4,471)	(4,471)	-	(186)	(4,471)	(4,471)
Infrastructure Services	5,391	5,032	5,063	5,234	171	(157)	6,115	6,530
Community Sustainability	1,853	2,411	2,436	2,260	(176)	407	2,354	2,450
Solid Waste Services	7,129	10,708	11,370	24,124	12,754	16,995	24,124	24,124
Forestry Services	7,757	9,626	9,576	9,591	15	1,834	12,566	14,131
Development Review	2,507	2,484	2,552	2,650	98	143	2,706	2,798
Total	17,728	23,971	23,336	37,843	14,507	20,115	43,234	45,460
Transit Committee								
Transit Services	180,764	168,958	168,958	171,699	2,741	(9,065)	183,893	206,158
Total	180,764	168,958	168,958	171,699	2,741	(9,065)	183,893	206,158
Agriculture & Rural Affairs Committee								
Development Review (Rural)	2,823	3,169	3,255	3,285	30	462	3,378	3,414
Total	2,823	3,169	3,255	3,285	30	462	3,378	3,414
Audit, Budget and Finance Committee								
Elected Officials	9,404	10,094	10,094	10,354	260	950	10,589	10,829
Auditor General	1,854	1,940	1,940	2,025	85	171	2,110	2,195
Non Departmental	(1,157,417)	(1,154,707)	(1,199,243)	(1,239,374)	(40,131)	(81,957)	(1,316,191)	(1,406,857)
Total	(1,146,159)	(1,142,673)	(1,187,209)	(1,226,995)	(39,786)	(80,836)	(1,303,492)	(1,393,833)
Committee Total	(213,942)	(198,936)	(248,455)	(262,802)	(14,347)	(48,861)	(281,222)	(299,737)
To be Tabled at Council *								
Ottawa Public Library	32,363	33,220	33,119	34,866	1,747	2,503	38,686	42,601
Ottawa Police Services	203,898	215,536	214,936	227,936	13,000	24,038	242,536	257,136
Crime Prevention	399	400	400	-	(400)	(399)	-	-
Committee Of Adjustment	(35)	105	-	-	-	35	-	-
Total	236,625	249,261	248,455	262,802	14,347	26,177	281,222	299,737
Total (Surplus) / Deficit	22,683	50,325	-	-	-	(22,684)	-	-

* Draft Estimates still to be tabled, as recommended by ABFC.

Full Time Equivalent Summary by Committee

City of Ottawa

Full Time Equivalents by Committee

Full Time Equivalents (FTE's)	2008	2009	2010 Estimate	Change over 2009	Change over 2008	2011 Forecast	2012 Forecast
CSEDC Committee							
City Manager's Office	20.00	20.00	20.00	-	-	20.00	20.00
Real Estate Partnerships & Develop.	40.50	42.50	42.50	-	2.00	42.50	42.50
Financial Services	480.66	484.66	489.66	5.00	9.00	495.66	498.66
City Clerk & Solicitor	194.84	196.84	197.84	1.00	3.00	198.84	198.84
City Operations DCM's Office	7.00	7.00	7.00	-	-	7.00	7.00
Organizational Develop. & Perform.	49.50	46.00	46.00	-	(3.50)	46.00	46.00
Human Resources	122.60	126.00	127.00	1.00	4.40	133.50	135.50
Information Technology	332.00	336.00	341.00	5.00	9.00	353.00	354.00
Communications & Customer Serv.	135.23	134.23	132.23	(2.00)	(3.00)	134.23	136.23
ISCS Deputy City Manager's Office	13.49	10.49	10.49	-	(3.00)	10.49	10.49
Community Sustainability - Eco. Develop.	6.00	6.00	6.00	-	-	8.00	8.00
Total	1,401.82	1,409.72	1,419.72	10.00	17.90	1,449.22	1,457.22
CPS Committee							
Emergency & Protective Services	1,670.35	1,736.35	1,786.35	50.00	116.00	1,924.35	2,006.35
Community & Social Services	1,382.35	1,366.83	1,366.83	-	(15.52)	1,368.83	1,368.83
Ottawa Public Health	466.20	475.70	475.70	-	9.50	509.70	539.20
Parks, Recreation & Cultural Services	972.55	1,000.57	1,012.72	12.15	40.17	1,043.11	1,088.31
Parks, Buildings & Grounds	797.26	804.88	804.88	-	7.62	832.84	847.70
Total	5,288.71	5,384.33	5,446.48	62.15	157.77	5,678.83	5,850.39
Transportation Committee							
Public Works General Manager	14.00	19.16	19.16	-	5.16	19.16	19.16
Operations, Eng & Technical Services	145.51	146.54	146.54	-	1.03	151.54	155.54
Roads & Traffic Maintenance	647.74	661.43	671.14	9.71	23.40	687.19	697.82
Parking Operations	28.01	29.01	31.01	2.00	3.00	31.01	31.01
Fleet Services	144.00	145.00	145.00	-	1.00	145.00	145.00
Transportation Planning	33.00	31.00	34.00	3.00	1.00	34.00	34.00
Total	1,012.26	1,032.14	1,046.85	14.71	34.59	1,067.90	1,082.53

Full Time Equivalent Summary by Committee

City of Ottawa

Full Time Equivalents by Committee

Full Time Equivalents (FTE's)	2008	2009	2010 Estimate	Change over 2009	Change over 2008	2011 Forecast	2012 Forecast
Planning and Environment Committee							
Planning & Growth Management	187.75	184.75	184.75	-	(3.00)	184.75	184.75
Building Code Services - OBC	168.65	168.65	174.65	6.00	6.00	174.65	174.65
Infrastructure Services	291.77	293.17	294.17	1.00	2.40	299.17	299.17
Community Sustainability	27.00	25.00	25.00	-	(2.00)	25.00	25.00
Solid Waste Services	86.25	86.25	102.25	16.00	16.00	102.25	102.25
Forestry Services	59.76	69.60	73.60	4.00	13.84	95.20	104.50
Development Review	25.65	25.65	25.65	-	-	25.65	25.65
Total	846.83	853.07	880.07	27.00	33.24	906.67	915.97
Transit Committee							
Transit Services	2,834.19	3,047.04	3,014.04	(33.00)	179.85	3,076.04	3,191.04
Total	2,834.19	3,047.04	3,014.04	(33.00)	179.85	3,076.04	3,191.04
Agriculture & Rural Affairs Committee							
Development Review (Rural)	20.00	20.00	20.00	-	-	20.00	20.00
Total	20.00	20.00	20.00	-	-	20.00	20.00
Audit, Budget and Finance Working Group							
Elected Officials	-	-	-	-	-	-	-
Auditor General	8.00	8.00	8.00	-	-	8.00	8.00
Efficiency Target **	-	(176.02)	(176.02)	-	(176.02)	(176.02)	(176.02)
Total	8.00	(168.02)	(168.02)	-	(176.02)	(168.02)	(168.02)
To be Tabled at Council *							
Ottawa Public Library	454.04	452.07	463.27	11.20	9.23	463.27	463.27
Ottawa Police Services	1,866.30	1,926.30	1,949.30	23.00	83.00	1,949.30	1,949.30
Crime Prevention	-	-	-	-	-	-	-
Committee Of Adjustment	10.00	10.00	10.00	-	-	10.00	10.00
Total	2,330.34	2,388.37	2,422.57	34.20	92.23	2,422.57	2,422.57
Total Full Time Equivalents (FTE's)	13,742.15	13,966.65	14,081.71	115.06	339.56	14,453.21	14,771.70

* Draft Estimates still to be tabled, as recommended by ABFC.

** Corporate Efficiency FTE Target is to be achieved and identify on a Departmental / Branch level over the next 3 years through the Service Excellence Initiative. For presentation purposes, 2011 and 2012 will show the target until the allocation to the departments is completed.

2010 Operating Revenue Budget Changes

City of Ottawa

Budget Changes - Operating Revenue

In Thousands (\$000)

Operating Revenue	2009 Baseline			2010 Adjustments						2010	Change Over '09 Budget
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	New Services / Needs	Efficiencies	User Fees and Charges	Estimate	
CSEDC Committee											
City Manager's Office	(390)	(390)	-	-	-	-	-	-	-	(390)	-
Real Estate Partnerships & Develop.	(2,366)	(2,366)	-	-	-	-	-	-	(230)	(2,596)	(230)
Financial Services	(7,043)	(7,043)	938	-	-	-	-	-	(209)	(6,314)	729
City Clerk & Solicitor	(2,630)	(2,530)	457	(2,478)	80	(85)	-	-	(25)	(4,581)	(2,051)
City Operations DCM's Office	-	-	-	-	-	-	-	-	-	-	-
Organizational Develop. & Perform.	(1,625)	(1,625)	1,462	-	-	-	-	-	-	(163)	1,462
Human Resources	(73)	(73)	73	-	-	-	-	-	-	-	73
Information Technology	(13)	(31)	-	-	-	-	-	-	-	(31)	-
Communications & Customer Serv.	(413)	(413)	385	-	-	-	-	-	-	(28)	385
ISCS Deputy City Manager's Office	-	-	-	-	-	-	-	-	-	-	-
Community Sustainability	-	-	-	-	-	-	-	-	-	-	-
Total	(14,553)	(14,471)	3,315	(2,478)	80	(85)	-	-	(464)	(14,103)	368
CPS Committee											
Emergency & Protective Services	(59,700)	(57,510)	5	(40)	-	(2,735)	-	-	(165)	(60,445)	(2,935)
Community & Social Services	(305,496)	(303,915)	1,075	-	(6,839)	-	-	-	(62)	(309,741)	(5,826)
Ottawa Public Health	(33,783)	(33,783)	50	-	(1,245)	-	-	-	-	(34,978)	(1,195)
Parks, Recreation and Cultural Services	(53,989)	(53,287)	(85)	(1,029)	-	(175)	-	(202)	(966)	(55,744)	(2,457)
Parks, Buildings & Grounds	(6,248)	(6,242)	-	-	-	-	-	-	-	(6,242)	-
Total	(459,216)	(454,737)	1,045	(1,069)	(8,084)	(2,910)	-	(202)	(1,193)	(467,150)	(12,413)
Transportation Committee											
Public Works General Manager	-	-	-	-	-	-	-	-	-	-	-
Operations, Eng & Technical Services	(135)	(135)	-	-	-	-	-	-	-	(135)	-
Roads & Traffic Maintenance	(2,249)	(2,249)	91	-	-	-	-	-	-	(2,158)	91
Parking Operations	(13,987)	(13,987)	-	-	-	-	-	-	-	(13,987)	-
Fleet Services	(664)	(654)	-	-	-	-	-	-	-	(654)	-
Transportation Planning	(55)	(55)	(23)	-	-	-	-	-	-	(78)	(23)
Total	(17,090)	(17,080)	68	-	-	-	-	-	-	(17,012)	68

2010 Operating Revenue Budget Changes

City of Ottawa

Budget Changes - Operating Revenue

In Thousands (\$000)

Operating Revenue	2009 Baseline			2010 Adjustments						2010	Change Over '09 Budget
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	New Services / Needs	Efficiencies	User Fees and Charges	Estimate	
Planning and Environment Committee											
Planning & Growth Management	(15,176)	(16,876)	1,573	-	-	-	-	-	(188)	(15,491)	1,385
Building Code Services - OBC	(19,043)	(19,343)	1,260	-	-	-	-	-	(1,264)	(19,347)	(4)
Infrastructure Services	(1,627)	(1,705)	-	-	-	-	-	-	(31)	(1,736)	(31)
Community Sustainability	-	-	-	-	-	-	-	-	-	-	-
Solid Waste Services	(46,311)	(42,501)	2,610	(756)	-	(520)	-	-	(924)	(42,091)	410
Forestry Services	-	-	-	-	-	-	-	-	-	-	-
Development Review	-	-	-	-	-	-	-	-	-	-	-
Total	(82,157)	(80,425)	5,443	(756)	-	(520)	-	-	(2,407)	(78,665)	1,760
Transit Committee											
Transit Services	(163,006)	(161,506)	(15,062)	(4,897)	-	(2,775)	-	-	(8,200)	(192,440)	(30,934)
Total	(163,006)	(161,506)	(15,062)	(4,897)	-	(2,775)	-	-	(8,200)	(192,440)	(30,934)
Agriculture & Rural Affairs Committee											
Development Review (Rural)	-	-	-	-	-	-	-	-	-	-	-
Total	-	-	-	-	-	-	-	-	-	-	-
Audit, Budget & Finance Working Group											
Elected Officials	-	-	-	-	-	-	-	-	-	-	-
Auditor General	-	-	-	-	-	-	-	-	-	-	-
Non Departmental	(1,422,576)	(1,416,226)	8,129	(50,113)	-	(20,620)	(750)	-	-	(1,479,580)	(63,354)
Total	(1,422,576)	(1,416,226)	8,129	(50,113)	-	(20,620)	(750)	-	-	(1,479,580)	(63,354)
Total Operating Revenue	(2,158,598)	(2,144,445)	2,938	(59,313)	(8,004)	(26,910)	(750)	(202)	(12,264)	(2,248,950)	(104,505)
Percent of 2009 Revenue Budget			-0.1%	2.8%	0.4%	1.3%	0.0%	0.0%	0.6%	4.9%	

2010 Operating Expenditure Budget Changes

City of Ottawa

Budget Changes - Operating Expenditures

In Thousands (\$000)

Net of Recoveries and After Inter-departmental Allocations

Operating Expenditures	2009 Baseline			2010 Adjustments					2010	Change Over '09 Budget	% Exp on Comp./ Benefits
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	New Services / Needs	Efficiencies	Estimate		
CSEDC Committee											
City Manager's Office	4,123	4,119	10	44	-	-	-	-	4,173	54	47.6%
Real Estate Partnerships & Develop.	6,571	6,538	45	308	-	-	-	-	6,891	353	55.6%
Financial Services	33,541	33,241	(601)	972	-	168	-	-	33,780	539	88.7%
City Clerk & Solicitor	21,224	20,353	(431)	2,926	-	85	-	-	22,933	2,580	59.4%
City Operations DCM's Office	822	817	5	50	-	-	-	-	872	55	98.4%
Organizational Develop. & Perform.	7,341	7,302	(1,573)	48	75	-	80	-	5,932	(1,370)	70.0%
Human Resources	13,615	13,527	(61)	290	100	-	-	-	13,856	329	79.5%
Information Technology	40,127	39,916	86	1,042	-	417	-	-	41,461	1,545	65.0%
Communications & Customer Serv.	10,899	10,817	(384)	259	(130)	-	-	-	10,562	(255)	91.8%
ISCS Deputy City Manager's Office	1,511	1,528	(461)	35	-	-	-	-	1,102	(426)	89.1%
Community Sustainability - Eco. Develo	3,715	3,724	4	(198)	-	-	-	-	3,530	(194)	16.4%
Total	143,489	141,882	(3,361)	5,776	45	670	80	-	145,092	3,210	71.8%
CPS Committee											
Emergency & Protective Services	203,884	198,939	334	3,952	1,188	6,190	-	-	210,603	11,664	84.8%
Community & Social Services	510,217	509,785	(3,409)	837	(4,553)	-	-	(695)	501,965	(7,820)	20.5%
Ottawa Public Health	44,000	43,700	308	1	1,011	-	-	-	45,020	1,320	80.0%
Parks, Recreation & Cultural Services	138,386	137,278	517	3,243	30	315	1,741	-	143,124	5,846	38.1%
Parks, Buildings & Grounds	55,984	56,042	(214)	2,020	(278)	-	135	-	57,705	1,663	40.8%
Total	952,471	945,744	(2,464)	10,053	(2,602)	6,505	1,876	(695)	958,417	12,673	41.1%
Transportation Committee											
Public Works General Manager	2,005	2,005	(107)	45	-	-	-	-	1,943	(62)	86.4%
Operations, Eng & Technical Services	12,338	12,238	110	330	-	65	83	-	12,826	588	79.7%
Roads & Traffic Maintenance	110,196	109,700	(163)	3,688	195	1,188	280	(1,525)	113,363	3,663	41.5%
Parking Operations	13,987	13,987	-	-	-	-	-	-	13,987	-	16.4%
Fleet Services	767	654	-	-	-	-	-	-	654	-	19.1%
Transportation Planning	3,244	3,282	(209)	75	-	200	-	-	3,348	66	90.8%
Total	142,537	141,866	(369)	4,138	195	1,453	363	(1,525)	146,121	4,255	37.3%

2010 Operating Expenditure Budget Changes

City of Ottawa

Budget Changes - Operating Expenditures

In Thousands (\$000)

Net of Recoveries and After Inter-departmental Allocations

Operating Expenditures	2009 Baseline			2010 Adjustments					2010	Change Over '09 Budget	% Exp on Comp./ Benefits
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	New Services / Needs	Efficiencies	Estimate		
Planning and Environment Committee											
Planning & Growth Management	13,357	13,686	(449)	509	-	-	200	-	13,946	260	92.0%
Building Code Services - OBC	14,572	14,872	(1,090)	535	165	38	356	-	14,876	4	92.8%
Infrastructure Services	6,659	6,768	(375)	457	20	-	100	-	6,970	202	93.1%
Community Sustainability	2,411	2,436	(270)	94	-	-	-	-	2,260	(176)	90.9%
Solid Waste Services	57,019	53,871	(1,795)	13,056	-	586	497	-	66,215	12,344	10.8%
Forestry Services	9,626	9,576	50	(375)	-	-	340	-	9,591	15	56.7%
Development Review	2,484	2,552	23	75	-	-	-	-	2,650	98	88.5%
Total	106,128	103,761	(3,906)	14,351	185	624	1,493	-	116,508	12,747	51.5%
Transit Committee											
Transit Services	331,964	330,464	21,992	4,788	-	7,695	-	(800)	364,139	33,675	64.5%
Total	331,964	330,464	21,992	4,788	-	7,695	-	(800)	364,139	33,675	64.5%
Agriculture & Rural Affairs Committee											
Development Review (Rural)	3,169	3,255	50	(20)	-	-	-	-	3,285	30	58.5%
Total	3,169	3,255	50	(20)	-	-	-	-	3,285	30	58.5%
Audit, Budget and Finance Working Group											
Elected Officials	10,094	10,094	50	210	-	-	-	-	10,354	260	83.9%
Auditor General	1,940	1,940	-	85	-	-	-	-	2,025	85	45.9%
Non Departmental	267,869	216,983	4,617	16,277	570	-	4,235	(2,476)	240,206	23,223	13.5%
Total	279,903	229,017	4,667	16,572	570	-	4,235	(2,476)	252,585	23,568	16.4%
Total Operating Expenditures	1,959,661	1,895,989	16,609	55,658	(1,607)	16,947	8,047	(5,496)	1,986,147	90,158	52.2%
Percent of 2009 Expenditure Budget			0.9%	2.9%	-0.1%	0.9%	0.4%	-0.3%	4.8%		

2010 Operating Net Requirement Budget Changes

City of Ottawa

Budget Changes - Net Operating Requirement

In Thousands (\$000)

Net of Revenues, Recoveries and After Inter-departmental Allocations

Net Operating Requirement	2009 Baseline			2010 Net Adjustments						2010	Change Over '09 Budget
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	New Services / Needs	Efficiencies	User Fees and Charges	Estimate	
CSEDC Committee											
City Manager's Office	3,733	3,729	10	44	-	-	-	-	-	3,783	54
Real Estate Partnerships & Develop.	4,205	4,172	45	308	-	-	-	-	(230)	4,295	123
Financial Services	26,498	26,198	337	972	-	168	-	-	(209)	27,466	1,268
City Clerk & Solicitor	18,594	17,823	26	448	80	-	-	-	(25)	18,352	529
City Operations DCM's Office	822	817	5	50	-	-	-	-	-	872	55
Organizational Develop. & Perform.	5,716	5,677	(111)	48	75	-	80	-	-	5,769	92
Human Resources	13,542	13,454	12	290	100	-	-	-	-	13,856	402
Information Technology	40,114	39,885	86	1,042	-	417	-	-	-	41,430	1,545
Communications & Customer Serv.	10,486	10,404	1	259	(130)	-	-	-	-	10,534	130
ISCS Deputy City Manager's Office	1,511	1,528	(461)	35	-	-	-	-	-	1,102	(426)
Community Sustainability - Eco. Deve	3,715	3,724	4	(198)	-	-	-	-	-	3,530	(194)
Total	128,936	127,411	(46)	3,298	125	585	80	-	(464)	130,989	3,578
CPS Committee											
Emergency & Protective Services	144,184	141,429	339	3,912	1,188	3,455	-	-	(165)	150,158	8,729
Community & Social Services	204,722	205,871	(2,334)	837	(11,392)	-	-	(695)	(62)	192,225	(13,646)
Ottawa Public Health	10,217	9,917	358	1	(234)	-	-	-	-	10,042	125
Parks, Recreation and Cultural Services	84,397	83,991	432	2,214	30	140	1,741	(202)	(966)	87,380	3,389
Parks, Buildings & Grounds	49,736	49,800	(214)	2,020	(278)	-	135	-	-	51,463	1,663
Total	493,256	491,008	(1,419)	8,984	(10,686)	3,595	1,876	(897)	(1,193)	491,268	260
Transportation Committee											
Public Works General Manager	2,005	2,005	(107)	45	-	-	-	-	-	1,943	(62)
Operations, Eng & Technical Services	12,203	12,103	110	330	-	65	83	-	-	12,691	588
Roads & Traffic Maintenance	107,947	107,451	(72)	3,688	195	1,188	280	(1,525)	-	111,205	3,754
Parking Operations	-	-	-	-	-	-	-	-	-	-	-
Fleet Services	103	-	-	-	-	-	-	-	-	-	-
Transportation Planning	3,189	3,227	(232)	75	-	200	-	-	-	3,270	43
Total	125,447	124,786	(301)	4,138	195	1,453	363	(1,525)	-	129,109	4,323

2010 Operating Net Requirement Budget Changes

City of Ottawa

Budget Changes - Net Operating Requirement

In Thousands (\$000)

Net of Revenues, Recoveries and After Inter-departmental Allocations

Net Operating Requirement	2009 Baseline			2010 Net Adjustments						2010	Change Over '09 Budget
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	New Services / Needs	Efficiencies	User Fees and Charges	Estimate	
Planning and Environment Committee											
Planning & Growth Management	(1,819)	(3,190)	1,124	509	-	-	200	-	(188)	(1,545)	1,645
Building Code Services - OBC	(4,471)	(4,471)	170	535	165	38	356	-	(1,264)	(4,471)	-
Infrastructure Services	5,032	5,063	(375)	457	20	-	100	-	(31)	5,234	171
Community Sustainability	2,411	2,436	(270)	94	-	-	-	-	-	2,260	(176)
Solid Waste Services	10,708	11,370	815	12,300	-	66	497	-	(924)	24,124	12,754
Forestry Services	9,626	9,576	50	(375)	-	-	340	-	-	9,591	15
Development Review	2,484	2,552	23	75	-	-	-	-	-	2,650	98
Total	23,971	23,336	1,537	13,595	185	104	1,493	-	(2,407)	37,843	14,507
Transit Committee											
Transit Services	168,958	168,958	6,930	(109)	-	4,920	-	(800)	(8,200)	171,699	2,741
Total	168,958	168,958	6,930	(109)	-	4,920	-	(800)	(8,200)	171,699	2,741
Agriculture & Rural Affairs Committee											
Development Review (Rural)	3,169	3,255	50	(20)	-	-	-	-	-	3,285	30
Total	3,169	3,255	50	(20)	-	-	-	-	-	3,285	30
Audit, Budget and Finance Working Group											
Elected Officials	10,094	10,094	50	210	-	-	-	-	-	10,354	260
Auditor General	1,940	1,940	-	85	-	-	-	-	-	2,025	85
Non Departmental	(1,154,707)	(1,199,243)	12,746	(33,836)	570	(20,620)	3,485	(2,476)	-	(1,239,374)	(40,131)
Total	(1,142,673)	(1,187,209)	12,796	(33,541)	570	(20,620)	3,485	(2,476)	-	(1,226,995)	(39,786)
Total Net Operating Requirement	(198,936)	(248,455)	19,547	(3,655)	(9,611)	(9,963)	7,297	(5,698)	(12,264)	(262,802)	(14,347)
Percent of 2009 Net Requirement Budget			-7.9%	1.5%	3.9%	4.0%	-2.9%	2.3%	4.9%	5.8%	

2010 Operating FTE Budget Changes

City of Ottawa

Budget Changes - Full Time Equivalents (FTE's)

Full Time Equivalents (FTE's)	2009 Baseline		2010 Adjustments					2010	Change Over '09 Budget
	Budget	Adjustments to Base Budget	Maintain Services	Provincial Legislated	Growth	New Services / Needs	Efficiencies	Estimate	
CSEDC Committee									
City Manager's Office	20.00	-	-	-	-	-	-	20.00	-
Real Estate Partnerships & Develop.	42.50	-	-	-	-	-	-	42.50	-
Financial Services	484.66	-	-	-	5.00	-	-	489.66	5.00
City Clerk & Solicitor	196.84	-	-	-	-	1.00	-	197.84	1.00
City Operations DCM's Office	7.00	-	-	-	-	-	-	7.00	-
Organizational Develop. & Perform.	46.00	-	-	-	-	-	-	46.00	-
Human Resources	126.00	-	-	1.00	-	-	-	127.00	1.00
Information Technology	336.00	-	-	-	5.00	-	-	341.00	5.00
Communications & Customer Serv.	134.23	-	-	(2.00)	-	-	-	132.23	(2.00)
ISCS Deputy City Manager's Office	10.49	-	-	-	-	-	-	10.49	-
Community Sustainability - Eco. Develop.	6.00	-	-	-	-	-	-	6.00	-
Total	1,409.72	-	-	(1.00)	10.00	1.00	-	1,419.72	10.00
CPS Committee									
Emergency & Protective Services	1,736.35	-	-	-	50.00	-	-	1,786.35	50.00
Community & Social Services	1,366.83	-	-	-	-	-	-	1,366.83	-
Ottawa Public Health	475.70	-	-	-	-	-	-	475.70	-
Parks, Recreation and Cultural Services	1,000.57	-	-	0.50	6.35	5.30	-	1,012.72	12.15
Parks, Buildings & Grounds	804.88	-	-	-	-	-	-	804.88	-
Total	5,384.33	-	-	0.50	56.35	5.30	-	5,446.48	62.15
Transportation Committee									
Public Works General Manager	19.16	-	-	-	-	-	-	19.16	-
Operations, Eng & Technical Services	146.54	-	-	-	-	-	-	146.54	-
Roads & Traffic Maintenance	661.43	-	-	-	7.71	-	2.00	671.14	9.71
Parking Operations	29.01	-	-	-	-	2.00	-	31.01	2.00
Fleet Services	145.00	-	-	-	-	-	-	145.00	-
Transportation Planning	31.00	-	-	-	3.00	-	-	34.00	3.00
Total	1,032.14	-	-	-	10.71	2.00	2.00	1,046.85	14.71

2010 Operating FTE Budget Changes

City of Ottawa

Budget Changes - Full Time Equivalents (FTE's)

Full Time Equivalents (FTE's)	2009 Baseline		2010 Adjustments					2010	Change Over '09 Budget
	Budget	Adjustments to Base Budget	Maintain Services	Provincial Legislated	Growth	New Services / Needs	Efficiencies	Estimate	
Planning and Environment Committee									
Planning & Growth Management	184.75	-	-	-	-	-	-	184.75	-
Building Code Services - OBC	168.65	-	-	2.00	-	4.00	-	174.65	6.00
Infrastructure Services	293.17	-	-	-	-	1.00	-	294.17	1.00
Community Sustainability	25.00	-	-	-	-	-	-	25.00	-
Solid Waste Services	86.25	-	11.00	-	-	5.00	-	102.25	16.00
Forestry Services	69.60	-	-	-	-	4.00	-	73.60	4.00
Development Review	25.65	-	-	-	-	-	-	25.65	-
Total	853.07	-	11.00	2.00	-	14.00	-	880.07	27.00
Transit Committee									
Transit Services	3,047.04	1.00	(38.00)	-	4.00	-	-	3,014.04	(33.00)
Total	3,047.04	1.00	(38.00)	-	4.00	-	-	3,014.04	(33.00)
Agriculture & Rural Affairs Committee									
Development Review (Rural)	20.00	-	-	-	-	-	-	20.00	-
Total	20.00	-	-	-	-	-	-	20.00	-
Audit, Budget and Finance Working Group									
Elected Officials	-	-	-	-	-	-	-	-	-
Auditor General	8.00	-	-	-	-	-	-	8.00	-
Efficiency Target	(176.02)	-	-	-	-	-	-	(176.02)	-
Total	(168.02)	-	-	-	-	-	-	(168.02)	-
Total Full Time Equivalents (FTE's)	11,578.28	1.00	(27.00)	1.50	81.06	22.30	2.00	11,659.14	80.86
Percent of 2009 FTEs		0.0%	-0.2%	0.0%	0.7%	0.2%	0.0%	0.7%	

* Corporate Efficiency FTE Target is to be achieved and identify on a Departmental / Branch level over the next 3 years through the Service Excellence Initiative. For presentation purposes, 2011 and 2012 will show the target until the allocation to the departments is completed.

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

	2009					2010 Estimates		
	Opening Balance	Budgeted Transfers	Contributions	Dispositions Adjustments	Closing Balance	Budgeted Transfers	Contributions	Projected Closing Balance
Capital Reserves								
<i>Tax Supported</i>								
City Wide	(17,156)	(82,914)	107,870	(39,912)	(32,112)	(57,963)	97,064	6,989
Corporate Fleet	14,403	(15,433)	18,514	(16,000)	1,484	(11,743)	17,963	7,704
Transit	24,344	(42,207)	45,803	(10,108)	17,832	(67,518)	53,718	4,032
Child Care	3,294	(811)	17	(3,570)	(1,070)	-	-	(1,070)
Social Housing	3,383	-	51	(197)	3,237	-	-	3,237
Environmental Areas	59	(59)	-	-	-	-	-	-
	28,327	(141,424)	172,255	(69,787)	(10,629)	(137,224)	168,745	20,892
<i>Gas taxes</i>								
Provincial	12,962	(12,224)	37,006	(34,657)	3,087	(38,183)	36,772	1,676
Federal	41,244	(50,815)	51,098	(40,089)	1,438	(50,042)	49,962	1,358
	54,206	(63,039)	88,104	(74,746)	4,525	(88,225)	86,734	3,034
<i>Rate Supported</i>								
Solid Waste	2,929	(2,068)	3,794	(2,118)	2,537	(7,740)	3,601	(1,602)
	2,929	(2,068)	3,794	(2,118)	2,537	(7,740)	3,601	(1,602)
<i>Other Reserves</i>								
Cash-in-Lieu of Parking	4,913	(50)	246	(1,019)	4,090	-	190	4,280
Cash-in-Lieu of Parkland	16,965	(200)	2,724	(7,697)	11,792	-	2,600	14,392
Parking	-	-	4,281	(267)	4,014	(45)	3,889	7,858
Solid Waste Compensation	7,478	(700)	479	(3,758)	3,499	(1,440)	-	2,059
Building Code	6,113	(380)	854	-	6,587	-	-	6,587
Centrepointhe Theatre	236	(200)	64	34	134	(150)	50	34
	35,705	(1,530)	8,648	(12,707)	30,116	(1,635)	6,729	35,210
Other Reserves								
Tax Rate Stabilization Reserve	13,201	-	-	(13,000)	201	-	-	201
Winter Maintenance	-	-	-	-	-	-	-	-
Election Expenses	1,521	-	1,125	(737)	1,909	-	1,125	3,034
Self Insurance	3,632	-	65	(222)	3,475	-	-	3,475
Vested Employee Benefits	5,762	-	107	-	5,869	-	-	5,869
Building Code Stab/Insur	21,494	-	(596)	504	21,402	-	272	21,674
	45,610	-	701	(13,455)	32,856	-	1,397	34,253

City of Ottawa
Capital Budget - Summary of New Authority including inter-year approvals
 In Thousands (\$000)

	2010 Authority					2011 Authority				2012 Authority			
	2009	2010	Asset Renewal	Growth	Strategic	2011	Asset Renewal	Growth	Strategic	2012	Asset Renewal	Growth	Strategic
Agriculture & Rural Affairs													
Transportation Services-Rural Affairs	2,199	5,839	5,839	-	-								
	2,199	5,839	5,839	-	-								
Community & Protective Services													
By-Law & Regulatory Services	786	562	382	-	180								
Child Care Services	1,080	1,426	626	-	800								
Employment & Financial Services	-	600	-	-	600								
General	2,000	-	-	-	-								
Integrated Public Safety Unit	500	445	245	-	200								
Long Term Care	670	1,777	1,767	-	10								
Office of Emergency Management	3,015	-	-	-	-								
Ottawa Fire Services	23,853	10,625	8,960	300	1,365								
Ottawa Paramedic Services	4,825	5,273	4,593	-	680								
Parks, Recreation and Culture	44,870	25,270	18,642	3,438	3,190								
Public Health Services	63	-	-	-	-								
Social Housing	13,550	13	13	-	-								
	95,212	45,991	35,228	3,738	7,025								
Corporate Services & Economic Development													
City Manager's Office	1,600	-	-	-	-								
City Operations DCM's Office	-	6,200	-	-	6,200								
IT Productivity Improvements	-	12,000	-	-	12,000								
Financial Services	850	2,000	-	-	2,000								
General Government	4,002	-	-	-	-								
Information Technology	19,070	14,335	12,335	-	2,000								
Infrastructure Srvces & Comm.													
Sustainability-DCM 's Office		7,407	6,837	-	570								
Real Estate Partnership & Dev. Office		3,800	3,800	-	-								
	25,522	45,742	22,972	-	22,770								
Planning & Environment													
Building Services	380	-	-	-	-								
Environment	6,727	3,346	446	-	2,900								
Planning and Development	1,144	150	-	150	-								
Solid Waste	3,683	19,125	19,125	-	-								
	11,934	22,621	19,571	150	2,900								
Transit													
Transit Services	135,839	251,592	69,701	175,621	6,270								
	135,839	251,592	69,701	175,621	6,270								
Transportation													
Fleet Services	687	1,140	640	-	500								
Integrated	87,995	78,350	78,350	-	-								
Transit Services	-	5,000	-	5,000	-								
Transportation Services	111,713	167,836	39,412	124,414	4,010								
	200,395	252,326	118,402	129,414	4,510								
TOTAL	471,101	624,111	271,713	308,923	43,475								

City of Ottawa
Capital Budget - Summary of New Authority including inter-year approvals
 In Thousands (\$000)

	2009	2010	2010 Authority			2011	2011 Authority			2012	2012 Authority		
			Asset Renewal	Growth	Strategic		Asset Renewal	Growth	Strategic		Asset Renewal	Growth	Strategic
Financing													
Capital Reserves	240,517	206,305	125,380	64,872	16,053								
Development Charges	60,527	100,571	5,370	95,045	156								
Federal/Provincial Revenues	51,155	123,019	15,864	107,155	-								
Development Charges Debt	43,700	18,010	749	17,261	-								
Tax, Transit & Rate Supported Debt	75,202	176,206	124,350	24,590	27,266								
TOTAL	471,101	624,111	271,713	308,923	43,475								
		2010	43.5%	49.5%	6.9%								

City of Ottawa
Capital Budget - Total Authority
 In Thousands (\$000)

	Prior Authority less Works-in-Progress (At September 30, 2009)	2010 Authority	Total
Agriculture & Rural Affairs			
Transportation Services-Rural Affairs	8,612	5,839	14,451
	8,612	5,839	14,451
Community & Protective Services			
By-Law & Regulatory Services	912	562	1,474
Child Care Services	891	1,426	2,317
Employment & Financial Services	2,202	600	2,802
General	1,367	-	1,367
Integrated Public Safety Unit	3,102	445	3,547
Long Term Care	401	1,777	2,178
Ottawa Fire Services	14,744	10,625	25,369
Ottawa Paramedic Services	7,235	5,273	12,508
Parks, Recreation and Culture	198,436	25,270	223,706
Public Health Services	27	-	27
Social Housing	38,678	13	38,691
	267,995	45,991	313,986
Corporate Services & Economic Development			
City Manager's Office	1,456	-	1,456
City Operations DCM's Office	-	6,200	6,200
IT Productivity Improvements	-	12,000	12,000
Financial Services	1,441	2,000	3,441
Human Resources	334	-	334
General Government	5,111	-	5,111
Information Technology	11,015	14,335	25,350
Infrastructure Srvces & Comm. Sustainability-DCM 's Office	-	7,407	7,407
Real Estate Partnership & Dev. Office	1,277	3,800	5,077
	20,634	45,742	66,376
Planning & Environment			
Building Services	2,392	-	2,392
Environment	6,056	3,346	9,402
Planning and Development	3,589	150	3,739
Solid Waste	12,628	19,125	31,753
	24,665	22,621	47,286
Transit			
Transit Services	302,576	251,592	554,168
	302,576	251,592	554,168
Transportation			
Fleet Services	424	1,140	1,564
Integrated	113,585	78,350	191,935
Transit Services	-	5,000	5,000
Transportation Services	313,519	167,836	481,355
	427,528	252,326	679,854
Total	1,052,010	624,111	1,676,121

City of Ottawa
Capital Budget Authority from Reserve Funds
In Thousands (\$000)

	Reserves Funds - Tax Supported and Other Dedicated Reserves											Sub-Total
	City Wide	Corporate Fleet	Social Housing	Child Care	Cash-in-Lieu Parkland	Cash-in-Lieu Parking	Parking	Building Code	Centrep ointe Theatre	Solid Waste Comp.	Solid Waste Rate	
Agriculture & Rural Affairs												
Transportation Services-Rural Affairs	(1,524)	-	-	-	-	-	-	-	-	-	-	(1,524)
Community & Protective Services												
Child Care Services	(1,426)	-	-	-	-	-	-	-	-	-	-	(1,426)
Enforcement & Inspections	(305)	(257)	-	-	-	-	-	-	-	-	-	(562)
Integrated Public Safety Unit	(445)	-	-	-	-	-	-	-	-	-	-	(445)
Long Term Care	(1,427)	-	-	-	-	-	-	-	-	-	-	(1,427)
Ottawa Fire Services	(6,427)	(3,428)	-	-	-	-	-	-	-	-	-	(9,855)
Ottawa Paramedic Services	(2,160)	(3,113)	-	-	-	-	-	-	-	-	-	(5,273)
Parks, Recreation and Culture	(5,659)	-	-	-	-	-	-	-	(150)	-	-	(5,809)
Social Housing	(13)	-	-	-	-	-	-	-	-	-	-	(13)
Corporate Services & Economic												
City Operations DCM's Office	(500)	-	-	-	-	-	-	-	-	-	-	(500)
DCM 's Office	(7,407)	-	-	-	-	-	-	-	-	-	-	(7,407)
Financial Services	(2,000)	-	-	-	-	-	-	-	-	-	-	(2,000)
Information Technology	(12,835)	-	-	-	-	-	-	-	-	-	-	(12,835)
Real Estate Partnership & Dev. Office	-	-	-	-	-	-	-	-	-	-	-	-
Planning & Environment												
Building Services	-	-	-	-	-	-	-	-	-	-	-	-
Environment	(946)	-	-	-	-	-	-	-	-	-	-	(946)
Planning and Development	-	-	-	-	-	-	-	-	-	-	-	-
Solid Waste Services	-	(185)	-	-	-	-	-	-	-	(1,440)	(7,740)	(9,365)
Transit												
Transit Services	-	-	-	-	-	-	-	-	-	-	-	-
Transportation												
Fleet Services	(100)	(540)	-	-	-	-	-	-	-	-	-	(640)
Integrated	(285)	-	-	-	-	-	-	-	-	-	-	(285)
Transit Services	-	-	-	-	-	-	-	-	-	-	-	-
Transportation Services - Roadways	(7,266)	(3,406)	-	-	-	-	(45)	-	-	-	-	(10,717)
Ottawa Library Board												
Ottawa Public Library	(1,238)	-	-	-	-	-	-	-	-	-	-	(1,238)
Planning & Environment (Rate)												
Water & Wastewater	-	(814)	-	-	-	-	-	-	-	-	-	(814)
Reserve Funds applied to 2009 Aut	(51,963)	(11,743)	-	-	-	-	(45)	-	(150)	(1,440)	(7,740)	(73,081)
Contributions & Other Adjustments	91,064	17,963	-	-	2,600	190	3,889	-	50	-	3,601	119,357
Net Change in Reserve Funds	39,101	6,220	-	-	2,600	190	3,844	-	(100)	(1,440)	(4,139)	46,276

City of Ottawa
Capital Budget Authority from Reserve Funds
In Thousands (\$000)

	Reserve Funds - Transit and Rate Supported Reserves					Sub-Total	Total
	Transit	Provincial Gas Tax	Federal Gas Tax	Water	Wastewater		
Agriculture & Rural Affairs							
Transportation Services-Rural Affairs	-	-	-	-	-	-	(1,524)
Community & Protective Services							
Child Care Services	-	-	-	-	-	-	(1,426)
Enforcement & Inspections	-	-	-	-	-	-	(562)
Integrated Public Safety Unit	-	-	-	-	-	-	(445)
Long Term Care	-	-	-	-	-	-	(1,427)
Ottawa Fire Services	-	-	-	-	-	-	(9,855)
Ottawa Paramedic Services	-	-	-	-	-	-	(5,273)
Parks, Recreation and Culture	-	-	-	-	-	-	(5,809)
Social Housing	-	-	-	-	-	-	(13)
Corporate Services & Economic Development							
City Operations DCM's Office	-	-	-	-	-	-	(500)
DCM 's Office	-	-	-	-	-	-	(7,407)
Financial Services	-	-	-	-	-	-	(2,000)
Information Technology	-	-	-	-	-	-	(12,835)
Real Estate Partnership & Dev. Office	-	-	-	-	-	-	-
Planning & Environment							
Building Services	-	-	-	-	-	-	-
Environment	-	-	-	-	-	-	(946)
Planning and Development	-	-	-	-	-	-	-
Solid Waste Services	-	-	-	-	-	-	(9,365)
	-	-	-	-	-	-	-
Transit							
Transit Services	(60,713)	(9,270)	(42,720)	-	-	(112,703)	(112,703)
Transportation							
Fleet Services	-	-	-	-	-	-	(640)
Integrated	-	-	-	(7,408)	(13,060)	(20,468)	(20,753)
Transit Services	(105)	(2,000)	-	-	-	(2,105)	(2,105)
Transportation Services	-	-	-	-	-	-	(10,717)
Ottawa Library Board							
Ottawa Public Library	-	-	-	-	-	-	(1,238)
Planning & Environment (Rate)							
Water & Wastewater	-	-	-	-	-	-	(814)
Reserve Funds applied to 2009 Authority	(60,818)	(11,270)	(42,720)	(7,408)	(13,060)	(135,276)	(208,357)
Reserve Fund Contributions - PAYG & Other	47,018	9,859	42,640	64,543	53,278	217,338	336,695
Net Change in Reserve Funds	(13,800)	(1,411)	(80)	57,135	40,218	82,062	128,338

City of Ottawa
Capital Budget Authority from DC's, Government Revenue and Debt
In Thousands (\$000)

	DC's				Debt			
	Development Charges	Provincial Revenues	Federal Revenues	General Revenue	Tax Supported Debt	Transit & Gas Tax Debt	Rate Supported Debt	DC Debt
Agriculture & Rural Affairs								
Transportation Services-Rural Affairs	-	-	-	-	4,315	-	-	-
Community & Protective Services								
Ottawa Fire Services	270	-	-	-	500	-	-	-
Parks, Recreation and Culture	2,989	-	-	-	16,472	-	-	-
Employment & Financial Services	-	-	-	-	600	-	-	-
Long Term Care	-	350	-	-	-	-	-	-
Corporate Services & Economic								
General Government	-	-	-	-	-	-	-	-
Information Technology	-	-	-	-	1,500	-	-	-
Real Estate Partnership & Development C	-	-	-	1,800	2,000	-	-	-
City Operations DCM's Office	-	-	-	-	5,700	-	-	-
IT Productivity Improvements	-	-	-	-	12,000	-	-	-
Planning & Environment								
Planning and Development	150	-	-	-	-	-	-	-
Environment	-	-	-	-	2,400	-	-	-
Solid Waste Services	-	-	-	-	9,760	-	-	-
Transit								
Transit Services	21,799	47,345	37,578	-	-	19,353	-	12,814
Transportation								
Fleet Services	-	-	-	-	500	-	-	-
Transportation Services	73,045	16,000	16,000	-	44,741	2,480	-	4,853
Transit Services	552	-	-	-	-	2,000	-	343
Integrated	1,766	2,050	1,896	-	28,631	-	23,254	-
Applied to 2010 Authority	100,571	65,745	55,474	1,800	129,119	23,833	23,254	18,010
		Total Revenue		123,019	Total Debt		194,216	

City of Ottawa
Capital Budget - Development Charge Continuity
 In Thousands (\$000)

	Opening Balance	Development Charges	Other Adjustments	Prior Years Commiments	2010 Capital Expenditures			Closing Balance
					Renewal of City Assets	Growth	Strategic	
Studies	1,056	1,128	-	(3,513)	-	(150)	-	(1,479)
Roads	189,195	50,001	(4,188)	(192,737)	(1,091)	(66,727)	(156)	(25,703)
Recreation	80,129	9,509	(1,853)	(58,087)	-	(1,330)	-	28,368
Transitway	79,269	21,211	-	(45,472)	(2,513)	(21,592)	-	30,903
Child Care Services	1,815	547	-	-	-	-	-	2,362
Emergency Medical Services	158	335	(27)	8	-	-	-	474
Park Development	17,335	3,550	-	(7,219)	-	(1,659)	-	12,007
Fire Protection	7,545	774	-	(8,952)	-	(270)	-	(903)
Works	8,531	3,096	(130)	(7,635)	-	(3,317)	-	545
	385,033	90,151	(6,198)	(323,607)	(3,604)	(95,045)	(156)	46,574
					Total 2010 Expenditures		(98,805)	

City of Ottawa
Capital Budget - Debt
In Thousands (\$000)

	2009	2010	2011	2012
Total				
Opening Issued Net Debt	429,853	467,860	533,055	613,432
Estimated New Issues	81,249	116,836	140,000	234,884
Principal Payment and Sinking Fund Increases	(43,242)	(51,641)	(59,623)	(59,541)
Closing Issued Net debt	467,860	533,055	613,432	788,775
Opening Unissued Net Debt	499,343	597,788	651,914	681,894
New Authority	179,694	170,962	169,980	595,579
New Issues	(81,249)	(116,836)	(140,000)	(234,884)
Closing Unissued Net Debt	597,788	651,914	681,894	1,042,589
Total Debt - Issued and Unissued	1,065,648	1,184,969	1,295,326	1,831,364
Debt Charges				
Principal	37,906	48,236	55,874	57,355
Interest	33,423	35,030	33,804	33,722
	71,329	83,266	89,678	91,077
Tax supported				
Opening Issued Net Debt	386,000	375,889	392,138	451,662
Estimated New Issues	31,129	61,836	110,000	205,000
Principal Payment and Sinking Fund Increases	(41,240)	(45,587)	(50,476)	(48,311)
Closing Issued Net debt	375,889	392,138	451,662	608,351
Opening Unissued Net Debt	290,534	417,910	494,373	517,918
New Authority	158,505	138,299	133,545	148,067
New Issues	(31,129)	(61,836)	(110,000)	(205,000)
Closing Unissued Net Debt	417,910	494,373	517,918	460,985
Total Debt - Issued and Unissued	793,799	886,511	969,580	1,069,336
Gas Tax Supported				
Opening Issued Net Debt	38,481	87,026	116,250	123,983
Estimated New Issues	50,120	35,000	15,000	9,884
Principal Payment and Sinking Fund Increases	(1,575)	(5,776)	(7,267)	(8,062)
Closing Issued Net debt	87,026	116,250	123,983	125,805
Opening Unissued Net Debt	133,461	79,662	59,315	47,371
New Authority	(3,679)	14,653	3,056	254,581
New Issues	(50,120)	(35,000)	(15,000)	(9,884)
Closing Unissued Net Debt	79,662	59,315	47,371	292,068
Total Debt - Issued and Unissued	166,688	175,565	171,354	417,873
Development Charge Supported				
Opening Issued Net Debt	5,372	4,945	24,667	37,787
Estimated New Issues	-	20,000	15,000	20,000
Principal Payment and Sinking Fund Increases	(427)	(278)	(1,880)	(3,168)
Closing Issued Net debt	4,945	24,667	37,787	54,619
Opening Unissued Net Debt	75,348	100,216	98,226	116,605
New Authority	24,868	18,010	33,379	192,931
New Issues	-	(20,000)	(15,000)	(20,000)
Closing Unissued Net Debt	100,216	98,226	116,605	289,536
Total Debt - Issued and Unissued	105,161	122,893	154,392	344,155

2011 Operating Revenue Budget Changes

City of Ottawa

Budget Changes - Operating Revenue

In Thousands (\$000)

Operating Revenue	2010		2011 Adjustments						2011	Change Over '10 Estimate
	Revenue Estimate	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	New Services / Needs	Efficiencies	User Fees and Charges	Revenue Forecast	
CSEDC Committee										
City Manager's Office	(390)	-	-	-	-	-	-	-	(390)	-
Real Estate Partnerships & Develop.	(2,596)	-	-	-	-	-	-	-	(2,596)	-
Financial Services	(6,314)	-	-	-	-	-	-	-	(6,314)	-
City Clerk & Solicitor	(4,581)	2,757	-	-	-	-	-	-	(1,824)	2,757
City Operations DCM's Office	-	-	-	-	-	-	-	-	-	-
Organizational Develop. & Perform.	(163)	-	-	-	-	-	-	-	(163)	-
Human Resources	-	-	-	-	-	-	-	-	-	-
Information Technology	(31)	-	-	-	-	-	-	-	(31)	-
Communications & Customer Serv.	(28)	-	-	-	-	-	-	-	(28)	-
ISCS Deputy City Manager's Office	-	-	-	-	-	-	-	-	-	-
Community Sustainability - Eco. Develop.	-	-	-	-	-	-	-	-	-	-
Total	(14,103)	2,757	-	-	-	-	-	-	(11,346)	2,757
CPS Committee										
Emergency & Protective Services	(60,445)	-	(20)	-	(2,705)	-	-	(165)	(63,335)	(2,890)
Community & Social Services	(309,741)	-	-	(7,402)	-	-	-	-	(317,143)	(7,402)
Ottawa Public Health	(34,978)	-	-	(770)	-	-	-	-	(35,748)	(770)
Parks, Recreation and Cultural Services	(55,744)	-	(20)	-	(492)	(15)	-	(1,010)	(57,281)	(1,537)
Parks, Buildings & Grounds	(6,242)	-	-	-	-	-	-	-	(6,242)	-
Total	(467,150)	-	(40)	(8,173)	(3,197)	(15)	-	(1,175)	(479,749)	(12,600)
Transportation Committee										
Public Works General Manager	-	-	-	-	-	-	-	-	-	-
Operations, Eng & Technical Services	(135)	-	-	-	-	-	-	-	(135)	-
Roads & Traffic Maintenance	(2,158)	-	-	-	-	-	-	-	(2,158)	-
Parking Operations	(13,987)	-	-	-	-	-	-	-	(13,987)	-
Fleet Services	(654)	-	-	-	-	-	-	-	(654)	-
Transportation Planning	(78)	-	-	-	-	-	-	-	(78)	-
Total	(17,012)	-	-	-	-	-	-	-	(17,012)	-

2011 Operating Revenue Budget Changes

City of Ottawa

Budget Changes - Operating Revenue

In Thousands (\$000)

Operating Revenue	2010		2011 Adjustments						2011	Change Over '10 Estimate
	Revenue Estimate	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	New Services / Needs	Efficiencies	User Fees and Charges	Revenue Forecast	
Planning and Environment Committee										
Planning & Growth Management	(15,491)	-	-	-	-	-	-	(380)	(15,871)	(380)
Building Code Services - OBC	(19,347)	-	-	-	-	-	-	(435)	(19,782)	(435)
Infrastructure Services	(1,736)	-	-	-	-	-	-	(35)	(1,771)	(35)
Community Sustainability	-	-	-	-	-	-	-	-	-	-
Solid Waste Services	(42,091)	-	-	-	-	-	-	(2,962)	(45,053)	(2,962)
Forestry Services	-	-	-	-	-	-	-	-	-	-
Development Review	-	-	-	-	-	-	-	-	-	-
Total	(78,665)	-	-	-	-	-	-	(3,812)	(82,477)	(3,812)
Transit Committee										
Transit Services	(192,440)	-	(1,552)	-	(6,584)	-	-	(3,787)	(204,363)	(11,923)
Total	(192,440)	-	(1,552)	-	(6,584)	-	-	(3,787)	(204,363)	(11,923)
Agriculture & Rural Affairs Committee										
Development Review (Rural)	-	-	-	-	-	-	-	-	-	-
Total	-	-	-	-	-	-	-	-	-	-
Audit, Budget & Finance Working Group										
Elected Officials	-	-	-	-	-	-	-	-	-	-
Auditor General	-	-	-	-	-	-	-	-	-	-
Non Departmental	(1,479,580)	-	(57,585)	-	(20,815)	-	-	-	(1,557,980)	(78,400)
Total	(1,479,580)	-	(57,585)	-	(20,815)	-	-	-	(1,557,980)	(78,400)
Total Operating Revenue	(2,248,950)	2,757	(59,177)	(8,173)	(30,596)	(15)	-	(8,774)	(2,352,927)	(103,978)
Percent of 2009 Revenue Budget		-0.1%	2.6%	0.4%	1.4%	0.0%	0.0%	0.4%	4.6%	

2011 Operating Expenditure Budget Changes

City of Ottawa Budget Changes - Operating Expenditures

In Thousands (\$000)

Net of Recoveries and After Inter-departmental Allocations

Operating Expenditures	2010		2011 Adjustments					2011	Change Over '10 Estimate
	Estimate	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	New Services / Needs	Efficiencies	Forecast	
CSEDC Committee									
City Manager's Office	4,173	-	50	-	-	-	-	4,223	50
Real Estate Partnerships & Develop.	6,891	-	375	-	-	-	-	7,266	375
Financial Services	33,780	-	2,000	20	195	100	-	36,095	2,315
City Clerk & Solicitor	22,933	(2,757)	1,405	-	125	-	-	21,706	(1,227)
City Operations DCM's Office	872	-	20	-	-	-	-	892	20
Organizational Develop. & Perform.	5,932	-	135	-	-	-	-	6,067	135
Human Resources	13,856	-	355	-	770	790	-	15,771	1,915
Information Technology	41,461	-	1,090	-	1,825	200	-	44,576	3,115
Communications & Customer Serv.	10,562	-	300	-	-	150	-	11,012	450
ISCS Deputy City Manager's Office	1,102	-	35	-	-	-	-	1,137	35
Community Sustainability - Eco. Develop.	3,530	-	61	-	200	-	-	3,791	261
Total	145,092	(2,757)	5,826	20	3,115	1,240	-	152,536	7,444
CPS Committee									
Emergency & Protective Services	210,603	600	3,970	1,840	9,889	1,040	-	227,942	17,339
Community & Social Services	501,965	-	1,495	(7,874)	-	-	-	495,586	(6,379)
Ottawa Public Health	45,020	-	-	4,935	-	-	-	49,955	4,935
Parks, Recreation & Cultural Services	143,124	-	3,075	45	3,095	669	-	150,008	6,884
Parks, Buildings & Grounds	57,705	-	3,785	-	3,929	850	-	66,269	8,564
Total	958,417	600	12,325	(1,054)	16,913	2,559	-	989,760	31,343
Transportation Committee									
Public Works General Manager	1,943	-	55	-	-	-	-	1,998	55
Operations, Eng & Technical Services	12,826	-	435	-	425	253	-	13,939	1,113
Roads & Traffic Maintenance	113,363	-	2,810	35	3,547	-	-	119,755	6,392
Parking Operations	13,987	-	-	-	-	-	-	13,987	-
Fleet Services	654	-	3,425	-	-	350	-	4,429	3,775
Transportation Planning	3,348	-	121	-	-	-	-	3,469	121
Total	146,121	-	6,846	35	3,972	603	-	157,577	11,456

2011 Operating Expenditure Budget Changes

City of Ottawa Budget Changes - Operating Expenditures

In Thousands (\$000)

Net of Recoveries and After Inter-departmental Allocations

Operating Expenditures	2010		2011 Adjustments					2011	Change Over '10 Estimate
	Estimate	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	New Services / Needs	Efficiencies	Forecast	
Planning and Environment Committee									
Planning & Growth Management	13,946	-	470	-	40	1,250	-	15,706	1,760
Building Code Services - OBC	14,876	-	435	-	-	-	-	15,311	435
Infrastructure Services	6,970	-	436	-	480	-	-	7,886	916
Community Sustainability	2,260	-	94	-	-	-	-	2,354	94
Solid Waste Services	66,215	500	1,460	-	1,002	-	-	69,177	2,962
Forestry Services	9,591	-	220	-	605	2,150	-	12,566	2,975
Development Review	2,650	-	56	-	-	-	-	2,706	56
Total	116,508	500	3,171	-	2,127	3,400	-	125,706	9,198
Transit Committee									
Transit Services	364,139	-	13,340	-	10,777	-	-	388,256	24,117
Total	364,139	-	13,340	-	10,777	-	-	388,256	24,117
Agriculture & Rural Affairs Committee									
Development Review (Rural)	3,285	-	93	-	-	-	-	3,378	93
Total	3,285	-	93	-	-	-	-	3,378	93
Audit, Budget and Finance Working Group									
Elected Officials	10,354	-	235	-	-	-	-	10,589	235
Auditor General	2,025	-	85	-	-	-	-	2,110	85
Non Departmental	240,206	2,800	6,885	570	-	4,330	(13,000)	241,791	1,585
Total	252,585	2,800	7,205	570	-	4,330	(13,000)	254,490	1,905
Total Operating Expenditures	1,986,147	1,143	48,807	(429)	36,904	12,132	(13,000)	2,071,704	85,557
Percent of 2009 Expenditure Budget		0.1%	2.5%	0.0%	1.9%	0.6%	-0.7%	4.3%	

2011 Operating Net Requirement Budget Changes

City of Ottawa

Budget Changes - Operating Net Requirement

In Thousands (\$000)

Operating Net Requirement	2010		2011 Adjustments						2011	Change Over '10 Estimate
	Net Requirement Estimate	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	New Services / Needs	Efficiencies	User Fees and Charges	Net Requirement Forecast	
CSEDC Committee										
City Manager's Office	3,783	-	50	-	-	-	-	-	3,833	50
Real Estate Partnerships & Develop.	4,295	-	375	-	-	-	-	-	4,670	375
Financial Services	27,466	-	2,000	20	195	100	-	-	29,781	2,315
City Clerk & Solicitor	18,352	-	1,405	-	125	-	-	-	19,882	1,530
City Operations DCM's Office	872	-	20	-	-	-	-	-	892	20
Organizational Develop. & Perform.	5,769	-	135	-	-	-	-	-	5,904	135
Human Resources	13,856	-	355	-	770	790	-	-	15,771	1,915
Information Technology	41,430	-	1,090	-	1,825	200	-	-	44,545	3,115
Communications & Customer Serv.	10,534	-	300	-	-	150	-	-	10,984	450
ISCS Deputy City Manager's Office	1,102	-	35	-	-	-	-	-	1,137	35
Community Sustainability - Eco. Develop.	3,530	-	61	-	200	-	-	-	3,791	261
Total	130,989	-	5,826	20	3,115	1,240	-	-	141,190	10,201
CPS Committee										
Emergency & Protective Services	150,158	600	3,950	1,840	7,184	1,040	-	(165)	164,607	14,449
Community & Social Services	192,225	-	1,495	(15,276)	-	-	-	-	178,443	(13,781)
Ottawa Public Health	10,042	-	-	4,165	-	-	-	-	14,207	4,165
Parks, Recreation and Cultural Services	87,380	-	3,055	45	2,603	654	-	(1,010)	92,727	5,347
Parks, Buildings & Grounds	51,463	-	3,785	-	3,929	850	-	-	60,027	8,564
Total	491,268	600	12,285	(9,227)	13,716	2,544	-	(1,175)	510,011	18,743
Transportation Committee										
Public Works General Manager	1,943	-	55	-	-	-	-	-	1,998	55
Operations, Eng & Technical Services	12,691	-	435	-	425	253	-	-	13,804	1,113
Roads & Traffic Maintenance	111,205	-	2,810	35	3,547	-	-	-	117,597	6,392
Parking Operations	-	-	-	-	-	-	-	-	-	-
Fleet Services	-	-	3,425	-	-	350	-	-	3,775	3,775
Transportation Planning	3,270	-	121	-	-	-	-	-	3,391	121
Total	129,109	-	6,846	35	3,972	603	-	-	140,565	11,456

2011 Operating Net Requirement Budget Changes

City of Ottawa

Budget Changes - Operating Net Requirement

In Thousands (\$000)

Operating Net Requirement	2010		2011 Adjustments						2011	Change Over '10 Estimate
	Net Requirement Estimate	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	New Services / Needs	Efficiencies	User Fees and Charges	Net Requirement Forecast	
Planning and Environment Committee										
Planning & Growth Management	(1,545)	-	470	-	40	1,250	-	(380)	(165)	1,380
Building Code Services - OBC	(4,471)	-	435	-	-	-	-	(435)	(4,471)	-
Infrastructure Services	5,234	-	436	-	480	-	-	(35)	6,115	881
Community Sustainability	2,260	-	94	-	-	-	-	-	2,354	94
Solid Waste Services	24,124	500	1,460	-	1,002	-	-	(2,962)	24,124	-
Forestry Services	9,591	-	220	-	605	2,150	-	-	12,566	2,975
Development Review	2,650	-	56	-	-	-	-	-	2,706	56
Total	37,843	500	3,171	-	2,127	3,400	-	(3,812)	43,229	4,006
Transit Committee										
Transit Services	171,699	-	11,788	-	4,193	-	-	(3,787)	183,893	12,194
Total	171,699	-	11,788	-	4,193	-	-	(3,787)	183,893	12,194
Agriculture & Rural Affairs Committee										
Development Review (Rural)	3,285	-	93	-	-	-	-	-	3,378	93
Total	3,285	-	93	-	-	-	-	-	3,378	93
Audit, Budget & Finance Working Group										
Elected Officials	10,354	-	235	-	-	-	-	-	10,589	235
Auditor General	2,025	-	85	-	-	-	-	-	2,110	85
Non Departmental	(1,239,374)	2,800	(50,700)	570	(20,815)	4,330	(13,000)	-	(1,316,189)	(76,815)
Total	(1,226,995)	2,800	(50,380)	570	(20,815)	4,330	(13,000)	-	(1,303,490)	(76,495)
Total Operating Net Requirement	(262,802)	3,900	(10,370)	(8,602)	6,308	12,117	(13,000)	(8,774)	(281,224)	(19,801)
Percent of 2009 Net Requirement Budget		-1.5%	3.9%	3.3%	-2.4%	-4.6%	4.9%	3.3%	7.5%	

2011 Operating FTE Budget Changes

City of Ottawa

Budget Changes - Full Time Equivalents (FTE's)

Full Time Equivalents (FTE's)	2010 Baseline		2011 Adjustments					2011	Change Over '10 Budget
	Estimate	Adjustments to Base Budget	Maintain Services	Provincial Legislated	Growth	New Services / Needs	Efficiencies	Forecast	
CSEDC Committee									
City Manager's Office	20.00	-	-	-	-	-	-	20.00	-
Real Estate Partnerships & Develop.	42.50	-	-	-	-	-	-	42.50	-
Financial Services	489.66	-	2.00	-	4.00	-	-	495.66	6.00
City Clerk & Solicitor	197.84	-	-	-	1.00	-	-	198.84	1.00
City Operations DCM's Office	7.00	-	-	-	-	-	-	7.00	-
Organizational Develop. & Perform.	46.00	-	-	-	-	-	-	46.00	-
Human Resources	127.00	-	-	-	2.50	4.00	-	133.50	6.50
Information Technology	341.00	-	-	-	12.00	-	-	353.00	12.00
Communications & Customer Serv.	132.23	-	-	-	-	2.00	-	134.23	2.00
ISCS Deputy City Manager's Office	10.49	-	-	-	-	-	-	10.49	-
Community Sustainability - Eco. Develop.	6.00	-	-	-	2.00	-	-	8.00	2.00
Total	1,419.72	-	2.00	-	21.50	6.00	-	1,449.22	29.50
CPS Committee									
Emergency & Protective Services	1,786.35	1.00	1.00	-	130.00	6.00	-	1,924.35	138.00
Community & Social Services	1,366.83	-	-	2.00	-	-	-	1,368.83	2.00
Ottawa Public Health	475.70	-	-	34.00	-	-	-	509.70	34.00
Parks, Recreation and Cultural Services	1,012.72	-	-	0.25	25.72	4.42	-	1,043.11	30.39
Parks, Buildings & Grounds	804.88	-	-	-	20.03	7.93	-	832.84	27.96
Total	5,446.48	1.00	1.00	36.25	175.75	18.35	-	5,678.83	232.35
Transportation Committee									
Public Works General Manager	19.16	-	-	-	-	-	-	19.16	-
Operations, Eng & Technical Services	146.54	-	-	-	3.00	2.00	-	151.54	5.00
Roads & Traffic Maintenance	671.14	-	-	-	16.05	-	-	687.19	16.05
Parking Operations	31.01	-	-	-	-	-	-	31.01	-
Fleet Services	145.00	-	-	-	-	-	-	145.00	-
Transportation Planning	34.00	-	-	-	-	-	-	34.00	-
Total	1,046.85	-	-	-	19.05	2.00	-	1,067.90	21.05

2011 Operating FTE Budget Changes

City of Ottawa

Budget Changes - Full Time Equivalents (FTE's)

Full Time Equivalents (FTE's)	2010 Baseline		2011 Adjustments					2011	Change Over '10 Budget
	Estimate	Adjustments to Base Budget	Maintain Services	Provincial Legislated	Growth	New Services / Needs	Efficiencies	Forecast	
Planning and Environment Committee	-								
Planning & Growth Management	184.75	-	-	-	-	-	-	184.75	-
Building Code Services - OBC	174.65	-	-	-	-	-	-	174.65	-
Infrastructure Services	294.17	-	-	-	5.00	-	-	299.17	5.00
Community Sustainability	25.00	-	-	-	-	-	-	25.00	-
Solid Waste Services	102.25	-	-	-	-	-	-	102.25	-
Forestry Services	73.60	-	-	-	3.60	18.00	-	95.20	21.60
Development Review	25.65	-	-	-	-	-	-	25.65	-
Total	880.07	-	-	-	8.60	18.00	-	906.67	26.60
Transit Committee	-								
Transit Services	3,014.04	-	2.00	-	60.00	-	-	3,076.04	62.00
Total	3,014.04	-	2.00	-	60.00	-	-	3,076.04	62.00
Agriculture & Rural Affairs Committee	-								
Development Review (Rural)	20.00	-	-	-	-	-	-	20.00	-
Total	20.00	-	-	-	-	-	-	20.00	-
Audit, Budget and Finance Working Group	-								
Elected Officials	-	-	-	-	-	-	-	-	-
Auditor General	8.00	-	-	-	-	-	-	8.00	-
Efficiency Target *	(176.02)	-	-	-	-	-	-	(176.02)	-
Total	(168.02)	-	-	-	-	-	-	(168.02)	-
Total Full Time Equivalents (FTE's)	11,659.14	1.00	5.00	36.25	284.90	44.35	-	12,030.64	371.50
Percent of 2009 FTEs		0.0%	0.0%	0.3%	2.4%	0.4%	0.0%	3.2%	

* Corporate Efficiency FTE Target is to be achieved and identify on a Departmental / Branch level in 2010. For presentation purposes, 2011 and 2012 will show the target until the allocation to the departments is completed.

2012 Operating Revenue Budget Changes

City of Ottawa

Budget Changes - Operating Revenue

In Thousands (\$000)

Operating Revenue	2011		2012 Adjustments						2012	Change Over '11 Forecast
	Revenue Forecast	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	New Services / Needs	Efficiencies	User Fees and Charges	Revenue Forecast	
CSEDC Committee										
City Manager's Office	(390)	-	-	-	-	-	-	-	(390)	-
Real Estate Partnerships & Develop.	(2,596)	-	-	-	-	-	-	-	(2,596)	-
Financial Services	(6,314)	-	-	-	-	-	-	-	(6,314)	-
City Clerk & Solicitor	(1,824)	5	-	-	-	-	-	-	(1,819)	5
City Operations DCM's Office	-	-	-	-	-	-	-	-	-	-
Organizational Develop. & Perform.	(163)	-	-	-	-	-	-	-	(163)	-
Human Resources	-	-	-	-	-	-	-	-	-	-
Information Technology	(31)	-	-	-	-	-	-	-	(31)	-
Communications & Customer Serv.	(28)	-	-	-	-	-	-	-	(28)	-
ISCS Deputy City Manager's Office	-	-	-	-	-	-	-	-	-	-
Community Sustainability - Eco. Develop.	-	-	-	-	-	-	-	-	-	-
Total	(11,346)	5	-	-	-	-	-	-	(11,341)	5
CPS Committee										
Emergency & Protective Services	(63,335)	190	(20)	-	(3,955)	-	-	(165)	(67,285)	(3,950)
Community & Social Services	(317,143)	-	-	(7,885)	-	-	-	-	(325,028)	(7,885)
Ottawa Public Health	(35,748)	-	-	(875)	-	-	-	-	(36,624)	(875)
Parks, Recreation and Cultural Services	(57,281)	-	-	-	(1,925)	-	-	(10)	(59,216)	(1,935)
Parks, Buildings & Grounds	(6,242)	-	-	-	-	-	-	-	(6,242)	-
Total	(479,749)	190	(20)	(8,760)	(5,880)	-	-	(175)	(494,395)	(14,645)
Transportation Committee										
Public Works General Manager	-	-	-	-	-	-	-	-	-	-
Operations, Eng & Technical Services	(135)	-	-	-	-	-	-	-	(135)	-
Roads & Traffic Maintenance	(2,158)	-	-	-	-	-	-	-	(2,158)	-
Parking Operations	(13,987)	-	-	-	-	-	-	-	(13,987)	-
Fleet Services	(654)	-	-	-	-	-	-	-	(654)	-
Transportation Planning	(78)	-	-	-	-	-	-	-	(78)	-
Total	(17,012)	-	-	-	-	-	-	-	(17,012)	-

2012 Operating Revenue Budget Changes

City of Ottawa

Budget Changes - Operating Revenue

In Thousands (\$000)

Operating Revenue	2011		2012 Adjustments						2012	Change Over '11 Forecast
	Revenue Forecast	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	New Services / Needs	Efficiencies	User Fees and Charges	Revenue Forecast	
Planning and Environment Committee										
Planning & Growth Management	(15,871)	-	-	-	-	-	-	(390)	(16,261)	(390)
Building Code Services - OBC	(19,782)	-	-	-	-	-	-	(455)	(20,237)	(455)
Infrastructure Services	(1,771)	-	-	-	-	-	-	(35)	(1,806)	(35)
Community Sustainability	-	-	-	-	-	-	-	-	-	-
Solid Waste Services	(45,053)	-	-	-	-	-	-	(2,324)	(47,377)	(2,324)
Forestry Services	-	-	-	-	-	-	-	-	-	-
Development Review	-	-	-	-	-	-	-	-	-	-
Total	(82,477)	-	-	-	-	-	-	(3,204)	(85,681)	(3,204)
Transit Committee										
Transit Services	(204,363)	-	(2,147)	-	(5,283)	-	-	(2,267)	(214,060)	(9,697)
Total	(204,363)	-	(2,147)	-	(5,283)	-	-	(2,267)	(214,060)	(9,697)
Agriculture & Rural Affairs Committee										
Development Review (Rural)	-	-	-	-	-	-	-	-	-	-
Total	-	-	-	-	-	-	-	-	-	-
Audit, Budget & Finance Working Group										
Elected Officials	-	-	-	-	-	-	-	-	-	-
Auditor General	-	-	-	-	-	-	-	-	-	-
Non Departmental	(1,557,980)	-	(63,574)	-	(20,815)	-	-	-	(1,642,369)	(84,389)
Total	(1,557,980)	-	(63,574)	-	(20,815)	-	-	-	(1,642,369)	(84,389)
Total Operating Revenue	(2,352,927)	195	(65,741)	(8,760)	(31,978)	-	-	(5,646)	(2,464,858)	(111,930)
Percent of 2009 Revenue Budget		0.0%	2.8%	0.4%	1.4%	0.0%	0.0%	0.2%	4.8%	

2012 Operating Expenditure Budget Changes

City of Ottawa Budget Changes - Operating Expenditures

In Thousands (\$000)

Net of Recoveries and After Inter-departmental Allocations

Operating Expenditures	2011		2012 Adjustments					2012	Change Over '11 Forecast
	Forecast	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	New Services / Needs	Efficiencies	Forecast	
CSEDC Committee									
City Manager's Office	4,223	-	50	-	-	-	-	4,273	50
Real Estate Partnerships & Develop.	7,266	-	400	-	-	-	-	7,666	400
Financial Services	36,095	-	1,130	20	115	-	-	37,360	1,265
City Clerk & Solicitor	21,706	(5)	500	-	45	-	-	22,246	540
City Operations DCM's Office	892	-	20	-	-	-	-	912	20
Organizational Develop. & Perform.	6,067	-	40	-	-	-	-	6,107	40
Human Resources	15,771	-	340	85	335	-	-	16,531	760
Information Technology	44,576	-	1,130	-	790	200	-	46,696	2,120
Communications & Customer Serv.	11,012	-	310	-	-	150	-	11,472	460
ISCS Deputy City Manager's Office	1,137	-	35	-	-	-	-	1,172	35
Community Sustainability - Eco. Develop.	3,791	-	63	-	-	-	-	3,854	63
Total	152,536	(5)	4,018	105	1,285	350	-	158,289	5,753
CPS Committee									
Emergency & Protective Services	227,942	(190)	3,895	1,515	10,295	-	-	243,457	15,515
Community & Social Services	495,586	-	1,440	9,693	-	-	-	506,719	11,133
Ottawa Public Health	49,955	-	-	4,110	-	-	-	54,065	4,110
Parks, Recreation & Cultural Services	150,008	-	3,204	-	4,790	320	-	158,322	8,314
Parks, Buildings & Grounds	66,269	-	4,865	-	2,205	155	-	73,494	7,225
Total	989,760	(190)	13,404	15,318	17,290	475	-	1,036,057	46,297
Transportation Committee									
Public Works General Manager	1,998	-	55	-	-	-	-	2,053	55
Operations, Eng & Technical Services	13,939	-	445	-	320	200	-	14,904	965
Roads & Traffic Maintenance	119,755	-	2,580	-	2,600	-	-	124,935	5,180
Parking Operations	13,987	-	-	-	-	-	-	13,987	-
Fleet Services	4,429	-	3,525	-	-	-	-	7,954	3,525
Transportation Planning	3,469	-	164	-	-	-	-	3,633	164
Total	157,577	-	6,769	-	2,920	200	-	167,466	9,889

2012 Operating Expenditure Budget Changes

City of Ottawa Budget Changes - Operating Expenditures

In Thousands (\$000)

Net of Recoveries and After Inter-departmental Allocations

Operating Expenditures	2011		2012 Adjustments					2012	Change Over '11 Forecast
	Forecast	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	New Services / Needs	Efficiencies	Forecast	
Planning and Environment Committee	-								
Planning & Growth Management	15,706	-	453	-	-	-	-	16,159	453
Building Code Services - OBC	15,311	-	455	-	-	-	-	15,766	455
Infrastructure Services	7,886	-	450	-	-	-	-	8,336	450
Community Sustainability	2,354	-	97	-	-	-	-	2,451	97
Solid Waste Services	69,177	-	1,462	-	862	-	-	71,501	2,324
Forestry Services	12,566	-	220	-	350	995	-	14,131	1,565
Development Review	2,706	-	92	-	-	-	-	2,798	92
Total	125,706	-	3,229	-	1,212	995	-	131,142	5,436
Transit Committee	-								
Transit Services	388,256	-	12,520	-	19,442	-	-	420,218	31,962
Total	388,256	-	12,520	-	19,442	-	-	420,218	31,962
Agriculture & Rural Affairs Committee	-								
Development Review (Rural)	3,378	-	38	-	-	-	-	3,416	38
Total	3,378	-	38	-	-	-	-	3,416	38
Audit, Budget and Finance Working Group	-								
Elected Officials	10,589	-	240	-	-	-	-	10,829	240
Auditor General	2,110	-	85	-	-	-	-	2,195	85
Non Departmental	241,791	-	7,253	2,570	-	-	(16,100)	235,514	(6,277)
Total	254,490	-	7,578	2,570	-	-	(16,100)	248,538	(5,952)
Total Operating Expenditures	2,071,704	(195)	47,556	17,993	42,149	2,020	(16,100)	2,165,127	93,423
Percent of 2009 Expenditure Budget		0.0%	2.3%	0.9%	2.0%	0.1%	-0.8%	4.5%	

2012 Operating Net Requirement Budget Changes

City of Ottawa

Departmental Budget Changes - Operating Net Requirement

In Thousands (\$000)

Operating Net Requirement	2011		2012 Adjustments						2012	Change Over '11 Estimate
	Net Requirement Estimate	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	New Services / Needs	Efficiencies	User Fees and Charges	Net Requirement Forecast	
CSEDC Committee										
City Manager's Office	3,833	-	50	-	-	-	-	-	3,883	50
Real Estate Partnerships & Develop.	4,670	-	400	-	-	-	-	-	5,070	400
Financial Services	29,781	-	1,130	20	115	-	-	-	31,046	1,265
City Clerk & Solicitor	19,882	-	500	-	45	-	-	-	20,427	545
City Operations DCM's Office	892	-	20	-	-	-	-	-	912	20
Organizational Develop. & Perform.	5,904	-	40	-	-	-	-	-	5,944	40
Human Resources	15,771	-	340	85	335	-	-	-	16,531	760
Information Technology	44,545	-	1,130	-	790	200	-	-	46,665	2,120
Communications & Customer Serv.	10,984	-	310	-	-	150	-	-	11,444	460
ISCS Deputy City Manager's Office	1,137	-	35	-	-	-	-	-	1,172	35
Community Sustainability - Eco. Develop.	3,791	-	63	-	-	-	-	-	3,854	63
Total	141,190	-	4,018	105	1,285	350	-	-	146,948	5,758
CPS Committee										
Emergency & Protective Services	164,607	-	3,875	1,515	6,340	-	-	(165)	176,172	11,565
Community & Social Services	178,443	-	1,440	1,808	-	-	-	-	181,691	3,248
Ottawa Public Health	14,207	-	-	3,235	-	-	-	-	17,441	3,235
Parks, Recreation and Cultural Services	92,727	-	3,204	-	2,865	320	-	(10)	99,106	6,379
Parks, Buildings & Grounds	60,027	-	4,865	-	2,205	155	-	-	67,252	7,225
Total	510,011	-	13,384	6,558	11,410	475	-	(175)	510,011	31,652
Transportation Committee										
Public Works General Manager	1,998	-	55	-	-	-	-	-	2,053	55
Operations, Eng & Technical Services	13,804	-	445	-	320	200	-	-	14,769	965
Roads & Traffic Maintenance	117,597	-	2,580	-	2,600	-	-	-	122,777	5,180
Parking Operations	-	-	-	-	-	-	-	-	-	-
Fleet Services	3,775	-	3,525	-	-	-	-	-	7,300	3,525
Transportation Planning	3,391	-	164	-	-	-	-	-	3,555	164
Total	140,565	-	6,769	-	2,920	200	-	-	140,565	9,889

2012 Operating Net Requirement Budget Changes

City of Ottawa

Departmental Budget Changes - Operating Net Requirement

In Thousands (\$000)

Operating Net Requirement	2011		2012 Adjustments						2012	Change Over '11 Estimate
	Net Requirement Estimate	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	New Services / Needs	Efficiencies	User Fees and Charges	Net Requirement Forecast	
Planning and Environment Committee										
Planning & Growth Management	(165)	-	453	-	-	-	-	(390)	(102)	63
Building Code Services - OBC	(4,471)	-	455	-	-	-	-	(455)	(4,471)	-
Infrastructure Services	6,115	-	450	-	-	-	-	(35)	6,530	415
Community Sustainability	2,354	-	97	-	-	-	-	-	2,451	97
Solid Waste Services	24,124	-	1,462	-	862	-	-	(2,324)	24,124	-
Forestry Services	12,566	-	220	-	350	995	-	-	14,131	1,565
Development Review	2,706	-	92	-	-	-	-	-	2,798	92
Total	37,843	500	3,171	-	2,127	3,400	-	(3,812)	43,229	2,169
Transit Committee										
Transit Services	183,893	-	10,373	-	14,159	-	-	(2,267)	206,158	22,265
Total	183,893	-	10,373	-	14,159	-	-	(2,267)	183,893	22,265
Agriculture & Rural Affairs Committee										
Development Review (Rural)	3,378	-	38	-	-	-	-	-	3,416	38
Total	3,378	-	38	-	-	-	-	-	3,378	38
Audit, Budget & Finance Working Group										
Elected Officials	10,589	-	240	-	-	-	-	-	10,829	240
Auditor General	2,110	-	85	-	-	-	-	-	2,195	85
Non Departmental	(1,316,189)	-	(56,321)	2,570	(20,815)	-	(16,100)	-	(1,406,855)	(90,666)
Total	(1,303,490)	-	(55,996)	2,570	(20,815)	-	(16,100)	-	(1,303,490)	(90,341)
Total Operating Net Requirement	(286,610)	500	(18,243)	9,233	11,086	4,425	(16,100)	(6,254)	(275,466)	(18,570)
Percent of 2009 Net Requirement Budget		-0.2%	6.4%	-3.2%	-3.9%	-1.5%	5.6%	2.2%	6.5%	

2012 Operating FTE Budget Changes

City of Ottawa

Departmental Budget Changes - Full Time Equivalents (FTE's)

Full Time Equivalents (FTE's)	2011 Baseline		2012 Adjustments					2012	Change Over '11 Budget
	Estimate	Adjustments to Base Budget	Maintain Services	Provincial Legislated	Growth	New Services / Needs	Efficiencies	Forecast	
CSEDC Committee									
City Manager's Office	20.00	-	-	-	-	-	-	20.00	-
Real Estate Partnerships & Develop.	42.50	-	-	-	-	-	-	42.50	-
Financial Services	495.66	-	-	-	3.00	-	-	498.66	3.00
City Clerk & Solicitor	198.84	-	-	-	-	-	-	198.84	-
City Operations DCM's Office	7.00	-	-	-	-	-	-	7.00	-
Organizational Develop. & Perform.	46.00	-	-	-	-	-	-	46.00	-
Human Resources	133.50	-	-	1.00	1.00	-	-	135.50	2.00
Information Technology	353.00	-	-	-	1.00	-	-	354.00	1.00
Communications & Customer Serv.	134.23	-	-	-	-	2.00	-	136.23	2.00
ISCS Deputy City Manager's Office	10.49	-	-	-	-	-	-	10.49	-
Community Sustainability - Eco. Develop.	8.00	-	-	-	-	-	-	8.00	-
Total	1,449.22	-	-	1.00	5.00	2.00	-	1,457.22	8.00
CPS Committee									
Emergency & Protective Services	1,924.35	-	-	-	82.00	-	-	2,006.35	82.00
Community & Social Services	1,368.83	-	-	-	-	-	-	1,368.83	-
Ottawa Public Health	509.70	-	-	29.50	-	-	-	539.20	29.50
Parks, Recreation and Cultural Services	1,043.11	-	-	-	44.50	0.70	-	1,088.31	45.20
Parks, Buildings & Grounds	832.84	-	-	-	14.86	-	-	847.70	14.86
Total	5,678.83	-	-	29.50	141.36	0.70	-	5,850.39	171.56
Transportation Committee									
Public Works General Manager	19.16	-	-	-	-	-	-	19.16	-
Operations, Eng & Technical Services	151.54	-	-	-	2.00	2.00	-	155.54	4.00
Roads & Traffic Maintenance	687.19	-	-	-	10.63	-	-	697.82	10.63
Parking Operations	31.01	-	-	-	-	-	-	31.01	-
Fleet Services	145.00	-	-	-	-	-	-	145.00	-
Transportation Planning	34.00	-	-	-	-	-	-	34.00	-
Total	1,067.90	-	-	-	12.63	2.00	-	1,082.53	14.63

2012 Operating FTE Budget Changes

City of Ottawa

Departmental Budget Changes - Full Time Equivalents (FTE's)

Full Time Equivalents (FTE's)	2011 Baseline		2012 Adjustments					2012	Change Over '11 Budget
	Estimate	Adjustments to Base Budget	Maintain Services	Provincial Legislated	Growth	New Services / Needs	Efficiencies	Forecast	
Planning and Environment Committee									
Planning & Growth Management	184.75	-	-	-	-	-	-	184.75	-
Building Code Services - OBC	174.65	-	-	-	-	-	-	174.65	-
Infrastructure Services	299.17	-	-	-	-	-	-	299.17	-
Community Sustainability	25.00	-	-	-	-	-	-	25.00	-
Solid Waste Services	102.25	-	-	-	-	-	-	102.25	-
Forestry Services	95.20	-	-	-	2.30	7.00	-	104.50	9.30
Development Review	25.65	-	-	-	-	-	-	25.65	-
Total	906.67	-	-	-	2.30	7.00	-	915.97	9.30
Transit Committee									
Transit Services	3,076.04	-	(4.00)	-	119.00	-	-	3,191.04	115.00
Total	3,076.04	-	(4.00)	-	119.00	-	-	3,191.04	115.00
Agriculture & Rural Affairs Committee									
Development Review (Rural)	20.00	-	-	-	-	-	-	20.00	-
Total	20.00	-	-	-	-	-	-	20.00	-
Audit, Budget and Finance Working Group									
Elected Officials	-	-	-	-	-	-	-	-	-
Auditor General	8.00	-	-	-	-	-	-	8.00	-
Efficiency Target *	(176.02)	-	-	-	-	-	-	(176.02)	-
Total	(168.02)	-	-	-	-	-	-	(168.02)	-
	-								
Total Full Time Equivalents (FTE's)	12,030.64	-	(4.00)	30.50	280.29	11.70	-	12,349.13	318.49
Percent of 2009 FTEs		0.0%	0.0%	0.3%	2.3%	0.1%	0.0%	2.6%	

* Corporate Efficiency FTE Target is to be achieved and identify on a Departmental / Branch level over the next 3 years through the Service Excellence Initiative. For presentation purposes, 2011 and 2012 will show the target until the allocation to the departments is completed.

City of Ottawa
Elected Officials - Operating Resource Requirement

In Thousands (\$000)

Operating Resource Requirement	2008	2009		2010	Change Over		2011	2012
	Actual	Forecast	Budget	Estimate	2009 Budget	2008 Actual	Forecast	
Expenditures by Program								
Mayor's Office	674	837	837	851	14	177	864	878
Councillors	8,782	9,257	9,757	10,003	246	1,221	10,225	10,451
Provision for Surplus	-	-	(500)	(500)	-	(500)	(500)	(500)
Gross Expenditure	9,456	10,094	10,094	10,354	260	898	10,589	10,829
Recoveries & Allocations	(52)	-	-	-	-	-	-	-
Net Expenditure	9,404	10,094	10,094	10,354	260	950	10,589	10,829
Expenditures by Type								
Salaries, Wages & Benefits	7,703	8,425	8,425	8,685	260	982	8,920	9,160
Overtime	3	-	-	-	-	-	-	-
Material & Services	1,471	1,473	1,473	1,473	-	2	1,473	1,473
Transfers/Grants/Financial Charges	89	8	8	8	-	(81)	8	8
Fleet Costs	1	-	-	-	-	-	-	-
Program Facility Costs	-	-	-	-	-	-	-	-
Other Internal Costs	189	188	188	188	-	(1)	188	188
Gross Expenditures	9,456	10,094	10,094	10,354	260	898	10,589	10,829
Recoveries & Allocations	(52)	-	-	-	-	-	-	-
Net Expenditure	9,404	10,094	10,094	10,354	260	950	10,589	10,829
Revenues By Type								
Federal	-	-	-	-	-	-	-	-
Provincial	-	-	-	-	-	-	-	-
Municipal	-	-	-	-	-	-	-	-
Own Funds	-	-	-	-	-	-	-	-
Fees and Services	-	-	-	-	-	-	-	-
Fines	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Total Revenue	-	-	-	-	-	-	-	-
Net Requirement	9,404	10,094	10,094	10,354	260	950	10,589	10,829
Full Time Equivalents	-	-	-	-	-	-	-	-

City of Ottawa
Elected Officials - Operating Resource Requirement Analysis

In Thousands (\$000)

Operating Resource Requirement Analysis	2009 Baseline			2010 Adjustments						2010	Change Over '09 Budget	% of Exp. on Comp./ Benefits
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	New Services / Needs	Efficiencies	User Fees & Charges	Estimate		
Expenditures by Program												
Mayor's Office	837	837	2	12	-	-	-	-	-	851	14	4.8%
Councillors	9,257	9,757	48	198	-	-	-	-	-	10,003	246	84.0%
Provision for Surplus		(500)	-	-	-	-	-	-	-	(500)	-	-4.8%
Gross Expenditure	10,094	10,094	50	210	-	-	-	-	-	10,354	260	83.9%
Recoveries & Allocations	-	-	-	-	-	-	-	-	-	-	-	-
Net Expenditure	10,094	10,094	50	210	-	-	-	-	-	10,354	260	
Percent of 2009 Net Expenditure Budget			0.5%	2.1%	0.0%	0.0%	0.0%	0.0%	0.0%	2.6%		
Expenditures by Type												
Salaries, Wages & Benefits	8,425	8,425	50	210	-	-	-	-	-	8,685	260	
Overtime	-	-	-	-	-	-	-	-	-	-	-	-
Material & Services	1,473	1,473	-	-	-	-	-	-	-	1,473	-	-
Transfers/Grants/Financial Charges	8	8	-	-	-	-	-	-	-	8	-	-
Fleet Costs	-	-	-	-	-	-	-	-	-	-	-	-
Program Facility Costs	-	-	-	-	-	-	-	-	-	-	-	-
Other Internal Costs	188	188	-	-	-	-	-	-	-	188	-	-
Gross Expenditures	10,094	10,094	50	210	-	-	-	-	-	10,354	260	
Recoveries & Allocations	-	-	-	-	-	-	-	-	-	-	-	-
Net Expenditure	10,094	10,094	50	210	-	-	-	-	-	10,354	260	
Revenues By Type												
Federal	-	-	-	-	-	-	-	-	-	-	-	-
Provincial	-	-	-	-	-	-	-	-	-	-	-	-
Municipal	-	-	-	-	-	-	-	-	-	-	-	-
Own Funds	-	-	-	-	-	-	-	-	-	-	-	-
Fees and Services	-	-	-	-	-	-	-	-	-	-	-	-
Fines	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Total Revenue	-	-	-	-	-	-	-	-	-	-	-	-
Percent of 2009 Revenue Budget			0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%		
Net Requirement	10,094	10,094	50	210	-	-	-	-	-	10,354	260	
Percent of 2009 Net Requirement Budget			0.5%	2.1%	0.0%	0.0%	0.0%	0.0%	0.0%	2.6%		
Full Time Equivalents (FTE's)	-	-	-	-	-	-	-	-	-	-	-	-
Percent of 2009 FTE's			0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%		

City of Ottawa

Elected Officials - Operating Resource Requirement Explanatory Notes

In Thousands (\$000)

2009 Forecast vs. Budget Variance Explanation	Surplus / (Deficit)		
	Exp.	Rev.	Net
Forecast vs. Budget Variance Explanation	-	-	-
Total Surplus / (Deficit)	-	-	-

2009 Baseline Adjustments / Explanations	Increase / (Decrease)			
	Exp.	Rev.	Net 2010 Changes	FTE Impact
Adjustments to Base Budget				
Adjustment for 2009 budget shortfall in Collective Agreement provision.	50	-	50	-
Total Adjustments to Base Budget	50	-	50	-

2010 Pressure Category / Explanation	Increase / (Decrease)			
	Exp.	Rev.	Net 2010 Changes	FTE Impact
Maintain Services				
All programs include an adjustment for 2010 contract settlements, increments, and benefit adjustments.	210	-	210	-
Total Maintain Services	210	-	210	-
Total Budget Changes	260	-	260	-

City of Ottawa
Non Departmental - Operating Resource Requirement

In Thousands (\$000)

Operating Resource Requirement	2008	2009		2010	\$ Change Over	
	Actual	Forecast	Budget	Estimate	2009 Budget	2008 Actual
Corporate Human Resource Provision						
Corporate Accounts General	800	-	-	-	-	(800)
Sick Leave Banks	4,508	5,920	5,920	5,920	-	1,412
Retiree Costs	6,123	6,311	6,311	21,376	15,065	15,253
Employee Benefits	1,170	680	680	240	(440)	(930)
Benefits Adjustments	-	75	75	75	-	75
Gross Expenditure	12,601	12,986	12,986	27,611	14,625	14,398
Recoveries & Allocations	(1,149)	-	-	-	-	1,149
Net Expenditure	11,452	12,986	12,986	27,611	14,625	15,547
Revenue						
Transfer from Reserves	-	-	-	(6,700)	(6,700)	(6,700)
Total Revenue	-	-	-	(6,700)	(6,700)	(6,700)
Net Corporate Human Resource Provision	11,452	12,986	12,986	20,911	7,925	8,847
Capital Formation Cost						
Expenditure						
Contribution to Capital Reserves	79,826	92,133	92,133	58,334	(33,799)	(21,492)
Contribution to Capital Reserves - LRT	-	34,970	-	34,970	34,970	34,970
Capital Tax Levy	20,000	11,789	11,789	11,789	-	(8,211)
Transfer to Capital from Endowment Fund	-	9,000	-	6,200	6,200	6,200
Debt Charges	71,055	71,570	71,570	75,805	4,235	4,750
Sale of Surplus Lands	523	-	-	-	-	(523)
Ottawa Lands Development	-	3,000	3,000	500	(2,500)	500
100 Constellation Lease	5,497	5,497	5,497	5,697	200	200
Gross Expenditure	176,901	227,959	183,989	193,295	9,306	16,394
Recoveries & Allocations	(303)	(303)	(303)	(303)	-	-
Net Expenditure	176,598	227,656	183,686	192,992	9,306	16,394
Revenue						
Contribution to Capital Reserves	(171)	(171)	(171)	(171)	-	-
Debt Charges	(2,663)	(3,486)	(3,486)	(3,486)	-	(823)
Sale of Former Ottawa City Hall - Reserve	(4,443)	(4,443)	(4,443)	(4,443)	-	-
Sale of Surplus Lands	(2,596)	(2,000)	-	-	-	2,596
Distribution from Endowment Fund	-	(9,000)	-	(9,000)	(9,000)	(9,000)
Ottawa Lands Development	-	(8,000)	(8,000)	(5,500)	2,500	(5,500)
Development Charges	(964)	(964)	(964)	(964)	-	-
Provincial revenues - LTC per diem	(1,477)	(1,477)	(1,477)	(1,477)	-	-
Total Revenue	(12,314)	(29,541)	(18,541)	(25,041)	(6,500)	(12,727)
Net Capital Formation Costs Requirement	164,284	198,115	165,145	167,951	2,806	3,667

City of Ottawa
Non Departmental - Operating Resource Requirement

In Thousands (\$000)

Operating Resource Requirement	2008	2009		2010	\$ Change Over	
	Actual	Forecast	Budget	Estimate	2009 Budget	2008 Actual
Corporate Common Expenditure						
Expenditure						
Contribution to Election Expense Reserve	1,125	1,125	1,125	1,125	-	-
Self Insurance	7,964	7,866	7,866	7,976	110	12
Corporate Contingency	-	-	-	2,800	2,800	2,800
Transit Strike Mitigation Measures	-	1,912	1,912	-	(1,912)	-
Financial Charges & Other	4,517	4,259	4,259	4,459	200	(58)
Gross Expenditure	13,606	15,162	15,162	16,360	1,198	2,754
Recoveries & Allocations	(17,612)	(18,388)	(18,388)	(18,388)	-	-
Net Expenditure	(4,006)	(3,226)	(3,226)	(2,028)	1,198	2,754
Revenue						
Self Insurance	(251)	(459)	(459)	(459)	-	(208)
Transit Strike Mitigation Measures	-	(1,912)	(1,912)	-	1,912	-
Total Revenue	(251)	(2,371)	(2,371)	(459)	1,912	(208)
Net Corp Common Expend Requirement	(4,257)	(5,597)	(5,597)	(2,487)	3,110	2,546
Corporate Efficiency Targets						
Asset Rationalization	-	-	(2,000)	(300)	1,700	(300)
Technology Investments	-	-	(4,916)	(700)	4,216	(700)
Procurement	(351)	-	-	(5,916)	(5,916)	(5,565)
Unallocated Service Excellence Plan Initiatives	-	-	-	(2,276)	(2,276)	(2,276)
Technology Roadmap	-	-	-	(200)	(200)	(200)
Tax and Lease Revenues	-	-	-	-	-	-
Gross Expenditure	(351)	-	(6,916)	(9,392)	(2,476)	(9,041)
Recoveries & Allocations	-	-	-	-	-	-
Net Corporate Efficiency Targets	(351)	-	(6,916)	(9,392)	(2,476)	(9,041)

City of Ottawa
Non Departmental - Operating Resource Requirement

In Thousands (\$000)

Operating Resource Requirement	2008	2009		2010	\$ Change Over	
	Actual	Forecast	Budget	Estimate	2009 Budget	2008 Actual
Corporate Common Revenue						
Expenditure						
Transfer to Tax Rate Stabilization Reserve Fund	12,000	-	-	-	-	(12,000)
Gross Expenditure	12,000	-	-	-	-	(12,000)
Recoveries & Allocations	-	-	-	-	-	-
Net Expenditure	12,000	-	-	-	-	(12,000)
Revenue						
Penalty & Interest	(11,118)	(10,949)	(10,799)	(10,949)	(150)	169
Investments Income	(21,617)	(15,316)	(19,816)	(15,816)	4,000	5,801
Ottawa Lands Development	-	-	-	-	-	-
Hydro Ottawa Dividends	(28,375)	(17,200)	(14,000)	(16,000)	(2,000)	12,375
Ontario Municipal Partnership Fund	(10,809)	-	-	-	-	10,809
Provincial Offences Act	(10,221)	(12,532)	(12,532)	(13,607)	(1,075)	(3,386)
Rideau Carleton Raceway	(4,300)	(4,300)	(4,300)	(4,300)	-	-
Lottery Fees	(997)	(1,004)	(1,004)	(1,004)	-	(7)
Tax Rate Stabilization Reserve Fund	(24,600)	(13,000)	(13,000)	-	13,000	24,600
Other Miscellaneous Revenue	(2,571)	(1,695)	(1,695)	(1,695)	-	876
Total Revenue	(114,608)	(75,996)	(77,146)	(63,371)	13,775	51,237
Net Corporate Common Revenue	(102,608)	(75,996)	(77,146)	(63,371)	13,775	39,237
Taxation Related Revenue & Expenditure						
Expenditure						
Tax Rebates & Remissions	15,965	19,102	19,102	19,102	-	3,137
Municipal Property Assessment Corp	10,880	11,351	11,351	11,921	570	1,041
Gross Expenditure	26,845	30,453	30,453	31,023	570	4,178
Recoveries & Allocations	-	-	-	-	-	-
Net Expenditure	26,845	30,453	30,453	31,023	570	4,178
Revenue						
Supplemental Assessment	(31,146)	(21,217)	(21,217)	(21,217)	-	9,929
Payments-in-lieu of Taxation	(173,150)	(163,134)	(166,634)	(167,634)	(1,000)	5,516
Public Institutions	(5,087)	(5,051)	(5,051)	(5,184)	(133)	(97)
Local Improvement Revenue	(98)	(200)	(200)	(200)	-	(102)
Federal Revenue - Police	-	(2,000)	(2,000)	(2,000)	-	(2,000)
Total Revenue	(209,481)	(191,602)	(195,102)	(196,235)	(1,133)	13,246
Net Taxation Related Revenue & Expenditure	(182,636)	(161,149)	(164,649)	(165,212)	(563)	17,424
Property Tax Revenue	(1,043,301)	(1,123,066)	(1,123,066)	(1,187,774)	(64,708)	(144,473)
Net Requirement	(1,157,417)	(1,154,707)	(1,199,243)	(1,239,374)	(40,131)	(81,793)

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

Operating Resource Requirement Analysis	2009 Baseline			2010 Adjustments						2010	\$ Change Over '09 Budget	% of Exp. on Comp./ Benefits
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	New Services / Needs	Efficiencies	User Fees & Charges	Estimate		
Corporate Human Resource Provision												
Corporate Accounts General	-	-	-	-	-	-	-	-	-	-	-	0.0%
Sick Leave Banks	5,920	5,920	-	-	-	-	-	-	-	5,920	-	0.0%
Retiree Costs	6,311	6,311	-	15,065	-	-	-	-	-	21,376	15,065	0.0%
Employee Benefits	680	680	-	(440)	-	-	-	-	-	240	(440)	0.0%
Benefits Adjustments	75	75	-	-	-	-	-	-	-	75	-	0.0%
Gross Expenditure	12,986	12,986	-	14,625	-	-	-	-	-	27,611	14,625	0.0%
Recoveries & Allocations	-	-	-	-	-	-	-	-	-	-	-	
Net Expenditure	12,986	12,986	-	14,625	-	-	-	-	-	27,611	14,625	
Revenue												
Transfer from Reserves	-	-	-	(6,700)	-	-	-	-	-	(6,700)	(6,700)	0.0%
Total Revenue	-	-	-	(6,700)	-	-	-	-	-	(6,700)	(6,700)	0.0%
Net Corporate Human Resource Provision	12,986	12,986	-	7,925	-	-	-	-	-	20,911	7,925	
Capital Formation Cost												
Expenditure												
Contribution to Capital Reserves	92,133	92,133	(34,941)	1,142	-	-	-	-	-	58,334	(33,799)	0.0%
Contribution to Capital Reserves - LRT	34,970	-	34,970	-	-	-	-	-	-	34,970	34,970	0.0%
Capital Tax Levy	11,789	11,789	-	-	-	-	-	-	-	11,789	-	0.0%
Transfer to Capital from Endowment Fund	9,000	-	9,000	-	-	-	(2,800)	-	-	6,200	6,200	0.0%
Debt Charges	71,570	71,570	-	-	-	-	4,235	-	-	75,805	4,235	0.0%
Sale of Surplus Lands	-	-	-	-	-	-	-	-	-	-	-	0.0%
Ottawa Lands Development	3,000	3,000	(2,500)	-	-	-	-	-	-	500	(2,500)	0.0%
100 Constellation Lease	5,497	5,497	-	200	-	-	-	-	-	5,697	200	0.0%
Gross Expenditure	227,959	183,989	6,529	1,342	-	-	1,435	-	-	193,295	9,306	0.0%
Recoveries & Allocations	(303)	(303)	-	-	-	-	-	-	-	(303)	-	
Net Expenditure	227,656	183,686	6,529	1,342	-	-	1,435	-	-	192,992	9,306	
Revenue												
Transfer from Reserves	(171)	(171)	-	-	-	-	-	-	-	(171)	-	0.0%
Debt Charges	(3,486)	(3,486)	-	-	-	-	-	-	-	(3,486)	-	0.0%
Sale of Former Ottawa City Hall - Reserve	(4,443)	(4,443)	-	-	-	-	-	-	-	(4,443)	-	0.0%
Sale of Surplus Lands	(2,000)	-	-	-	-	-	-	-	-	-	-	0.0%
Distribution from Endowment Fund	(9,000)	-	(9,000)	-	-	-	-	-	-	(9,000)	(9,000)	0.0%
Ottawa Lands Development	(8,000)	(8,000)	2,500	-	-	-	-	-	-	(5,500)	2,500	0.0%
Development Charges	(964)	(964)	-	-	-	-	-	-	-	(964)	-	0.0%
Provincial revenues - LTC per diem	(1,477)	(1,477)	-	-	-	-	-	-	-	(1,477)	-	0.0%
Total Revenue	(29,541)	(18,541)	(6,500)	-	-	-	-	-	-	(25,041)	(6,500)	0.0%
Net Capital Formation Costs Requirement	198,115	165,145	29	1,342	-	-	1,435	-	-	167,951	2,806	

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

Operating Resource Requirement Analysis	2009 Baseline			2010 Adjustments						2010	\$ Change Over '09 Budget	% of Exp. on Comp./ Benefits
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	New Services / Needs	Efficiencies	User Fees & Charges	Estimate		
Corporate Common Expenditure												
Expenditure												
Contribution to Election Expense Reserve	1,125	1,125	-	-	-	-	-	-	-	1,125	-	0.0%
Self Insurance	7,866	7,866	-	110	-	-	-	-	-	7,976	110	0.0%
Corporate Contingency	-	-	-	-	-	-	2,800	-	-	2,800	2,800	0.0%
Transit Strike Mitigation Measures	1,912	1,912	(1,912)	-	-	-	-	-	-	-	(1,912)	0.0%
Financial Charges & Other	4,259	4,259	-	200	-	-	-	-	-	4,459	200	0.0%
Gross Expenditure	15,162	15,162	(1,912)	310	-	-	2,800	-	-	16,360	1,198	0.0%
Recoveries & Allocations	(18,388)	(18,388)	-	-	-	-	-	-	-	(18,388)	-	
Net Expenditure	(3,226)	(3,226)	(1,912)	310	-	-	2,800	-	-	(2,028)	1,198	
Revenue												
Self Insurance	(459)	(459)	-	-	-	-	-	-	-	(459)	-	0.0%
Transit Strike Mitigation Measures	(1,912)	(1,912)	1,912	-	-	-	-	-	-	-	1,912	0.0%
Total Revenue	(2,371)	(2,371)	1,912	-	-	-	-	-	-	(459)	1,912	0.0%
Net Corp Common Expend Requirement	(5,597)	(5,597)	-	310	-	-	2,800	-	-	(2,487)	3,110	
Corporate Efficiency Targets												
Asset Rationalization	-	(2,000)	1,700	-	-	-	-	-	-	(300)	1,700	0.0%
Technology Investments	-	(4,916)	4,216	-	-	-	-	-	-	(700)	4,216	0.0%
Procurement	-	-	(5,916)	-	-	-	-	-	-	(5,916)	(5,916)	0.0%
Unallocated Service Excellence Plan Initiatives	-	-	-	-	-	-	-	(2,276)	-	(2,276)	(2,276)	0.0%
Technology Roadmap	-	-	-	-	-	-	-	(200)	-	(200)	(200)	0.0%
Tax and Lease Revenues	-	-	-	-	-	-	-	-	-	-	-	0.0%
Gross Expenditure	-	(6,916)	-	-	-	-	-	(2,476)	-	(9,392)	(2,476)	0.0%
Recoveries & Allocations	-	-	-	-	-	-	-	-	-	-	-	
Net Corporate Efficiency Targets	-	(6,916)	-	-	-	-	-	(2,476)	-	(9,392)	(2,476)	
Corporate Common Revenue												
Expenditure												
Transfer to Tax Rate Stabilization Reserve Fund	-	-	-	-	-	-	-	-	-	-	-	0.0%
Gross Expenditure	-	-	-	-	-	-	-	-	-	-	-	0.0%
Recoveries & Allocations	-	-	-	-	-	-	-	-	-	-	-	
Net Expenditure	-	-	-	-	-	-	-	-	-	-	-	
Revenue												
Penalty & Interest	(10,949)	(10,799)	(150)	-	-	-	-	-	-	(10,949)	(150)	0.0%
Investments Income	(15,316)	(19,816)	-	4,000	-	-	-	-	-	(15,816)	4,000	0.0%
Hydro Ottawa Dividends	(17,200)	(14,000)	-	(2,000)	-	-	-	-	-	(16,000)	(2,000)	0.0%
Ontario Municipal Partnership Fund	-	-	-	-	-	-	-	-	-	-	-	0.0%
Provincial Offences Act	(12,532)	(12,532)	-	(325)	-	-	(750)	-	-	(13,607)	(1,075)	0.0%
Rideau Carleton Raceway	(4,300)	(4,300)	-	-	-	-	-	-	-	(4,300)	-	0.0%
Lottery Fees	(1,004)	(1,004)	-	-	-	-	-	-	-	(1,004)	-	0.0%
Tax Rate Stabilization Reserve Fund	(13,000)	(13,000)	13,000	-	-	-	-	-	-	-	13,000	0.0%
Other Miscellaneous Revenue	(1,695)	(1,695)	-	-	-	-	-	-	-	(1,695)	-	0.0%
Total Revenue	(75,996)	(77,146)	12,850	1,675	-	-	(750)	-	-	(63,371)	13,775	0.0%
Net Corporate Common Revenue	(75,996)	(77,146)	12,850	1,675	-	-	(750)	-	-	(63,371)	13,775	

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

Operating Resource Requirement Analysis	2009 Baseline			2010 Adjustments						2010	\$ Change Over '09 Budget	% of Exp. on Comp./ Benefits
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	New Services / Needs	Efficiencies	User Fees & Charges	Estimate		
Taxation Related Revenue & Expenditure												
Expenditure												
Tax Rebates & Remissions	19,102	19,102	-	-	-	-	-	-	-	19,102	-	0.0%
Municipal Property Assessment Corp	11,351	11,351	-	-	570	-	-	-	-	11,921	570	0.0%
Gross Expenditure	30,453	30,453	-	-	570	-	-	-	-	31,023	570	0.0%
Recoveries & Allocations	-	-	-	-	-	-	-	-	-	-	-	-
Net Expenditure	30,453	30,453	-	-	570	-	-	-	-	31,023	570	
Revenue												
Supplemental Assessment	(21,217)	(21,217)	-	-	-	-	-	-	-	(21,217)	-	0.0%
Payments-in-lieu of Taxation	(163,134)	(166,634)	-	(1,000)	-	-	-	-	-	(167,634)	(1,000)	0.0%
Public Institutions	(5,051)	(5,051)	(133)	-	-	-	-	-	-	(5,184)	(133)	0.0%
Local Improvement Revenue	(200)	(200)	-	-	-	-	-	-	-	(200)	-	0.0%
Federal Revenue - Police	(2,000)	(2,000)	-	-	-	-	-	-	-	(2,000)	-	0.0%
Total Revenue	(191,602)	(195,102)	(133)	(1,000)	-	-	-	-	-	(196,235)	(1,133)	0.0%
Net Taxation Related Revenue & Expenditure	(161,149)	(164,649)	(133)	(1,000)	570	-	-	-	-	(165,212)	(563)	
Property Tax Revenue	(1,123,066)	(1,123,066)	-	(44,088)	-	(20,620)	-	-	-	(1,187,774)	(64,708)	0.0%
Net Requirement	(1,154,707)	(1,199,243)	12,746	(33,836)	570	(20,620)	3,485	(2,476)	-	(1,239,374)	(40,131)	0.0%
Expenditure by Type												
Salaries, Wages & Benefits	20,259	20,259	-	14,625	-	-	-	-	-	34,884	14,625	0.0%
Overtime	-	-	-	-	-	-	-	-	-	-	-	0.0%
Material & Services	5,558	(1,358)	-	310	-	-	-	(2,476)	-	(3,524)	(2,166)	0.0%
Transfers/Grants/Financial Charges	197,651	153,681	4,617	1,342	570	-	-	-	-	160,210	6,529	0.0%
Debt	71,570	71,570	-	-	-	-	4,235	-	-	75,805	4,235	0.0%
Program Facility Costs	-	-	-	-	-	-	-	-	-	-	-	0.0%
Other Internal Costs	(8,478)	(8,478)	-	-	-	-	-	-	-	(8,478)	-	0.0%
Gross Expenditure	286,560	235,674	4,617	16,277	570	-	4,235	(2,476)	-	258,897	23,223	0.0%
Recoveries & Allocations	(18,691)	(18,691)	-	-	-	-	-	-	-	(18,691)	-	-
Net Expenditure	267,869	216,983	4,617	16,277	570	-	4,235	(2,476)	-	240,206	23,223	
Revenue By Type												
Federal	(3,939)	(3,939)	-	-	-	-	-	-	-	(3,939)	-	0.0%
Provincial	(7,702)	(7,702)	-	-	-	-	-	-	-	(7,702)	-	0.0%
Municipal	-	-	-	-	-	-	-	-	-	-	-	0.0%
Own Funds	(29,180)	(20,180)	4,000	(6,700)	-	-	-	-	-	(22,880)	(2,700)	0.0%
Property Taxes	(1,144,776)	(1,144,776)	-	(44,088)	-	(20,620)	-	-	-	(1,209,484)	(64,708)	0.0%
Investment Income	(32,141)	(33,441)	-	2,000	-	-	-	-	-	(31,441)	2,000	0.0%
Development Charges	(964)	(964)	-	-	-	-	-	-	-	(964)	-	0.0%
Payment-in-lieu of taxation	(168,185)	(171,685)	(133)	(1,000)	-	-	-	-	-	(172,818)	(1,133)	0.0%
Fees and Service Charges	(1,794)	(1,794)	-	-	-	-	-	-	-	(1,794)	-	0.0%
Fines & Penalties	(23,895)	(23,745)	(150)	(325)	-	-	(750)	-	-	(24,970)	(1,225)	0.0%
Other	(10,000)	(8,000)	4,412	-	-	-	-	-	-	(3,588)	4,412	0.0%
Total Revenue	(1,422,576)	(1,416,226)	8,129	(50,113)	-	(20,620)	(750)	-	-	(1,479,580)	(63,354)	0.0%
Percent of 2009 Revenue Budget			-0.6%	3.5%	0.0%	1.5%	0.1%	0.0%	0.0%	4.5%		
Net Requirement	(1,154,707)	(1,199,243)	12,746	(33,836)	570	(20,620)	3,485	(2,476)	-	(1,239,374)	(40,131)	
Percent of 2009 Net Requirement Budget			-1.1%	2.8%	0.0%	1.7%	-0.3%	0.2%	0.0%	3.3%		
Full Time Equivalents (FTE's)	-	-	-	-	-	-	-	-	-	-	-	-
Percent of 2009 FTE's			0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%		

City of Ottawa

Non Departmental - Operating Resource Requirement Explanatory Notes

In Thousands (\$000)

2009 Forecast vs. Budget Variance Explanation	Surplus / (Deficit)		
	Exp.	Rev.	Net
Forecast vs. Budget Variance Explanation			
Payment of LRT Settlement of \$36.7, net of GST.	(34,970)	-	(34,970)
Transfer to Capital Reserve from Endowment Fund, net of management fees.	(9,000)	-	(9,000)
Distribution from Endowment Fund expected based on year-to-date results.		9,000	9,000
Sale of Surplus Land with projected sales based on year-to-date and 2009 actual.	-	2,000	2,000
Penalty and interest revenue in excess of budget.	-	150	150
Investment income decline due to market conditions.	-	(4,500)	(4,500)
Hydro Ottawa dividends surplus in excess of budget. Total receipt was \$17.2 M.	-	3,200	3,200
Efficiencies - Asset Rationalization.	(2,000)	-	(2,000)
Efficiencies - Technology.	(4,916)	-	(4,916)
One-time adjustment for write-offs of PILT from prior years, on the assumption that the Province will not resolve the outstanding issue with respect to the loss of income when Federal properties are privatized. Of the total of \$4 million written off, \$0.5M of that amount was recorded against a provision for doubtful accounts.	-	(3,500)	(3,500)
	(50,886)	6,350	(44,536)

City of Ottawa

Non Departmental - Operating Resource Requirement Explanatory Notes

In Thousands (\$000)

2009 Baseline Adjustments / Explanations	Increase / (Decrease)			FTE Impact
	Exp.	Rev.	Net 2010 Changes	
Adjustments to Base Budget				
Net adjustment to contribution to capital due to the transfer of programs between the operating and capital funds.	29	-	29	-
Reflects revised strategies to the efficiency savings and Service Excellence program for Asset Rationalization.	1,700	-	1,700	-
Reflects revised strategies to the efficiency savings and Service Excellence program for Technology.	4,216	-	4,216	-
Reflects revised strategies to the efficiency savings program for Procurement.	(5,916)	-	(5,916)	-
Reduction in contributions to capital reserves for capital projects, as a result of the funds being required to pay for the Light Rail settlement, excluding GST paid. This is a one time reduction.	(34,970)	-	(34,970)	-
Contribution to City Wide Reserve to finance the 2009 LRT litigation settlement.	34,970	-	34,970	-
Transfer to Capital Reserve from Endowment Fund earnings.	9,000		9,000	-
Distribution from Endowment Fund earnings based on projected 2010 earnings and actual 2009 performance. These funds are transferred to the capital program.		(9,000)	(9,000)	-
Decrease in sales of Longfields Land sales offset by a decrease in transfer to capital project funded by land sales. This results in a 2010 budget of \$5.5 million for Ottawa land sales and a \$0.5 M expenditure budget envelope to provide for expenditures associated with the disposal of land.	(2,500)	2,500	-	-
Removal of 2009 one-time funding for corporate mitigation costs and revenue loss due to Transit Strike.	(1,912)	1,912	-	-
Increase in penalties and interest based on actual 2009 results.	-	(150)	(150)	-
Removal of one-time funding from Tax Stabilization Reserve provided in 2009. Funds from this reserve were used to finance 2009 spending and are no longer available in 2010.	-	13,000	13,000	-
Public Institution increase in revenue from additional University enrolment and beds.	-	(133)	(133)	-
Total Adjustments to Base Budget	4,617	8,129	12,746	-

City of Ottawa

Non Departmental - Operating Resource Requirement Explanatory Notes

In Thousands (\$000)

2010 Pressure Category / Explanation	Increase / (Decrease)			FTE Impact
	Exp.	Rev.	Net 2010 Changes	
Maintain Services				
City of Ottawa Superannuation Fund budget adjustment to reflect actual expenses.	145	-	145	-
OMERS - Base Adjustment for Transit Services pensionable earnings.	350	-	350	-
Retiree Benefit Costs.	265		265	-
Pension Buybacks for maternity leaves, elimination periods for LTD and WSIB.	65	-	65	-
The OC Transpo Pension Plan is a closed pension plan that, in accordance with the requirements of the Pension Benefits Standards Act 1985, is required to file an actuarial valuation every three years and, if the plan has a solvency deficiency, for special payments to commence in order to return the plan to a solvent position. Due to the decline in the economic conditions in Canada and abroad, the OC Transpo Pension Plan is forecast to have a solvency deficiency at the end of 2009 and, as the next filing date is 2010, the City will be obligated to start making these special payments from January, 2010. The original projected deficit as presented to Transit Committee was \$8.1 million. Based on updated information provided to the ABF Committee in November, an increase of \$6.7 million is projected which is to be funded from the Transit Capital Reserve Fund.	14,800	(6,700)	8,100	-
Reduction in Cost of Long Term Disability Program - to achieve a 40% liability funding target by 2025, when compared to the current funding model, LTD premiums will be less in 2010 to 2016, and begin to increase in 2017 to 2025. Departmental benefit budgets will be reduced to achieve this efficiency.	(1,000)	-	(1,000)	-

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City of Ottawa

Non Departmental - Operating Resource Requirement Explanatory Notes

In Thousands (\$000)

2010 Pressure Category / Explanation	Increase / (Decrease)			FTE Impact
	Exp.	Rev.	Net 2010 Changes	
<i>Maintained cont'd</i>				
Contribution to capital reflecting the construction price index of 2.7% and inflation of 2.2%.	3,142	-	3,142	-
Decrease contribution to capital for Strategic Initiatives	(2,000)	-	(2,000)	-
Increase Hydro dividend revenues	-	(2,000)	(2,000)	-
Inflationary increase on lease at 100 Constellation.	200	-	200	-
Credit card processing fees increased expenditures to reflect change in merchant fees over the past three years from 1.7% to 2.0% .	200	-	200	-
Income earned on investments has declined due to low short-term interest rates. Average returns were 3.67% in 2008. For 2009 and 2010, returns are expected to average just over 2%.	-	4,000	4,000	-
Increase in Provincial Offences Act revenue due to expansion of Red Light Camera Program as per Council directive (expenditures captured in Public Works).		(325)	(325)	-
Payments in lieu of taxation account budget increase. This represents \$2.5 million additional revenue generated from the estimated tax increase; offset by a reduction in revenue of \$1.5 million as a result of a decrease in claw backs on PILT properties.	-	(1,000)	(1,000)	-
Increase of 5% for premium and insurance broker costs.	110		110	-
Tax increase of 3.9% for City, Police and Library		(44,088)	(44,088)	-
Total Maintain Services	16,277	(50,113)	(33,836)	-
Provincial Legislated				
Municipal Property Assessment Corporation increase to projected billing.	570	-	570	-
Total Provincial Legislated	570	-	570	-
Growth				
Additional taxation revenue for City Services of 2% from assessment growth (including Police).	-	(20,620)	(20,620)	-
Total Growth	-	(20,620)	(20,620)	-

City of Ottawa

Non Departmental - Operating Resource Requirement Explanatory Notes

In Thousands (\$000)

2010 Pressure Category / Explanation	Increase / (Decrease)			FTE Impact
	Exp.	Rev.	Net 2010 Changes	
New Services / Needs				
One-time transfer from City Wide Capital Reserve to fund Corporate Contingency Account.	(2,800)	-	(2,800)	-
Additional Provincial Offences Act and parking fine revenues to be generated under provisions of Bill 212 which allow better collection processes.	-	(750)	(750)	-
Additional debt servicing - \$20M for 10 years at 4.75%.	2,560	-	2,560	-
Congress Centre debt servicing - \$20M for 20 years at 5.5%.	1,675	-	1,675	-
Corporate Contingency Account: annual allocation to provide for unanticipated expenditures and expenditures of a one-time nature. Examples include, but are not limited to: emergencies; the cost of unforeseen OMB hearings; one-time program start up costs. All funds spent from the account would be separately approved by Council. Any surplus in the account at year-end would be contributed to the tax stabilization reserve, unless the City tax-supported accounts are in an overall deficit. The 2007 fiscal framework recommended that funds be maintained in a tax stabilization account in order to manage annual deficits. During the development of these estimates, staff identified one-time expenditures that would require funding from the contingency account in 2010. If Council does not approve funding for the contingency account, these one-time expenditures will be budget pressures for 2010 and will need to be reviewed during the 2010 budget process to determine if funding should be allocated to these specific expenditures.	2,800	-	2,800	-
Total New Services / Needs	4,235	(750)	3,485	-
Efficiencies				
Total Service Excellence Savings initiatives not allocated to departments: <ul style="list-style-type: none"> · enable citizen-centric services \$400K · increase employee mobility \$905K · energy \$302K · sponsorship revenue \$670K 	(2,276)	-	(2,276)	-
Technology Roadmap	(200)	-	(200)	-
Total Efficiencies	(2,476)	-	(2,476)	-
Total Budget Changes	23,223	(63,354)	(40,131)	-

City of Ottawa
Non-Departmental - Committee Recommendations
 In Thousands (\$000)

Strategy Category	Branch	Program / Service Adjustment	2010 ABFC Recommendations			
			Exp	Rev	Net Impact	FTE Impact
1	Non-Departmental	<u>Recommendation</u> Debt finance the capital renewal projects funded by the capital tax levy.	(20,000)	20,000	-	-
		<u>Impact on Public / City Departments</u> The additional 2010 contribution to the City Wide Capital Reserve fund would be eliminated along with the capital tax levy. The proposed capital rehabilitation program will still be maintained ensuring that the City is able to meet the test of "incrementality" that is required under the Infrastructure Stimulus Fund. Applying debt financing to these projects in 2010 means that the capital program in 2011 through 2013 will be reduced to accommodate this additional debt without increasing overall debt levels. Alternatively, if this is approved as incremental debt, with no reduction in future year capital project spending, there will be a tax pressure of approximately \$2.5 million required in 2012 to service the additional debt.				

1 - New Revenue Opportunities	2 - Deferral of Proposed New Service Expenditures	3 - Deferral of Capital Projects	4 Adjustments to Existing Services
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City of Ottawa

Non-Departmental - Committee Recommendations

In Thousands (\$000)

Strategy Category	Branch	Program / Service Adjustment	2010 ABFC Recommendations			
			Exp	Rev	Net Impact	FTE Impact
1	Non-Departmental	<u>Recommendation</u> Increase transfer from City Wide Capital Reserve Fund to establish Contingency Fund from \$1.0 million to \$2.8 million.	(1,800)	-	(1,800)	-
		<u>Impact on Public / City Departments</u> Will reduce available funds in the City Wide Reserve Fund to finance capital projects or deal with unforeseen events.				
1	Non-Departmental	<u>Recommendation</u> Decrease contribution to the City Wide Capital Reserve Fund for Strategic Initiatives projects.	(2,000)	-	(2,000)	-
		<u>Impact on Public / City Departments</u> The following capital projects are proposed to be reduced or deferred: 905459 Forestry vehicles \$60,000 - reduction associated with Omnibus motion to defer "Distinctive Tree" by-law requirements. 905381 Ambulances \$870,000 - reduction associated with Omnibus motion to reduce number of new paramedics. 905460 Vehicles for Parks, Building & Grounds \$134,000 - associated with Omnibus motion to defer growth servicing costs. 905413 Bike Share Implementation - reduce \$500k 905639 Child Care Capital Grant - reduce \$300k 905473 Corporate Security Initiative - reduce \$200k				

1 - New Revenue Opportunities	2 - Deferral of Proposed New Service Expenditures	3 - Deferral of Capital Projects	4 Adjustments to Existing Services
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City of Ottawa
Non-Departmental - Committee Recommendations
 In Thousands (\$000)

Strategy Category	Branch	Program / Service Adjustment	2010 ABFC Recommendations			
			Exp	Rev	Net Impact	FTE Impact
1	Non-Departmental	<u>Recommendation</u> Adjust inflation component of increase in contribution to Capital Fund	(3,000)	-	(3,000)	-
		<u>Impact on Public / City Departments</u> The following capital projects are proposed to be reduced or deferred: 905655 Life Cycle Renewal (LCR) - Parks & Recreation \$208,000 905609 Life Cycle Renewal (LCR) - General Government \$267,000 905706 Structures - Gateway features - \$100,000 905634 Community Centre Space - \$430,000 905525 Preservation Treatments - \$325,000 905648 Robertson Rd O/P Drain 3km E of Eagleson - \$400,000 905543 Sidewalk & Curb Rehabilitation - \$350,000 900635 Alta Vista Corridor (Riverside-Hospital) - \$250,000 900836 Centrepointe Road Link - \$400,000 905445 2010 Vehicle & Equipment Public Works - \$136,000 905448 2010 New Traffic Control Signals - \$134,000				

1 - New Revenue Opportunities	2 - Deferral of Proposed New Service Expenditures	3 - Deferral of Capital Projects	4 Adjustments to Existing Services
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City of Ottawa
Non-Departmental - Committee Recommendations
 In Thousands (\$000)

Strategy Category	Branch	Program / Service Adjustment	2010 ABFC Recommendations			
			Exp	Rev	Net Impact	FTE Impact
1	Non-Departmental	<u>Recommendation</u> Additional Provincial Offences Act and parking fine revenues to be generated under provisions of Bill 212 which allow additional collection tools. Requires 5 additional collection officers within the Revenue Branch of the Finance Department (\$350,000) recommended by ABF Committee.	-	(750)	(750)	-
		<u>Impact on Public / City Departments</u> Additional revenues to be used to reduce property tax requirement.				
1	Non-Departmental	<u>Recommendation</u> OC Transpo pension plan solvency deficit - move from Transit budget to Corporate Human Resource Provision section of the Non Departmental budget. Increase the special payment to reflect payment over a 5 year period and partially offset by a one-time contribution from the Transit reserve.	14,800	(6,700)	8,100	-
		<u>Impact on Public / City Departments</u> No impact - presentation decision. The transfer from the reserve will reduce the ability to undertake future capital works.				
1	Non-Departmental	<u>Recommendation</u> Request Hydro Ottawa to increase dividend by \$2 million	-	(2,000)	(2,000)	-
		<u>Impact on Public / City Departments</u> No impact - Annual dividend payment per Council policy based on the greater of \$14 million or 60% of Hydro Ottawa net income.				
Total ABFC Recommendations			(12,000)	10,550	(1,450)	-

1 - New Revenue Opportunities	2 - Deferral of Proposed New Service Expenditures	3 - Deferral of Capital Projects	4 Adjustments to Existing Services
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City of Ottawa
Office of the Auditor General - Operating Resource Requirement

In Thousands (\$000)

Operating Resource Requirement	2008	2009		2010	Change Over		2011	2012
	Actual	Forecast	Budget	Estimate	2009 Budget	2008 Actual	Forecast	
Expenditures by Program								
Office of the Auditor General	1,854	1,940	1,940	2,025	85	171	2,110	2,195
Productivity Improvements	-	-	-	-	-	-	-	-
Gross Expenditure	1,854	1,940	1,940	2,025	85	171	2,110	2,195
Recoveries & Allocations	-	-	-	-	-	-	-	-
Net Expenditure	1,854	1,940	1,940	2,025	85	171	2,110	2,195
Expenditures by Type								
Salaries, Wages & Benefits	949	897	897	929	32	(20)	929	929
Overtime	-	-	-	-	-	-	-	-
Material & Services	877	1,038	1,038	1,041	3	164	1,126	1,211
Transfers/Grants/Financial Charges	-	-	-	-	-	-	-	-
Fleet Costs	-	-	-	-	-	-	-	-
Program Facility Costs	-	-	-	-	-	-	-	-
Other Internal Costs	28	5	5	55	50	27	57	58
Gross Expenditures	1,854	1,940	1,940	2,025	85	171	2,112	2,198
Recoveries & Allocations	-	-	-	-	-	-	-	-
Net Expenditure	1,854	1,940	1,940	2,025	85	171	2,112	2,198
Revenues By Type								
Federal	-	-	-	-	-	-	-	-
Provincial	-	-	-	-	-	-	-	-
Municipal	-	-	-	-	-	-	-	-
Own Funds	-	-	-	-	-	-	-	-
Fees and Services	-	-	-	-	-	-	-	-
Fines	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Total Revenue	-	-	-	-	-	-	-	-
Net Requirement	1,854	1,940	1,940	2,025	85	171	2,110	2,195
Full Time Equivalents	8.00	8.00	8.00	8.00	-	-	8.00	8.00

City of Ottawa
Office of the Auditor General - Operating Resource Requirement Analysis

In Thousands (\$000)

Operating Resource Requirement Analysis	2009 Baseline			2010 Adjustments						2010	Change Over '09 Budget	% of Exp. on Comp./ Benefits
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	New Services / Needs	Efficiencies	User Fees & Charges	Estimate		
Expenditures by Program												
Office of the Auditor General	1,940	1,940	-	85	-	-	-	-	-	2,025	85	45.9%
Productivity Improvements	-	-	-	-	-	-	-	-	-	-	-	0.0%
Gross Expenditure	1,940	1,940	-	85	-	-	-	-	-	2,025	85	45.9%
Recoveries & Allocations	-	-	-	-	-	-	-	-	-	-	-	-
Net Expenditure	1,940	1,940	-	85	-	-	-	-	-	2,025	85	
Percent of 2009 Net Expenditure Budget			0.0%	4.4%	0.0%	0.0%	0.0%	0.0%	0.0%	4.4%		
Expenditures by Type												
Salaries, Wages & Benefits	897	897	-	32	-	-	-	-	-	929	32	
Overtime	-	-	-	-	-	-	-	-	-	-	-	
Material & Services	1,038	1,038	-	53	-	(50)	-	-	-	1,041	3	
Transfers/Grants/Financial Charges	-	-	-	-	-	-	-	-	-	-	-	
Fleet Costs	-	-	-	-	-	-	-	-	-	-	-	
Program Facility Costs	-	-	-	-	-	-	-	-	-	-	-	
Other Internal Costs	5	5	-	-	-	50	-	-	-	55	50	
Gross Expenditures	1,940	1,940	-	85	-	-	-	-	-	2,025	85	
Recoveries & Allocations	-	-	-	-	-	-	-	-	-	-	-	
Net Expenditure	1,940	1,940	-	85	-	-	-	-	-	2,025	85	
Revenues By Type												
Federal	-	-	-	-	-	-	-	-	-	-	-	
Provincial	-	-	-	-	-	-	-	-	-	-	-	
Municipal	-	-	-	-	-	-	-	-	-	-	-	
Own Funds	-	-	-	-	-	-	-	-	-	-	-	
Fees and Services	-	-	-	-	-	-	-	-	-	-	-	
Fines	-	-	-	-	-	-	-	-	-	-	-	
Other	-	-	-	-	-	-	-	-	-	-	-	
Total Revenue	-	-	-	-	-	-	-	-	-	-	-	
Percent of 2009 Revenue Budget			0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%		
Net Requirement	1,940	1,940	-	85	-	-	-	-	-	2,025	85	
Percent of 2009 Net Requirement Budget			0.0%	4.4%	0.0%	0.0%	0.0%	0.0%	0.0%	4.4%		
Full Time Equivalents (FTE's)	8.00	8.00	-	-	-	-	-	-	-	8.00	-	
Percent of 2009 FTE's			0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%		

City of Ottawa

Office of the Auditor General - Operating Resource Requirement Explanatory Notes

In Thousands (\$000)

2009 Forecast vs. Budget Variance Explanation	Surplus / (Deficit)		
	Exp.	Rev.	Net
Forecast vs. Budget Variance Explanation	-	-	-
Total Surplus / (Deficit)	-	-	-

2010 Pressure Category / Explanation	Increase / (Decrease)			
	Exp.	Rev.	Net 2010 Changes	FTE Impact
Maintain Services Increase to maintain Auditor General's budget at 0.08% of the City's gross operating budget.	85	-	85	-
Total Maintain Services	85	-	85	-
Growth				
IT Security Analyst position required to meet the increased workload resulting from the requirements of the Office of the Auditor General to conduct audits related to Fraud & Waste complaints and specific audits.	50		50	-
Adjustment to fund IT Security Analyst and keep total budget at 0.08% of the City's gross operating budget	(50)		(50)	-
Total Growth	-	-	-	-
Total Budget Changes	85	-	85	-

City of Ottawa
Development Reviews (Rural) - Operating Resource Requirement

In Thousands (\$000)

Operating Resource Requirement	2008	2009		2010	\$ Change Over		2011	2012
	Actual	Forecast	Budget	Estimate	2009 Budget	2008 Actual	Forecast	
Expenditure by Program								
Development Review Process (Rural) - Development Reviews Rural & Rural Affairs Office	3,011	3,292	3,295	3,325	30	314	3,418	3,454
Gross Expenditure	3,011	3,292	3,295	3,325	30	314	3,418	3,454
Recoveries & Allocations	(188)	(123)	(40)	(40)	-	148	(40)	(40)
Net Expenditure	2,823	3,169	3,255	3,285	30	462	3,378	3,414
Expenditure by Type								
Salaries, Wages & Benefits	1,808	1,815	1,815	1,923	108	115	1,991	2,022
Overtime	21	21	21	21	-	-	21	21
Material & Services	1,023	1,214	1,216	1,136	(80)	113	1,156	1,156
Transfers/Grants/Financial Charges	86	160	160	160	-	74	160	160
Fleet Costs	71	53	54	56	2	(15)	61	66
Program Facility Costs	-	-	-	-	-	-	-	-
Other Internal Costs	2	29	29	29	-	27	29	29
Gross Expenditures	3,011	3,292	3,295	3,325	30	314	3,418	3,454
Recoveries & Allocations	(188)	(123)	(40)	(40)	-	148	(40)	(40)
Net Expenditure	2,823	3,169	3,255	3,285	30	462	3,378	3,414
Revenue By Type								
Federal	-	-	-	-	-	-	-	-
Provincial	-	-	-	-	-	-	-	-
Municipal	-	-	-	-	-	-	-	-
Own Funds	-	-	-	-	-	-	-	-
Fees and Services	-	-	-	-	-	-	-	-
Fines	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Total Revenue	-	-	-	-	-	-	-	-
Net Requirement	2,823	3,169	3,255	3,285	30	462	3,378	3,414
Full Time Equivalents	20.00	20.00	20.00	20.00	0.00	0.00	20.00	20.00

City of Ottawa
Development Review Process (Rural) - Operating Resource Requirement Analysis
 In Thousands (\$000)

Operating Resource Requirement Analysis	2009 Baseline			2010 Adjustments						2010	\$ Change Over '09 Budget	% of Exp. on Comp./ Benefits
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	New Services / Needs	Efficiencies	User Fees & Charges	Estimate		
Expenditure by Program												
Development Review Process (Rural) - Development Reviews Rural & Rural Affairs	3,292	3,295	50	(20)	-	-	-	-	-	3,325	30	58.5%
Productivity Improvements	-	-	-	-	-	-	-	-	-	-	-	0.0%
Gross Expenditure	3,292	3,295	50	(20)	-	-	-	-	-	3,325	30	58.5%
Recoveries & Allocations	(123)	(40)	-	-	-	-	-	-	-	(40)	-	
Net Expenditure	3,169	3,255	50	(20)	-	-	-	-	-	3,285	30	
Percent of 2009 Net Expenditure Budget			1.5%	-0.6%	0.0%	0.0%	0.0%	0.0%	0.0%	0.9%		
Expenditure by Type												
Salaries, Wages & Benefits	1,815	1,815	50	58	-	-	-	-	-	1,923	108	
Overtime	21	21	-	-	-	-	-	-	-	21	-	
Material & Services	1,214	1,216	-	(80)	-	-	-	-	-	1,136	(80)	
Transfers/Grants/Financial Charges	160	160	-	-	-	-	-	-	-	160	-	
Fleet Costs	53	54	-	2	-	-	-	-	-	56	2	
Program Facility Costs	-	-	-	-	-	-	-	-	-	-	-	
Other Internal Costs	29	29	-	-	-	-	-	-	-	29	-	
Gross Expenditures	3,292	3,295	50	(20)	-	-	-	-	-	3,325	30	
Recoveries & Allocations	(123)	(40)	-	-	-	-	-	-	-	(40)	-	
Net Expenditure	3,169	3,255	50	(20)	-	-	-	-	-	3,285	30	
Revenue By Type												
Federal	-	-	-	-	-	-	-	-	-	-	-	
Provincial	-	-	-	-	-	-	-	-	-	-	-	
Municipal	-	-	-	-	-	-	-	-	-	-	-	
Own Funds	-	-	-	-	-	-	-	-	-	-	-	
Fees and Services	-	-	-	-	-	-	-	-	-	-	-	
Fines	-	-	-	-	-	-	-	-	-	-	-	
Other	-	-	-	-	-	-	-	-	-	-	-	
Total Revenue	-	-	-	-	-	-	-	-	-	-	-	
Percent of 2009 Revenue Budget			0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%		
Net Requirement	3,169	3,255	50	(20)	-	-	-	-	-	3,285	30	
Percent of 2009 Net Requirement Budget			1.5%	-0.6%	0.0%	0.0%	0.0%	0.0%	0.0%	0.9%		
Full Time Equivalents (FTE's)	20.00	20.00	-	-	-	-	-	-	-	20.00	0.00	
Percent of 2009 FTE's			0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%		

City of Ottawa
Development Review Process (Rural) - Operating Resource Requirement Explanatory Notes
 In Thousands (\$000)

2009 Forecast vs. Budget Variance Explanation	Surplus / (Deficit)		
	Exp.	Rev.	Net
Forecast vs. Budget Variance Explanation			
Miscellaneous savings.	86	-	86
Total Surplus / (Deficit)	86	-	86

2009 Baseline Adjustments / Explanations	Increase / (Decrease)			
	Exp.	Rev.	Net 2010 Changes	FTE Impact
Adjustments to Base Budget				
Adjustment for 2009 budget shortfall in Collective Agreement provision.	50	-	50	-
Total Adjustments to Base Budget	50	-	50	-

2010 Pressure Category / Explanation	Increase / (Decrease)			
	Exp.	Rev.	Net 2010 Changes	FTE Impact
Maintain Services				
All programs include an adjustment for 2010 contract settlements, increments and benefit adjustments.	58	-	58	-
Increased Fleet costs due to inflation on fuel and maintenance.	2		2	
Defer project for streamlining of permits for pre-engineered buildings.	(20)	-	(20)	
Reduce funding for 'Buy Local' initiatives.	(10)	-	(10)	
Reduce training for 'Rural Experts' (Call Centre).	(50)	-	(50)	-
Total Maintain Services	(20)	-	(20)	-
Total Budget Changes	30	-	30	-

City of Ottawa
Development Review Process (Rural)- Committee Recommendations
 In Thousands (\$000)

Strategy Category	Branch	Program / Service Adjustment	2010 ABFC Recommendations			
			Exp	Rev	Net Impact	FTE Impact
2	PGM	Recommendation Defer project for streamlining of permits for pre-engineered buildings.	(20)	-	(20)	-
		Impact on Public / City Departments No impact - status quo maintained				
4	PGM	Recommendation Reduce funding for 'Buy Local' initiatives.	(10)	-	(10)	-
		Impact on Public / City Departments Minimal impact as new partnerships will be leveraged				
4	PGM	Recommendation Reduce training for 'Rural Experts' (Call Centre).	(50)	-	(50)	-
		Impact on Public / City Departments Limited impact on public as a trained base of call centre representatives has been established				
Total ABFC Recommendations			(80)	-	(80)	-
Total Committee Recommendations			(80)	-	(80)	-

1 - New Revenue Opportunities	2 - Deferral of Proposed New Service Expenditures	3 - Deferral of Capital Projects	4 Adjustments to Existing Services
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**City of Ottawa
Capital Budget - New Authority
In Thousands (\$000)**

Description	2010	Funding						
	New Authority	Revenues	Tax Supported & Other Reserves	Rate Supported	Develop. Charges	Debt		
						Tax	Rate	DC
Transportation Services-ARAC								
Renewal of City Assets								
904952 2010 Rural Roads - Ditching	334	-	334	-	-	-	-	-
904953 2010 Rural Roads - Gravelling	1,865	-	-	-	-	1,865	-	-
905523 Rural Road Upgrades & Op Improvements	590	-	590	-	-	-	-	-
905644 Carlsbad Springs Bridge	900	-	-	-	-	900	-	-
905645 Old Montreal Rd O/P Becketts Creek	600	-	-	-	-	600	-	-
905646 Beckett's Landing Bridge	350	-	-	-	-	350	-	-
905647 Birchgrove Road Bridge	300	-	-	-	-	300	-	-
905649 Carp Rd Drain, 6.3 km S of March Rd	300	-	-	-	-	300	-	-
905711 Roadside Slope Stabilization	600	-	600	-	-	-	-	-
	5,839	-	1,524	-	-	4,315	-	-
Total	5,839	-	1,524	-	-	4,315	-	-

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

Operating Resource Requirement	2008	2009		2010	Change Over		2011	2012
	Actual	Forecast	Budget	Estimate	2009 Budget	2008 Actual	Forecast	
Expenditures by Program								
General Manager's Office	271	260	260	270	10	(1)	280	290
Productivity Improvements	-	-	-	-	-	-	-	-
Gross Expenditure	271	260	260	270	10	(1)	280	290
Recoveries & Allocations	-	-	-	-	-	-	-	-
Net Expenditure	271	260	260	270	10	(1)	280	290
Expenditures by Type								
Salaries, Wages & Benefits	254	251	251	261	10	7	271	281
Overtime	-	-	-	-	-	-	-	-
Material & Services	17	9	9	9	-	(8)	9	9
Transfers/Grants/Financial Charges	-	-	-	-	-	-	-	-
Fleet Costs	-	-	-	-	-	-	-	-
Program Facility Costs	-	-	-	-	-	-	-	-
Other Internal Costs	-	-	-	-	-	-	-	-
Gross Expenditures	271	260	260	270	10	(1)	280	290
Recoveries & Allocations	-	-	-	-	-	-	-	-
Net Expenditure	271	260	260	270	10	(1)	280	290
Revenues By Type								
Federal	-	-	-	-	-	-	-	-
Provincial	-	-	-	-	-	-	-	-
Municipal	-	-	-	-	-	-	-	-
Own Funds	-	-	-	-	-	-	-	-
Fees and Services	-	-	-	-	-	-	-	-
Fines	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Total Revenue	-	-	-	-	-	-	-	-
Net Requirement	271	260	260	270	10	(1)	280	290
Full Time Equivalents	2.00	2.00	2.00	2.00	-	-	2.00	2.00

City of Ottawa
 Emergency & Protective Services
 General Manager's Office - Operating Resource Requirement Analysis

In Thousands (\$000)

Operating Resource Requirement Analysis	2009 Baseline			2010 Adjustments						2010	Change Over '09 Budget	% of Exp. on Comp./ Benefits
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	New Services / Needs	Efficiencies	User Fees & Charges	Estimate		
Expenditures by Program												
General Manager's Office	260	260	-	10	-	-	-	-	-	270	10	96.7%
Productivity Improvements	-	-	-	-	-	-	-	-	-	-	-	0.0%
Gross Expenditure	260	260	-	10	-	-	-	-	-	270	10	96.7%
Recoveries & Allocations	-	-	-	-	-	-	-	-	-	-	-	-
Net Expenditure	260	260	-	10	-	-	-	-	-	270	10	
Percent of 2009 Net Expenditure Budget			0.0%	3.8%	0.0%	0.0%	0.0%	0.0%	0.0%	3.8%		
Expenditures by Type												
Salaries, Wages & Benefits	251	251	-	10	-	-	-	-	-	261	10	
Overtime	-	-	-	-	-	-	-	-	-	-	-	
Material & Services	9	9	-	-	-	-	-	-	-	9	-	
Transfers/Grants/Financial Charges	-	-	-	-	-	-	-	-	-	-	-	
Fleet Costs	-	-	-	-	-	-	-	-	-	-	-	
Program Facility Costs	-	-	-	-	-	-	-	-	-	-	-	
Other Internal Costs	-	-	-	-	-	-	-	-	-	-	-	
Gross Expenditures	260	260	-	10	-	-	-	-	-	270	10	
Recoveries & Allocations	-	-	-	-	-	-	-	-	-	-	-	
Net Expenditure	260	260	-	10	-	-	-	-	-	270	10	
Revenues By Type												
Federal	-	-	-	-	-	-	-	-	-	-	-	
Provincial	-	-	-	-	-	-	-	-	-	-	-	
Municipal	-	-	-	-	-	-	-	-	-	-	-	
Own Funds	-	-	-	-	-	-	-	-	-	-	-	
Fees and Services	-	-	-	-	-	-	-	-	-	-	-	
Fines	-	-	-	-	-	-	-	-	-	-	-	
Other	-	-	-	-	-	-	-	-	-	-	-	
Total Revenue	-	-	-	-	-	-	-	-	-	-	-	
Percent of 2009 Revenue Budget			0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%		
Net Requirement	260	260	-	10	-	-	-	-	-	270	10	
Percent of 2009 Net Requirement Budget			0.0%	3.8%	0.0%	0.0%	0.0%	0.0%	0.0%	3.8%		
Full Time Equivalent (FTE's)	2.00	2.00	-	-	-	-	-	-	-	2.00	-	
Percent of 2009 FTE's			0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%		

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

2009 Forecast vs. Budget Variance Explanation	Surplus / (Deficit)		
	Exp.	Rev.	Net
Forecast vs. Budget Variance Explanation			
-	-	-	-
Total Surplus / (Deficit)	-	-	-

2010 Pressure Category / Explanation	Increase / (Decrease)			
	Exp.	Rev.	Net 2010 Changes	FTE Impact
Maintain Services				
All programs include an adjustment for 2010 contract settlements, increments, and benefit adjustments.	10	-	10	-
Total Maintain Services	10	-	10	-
Total Budget Changes	10	-	10	-

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

Operating Resource Requirement	2008	2009		2010	Change Over		2011	2012
	Actual	Forecast	Budget	Estimate	2009 Budget	2008 Actual	Forecast	
Expenditures by Program								
Integrated Public Safety Unit	7,430	6,577	6,400	6,470	70	(960)	6,645	6,825
Productivity Improvements	-	-	-	-	-	-	-	-
Gross Expenditure	7,430	6,577	6,400	6,470	70	(960)	6,645	6,825
Recoveries & Allocations	(2,349)	(1,751)	(1,654)	(1,604)	50	745	(1,604)	(1,604)
Net Expenditure	5,081	4,826	4,746	4,866	120	(215)	5,041	5,221
Expenditures by Type								
Salaries, Wages & Benefits	2,561	2,660	2,630	2,720	90	159	2,800	2,885
Overtime	-	24	24	24	-	24	24	24
Material & Services	2,742	2,392	2,270	2,202	(68)	(540)	2,247	2,292
Transfers/Grants/Financial Charges	1	-	-	-	-	-	-	-
Fleet Costs	-	-	-	-	-	-	-	-
Program Facility Costs	-	-	-	-	-	-	-	-
Other Internal Costs	2,126	1,501	1,476	1,524	48	(602)	1,574	1,624
Gross Expenditures	7,430	6,577	6,400	6,470	70	(960)	6,645	6,825
Recoveries & Allocations	(2,349)	(1,751)	(1,654)	(1,604)	50	745	(1,604)	(1,604)
Net Expenditure	5,081	4,826	4,746	4,866	120	(215)	5,041	5,221
Revenues By Type								
Federal	-	-	-	-	-	-	-	-
Provincial	-	-	-	-	-	-	-	-
Municipal	-	-	-	-	-	-	-	-
Own Funds	-	-	-	-	-	-	-	-
Fees and Services	(220)	(147)	(97)	(97)	-	123	(97)	(97)
Fines	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Total Revenue	(220)	(147)	(97)	(97)	-	123	(97)	(97)
Net Requirement	4,861	4,679	4,649	4,769	120	(92)	4,944	5,124
Full Time Equivalents	34.33	34.33	34.33	34.33	-	-	34.33	34.33

City of Ottawa
Emergency & Protective Services
Integrated Public Safety Unit - Operating Resource Requirement Analysis

In Thousands (\$000)

Operating Resource Requirement Analysis	2009 Baseline			2010 Adjustments						2010	Change Over '09 Budget	% of Exp. on Comp./ Benefits
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	New Services / Needs	Efficiencies	User Fees & Charges	Estimate		
Expenditures by Program												
Integrated Public Safety Unit	6,577	6,400	(140)	210	-	-	-	-	-	6,470	70	42.4%
Productivity Improvements	-	-	-	-	-	-	-	-	-	-	-	0.0%
Gross Expenditure	6,577	6,400	(140)	210	-	-	-	-	-	6,470	70	42.4%
Recoveries & Allocations	(1,751)	(1,654)	-	50	-	-	-	-	-	(1,604)	50	
Net Expenditure	4,826	4,746	(140)	260	-	-	-	-	-	4,866	120	
Percent of 2009 Net Expenditure Budget			-2.9%	5.5%	0.0%	0.0%	0.0%	0.0%	0.0%	2.5%		
Expenditures by Type												
Salaries, Wages & Benefits	2,660	2,630	30	60	-	-	-	-	-	2,720	90	
Overtime	24	24	-	-	-	-	-	-	-	24	-	
Material & Services	2,392	2,270	(170)	102	-	-	-	-	-	2,202	(68)	
Transfers/Grants/Financial Charges	-	-	-	-	-	-	-	-	-	-	-	
Fleet Costs	-	-	-	-	-	-	-	-	-	-	-	
Program Facility Costs	-	-	-	-	-	-	-	-	-	-	-	
Other Internal Costs	1,501	1,476	-	48	-	-	-	-	-	1,524	48	
Gross Expenditures	6,577	6,400	(140)	210	-	-	-	-	-	6,470	70	
Recoveries & Allocations	(1,751)	(1,654)	-	50	-	-	-	-	-	(1,604)	50	
Net Expenditure	4,826	4,746	(140)	260	-	-	-	-	-	4,866	120	
Revenues By Type												
Federal	-	-	-	-	-	-	-	-	-	-	-	
Provincial	-	-	-	-	-	-	-	-	-	-	-	
Municipal	-	-	-	-	-	-	-	-	-	-	-	
Own Funds	-	-	-	-	-	-	-	-	-	-	-	
Fees and Services	(147)	(97)	-	-	-	-	-	-	-	(97)	-	
Fines	-	-	-	-	-	-	-	-	-	-	-	
Other	-	-	-	-	-	-	-	-	-	-	-	
Total Revenue	(147)	(97)	-	-	-	-	-	-	-	(97)	-	
Percent of 2009 Revenue Budget			0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%		
Net Requirement	4,679	4,649	(140)	260	-	-	-	-	-	4,769	120	
Percent of 2009 Net Requirement Budget			-3.0%	5.6%	0.0%	0.0%	0.0%	0.0%	0.0%	2.6%		
Full Time Equivalent (FTE's)	34.33	34.33	-	-	-	-	-	-	-	34.33	-	
Percent of 2009 FTE's			0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%		

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

2009 Forecast vs. Budget Variance Explanation	Surplus / (Deficit)		
	Exp.	Rev.	Net
Forecast vs. Budget Variance Explanation			
Increased compensation due to shortfall in Collective Agreement provision.	(30)	-	(30)
Increased Material & Services & Internal costs related to upgrades to the Corporate Radio system.	(147)	-	(147)
Increased client radio recoveries due to additional users on the Corporate Radio system.	97	-	97
Increased revenue due to external client radio contracts.	-	50	50
Total Surplus / (Deficit)	(80)	50	(30)

2009 Baseline Adjustments / Explanations	Increase / (Decrease)			
	Exp.	Rev.	Net 2010 Changes	FTE Impact
Adjustments to Base Budget				
Adjustment for 2009 budget shortfall in Collective Agreement provision.	30	-	30	-
Reduction to Corporate Security contracted service.	(170)	-	(170)	-
Total Adjustments to Base Budget	(140)	-	(140)	-

2010 Pressure Category / Explanation	Increase / (Decrease)			
	Exp.	Rev.	Net 2010 Changes	FTE Impact
Maintain Services				
All programs include an adjustment for 2010 contract settlements, increments, and benefit adjustments.	60	-	60	-
9-1-1 Service Level Agreement inflationary increase.	55	-	55	-
Corporate Radio System maintenance agreement increase.	45	-	45	-
Eliminate operating budget recovery from Security capital budget.	50	-	50	-
Transfer repairs and maintenance from capital budget to operating budget.	50	-	50	-
Total Maintain Services	260	-	260	-
Total Budget Changes	120	-	120	-

**City of Ottawa
Capital Budget - New Authority
In Thousands (\$000)**

Description	2010	Funding						
	New Authority	Revenues	Tax Supported & Other Reserves	Rate Supported	Develop. Charges	Debt		
						Tax	Rate	DC
Integrated Public Safety Unit								
Renewal of City Assets								
905472 Corporate Radio System - 2010	245	-	245	-	-	-	-	-
	245	-	245	-	-	-	-	-
Strategic Initiatives								
905473 Corporate Security Initiatives - 2010	200	-	200	-	-	-	-	-
	200	-	200	-	-	-	-	-
Total	445	-	445	-	-	-	-	-
Per the Omnibus motions approved by the ABF Committee, the following projects have been deferred or reduced:								
1) Motion: Decrease contribution to capital for Strategic projects								
905473 Corporate Security Initiatives - 2010	(200)	-	(200)	-	-	-	-	-
2) Motion: Adjust inflation component of increase in contribution to Capital Fund								
No projects deferred								

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

Operating Resource Requirement	2008	2009		2010	Change Over		2011	2012
	Actual	Forecast	Budget	Estimate	2009 Budget	2008 Actual	Forecast	
Expenditures by Program								
Chief's Office	272	271	270	287	17	15	294	302
Operations	105,849	107,160	107,022	110,636	3,614	4,787	118,680	123,999
Prevention	5,283	5,239	5,175	5,365	190	82	5,689	5,837
Communications	3,926	4,420	4,360	4,500	140	574	5,046	5,150
Operational Support	4,288	4,484	4,247	4,391	144	103	5,104	5,360
Productivity Improvements	-	-	(2,180)	(2,180)	-	(2,180)	(2,180)	(2,180)
Gross Expenditure	119,618	121,574	118,894	122,999	4,105	3,381	132,633	138,468
Recoveries & Allocations	-	-	-	-	-	-	-	-
Net Expenditure	119,618	121,574	118,894	122,999	4,105	3,381	132,633	138,468
Expenditures by Type								
Salaries, Wages & Benefits	105,076	107,295	106,021	109,589	3,568	4,513	117,736	123,381
Overtime	2,668	2,500	1,623	1,623	-	(1,045)	1,738	1,738
Material & Services	2,972	2,868	2,418	2,433	15	(539)	3,123	3,123
Transfers/Grants/Financial Charges	-	-	-	-	-	-	-	-
Fleet Costs	6,040	6,171	6,095	6,429	334	389	6,727	6,727
Program Facility Costs	2,236	2,187	2,184	2,372	188	136	2,646	2,796
Other Internal Costs	626	553	553	553	-	(73)	663	703
Gross Expenditures	119,618	121,574	118,894	122,999	4,105	3,381	132,633	138,468
Recoveries & Allocations	-	-	-	-	-	-	-	-
Net Expenditure	119,618	121,574	118,894	122,999	4,105	3,381	132,633	138,468
Revenues By Type								
Federal	4	-	-	-	-	-	-	-
Provincial	(94)	-	-	-	-	-	-	-
Municipal	-	-	-	-	-	-	-	-
Own Funds	(165)	-	-	-	-	-	-	-
Fees and Services	(881)	(667)	(667)	(682)	(15)	199	(697)	(712)
Fines	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Total Revenue	(1,136)	(667)	(667)	(682)	(15)	454	(697)	(712)
Net Requirement	118,482	120,907	118,227	122,317	4,090	3,835	131,936	137,756
Full Time Equivalents	987.00	983.00	983.00	1,003.00	20.00	16.00	1,061.00	1,061.00

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

Operating Resource Requirement Analysis	2009 Baseline			2010 Adjustments						2010	Change Over '09 Budget	% of Exp. on Comp./ Benefits
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	New Services / Needs	Efficiencies	User Fees & Charges	Estimate		
Expenditures by Program												
Chief's Office	271	270	1	16	-	-	-	-	-	287	17	93.0%
Operations	107,160	107,022	6	2,823	-	785	-	-	-	110,636	3,614	89.0%
Prevention	5,239	5,175	4	171	-	15	-	-	-	5,365	190	97.0%
Communications	4,420	4,360	-	140	-	-	-	-	-	4,500	140	81.6%
Operational Support	4,484	4,247	12	132	-	-	-	-	-	4,391	144	81.8%
Productivity Improvements	-	(2,180)	-	-	-	-	-	-	-	(2,180)	-	0.0%
Gross Expenditure	121,574	118,894	23	3,282	-	800	-	-	-	122,999	4,105	90.4%
Recoveries & Allocations	-	-	-	-	-	-	-	-	-	-	-	-
Net Expenditure	121,574	118,894	23	3,282	-	800	-	-	-	122,999	4,105	
Percent of 2009 Net Expenditure Budget			0.0%	2.8%	0.0%	0.7%	0.0%	0.0%	0.0%	3.5%		
Expenditures by Type												
Salaries, Wages & Benefits	107,295	106,021	20	2,900	-	648	-	-	-	109,589	3,568	
Overtime	2,500	1,623	-	-	-	-	-	-	-	1,623	-	
Material & Services	2,868	2,418	-	-	-	15	-	-	-	2,433	15	
Transfers/Grants/Financial Charges	-	-	-	-	-	-	-	-	-	-	-	
Fleet Costs	6,171	6,095	-	197	-	137	-	-	-	6,429	334	
Program Facility Costs	2,187	2,184	3	185	-	-	-	-	-	2,372	188	
Other Internal Costs	553	553	-	-	-	-	-	-	-	553	-	
Gross Expenditures	121,574	118,894	23	3,282	-	800	-	-	-	122,999	4,105	
Recoveries & Allocations	-	-	-	-	-	-	-	-	-	-	-	
Net Expenditure	121,574	118,894	23	3,282	-	800	-	-	-	122,999	4,105	
Revenues By Type												
Federal	-	-	-	-	-	-	-	-	-	-	-	
Provincial	-	-	-	-	-	-	-	-	-	-	-	
Municipal	-	-	-	-	-	-	-	-	-	-	-	
Own Funds	-	-	-	-	-	-	-	-	-	-	-	
Fees and Services	(667)	(667)	-	-	-	-	-	-	(15)	(682)	(15)	
Fines	-	-	-	-	-	-	-	-	-	-	-	
Other	-	-	-	-	-	-	-	-	-	-	-	
Total Revenue	(667)	(667)	-	-	-	-	-	-	(15)	(682)	(15)	
Percent of 2009 Revenue Budget			0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	2.2%	2.2%		
Net Requirement	120,907	118,227	23	3,282	-	800	-	-	(15)	122,317	4,090	
Percent of 2009 Net Requirement Budget			0.0%	2.8%	0.0%	0.7%	0.0%	0.0%	0.0%	3.5%		
Full Time Equivalents (FTE's)	983.00	983.00	-	-	-	20.00	-	-	-	1,003.00	20.00	
Percent of 2009 FTE's			0.0%	0.0%	0.0%	2.0%	0.0%	0.0%	0.0%	2.0%		

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

2009 Forecast vs. Budget Variance Explanation	Surplus / (Deficit)		
	Exp.	Rev.	Net
Forecast vs. Budget Variance Explanation Overall, expenditures are \$500K over budget if Productivity Improvement savings are excluded. The savings are unrealized because they are tied to the strategic redeployment of fire staff in the new Ottawa South fire station, which is not slated to open until late 2011.			
Compensation exceeds budget due to unrealized Productivity Improvement Savings. Excluding this, compensation is forecasted slightly lower than budget mainly due to vacancies despite increased overtime.	(2,151)	-	(2,151)
Materials and Services are over budget mainly due to increased communication services (pagers and radio systems repairs and maintenance), bunker suit cleaning and repairs, Self-Contained Breathing Apparatus maintenance, station cleaning supplies and volunteer firefighter insurance.	(450)	-	(450)
Fleet expenses are higher than budget mainly due to increased fuel.	(76)	-	(76)
Facility costs are higher than anticipated.	(3)	-	(3)
Total Surplus / (Deficit)	(2,680)	-	(2,680)

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

2009 Baseline Adjustments / Explanations	Increase / (Decrease)			FTE Impact
	Exp.	Rev.	Net 2010 Changes	
Adjustments to Base Budget				
Adjustment for 2009 budget shortfall in Collective Agreement provision.	20	-	20	-
Increase in facility costs due to 2009 budget shortfall in Collective Agreement provision.	3	-	3	-
	-	-	-	-
Total Adjustments to Base Budget	23	-	23	-

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

2010 Pressure Category / Explanation	Increase / (Decrease)			FTE Impact
	Exp.	Rev.	Net 2010 Changes	
Maintain Services				
All programs include an adjustment for 2010 contract settlements, increments, and benefit adjustments.	2,900	-	2,900	-
Inflationary increase on facility costs such as hydro, compensation and leases.	185	-	185	-
Increased Fleet costs due to inflation on fuel and maintenance.	197	-	197	-
Total Maintain Services	3,282	-	3,282	-
Growth				
Additional Fire FTEs for the new Ottawa West fire station due to growth. The budget pressure reflects the hiring of 20 FTEs in September 2010. The balance of the annualized costs of the 20 FTEs is \$1,325K which is included in the 2011 Forecast.	700	-	700	20.00
Additional Fleet costs for Command Unit (related to capital budget 904382 Fire Command Unit approved in 2007) and growth vehicles (related to project 905611 Fire Vehicles-2010).	85	-	85	-
Additional licensing for Mobile Office (related to capital project 905509 Fire Mobile Office-Prevention).	15	-	15	-
Total Growth	800	-	800	20.00
User Fees & Charges				
See following user fee schedule for details on the specific rates.	-	(15)	(15)	-
Total User Fees & Charges	-	(15)	(15)	-
Total Budget Changes	4,105	(15)	4,090	20.00

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

User Fees	2008 Rate	2009 Rate	2010 Rate	% Change Over		Effective Date	2010 Revenue
	\$	\$	\$	2009	2008	DD-MMM-YY	(\$000)
Ottawa Fire Services							
<u>Hazmat Fees and Charges</u> (minimum charge of 1 hour)							(3)
Hazmat Vehicle & Techs	515.00	534.00	554.00	3.7%	7.6%	01-Apr-10	
Pump & Crew	655.00	680.00	706.00	3.8%	7.8%	01-Apr-10	
Ladder, Aerial, Platform & Crew	487.00	505.00	524.00	3.8%	7.6%	01-Apr-10	
Incident Commander & Vehicle	328.00	340.00	353.00	3.8%	7.6%	01-Apr-10	
Safety Officer & Vehicle	296.00	307.00	319.00	3.9%	7.8%	01-Apr-10	
Water Rescue & Vehicle	254.00	264.00	274.00	3.8%	7.9%	01-Apr-10	
Hose Tender	410.00	425.00	441.00	3.8%	7.6%	01-Apr-10	
Supply Tender	243.00	252.00	261.00	3.6%	7.4%	01-Apr-10	
Foam Tender	243.00	252.00	261.00	3.6%	7.4%	01-Apr-10	
Heavy Rescue	487.00	505.00	524.00	3.8%	7.6%	01-Apr-10	
Tanker	243.00	252.00	261.00	3.6%	7.4%	01-Apr-10	
Command RV Vehicle	243.00	252.00	261.00	3.6%	7.4%	01-Apr-10	
Service Vehicle	121.00	126.00	131.00	4.0%	8.3%	01-Apr-10	
Maintenance Vehicle	121.00	126.00	131.00	4.0%	8.3%	01-Apr-10	
Hazmat Support Vehicle	121.00	126.00	131.00	4.0%	8.3%	01-Apr-10	
Rehab Vehicle	121.00	126.00	131.00	4.0%	8.3%	01-Apr-10	

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

User Fees	2008 Rate	2009 Rate	2010 Rate	% Change Over		Effective Date	2010 Revenue
	\$	\$	\$	2009	2008	DD-MMM-YY	(\$000)
Ottawa Fire Services (Cont.)							
<u>Fire Prevention</u>							
1) File Search (only) Fees							
Residential	76.00	79.00	82.00	3.8%	7.9%	01-Apr-10	(3)
Non-Residential	153.00	159.00	165.00	3.8%	7.8%	01-Apr-10	
2) General Fire Inspections Fees							(9)
Maintenance Inspections: less than 3 storeys, warehouses and other industrial buildings under 5,000 sq. ft.	248.00	257.00	267.00	3.9%	7.7%	01-Apr-10	
Retrofit Inspections: less than 3 storeys, warehouses and other industrial buildings under 5,000 sq. ft.	372.00	386.00	401.00	3.9%	7.8%	01-Apr-10	
Maintenance Inspections: for 4-6 storeys, warehouses and other industrial buildings between 5,000 - 15,000 sq. ft.	372.00	386.00	401.00	3.9%	7.8%	01-Apr-10	
Retrofit Inspections: for 4-6 storeys, warehouses and other industrial buildings between 5,000 - 15,000 sq. ft.	620.00	643.00	667.00	3.7%	7.6%	01-Apr-10	
Maintenance Inspections: for 7-12 storeys, warehouses and other industrial buildings over 15,000 sq. ft.	495.00	514.00	533.00	3.7%	7.7%	01-Apr-10	
Retrofit Inspections: for 7-12 storeys, warehouses and other industrial buildings over 15,000 sq. ft.	743.00	771.00	800.00	3.8%	7.7%	01-Apr-10	
Maintenance Inspections: for 13 storeys or higher, or an especially large complex.	620.00	643.00	667.00	3.7%	7.6%	01-Apr-10	
Retrofit Inspections: for 13 storeys or higher, or an especially large complex.	991.00	1,028.00	1,067.00	3.8%	7.7%	01-Apr-10	
<u>Open Air Fire Permits</u>	11.00	12.00	12.00	0.0%	9.1%	01-Apr-10	
Total Fire Services							(15)

City of Ottawa
 Emergency & Protective Services
 Ottawa Fire Services - Committee Recommendations
 In Thousands (\$000)

Strategy Category	Program / Service Adjustment	2010 ABFC Recommendations			
		Exp	Rev	Net Impact	FTE Impact
	Recommendation Defer Ottawa Fire Service FTE- Maintenance Technician.	(100)	-	(100)	(1.00)
	Impact on Public / City Departments The equipment would fall into disrepair.				
	Recommendation Defer Bunker Suit Cleaning and Testing Contract.	(150)	-	(150)	-
	Impact on Public / City Departments The equipment would fall into disrepair. This item is non-discretionary and costs will continue to be incurred. Funds will be found else where in the budget.				
	Recommendation Defer OFS Incident Command Software Licensing.	(20)	-	(20)	-
	Impact on Public / City Departments The licensing is required to utilize the software, which provides training for Fire Services responders on Incident Command and enhances the services ability to provide effective and coordinated response on scene.				
	Recommendation Defer OFS Pager Base Budget Maintenance.	(55)	-	(55)	-
	Impact on Public / City Departments These funds are required to maintain the pager program. If the pagers are not maintained, notification of calls to the volunteer firefighters may be impacted and consequently their response time or complement may be compromised. Funds will be found else where in the budget.				

1 - New Revenue Opportunities	2 - Deferral of Proposed New Service Expenditures	3 - Deferral of Capital Projects	4 Adjustments to Existing Services
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City of Ottawa
Emergency & Protective Services
Ottawa Fire Services - Committee Recommendations
 In Thousands (\$000)

Strategy Category	Program / Service Adjustment	2010 ABFC Recommendations			
		Exp	Rev	Net Impact	FTE Impact
	Recommendation Defer OFS Volunteer Firefighters Insurance System (VFIS) Base Shortage.	(20)	-	(20)	-
	Impact on Public / City Departments This system of insurance had to be purchased separately from the corporate Long-Term Disability (LTD) program because the volunteer firefighter is not a full time employee. The base budget was never adequate and so these funds are required to properly fund the budget.				
	Recommendation Defer OFS SCBA Maintenance, Parts and Repairs.	(75)	-	(75)	-
	Impact on Public / City Departments This is the single most important piece of equipment that firefighters use for life safety. Each firefighter is required to wear this gear when entering a fire. This item is non-discretionary and costs will continue to be incurred to ensure the safety and security of responders is assured. Funding will be found else where in the budget.				
	Recommendation Defer OFS Radio Maintenance.	(35)	-	(35)	-
	Impact on Public / City Departments Dimished capacity to repair radio are increasing as the equipment is aging.				

1 - New Revenue Opportunities	2 - Deferral of Proposed New Service Expenditures	3 - Deferral of Capital Projects	4 Adjustments to Existing Services
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City of Ottawa
Emergency & Protective Services
Ottawa Fire Services - Committee Recommendations
 In Thousands (\$000)

Strategy Category	Program / Service Adjustment	2010 ABFC Recommendations			
		Exp	Rev	Net Impact	FTE Impact
	Recommendation Eliminate provision for Nederman exhaust systems at 12 fire stations.	(30)	-	(30)	-
	Impact on Public / City Departments The elimination of funding required to provide required maintenance of specialized drying units for fire hoses and fire fighter equipment will impact the operating capability of the equipment. These specialized units are to be installed in all fire stations and require detailed maintenance programs to insure their functionality. Cutting back on maintenance programs for existing and new dryers will reduce the effectiveness of the units and increase energy costs for underperforming equipment.				
	Recommendation Defer OFS - Existing Overtime Pressure.	(50)	-	(50)	-
	Impact on Public / City Departments If these funds are not approved, the amount spent in the delivery of Public Education services and Fire investigation will be reduced.				
	Recommendation Defer Fire Station Cleaning Supplies budget increase.	(70)	-	(70)	-
	Impact on Public / City Departments The cleaning supply budget has been under funded since amalgamation. This item is non-discretionary and costs will continue to be incurred to ensure stations are clean and sufficiently stocked to support the staff who work there.				
Total ABFC Recommendations		(605)	-	(605)	(1.00)

1 - New Revenue Opportunities	2 - Deferral of Proposed New Service Expenditures	3 - Deferral of Capital Projects	4 Adjustments to Existing Services
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**City of Ottawa
Capital Budget - New Authority
In Thousands (\$000)**

Description	2010	Funding						
	New Authority	Revenues	Tax Supported & Other Reserves	Rate Supported	Develop. Charges	Debt		
						Tax	Rate	DC
Fire Services								
Renewal of City Assets								
905463 Lifecycle Renewal Fleet- Fire Services	3,428	-	3,428	-	-	-	-	-
905607 LCR - Fire Services	1,692	-	1,692	-	-	-	-	-
905612 Self-Contained Breathing Apparatus-2010	500	-	500	-	-	-	-	-
905613 Specialty Fire Equipment Replacement-201	325	-	325	-	-	-	-	-
905614 Fire Equipment Replacement Program-2010	590	-	590	-	-	-	-	-
905615 Fire Safety Equipment Replacement-2010	530	-	530	-	-	-	-	-
905616 Personal Protective Equipment-2010	400	-	400	-	-	-	-	-
905617 Fire Tech. Development & Equip-2010	315	-	315	-	-	-	-	-
905618 Fire Facility Equip. Replacement-2010	200	-	200	-	-	-	-	-
905660 RG-LCR - Fire Services	980	-	980	-	-	-	-	-
	8,960	-	8,960	-	-	-	-	-
Growth								
903142 Ottawa East Fire Station	300	-	30	-	270	-	-	-
	300	-	30	-	270	-	-	-
Strategic Initiatives								
905020 Rural Shared Facility Proj-Stn64-Carp-10	500	-	-	-	-	500	-	-
905406 Fire Prevention Retrofit Prg-2010	135	-	135	-	-	-	-	-
905407 Nederman Exhaust Systems-2010	125	-	125	-	-	-	-	-
905509 Fire Mobile Office (Prevention)-2010	200	-	200	-	-	-	-	-
905605 Fire Backup Emergency Power-2010	125	-	125	-	-	-	-	-
905610 Fire Wake Up/Smoke Alarm Prg-2010	200	-	200	-	-	-	-	-
905611 Fire Vehicles-2010	80	-	80	-	-	-	-	-
	1,365	-	865	-	-	500	-	-
Total	10,625	-	9,855	-	270	500	-	-

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

Operating Resource Requirement	2008	2009		2010	Change Over		2011	2012
	Actual	Forecast	Budget	Estimate	2009 Budget	2008 Actual	Forecast	
Expenditures by Program								
Chief's Office	255	247	247	254	7	(1)	259	264
Operations	33,709	38,167	36,397	42,423	6,026	8,714	48,258	56,388
Technical Services	15,060	16,091	15,521	16,157	636	1,097	16,807	17,387
Central Ambulance Communication Centre (CACC)	5,515	6,026	6,166	6,166	-	651	6,166	6,166
Productivity Improvements	-	-	-	-	-	-	-	-
Gross Expenditure	54,539	60,531	58,331	65,000	6,669	10,461	71,490	80,205
Recoveries & Allocations	(141)	(145)	-	-	-	-	-	-
Net Expenditure	54,398	60,386	58,331	65,000	6,669	10,602	71,490	80,205
Expenditures by Type								
Salaries, Wages & Benefits	40,838	45,171	45,025	51,086	6,061	10,248	57,031	65,201
Overtime	2,263	2,605	1,830	1,890	60	(373)	1,940	1,990
Material & Services	5,268	6,357	5,085	5,144	59	(124)	5,309	5,474
Transfers/Grants/Financial Charges	-	-	-	-	-	-	-	-
Fleet Costs	4,111	4,173	4,167	4,641	474	530	4,971	5,301
Program Facility Costs	1,560	1,701	1,700	1,715	15	155	1,715	1,715
Other Internal Costs	499	524	524	524	-	25	524	524
Gross Expenditures	54,539	60,531	58,331	65,000	6,669	10,461	71,490	80,205
Recoveries & Allocations	(141)	(145)	-	-	-	-	-	-
Net Expenditure	54,398	60,386	58,331	65,000	6,669	10,602	71,490	80,205
Revenues By Type								
Federal	104	(123)	-	-	-	-	-	-
Provincial	(31,739)	(34,137)	(33,151)	(35,681)	(2,530)	(3,942)	(38,006)	(41,606)
Municipal	-	-	-	-	-	-	-	-
Own Funds	-	-	-	-	-	-	-	-
Fees and Services	(681)	(811)	(280)	(280)	-	401	(280)	(280)
Fines	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Total Revenue	(32,316)	(35,071)	(33,431)	(35,961)	(2,530)	(3,645)	(38,286)	(41,886)
Net Requirement	22,082	25,315	24,900	29,039	4,139	6,957	33,204	38,319
Full Time Equivalents	487.45	552.45	552.45	575.45	23.00	88.00	649.45	725.45

City of Ottawa
Emergency & Protective Services
Ottawa Paramedic Service - Operating Resource Requirement Analysis

In Thousands (\$000)

Operating Resource Requirement Analysis	2009 Baseline			2010 Adjustments						2010	Change Over '09 Budget	% of Exp. on Comp./ Benefits
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	New Services / Needs	Efficiencies	User Fees & Charges	Estimate		
Expenditures by Program												
Chief's Office	247	247	1	-	6	-	-	-	-	254	7	97.6%
Operations	38,167	36,397	371	-	925	4,730	-	-	-	42,423	6,026	98.6%
Technical Services	16,091	15,521	44	-	257	335	-	-	-	16,157	636	30.5%
CACC Contract	6,026	6,166	-	-	-	-	-	-	-	6,166	-	97.1%
Productivity Improvements	-	-	-	-	-	-	-	-	-	-	-	0.0%
Gross Expenditure	60,531	58,331	416	-	1,188	5,065	-	-	-	65,000	6,669	81.5%
Recoveries & Allocations	(145)	-	-	-	-	-	-	-	-	-	-	
Net Expenditure	60,386	58,331	416	-	1,188	5,065	-	-	-	65,000	6,669	
Percent of 2009 Net Expenditure Budget			0.7%	0.0%	2.0%	8.7%	0.0%	0.0%	0.0%	11.4%		
Expenditures by Type												
Salaries, Wages & Benefits	45,171	45,025	400	-	995	4,666	-	-	-	51,086	6,061	
Overtime	2,605	1,830	15	-	45	-	-	-	-	1,890	60	
Material & Services	6,357	5,085	-	-	-	59	-	-	-	5,144	59	
Transfers/Grants/Financial Charges	-	-	-	-	-	-	-	-	-	-	-	
Fleet Costs	4,173	4,167	-	-	134	340	-	-	-	4,641	474	
Program Facility Costs	1,701	1,700	1	-	14	-	-	-	-	1,715	15	
Other Internal Costs	524	524	-	-	-	-	-	-	-	524	-	
Gross Expenditures	60,531	58,331	416	-	1,188	5,065	-	-	-	65,000	6,669	
Recoveries & Allocations	(145)	-	-	-	-	-	-	-	-	-	-	
Net Expenditure	60,386	58,331	416	-	1,188	5,065	-	-	-	65,000	6,669	
Revenues By Type												
Federal	(123)	-	-	-	-	-	-	-	-	-	-	
Provincial	(34,137)	(33,151)	-	-	-	(2,530)	-	-	-	(35,681)	(2,530)	
Municipal	-	-	-	-	-	-	-	-	-	-	-	
Own Funds	-	-	-	-	-	-	-	-	-	-	-	
Fees and Services	(811)	(280)	-	-	-	-	-	-	-	(280)	-	
Fines	-	-	-	-	-	-	-	-	-	-	-	
Other	-	-	-	-	-	-	-	-	-	-	-	
Total Revenue	(35,071)	(33,431)	-	-	-	(2,530)	-	-	-	(35,961)	(2,530)	
Percent of 2009 Revenue Budget			0.0%	0.0%	0.0%	7.6%	0.0%	0.0%	0.0%	7.6%		
Net Requirement	25,315	24,900	416	-	1,188	2,535	-	-	-	29,039	4,139	
Percent of 2009 Net Requirement Budget			1.7%	0.0%	4.8%	10.2%	0.0%	0.0%	0.0%	16.6%		
Full Time Equivalents (FTE's)	552.45	552.45	-	-	-	23.00	-	-	-	575.45	23.00	
Percent of 2009 FTE's			0.0%	0.0%	0.0%	4.2%	0.0%	0.0%	0.0%	4.2%		

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

2009 Forecast vs. Budget Variance Explanation	Surplus / (Deficit)		
	Exp.	Rev.	Net
Forecast vs. Budget Variance Explanation			
Increased compensation due to shortfall in Collective Agreement provision.	(415)	-	(415)
Excluding the collective agreement shortfall, Compensation including overtime is higher than budget due to increased overtime for standby services and one-time events (President Obama visit, World Juniors, Tamil Tigers protest), most of which is recovered through revenue.	(506)	-	(506)
Increased Materials and Services primarily from provincially funded initiatives such as Nurse Offload and Chemical, Biological, Radiological and Nuclear (CBRN) training projects.	(1,272)	-	(1,272)
Secondary costs are slightly higher than budget primarily from Fleet rentals related to the President Obama visit which is recovered from the Federal government (\$6K) and increase in facility costs due to shortfall in Collective Agreement provision (\$1K)	(7)	-	(7)
Increased recoveries are due to internal first aid training provided to other city departments.	145	-	145
Increased revenue due to additional provincial funding for Nurse Offload and Chemical, Biological, Radiological and Nuclear (CBRN) training projects (\$986K), federal reimbursement related to President Obama visit (\$123K) and increased standby services and first aid training provided to external agencies (\$531K).	-	1,640	1,640
Total Surplus / (Deficit)	(2,055)	1,640	(415)

2009 Baseline Adjustments / Explanations	Increase / (Decrease)			
	Exp.	Rev.	Net 2010 Changes	FTE Impact
Adjustments to Base Budget				
Adjustment for 2009 budget shortfall in Collective Agreement provision.	415	-	415	-
Increase in facility costs due to 2009 budget shortfall in Collective Agreement provision.	1	-	1	-
Total Adjustments to Base Budget	416	-	416	-

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

2010 Pressure Category / Explanation	Increase / (Decrease)			FTE Impact
	Exp.	Rev.	Net 2010 Changes	
Provincial Legislated				
All programs include an adjustment for 2010 contract settlements, increments, and benefit adjustments.	1,040	-	1,040	-
Inflationary increase on facility costs such as hydro, compensation and leases.	14	-	14	
Increased Fleet costs due to inflation on fuel and maintenance.	134		134	
Total Provincial Legislated	1,188	-	1,188	-
Growth				
Annualization of 65 FTEs approved in 2009	3,595	(1,795)	1,800	-
Additional Paramedic FTEs due to growth, which is to be funded 50% by the Province. The budget pressure reflects the hiring of 23 FTEs in May 2010. The balance of the annualized costs, net of provincial funding, is \$1,315K which is included in the 2011 Forecast. As per October 16, 2008 CPS Committee, Report ACS2009-CPS-OPS-0003, Ottawa Paramedic Service - 2008 Trends Report.	1,470	(735)	735	23.00
Total Growth	5,065	(2,530)	2,535	23.00
Total Budget Changes	6,669	(2,530)	4,139	23.00

City of Ottawa
Emergency & Protective Services
Ottawa Paramedic Service - Committee Recommendations
 In Thousands (\$000)

		2010 ABFC Recommendations			
Strategy Category	Program / Service Adjustment	Exp	Rev	Net Impact	FTE Impact
	<u>Recommendation</u> Reduce budget requirement for the phased-in hiring of additional paramedics.	(1,910)	955	(955)	(40.00)
	<u>Impact on Public / City Departments</u> The City of Ottawa's Auditor General's report on the Paramedic Service recognizes the Service's urgent need for increased resources including staffing. The Trends Report to CPS (October 15, 2009) specifies the performance indicators that cannot be achieved without the addition of staff. After this reduction, the budget still provides for 23 additional paramedics due to growth, to be hired in May 2010.				
Total ABFC Recommendations		(1,910)	955	(955)	(40.00)

1 - New Revenue Opportunities	2 - Deferral of Proposed New Service Expenditures	3 - Deferral of Capital Projects	4 Adjustments to Existing Services
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**City of Ottawa
Capital Budget - New Authority
In Thousands (\$000)**

Description	2010	Funding						
	New Authority	Revenues	Tax Supported & Other Reserves	Rate Supported	Develop. Charges	Debt		
						Tax	Rate	DC
Paramedic Services								
Renewal of City Assets								
905464 Lifecycle Renewal Fleet- Paramedic Svcs	3,113	-	3,113	-	-	-	-	-
905471 Paramedic Equipment Replacement-2010	1,480	-	1,480	-	-	-	-	-
	4,593	-	4,593	-	-	-	-	-
Strategic Initiatives								
904676 Paramedic Service Patient Care	240	-	240	-	-	-	-	-
905381 Paramedic Vehicles & Equipment - 2010	440	-	440	-	-	-	-	-
	680	-	680	-	-	-	-	-
Total	5,273	-	5,273	-	-	-	-	-
Per the Omnibus motions approved by the ABF Committee, the following projects have been deferred or reduced:								
1) Motion: Decrease contribution to capital for Strategic projects								
905381 Paramedic Vehicles & Equipment	(870)		(870)					
2) Motion: Adjust inflation component of increase in contribution to Capital Fund								
No projects deferred	-							

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

Operating Resource Requirement	2008	2009		2010	Change Over		2011	2012
	Actual	Forecast	Budget	Estimate	2009 Budget	2008 Actual	Forecast	
Expenditures by Program								
Manager's Office	301	317	313	324	11	23	333	342
Operations & Licensing	15,732	15,922	15,771	16,480	709	748	17,481	18,227
Spay / Neuter Clinic	286	300	344	349	5	63	354	359
Humane Society - Pound Service	776	806	787	822	35	46	837	852
Productivity Improvements	-	-	-	-	-	-	-	-
Gross Expenditure	17,095	17,345	17,215	17,975	760	880	19,005	19,780
Recoveries & Allocations	(796)	(507)	(507)	(507)	-	289	(507)	(507)
Net Expenditure	16,299	16,838	16,708	17,468	760	1,169	18,498	19,273
Expenditures by Type								
Salaries, Wages & Benefits	11,492	12,242	12,314	12,949	635	1,457	13,839	14,719
Overtime	463	458	256	256	-	(207)	256	256
Material & Services	2,886	2,623	2,623	2,683	60	(203)	2,793	2,848
Transfers/Grants/Financial Charges	789	681	681	676	(5)	(113)	676	486
Fleet Costs	968	974	974	1,038	64	70	1,068	1,098
Program Facility Costs	-	-	-	-	-	-	-	-
Other Internal Costs	497	367	367	373	6	(124)	373	373
Gross Expenditures	17,095	17,345	17,215	17,975	760	880	19,005	19,780
Recoveries & Allocations	(796)	(507)	(507)	(507)	-	289	(507)	(507)
Net Expenditure	16,299	16,838	16,708	17,468	760	1,169	18,498	19,273
Revenues By Type								
Federal	(2)	-	-	-	-	-	-	-
Provincial	-	-	-	-	-	-	-	-
Municipal	-	-	-	-	-	-	-	-
Own Funds	-	-	-	-	-	-	-	-
Fees and Services	(22,974)	(23,815)	(23,315)	(23,705)	(390)	(731)	(24,255)	(24,590)
Fines	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Total Revenue	(22,976)	(23,815)	(23,315)	(23,705)	(390)	(729)	(24,255)	(24,590)
Net Requirement	(6,677)	(6,977)	(6,607)	(6,237)	370	440	(5,757)	(5,317)
Full Time Equivalents	159.57	164.57	164.57	171.57	7.00	12.00	177.57	183.57

City of Ottawa
Emergency & Protective Services
By-Law and Regulatory Services - Operating Resource Requirement Analysis

In Thousands (\$000)

Operating Resource Requirement Analysis	2009 Baseline			2010 Adjustments						2010	Change Over '09 Budget	% of Exp. on Comp./ Benefits
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	New Services / Needs	Efficiencies	User Fees & Charges	Estimate		
Expenditures by Program												
Manager's Office	317	313	3	8	-	-	-	-	-	324	11	100.0%
Operations & Licensing	15,922	15,771	32	352	-	325	-	-	-	16,480	709	77.0%
Spay / Neuter Clinic	300	344	-	5	-	-	-	-	-	349	5	56.4%
Humane Society - Pound Service	806	787	-	35	-	-	-	-	-	822	35	0.0%
Productivity Improvements	-	-	-	-	-	-	-	-	-	-	-	0.0%
Gross Expenditure	17,345	17,215	35	400	-	325	-	-	-	17,975	760	73.5%
Recoveries & Allocations	(507)	(507)	-	-	-	-	-	-	-	(507)	-	-
Net Expenditure	16,838	16,708	35	400	-	325	-	-	-	17,468	760	
Percent of 2009 Net Expenditure Budget			0.2%	2.4%	0.0%	1.9%	0.0%	0.0%	0.0%	4.5%		
Expenditures by Type												
Salaries, Wages & Benefits	12,242	12,314	40	325	-	270	-	-	-	12,949	635	
Overtime	458	256	-	-	-	-	-	-	-	256	-	
Material & Services	2,623	2,623	-	40	-	20	-	-	-	2,683	60	
Transfers/Grants/Financial Charges	681	681	(5)	-	-	-	-	-	-	676	(5)	
Fleet Costs	974	974	-	29	-	35	-	-	-	1,038	64	
Program Facility Costs	-	-	-	-	-	-	-	-	-	-	-	
Other Internal Costs	367	367	-	6	-	-	-	-	-	373	6	
Gross Expenditures	17,345	17,215	35	400	-	325	-	-	-	17,975	760	
Recoveries & Allocations	(507)	(507)	-	-	-	-	-	-	-	(507)	-	
Net Expenditure	16,838	16,708	35	400	-	325	-	-	-	17,468	760	
Revenues By Type												
Federal	-	-	-	-	-	-	-	-	-	-	-	
Provincial	-	-	-	-	-	-	-	-	-	-	-	
Municipal	-	-	-	-	-	-	-	-	-	-	-	
Own Funds	-	-	-	-	-	-	-	-	-	-	-	
Fees and Services	(23,815)	(23,315)	5	(40)	-	(205)	-	-	(150)	(23,705)	(390)	
Fines	-	-	-	-	-	-	-	-	-	-	-	
Other	-	-	-	-	-	-	-	-	-	-	-	
Total Revenue	(23,815)	(23,315)	5	(40)	-	(205)	-	-	(150)	(23,705)	(390)	
Percent of 2009 Revenue Budget			0.0%	0.2%	0.0%	0.9%	0.0%	0.0%	0.6%	1.7%		
Net Requirement	(6,977)	(6,607)	40	360	-	120	-	-	(150)	(6,237)	370	
Percent of 2009 Net Requirement Budget			-0.6%	-5.4%	0.0%	-1.8%	0.0%	0.0%	2.3%	5.6%		
Full Time Equivalents (FTE's)	164.57	164.57	-	-	-	7.00	-	-	-	171.57	7.00	
Percent of 2009 FTE's			0.0%	0.0%	0.0%	4.3%	0.0%	0.0%	0.0%	4.3%		

City of Ottawa

Emergency & Protective Services

By-Law and Regulatory Services - Operating Resource Requirement Explanatory Notes

In Thousands (\$000)

2009 Forecast vs. Budget Variance Explanation	Surplus / (Deficit)		
	Exp.	Rev.	Net
Forecast vs. Budget Variance Explanation			
Increased compensation due to shortfall in Collective Agreement provision.	(130)	-	(130)
Increased revenue mainly due to higher penalties for late payment of parking fines	-	500	500
Total Surplus / (Deficit)	(130)	500	370

2009 Baseline Adjustments / Explanations	Increase / (Decrease)			
	Exp.	Rev.	Net 2010 Changes	FTE Impact
Adjustments to Base Budget				
Adjustment for 2009 budget shortfall in Collective Agreement provision.	130	-	130	-
Corporate Reorganization savings due to implementation of service excellence initiative.	(90)	-	(90)	-
Reverse 2009 contribution/repayment to reserve and one-time licensing fee revenue for taxi cameras - Council Report Ref No. ACS2008-CPS-BYL-0024.	(195)	195	-	-
2010 Contribution/repayment to reserve and one-time licensing fee revenue for taxi cameras - Council Report Ref No. ACS2008-CPS-BYL-0024.	190	(190)	-	-
Total Adjustments to Base Budget	35	5	40	-

City of Ottawa

Emergency & Protective Services

By-Law and Regulatory Services - Operating Resource Requirement Explanatory Notes

In Thousands (\$000)

2010 Pressure Category / Explanation	Increase / (Decrease)			FTE Impact
	Exp.	Rev.	Net 2010 Changes	
Maintain Services				
All programs include an adjustment for 2010 contract settlements, increments, and benefit adjustments.	325	-	325	-
Contract Increase for the Ottawa Humane Society Municipal Animal Shelter Service Agreement and the Spay-Neuter Clinic veterinarian.	40	(40)	-	-
Inflationary increase on facility costs such as hydro, compensation and leases.	6		6	-
Increased Fleet costs due to inflation on fuel and maintenance.	29	-	29	-
Total Maintain Services	400	(40)	360	-
Growth				
Additional By-Law & Regulatory Services FTEs due to growth in call volume, which is primarily offset by increased revenue associated with the FTEs.	325	(205)	120	7.00
Total Growth	325	(205)	120	7.00
User Fees & Charges				
See following user fee schedule for details on the specific rates.	-	(150)	(150)	-
Total User Fees & Charges	-	(150)	(150)	-
Total Budget Changes	760	(390)	370	7.00

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

User Fees	2008	2009	2010	% Change Over		Effective	2010
	Rate	Rate	Rate	2009	2008	Date	Revenue
	\$	\$	\$			DD-MMM-YY	(\$000)
<u>By-law & Regulatory Services</u>							
<u>Business Licensing</u>							
Adult Entertainment Parlour (Owner)	2,750.00	2,850.00	2933.00	2.9%	6.7%	01-Apr-10	(91)
Adult Entertainment Parlour (Operator)	525.00	540.00	556.00	3.0%	5.9%	01-Apr-10	
Adult Entertainment Stores A	525.00	540.00	556.00	3.0%	5.9%	01-Apr-10	
Adult Entertainment Stores B	55.00	55.00	57.00	3.6%	3.6%	01-Apr-10	
All Night Dance Events	210.00	215.00	221.00	2.8%	5.2%	01-Apr-10	
Amusement Places	145.00	150.00	154.00	2.7%	6.2%	01-Apr-10	
Auctioneer A (annual)	350.00	365.00	376.00	3.0%	7.4%	01-Apr-10	
Body Rub Parlour	525.00	540.00	556.00	3.0%	5.9%	01-Apr-10	
Driving School (Owner/Operator)	350.00	360.00	370.00	2.8%	5.7%	01-Apr-10	
Driving School (Instructor)	125.00	130.00	134.00	3.1%	7.2%	01-Apr-10	
Exhibitions (day)	210.00	220.00	226.00	2.7%	7.6%	01-Apr-10	
Exotic Animal Entertainment	210.00	220.00	226.00	2.7%	7.6%	01-Apr-10	
Exotic Animal Rescue Establishments	105.00	110.00	113.00	2.7%	7.6%	01-Apr-10	
Flea Markets (C-Annual)	3,100.00	3,215.00	3308.00	2.9%	6.7%	01-Apr-10	
Flea Markets (A-day)	210.00	220.00	226.00	2.7%	7.6%	01-Apr-10	
Food Premises	150.00	160.00	165.00	3.1%	10.0%	01-Apr-10	
Group Home Old Nepean and Old Gloucester	100.00	105.00	108.00	2.9%	8.0%	01-Apr-10	
Limousine (Owner/ Operator)	775.00	800.00	823.00	2.9%	6.2%	01-Apr-10	
Limousine (Vehicle)	450.00	465.00	478.00	2.8%	6.2%	01-Apr-10	
Public Garage	150.00	160.00	165.00	3.1%	10.0%	01-Apr-10	
Rooming House Owner 4-10 rooming units	150.00	155.00	159.00	2.6%	6.0%	01-Apr-10	
Rooming House Owner 11-20 rooming units	200.00	205.00	211.00	2.9%	5.5%	01-Apr-10	
Rooming House Owner 21-30 rooming units	250.00	260.00	268.00	3.1%	7.2%	01-Apr-10	
Rooming House Owner 31-40 rooming units	300.00	310.00	319.00	2.9%	6.3%	01-Apr-10	
Rooming House Owner 41-50 rooming units	350.00	365.00	376.00	3.0%	7.4%	01-Apr-10	
Rooming House Owner 51-60 rooming units	400.00	415.00	427.00	2.9%	6.8%	01-Apr-10	
Salvage Yards	130.00	135.00	139.00	3.0%	6.9%	01-Apr-10	
Second-hand Goods Shops	130.00	135.00	139.00	3.0%	6.9%	01-Apr-10	
Snow Plow Contractors	150.00	155.00	159.00	2.6%	6.0%	01-Apr-10	
Snow Plow Vehicles	15.00	15.00	20.00	33.3%	33.3%	01-Apr-10	

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

User Fees	2008	2009	2010	% Change Over		Effective	2010
	Rate	Rate	Rate	2009	2008	Date	Revenue
	\$	\$	\$			DD-MMM-YY	(\$000)
By-law & Regulatory Services (Cont.):							
<u>Business Licensing (Cont.)</u>							
Temporary Sign Lessors	310.00	320.00	329.00	2.8%	6.1%	01-Apr-10	
Tobacco Vendors	310.00	350.00	360.00	2.9%	16.1%	01-Apr-10	
Rickshaw Operators	35.00	40.00	41.00	2.5%	17.1%	01-Apr-10	
Rickshaw Owners	70.00	75.00	77.00	2.7%	10.0%	01-Apr-10	
<u>Refreshment Vendors</u>							
<u>Mobile Refreshment Vehicle</u>							
Licence "A" Annual	2,550.00	2,645.00	2,722.00	2.9%	6.7%	01-Apr-10	
Licence "B" six months	1,650.00	1,710.00	1,760.00	2.9%	6.7%	01-Apr-10	
Licence "C" monthly	250.00	260.00	268.00	3.1%	7.2%	01-Apr-10	
Licence "D" special event (1-21 days)	200.00	205.00	211.00	2.9%	5.5%	01-Apr-10	
Licence "E" special event per day (1-4 days)	150.00	155.00	160.00	3.2%	6.7%	01-Apr-10	
Licence "F" roadway annual	2,550.00	2,645.00	2,722.00	2.9%	6.7%	01-Apr-10	
Licence "G" roadway six months	1,650.00	1,710.00	1,760.00	2.9%	6.7%	01-Apr-10	
Licence "H" roadway monthly	250.00	260.00	268.00	3.1%	7.2%	01-Apr-10	
<u>Mobile Canteen</u>							
Licence "A" Annual	550.00	570.00	587.00	3.0%	6.7%	01-Apr-10	
Licence "B" six months	400.00	415.00	427.00	2.9%	6.8%	01-Apr-10	
Licence "C" monthly	200.00	205.00	211.00	2.9%	5.5%	01-Apr-10	
Licence "D" special event (1-21 days)	175.00	180.00	185.00	2.8%	5.7%	01-Apr-10	
Licence "E" special event per day (1-4 days)	150.00	155.00	159.00	2.6%	6.0%	01-Apr-10	
<u>Mobile Refreshment Cart</u>							
Licence "A" Annual	450.00	465.00	478.00	2.8%	6.2%	01-Apr-10	
Licence "B" six months	300.00	310.00	319.00	2.9%	6.3%	01-Apr-10	
Licence "C" monthly	200.00	205.00	211.00	2.9%	5.5%	01-Apr-10	
Licence "D" special event (1-21 days)	175.00	180.00	185.00	2.8%	5.7%	01-Apr-10	
Licence "E" special event per day (1-4 days)	150.00	155.00	159.00	2.6%	6.0%	01-Apr-10	
Licence "F" sidewalk annual	450.00	465.00	478.00	2.8%	6.2%	01-Apr-10	
Licence "G" sidewalk six months	300.00	310.00	319.00	2.9%	6.3%	01-Apr-10	
Licence "H" sidewalk monthly	200.00	205.00	211.00	2.9%	5.5%	01-Apr-10	

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

User Fees	2008	2009	2010	% Change Over		Effective	2010
	Rate	Rate	Rate	2009	2008	Date	Revenue
	\$	\$	\$			DD-MMM-YY	(\$000)
By-law & Regulatory Services (Cont.):							
<u>Business Licensing (Cont.)</u>							
<u>Refreshment Vendors (Cont.)</u>							
<u>Refreshment Stand</u>							
Licence "A" Annual	600.00	620.00	638.00	2.9%	6.3%	01-Apr-10	
Licence "B" six months	400.00	415.00	427.00	2.9%	6.8%	01-Apr-10	
Licence "C" monthly	200.00	205.00	211.00	2.9%	5.5%	01-Apr-10	
Licence "D" special event (1-21 days)	175.00	180.00	185.00	2.8%	5.7%	01-Apr-10	
Licence "E" special event per day (1-4 days)	130.00	135.00	139.00	3.0%	6.9%	01-Apr-10	
<u>Itinerant Seller</u>							
Licence "A" Annual	400.00	415.00	427.00	2.9%	6.8%	01-Apr-10	
Licence "B" six months	250.00	260.00	268.00	3.1%	7.2%	01-Apr-10	
Licence "C" monthly	225.00	230.00	237.00	3.0%	5.3%	01-Apr-10	
Licence "D" special event (1-21 days)	200.00	205.00	211.00	2.9%	5.5%	01-Apr-10	
Licence "E" special event per day (1-4 days)	130.00	135.00	139.00	3.0%	6.9%	01-Apr-10	
Licence "F" sidewalk annual	400.00	415.00	427.00	2.9%	6.8%	01-Apr-10	
Licence "G" sidewalk six months	250.00	260.00	268.00	3.1%	7.2%	01-Apr-10	
Licence "H" sidewalk monthly	225.00	230.00	237.00	3.0%	5.3%	01-Apr-10	
<u>Portable Signs</u>							
Temporary Sign (30 day)	95.00	100.00	105.00	5.0%	10.5%	01-Apr-10	(8)
<u>Taxi Licensing</u>							
<u>New Application</u>							
Taxicab Driver ¹	135.00	145.00	149.00	2.8%	10.4%	01-Apr-10	
Taxi Plate Holder - Standard Taxicab ¹	450.00	465.00	469.00	0.9%	4.2%	01-Apr-10	
Taxi Plate Holder - Accessible Taxicab ¹	450.00	465.00	469.00	0.9%	4.2%	01-Apr-10	
Taxicab Broker - 1 to 24 taxicabs ²	660.00	685.00	705.00	2.9%	6.8%	01-Apr-10	
Taxicab Broker - 25 to 99 taxicabs ³	2,020.00	2,100.00	2,161.00	2.9%	7.0%	01-Apr-10	
Taxicab Broker - 100 or more taxicabs ⁴	5,945.00	6,170.00	6,349.00	2.9%	6.8%	01-Apr-10	(26)

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

User Fees	2008	2009	2010	% Change Over		Effective	2010
	Rate	Rate	Rate	2009	2008	Date	Revenue
	\$	\$	\$			DD-MMM-YY	(\$000)
By-law & Regulatory Services (Cont.):							
<u>Taxi Licensing (Cont.)</u>							
<u>Renewal Application</u>							
Taxicab Driver ¹	135.00	145.00	149.00	2.8%	10.4%	01-Apr-10	
Taxi Plate Holder - Standard Taxicab ¹	450.00	465.00	478.00	2.8%	6.2%	01-Apr-10	
Taxi Plate Holder - Accessible Taxicab ¹	450.00	465.00	478.00	2.8%	6.2%	01-Apr-10	
Taxicab Broker - 1 to 24 taxicabs ²	660.00	685.00	705.00	2.9%	6.8%	01-Apr-10	
Taxicab Broker - 25 to 99 taxicabs ³	2,020.00	2,100.00	2,161.00	2.9%	7.0%	01-Apr-10	
Taxicab Broker - 100 or more taxicabs ⁴	5,945.00	6,170.00	6,349.00	2.9%	6.8%	01-Apr-10	
Transfer - taxi plate holder to taxi plate holder ⁵	3,800.00	4,800.00	4,939.00	2.9%	30.0%	01-Apr-10	
<i>¹ \$35.00 In-cab camera surcharge to be levied in 2009, 2010 & 2011 only</i>							
<i>² \$140.00 In-cab camera surcharge to be levied in 2009, 2010 & 2011 only</i>							
<i>³ \$1,000.00 In-cab camera surcharge to be levied in 2009, 2010 & 2011 only</i>							
<i>⁴ \$7,255.00 In-cab camera surcharge to be levied in 2009, 2010 & 2011 only</i>							
<i>⁵ Increased transfer fee in effect for 3 yrs or until cost recovery achieved</i>							
<u>Animal Control</u>							
<u>Dog/Cat Registration</u>							
Dog - neither sterilized nor microchipped	30.00	35.00	37.00	5.7%	23.3%	01-Apr-10	
Dog - microchipped or sterilized	15.00	20.00	21.00	5.0%	40.0%	01-Apr-10	
Puppy - under 6 mos. - not microchipped	15.00	20.00	21.00	5.0%	40.0%	01-Apr-10	
Cat - neither sterilized nor microchipped	30.00	35.00	37.00	5.7%	23.3%	01-Apr-10	
Cat - microchipped or sterilized	15.00	20.00	21.00	5.0%	40.0%	01-Apr-10	
Kitten - under 6 mos. - not microchipped	15.00	20.00	21.00	5.0%	40.0%	01-Apr-10	
Total By-law & Regulatory Services							(150)

**City of Ottawa
Capital Budget - New Authority
In Thousands (\$000)**

Description	2010	Funding						
	New Authority	Revenues	Tax Supported & Other Reserves	Rate Supported	Develop. Charges	Debt		
						Tax	Rate	DC
By-Law & Regulatory Services								
Renewal of City Assets								
905462 Lifecycle Renewal Fleet- By-Law Services	257	-	257	-	-	-	-	-
905475 Bylaw Equipment Replacement (2010)	125	-	125	-	-	-	-	-
	382	-	382	-	-	-	-	-
Strategic Initiatives								
905474 Bylaw - Vehicles & Equip - Growth (2010)	180	-	180	-	-	-	-	-
	180	-	180	-	-	-	-	-
Total	562	-	562	-	-	-	-	-

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

Operating Resource Requirement	2008	2009		2010	Change Over		2011	2012
	Actual	Forecast	Budget	Estimate	2009 Budget	2008 Actual	Forecast	
Expenditures by Program								
General Manager's Office	-	288	288	293	5	293	303	313
Productivity Improvements	-	-	-	-	-	-	-	-
Gross Expenditure	-	288	288	293	5	293	303	313
Recoveries & Allocations	-	-	-	-	-	-	-	-
Net Expenditure	-	288	288	293	5	293	303	313
Expenditures by Type								
Salaries, Wages & Benefits	-	264	264	269	5	269	279	289
Overtime	-	-	-	-	-	-	-	-
Material & Services	-	24	24	24	-	24	24	24
Transfers/Grants/Financial Charges	-	-	-	-	-	-	-	-
Fleet Costs	-	-	-	-	-	-	-	-
Program Facility Costs	-	-	-	-	-	-	-	-
Other Internal Costs	-	-	-	-	-	-	-	-
Gross Expenditures	-	288	288	293	5	293	303	313
Recoveries & Allocations	-	-	-	-	-	-	-	-
Net Expenditure	-	288	288	293	5	293	303	313
Revenues By Type								
Federal	-	-	-	-	-	-	-	-
Provincial	-	-	-	-	-	-	-	-
Municipal	-	-	-	-	-	-	-	-
Own Funds	-	-	-	-	-	-	-	-
Fees and Services	-	-	-	-	-	-	-	-
Fines	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Total Revenue	-	-	-	-	-	-	-	-
Net Requirement	-	288	288	293	5	293	303	313
Full Time Equivalent	-	2.00	2.00	2.00	-	2.00	2.00	2.00

City of Ottawa
 Community & Social Services
 General Manager's Office - Operating Resource Requirement Analysis

In Thousands (\$000)

Operating Resource Requirement Analysis	2009 Baseline			2010 Adjustments						2010	Change Over '09 Budget	% of Exp. on Comp./ Benefits
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	New Services / Needs	Efficiencies	User Fees & Charges	Estimate		
Expenditures by Program												
General Manager's Office	288	288	-	5	-	-	-	-	-	293	5	91.8%
Productivity Improvements	-	-	-	-	-	-	-	-	-	-	-	0.0%
Gross Expenditure	288	288	-	5	-	-	-	-	-	293	5	91.8%
Recoveries & Allocations	-	-	-	-	-	-	-	-	-	-	-	-
Net Expenditure	288	288	-	5	-	-	-	-	-	293	5	
Percent of 2009 Net Expenditure Budget			0.0%	1.7%	0.0%	0.0%	0.0%	0.0%	0.0%	1.7%		
Expenditures by Type												
Salaries, Wages & Benefits	264	264	-	5	-	-	-	-	-	269	5	
Overtime	-	-	-	-	-	-	-	-	-	-	-	
Material & Services	24	24	-	-	-	-	-	-	-	24	-	
Transfers/Grants/Financial Charges	-	-	-	-	-	-	-	-	-	-	-	
Fleet Costs	-	-	-	-	-	-	-	-	-	-	-	
Program Facility Costs	-	-	-	-	-	-	-	-	-	-	-	
Other Internal Costs	-	-	-	-	-	-	-	-	-	-	-	
Gross Expenditures	288	288	-	5	-	-	-	-	-	293	5	
Recoveries & Allocations	-	-	-	-	-	-	-	-	-	-	-	
Net Expenditure	288	288	-	5	-	-	-	-	-	293	5	
Revenues By Type												
Federal	-	-	-	-	-	-	-	-	-	-	-	
Provincial	-	-	-	-	-	-	-	-	-	-	-	
Municipal	-	-	-	-	-	-	-	-	-	-	-	
Own Funds	-	-	-	-	-	-	-	-	-	-	-	
Fees and Services	-	-	-	-	-	-	-	-	-	-	-	
Fines	-	-	-	-	-	-	-	-	-	-	-	
Other	-	-	-	-	-	-	-	-	-	-	-	
Total Revenue	-	-	-	-	-	-	-	-	-	-	-	
Percent of 2009 Revenue Budget			0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%		
Net Requirement	288	288	-	5	-	-	-	-	-	293	5	
Percent of 2009 Net Requirement Budget			0.0%	1.7%	0.0%	0.0%	0.0%	0.0%	0.0%	1.7%		
Full Time Equivalent (FTE's)	2.00	2.00	-	-	-	-	-	-	-	2.00	-	
Percent of 2009 FTE's			0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%		

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

2009 Forecast vs. Budget Variance Explanation	Surplus / (Deficit)		
	Exp.	Rev.	Net
Forecast vs. Budget Variance Explanation			
-	-	-	-
Total Surplus / (Deficit)	-	-	-

2010 Pressure Category / Explanation	Increase / (Decrease)			
	Exp.	Rev.	Net 2010 Changes	FTE Impact
Maintain Services				
All programs include an adjustment for 2010 contract settlements, increments, and benefit adjustments.	5	-	5	-
Total Maintain Services	5	-	5	-
Total Budget Changes	5	-	5	-

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

Operating Resource Requirement	2008	2009		2010	Change Over		2011	2012
	Actual	Forecast	Budget	Estimate	2009 Budget	2008 Actual	Forecast	
Expenditures by Program								
Financial Assistance	134,194	128,426	132,883	136,263	3,380	2,069	144,988	150,978
Employment Programs	22,033	23,167	23,212	23,362	150	1,330	23,702	24,052
Essential Health & Social Support (EHSS)	10,795	8,851	8,228	8,228	-	(2,567)	8,228	8,228
EHSS 100% City	1,969	1,789	1,780	1,780	-	(190)	1,780	1,780
Home Support Programs	3,823	3,687	3,917	3,972	55	149	4,022	4,072
Ontario Disability Support Program	47,312	42,396	42,396	24,226	(18,170)	(23,086)	1,996	-
EFA Program Delivery	36,343	35,902	35,120	36,635	1,515	291	37,835	39,075
Productivity Improvements	-	-	-	(695)	(695)	(695)	(695)	(695)
Gross Expenditure	256,470	244,218	247,536	233,771	(13,765)	(22,699)	221,856	227,490
Recoveries & Allocations	(25,548)	(18,299)	(18,158)	(18,158)	-	7,390	(18,158)	(18,158)
Net Expenditure	230,922	225,919	229,378	215,613	(13,765)	(15,309)	203,698	209,332
Expenditures by Type								
Salaries, Wages & Benefits	47,479	46,837	46,283	48,029	1,746	550	49,619	51,259
Overtime	3	3	-	-	-	-	-	-
Material & Services	1,740	2,751	2,165	1,470	(695)	(270)	1,470	1,470
Transfers/Grants/Financial Charges	197,336	188,246	192,482	177,477	(15,005)	(19,859)	163,972	167,966
Fleet Costs	-	-	-	-	-	-	-	-
Program Facility Costs	4,394	3,871	3,966	4,155	189	(240)	4,155	4,155
Other Internal Costs	5,519	2,511	2,641	2,641	-	(2,878)	2,641	2,641
Gross Expenditures	256,470	244,218	247,536	233,771	(13,765)	(22,699)	221,856	227,490
Recoveries & Allocations	(25,548)	(18,299)	(18,158)	(18,158)	-	7,390	(18,158)	(18,158)
Net Expenditure	230,922	225,919	229,378	215,613	(13,765)	(15,309)	203,698	209,332
Revenues By Type								
Federal	-	-	-	-	-	-	-	-
Provincial	(133,513)	(135,318)	(138,582)	(142,432)	(3,850)	(8,919)	(150,397)	(157,837)
Municipal	-	-	-	-	-	-	-	-
Own Funds	-	-	-	-	-	-	-	-
Fees and Services	-	-	-	-	-	-	-	-
Fines	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Total Revenue	(133,513)	(135,318)	(138,582)	(142,432)	(3,850)	(8,919)	(150,397)	(157,837)
Net Requirement	97,409	90,600	90,795	73,180	(17,615)	(24,228)	53,300	51,494
Full Time Equivalents	567.00	556.00	556.00	556.00	-	(11.00)	556.00	556.00

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

Operating Resource Requirement Analysis	2009 Baseline			2010 Adjustments						2010	Change Over '09 Budget	% of Exp. on Comp./ Benefits
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	New Services / Needs	Efficiencies	User Fees & Charges	Estimate		
Expenditures by Program												
Financial Assistance	128,426	132,883	(4,610)	-	7,990	-	-	-	-	136,263	3,380	0.0%
Employment Programs	23,167	23,212	(219)	-	369	-	-	-	-	23,362	150	44.1%
Essential Health & Social Support	8,851	8,228	-	-	-	-	-	-	-	8,228	-	0.0%
EHSS 100% City	1,789	1,780	-	-	-	-	-	-	-	1,780	-	0.0%
Home Support Programs	3,687	3,917	10	-	45	-	-	-	-	3,972	55	39.2%
Ontario Disability Support Program	42,396	42,396	-	-	(18,170)	-	-	-	-	24,226	(18,170)	0.0%
EFA Program Delivery	35,902	35,120	318	-	1,197	-	-	-	-	36,635	1,515	98.7%
Productivity Improvements	-	-	-	-	-	-	-	(695)	-	(695)	-	0.0%
Gross Expenditure	244,218	247,536	(4,501)	-	(8,569)	-	-	(695)	-	233,771	(13,765)	20.5%
Recoveries & Allocations	(18,299)	(18,158)	-	-	-	-	-	-	-	(18,158)	-	-
Net Expenditure	225,919	229,378	(4,501)	-	(8,569)	-	-	(695)	-	215,613	(13,765)	
Percent of 2009 Net Expenditure Budget			-2.0%	0.0%	-3.7%	0.0%	0.0%	-0.3%	0.0%	-6.0%		
Expenditures by Type												
Salaries, Wages & Benefits	46,837	46,283	324	-	1,422	-	-	-	-	48,029	1,746	
Overtime	3	-	-	-	-	-	-	-	-	-	-	
Material & Services	2,751	2,165	-	-	-	-	-	(695)	-	1,470	(695)	
Transfers/Grants/Financial Charges	188,246	192,482	(4,825)	-	(10,180)	-	-	-	-	177,477	(15,005)	
Fleet Costs	-	-	-	-	-	-	-	-	-	-	-	
Program Facility Costs	3,871	3,966	-	-	189	-	-	-	-	4,155	189	
Other Internal Costs	2,511	2,641	-	-	-	-	-	-	-	2,641	-	
Gross Expenditures	244,218	247,536	(4,501)	-	(8,569)	-	-	(695)	-	233,771	(13,765)	
Recoveries & Allocations	(18,299)	(18,158)	-	-	-	-	-	-	-	(18,158)	-	
Net Expenditure	225,919	229,378	(4,501)	-	(8,569)	-	-	(695)	-	215,613	(13,765)	
Revenues By Type												
Federal	-	-	-	-	-	-	-	-	-	-	-	
Provincial	(135,318)	(138,582)	3,420	-	(7,270)	-	-	-	-	(142,432)	(3,850)	
Municipal	-	-	-	-	-	-	-	-	-	-	-	
Own Funds	-	-	-	-	-	-	-	-	-	-	-	
Fees and Services	-	-	-	-	-	-	-	-	-	-	-	
Fines	-	-	-	-	-	-	-	-	-	-	-	
Other	-	-	-	-	-	-	-	-	-	-	-	
Total Revenue	(135,318)	(138,582)	3,420	-	(7,270)	-	-	-	-	(142,432)	(3,850)	
Percent of 2009 Revenue Budget			-2.5%	0.0%	5.2%	0.0%	0.0%	0.0%	0.0%	2.8%		
Net Requirement	90,600	90,795	(1,081)	-	(15,839)	-	-	(695)	-	73,180	(17,615)	
Percent of 2009 Net Requirement Budget			-1.2%	0.0%	-17.4%	0.0%	0.0%	-0.8%	0.0%	-19.4%		
Full Time Equivalents (FTE's)	556.00	556.00	-	-	-	-	-	-	-	556.00	-	
Percent of 2009 FTE's			0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%		

City of Ottawa

Community & Social Services

Employment & Financial Assistance - Operating Resource Requirement Explanatory Notes

In Thousands (\$000)

2009 Forecast vs. Budget Variance Explanation	Surplus / (Deficit)		
	Exp.	Rev.	Net
Forecast vs. Budget Variance Explanation			
Ontario Works (OW) Financial Assistance - Savings from Provincial implementation of the Ontario Child Benefit.	4,530	(3,169)	1,361
2009 budget shortfall in Collective Agreement provision.	(440)	-	(440)
Program Delivery - Reduced subsidy creating a provincial funding gap.	-	(870)	(870)
EHSS - Increased spending forecast primarily in the following areas: dental, transportation, other non-health.	(623)	498	(125)
Other program variances and reduction of one-time revenues.	(8)	277	269
Total Surplus / (Deficit)	3,459	(3,264)	195

2009 Baseline Adjustments / Explanations	Increase / (Decrease)			FTE Impact
	Exp.	Rev.	Net 2010 Changes	
Adjustments to Base Budget				
Adjustment for 2009 budget shortfall in Collective Agreement provision.	438	-	438	-
Corporate Reorganization savings due to implementation of service excellence initiative.	(114)	-	(114)	-
Reduced budget requirement from Provincial implementation of the Ontario Child Benefit.	(4,610)	3,250	(1,360)	-
Adjustment to reflect final 2009 Ontario Works Employment contract with Province.	(215)	170	(45)	-
Total Adjustments to Base Budget	(4,501)	3,420	(1,081)	-

City of Ottawa

Community & Social Services

Employment & Financial Assistance - Operating Resource Requirement Explanatory Notes

In Thousands (\$000)

2010 Pressure Category / Explanation	Increase / (Decrease)			FTE Impact
	Exp.	Rev.	Net 2010 Changes	
Provincial Legislated				
All programs include an adjustment for 2010 contract settlements, increments, and benefit adjustments.	1,422	-	1,422	-
Inflationary increase on facility costs such as hydro, compensation and leases.	189	-	189	-
Provincial upload, 20% municipal share of Ontario Disability Support Program (ODSP) benefits reduced to 10%.	(19,200)	-	(19,200)	-
OW - Provincial upload, 3% reduction of City share. (leaves City share @ 19.4% vs. 20%)	-	(880)	(880)	-
ODSP - 3% caseload increase estimate based on caseload trends analysis from 2001-2008.	610	-	610	-
ODSP - City share of mandated 2% rate increase announced by Province in March 2009.	420	-	420	-
OW - 5.0% caseload increase on benefits only (not on program delivery). Province predicting avg increase of 18% across Province and 7.5% for Ottawa. From Jan - Sept/09 avg increase for Ottawa has been 5%. There has been a 50% increase in EI recipients.	5,590	(4,470)	1,120	-
OW - City share of mandated 2% rate increase announced by Province in March 2009 and confirmed by Regulations filed Oct 2009.	2,400	(1,920)	480	-
Total Provincial Legislated	(8,569)	(7,270)	(15,839)	-
Efficiencies				
Service Excellence initiative to realign Community & Social Services.	(695)	-	(695)	-
Total Efficiencies	(695)	-	(695)	-
Total Budget Changes	(13,765)	(3,850)	(17,615)	-

City of Ottawa
Community & Social Services
Employment & Financial Assistance - Committee Recommendations
 In Thousands (\$000)

Strategy Category	Branch	Program / Service Adjustment	2010 ABFC Recommendations			
			Exp	Rev	Net Impact	FTE Impact
	Financial Assist.	<u>Recommendation</u> Revise Ontario Works caseload growth provision from 7.5 % to 5.0%.	(2,790)	2,230	(560)	-
		<u>Impact on Public / City Departments</u> Province is predicting 7.5% caseload growth for Ottawa. Jan - Sept/09 avg increase for Ottawa has been 5%. Ontario Works is a provincially mandated program and therefore revising the caseload provision will not impact the level of service or actual cost.				
Total ABFC Recommendations			(2,790)	2,230	(560)	-

1 - New Revenue Opportunities	2 - Deferral of Proposed New Service Expenditures	3 - Deferral of Capital Projects	4 Adjustments to Existing Services
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**City of Ottawa
Capital Budget - New Authority
In Thousands (\$000)**

Description	2010	Funding						
	New Authority	Revenues	Tax Supported & Other Reserves	Rate Supported	Develop. Charges	Debt		
						Tax	Rate	DC
Employment & Financial Services								
Strategic Initiatives								
905718 SE-Integrating Community & Social Svcs	600	-	-	-	-	600	-	-
	600	-	-	-	-	600	-	-
Total	600	-	-	-	-	600	-	-

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

Operating Resource Requirement	2008	2009		2010	Change Over		2011	2012
	Actual	Forecast	Budget	Estimate	2009 Budget	2008 Actual	Forecast	
<u>Expenditures by Program</u>								
Fee Subsidy	51,207	54,312	54,461	55,732	1,271	4,525	57,091	58,354
Administration	3,273	2,999	3,006	3,047	41	(226)	3,117	3,190
Ontario Works	4,484	4,346	4,292	4,317	25	(167)	4,338	4,360
Wage Subsidy, Special Needs & Early Years	20,616	21,049	21,034	21,034	-	418	21,034	21,034
Best Start	10,812	11,066	11,098	11,118	20	306	11,135	11,152
Small Water Works	71	71	71	71	-	-	71	71
Productivity Improvements	-	-	-	-	-	-	-	-
Gross Expenditure	90,463	93,843	93,962	95,320	1,358	4,857	96,786	98,160
Recoveries & Allocations	(136)	(143)	(112)	(112)	-	24	(112)	(112)
Net Expenditure	90,327	93,700	93,850	95,208	1,358	4,881	96,674	98,048
<u>Expenditures by Type</u>								
Salaries, Wages & Benefits	12,878	12,471	12,542	12,936	394	58	13,418	13,792
Overtime	4	2	-	-	-	-	-	-
Material & Services	52,308	55,600	55,752	56,712	960	4,404	57,696	58,696
Transfers/Grants/Financial Charges	24,430	24,923	24,879	24,879	-	449	24,879	24,879
Fleet Costs	-	-	-	-	-	-	-	-
Program Facility Costs	678	699	699	703	4	25	703	703
Other Internal Costs	165	148	90	90	-	(75)	90	90
Gross Expenditures	90,463	93,843	93,962	95,320	1,358	4,857	96,786	98,160
Recoveries & Allocations	(136)	(143)	(112)	(112)	-	24	(112)	(112)
Net Expenditure	90,327	93,700	93,850	95,208	1,358	4,881	96,674	98,048
<u>Revenues By Type</u>								
Federal	-	-	-	-	-	-	-	-
Provincial	(67,478)	(67,370)	(67,352)	(66,296)	1,056	1,182	(65,089)	(65,089)
Municipal	-	(70)	(70)	(70)	-	(70)	(70)	(70)
Own Funds	-	-	-	-	-	-	-	-
Fees and Services	(5,036)	(5,933)	(5,333)	(5,995)	(662)	(959)	(5,995)	(5,995)
Fines	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Total Revenue	(72,514)	(73,373)	(72,755)	(72,361)	394	153	(71,154)	(71,154)
Net Requirement	17,813	20,327	21,095	22,847	1,752	5,034	25,520	26,894
Full Time Equivalents	194.10	193.10	193.10	193.10	-	(1.00)	195.10	195.10

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

Operating Resource Requirement Analysis	2009 Baseline			2010 Adjustments						2010	Change Over '09 Budget	% of Exp. on Comp./ Benefits
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	New Services / Needs	Efficiencies	User Fees & Charges	Estimate		
Expenditures by Program												
Fee Subsidy	54,312	54,461	87	-	1,184	-	-	-	-	55,732	1,271	16.3%
Administration	2,999	3,006	(26)	-	67	-	-	-	-	3,047	41	82.6%
Ontario Works	4,346	4,292	7	-	18	-	-	-	-	4,317	25	17.2%
Wage Subsidy, Special Needs & Early Yr	21,049	21,034	-	-	-	-	-	-	-	21,034	-	0.0%
Best Start	11,066	11,098	6	-	15	-	-	-	-	11,118	20	5.3%
Small Water Works	71	71	-	-	-	-	-	-	-	71	-	0.0%
Productivity Improvements	-	-	-	-	-	-	-	-	-	-	-	0.0%
Gross Expenditure	93,843	93,962	74	-	1,284	-	-	-	-	95,320	1,358	13.6%
Recoveries & Allocations	(143)	(112)	-	-	-	-	-	-	-	(112)	-	
Net Expenditure	93,700	93,850	74	-	1,284	-	-	-	-	95,208	1,358	
Percent of 2009 Net Expenditure Budget			0.1%	0.0%	1.4%	0.0%	0.0%	0.0%	0.0%	1.4%		
Expenditures by Type												
Salaries, Wages & Benefits	12,471	12,542	74	-	320	-	-	-	-	12,936	394	
Overtime	2	-	-	-	-	-	-	-	-	-	-	
Material & Services	55,600	55,752	-	-	960	-	-	-	-	56,712	960	
Transfers/Grants/Financial Charges	24,923	24,879	-	-	-	-	-	-	-	24,879	-	
Fleet Costs	-	-	-	-	-	-	-	-	-	-	-	
Program Facility Costs	699	699	-	-	4	-	-	-	-	703	4	
Other Internal Costs	148	90	-	-	-	-	-	-	-	90	-	
Gross Expenditures	93,843	93,962	74	-	1,284	-	-	-	-	95,320	1,358	
Recoveries & Allocations	(143)	(112)	-	-	-	-	-	-	-	(112)	-	
Net Expenditure	93,700	93,850	74	-	1,284	-	-	-	-	95,208	1,358	
Revenues By Type												
Federal	-	-	-	-	-	-	-	-	-	-	-	
Provincial	(67,370)	(67,352)	-	-	1,056	-	-	-	-	(66,296)	1,056	
Municipal	(70)	(70)	-	-	-	-	-	-	-	(70)	-	
Own Funds	-	-	-	-	-	-	-	-	-	-	-	
Fees and Services	(5,933)	(5,333)	(600)	-	-	-	-	-	(62)	(5,995)	(662)	
Fines	-	-	-	-	-	-	-	-	-	-	-	
Other	-	-	-	-	-	-	-	-	-	-	-	
Total Revenue	(73,373)	(72,755)	(600)	-	1,056	-	-	-	(62)	(72,361)	394	
Percent of 2009 Revenue Budget			0.8%	0.0%	-1.5%	0.0%	0.0%	0.0%	0.1%	-0.5%		
Net Requirement	20,327	21,095	(526)	-	2,340	-	-	-	(62)	22,847	1,752	
Percent of 2009 Net Requirement Budget			-2.5%	0.0%	11.1%	0.0%	0.0%	0.0%	-0.3%	8.3%		
Full Time Equivalents (FTE's)	193.10	193.10	-	-	-	-	-	-	-	193.10	-	
Percent of 2009 FTE's			0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%		

City of Ottawa
 Community & Social Services
 Child Care Services - Operating Resource Requirement Explanatory Notes
 In Thousands (\$000)

2009 Forecast vs. Budget Variance Explanation	Surplus / (Deficit)		
	Exp.	Rev.	Net
Forecast vs. Budget Variance Explanation			
Lower fee subsidies to purchase of service child care based on attendance levels to-date.	150	-	150
Increased parental contributions and full fees due to legislated changes to income testing.	-	600	600
Subsidy per provincial contract slightly above budget	-	18	18
Total Surplus / (Deficit)	150	618	768

2009 Baseline Adjustments / Explanations	Increase / (Decrease)			
	Exp.	Rev.	Net 2010 Changes	FTE Impact
Adjustments to Base Budget				
Adjustment for 2009 budget shortfall in Collective Agreement provision.	125	-	125	-
Increased parental contributions and full fees due to legislated changes to income testing.	-	(600)	(600)	-
Corporate Reorganization savings due to implementation of service excellence initiative.	(51)	-	(51)	-
Total Adjustments to Base Budget	74	(600)	(526)	-

City of Ottawa
Community & Social Services
Child Care Services - Operating Resource Requirement Explanatory Notes
In Thousands (\$000)

2010 Pressure Category / Explanation	Increase / (Decrease)			FTE Impact
	Exp.	Rev.	Net 2010 Changes	
Provincial Legislated				
All programs include an adjustment for 2010 contract settlements, increments, and benefit adjustments.	320	-	320	-
Inflationary increase on fee subsidy rates for purchase of service agencies. Report ACS2009-CPS-SOC0003 approved by Council Apr 22/09 included that a child care service price index formula be used to establish the indexed rate annually for fee subsidy rates.	960	-	960	-
One-time bridge funding to maintain stability in the Child Care Program beginning in the third quarter of 2010 as a result of provincial funding reductions to the Best Start Program. Further details will be known once the province makes its announcement on the implementation of a new Early Learning Program that would result in changes to Child Care delivery.	-	1,056	1,056	-
Inflationary increase on facility costs such as hydro, compensation and leases.	4	-	4	-
Total Provincial Legislated	1,284	1,056	2,340	-
User Fees & Charges				
See following user fee schedule for details on the specific rates.	-	(62)	(62)	-
Total User Fees & Charges	-	(62)	(62)	-
Total Budget Changes	1,358	394	1,752	-

City of Ottawa
 Community & Social Services
 Child Care Services - User Fees

User Fees	2008 Rate	2009 Rate	2010 Rate	% Change Over		Effective Date	2010 Revenue
	\$	\$	\$	2009	2008	DD-MMM-YY	(\$000)
Child Care Services							
Infant	64.50	64.50	66.44	3.0%	3.0%	01-Apr-10	(5)
Toddler	50.80	50.80	52.32	3.0%	3.0%	01-Apr-10	(13)
Preschool	36.55	36.55	37.65	3.0%	3.0%	01-Apr-10	(19)
Kindergarten	25.85	25.85	26.63	3.0%	3.0%	01-Apr-10	(13)
After Four	15.35	15.35	15.81	3.0%	3.0%	01-Apr-10	(12)
							-
Total Child Care Services							(62)

**City of Ottawa
Capital Budget - New Authority
In Thousands (\$000)**

Description	2010	Funding						
	New Authority	Revenues	Tax Supported & Other Reserves	Rate Supported	Develop. Charges	Debt		
						Tax	Rate	DC
Child Care								
Renewal of City Assets								
904935 Mun. Child Care Outdoor Fac 2010	200	-	200	-	-	-	-	-
905638 Municipal Child Care Infrastructure	200	-	200	-	-	-	-	-
905658 LCR - Child Care Services	226	-	226	-	-	-	-	-
	626	-	626	-	-	-	-	-
Strategic Initiatives								
905639 Child Care Cap Grant 2010	700	-	700	-	-	-	-	-
905640 Municipal Child Care Facility	100	-	100	-	-	-	-	-
	800	-	800	-	-	-	-	-
Total	1,426	-	1,426	-	-	-	-	-
Per the Omnibus motions approved by the ABF Committee, the following projects have been deferred or reduced:								
1) Motion: Decrease contribution to capital for Strategic projects								
905639 Child Care Cap Grant 2010	(300)	-	(300)	-	-	-	-	-
2) Motion: Adjust inflation component of increase in contribution to Capital Fund								
No projects deferred								

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

Operating Resource Requirement	2008	2009		2010	Change Over		2011	2012
	Actual	Forecast	Budget	Estimate	2009 Budget	2008 Actual	Forecast	
Expenditures by Program								
Nursing & Personal Care	27,570	28,159	27,605	28,381	776	811	29,092	29,823
Program & Support Services	2,131	2,291	2,226	2,301	75	170	2,353	2,407
Food Purchases	1,978	1,971	1,971	1,971	-	(7)	1,971	1,971
Accommodation	16,998	16,113	15,943	16,080	137	(918)	16,343	16,614
Outreach Programs	424	403	403	420	17	(4)	429	438
Productivity Improvements	-	-	-	-	-	-	-	-
Gross Expenditure	49,101	48,937	48,148	49,153	1,005	52	50,188	51,253
Recoveries & Allocations	(864)	(474)	(474)	(474)	-	390	(474)	(474)
Net Expenditure	48,237	48,463	47,674	48,679	1,005	442	49,714	50,779
Expenditures by Type								
Salaries, Wages & Benefits	39,733	39,588	38,799	39,767	968	34	40,802	41,867
Overtime	116	75	75	75	-	(41)	75	75
Material & Services	6,076	5,861	5,861	5,861	-	(215)	5,861	5,861
Transfers/Grants/Financial Charges	-	-	-	-	-	-	-	-
Fleet Costs	70	53	53	55	2	(15)	55	55
Program Facility Costs	2,803	3,063	3,063	3,098	35	295	3,098	3,098
Other Internal Costs	303	297	297	297	-	(6)	297	297
Gross Expenditures	49,101	48,937	48,148	49,153	1,005	52	50,188	51,253
Recoveries & Allocations	(864)	(474)	(474)	(474)	-	390	(474)	(474)
Net Expenditure	48,237	48,463	47,674	48,679	1,005	442	49,714	50,779
Revenues By Type								
Federal	-	-	-	-	-	-	-	-
Provincial	(24,084)	(25,111)	(24,811)	(25,161)	(350)	(1,077)	(25,461)	(25,751)
Municipal	-	-	-	-	-	-	-	-
Own Funds	-	-	-	-	-	-	-	-
Fees and Services	(15,229)	(15,230)	(15,230)	(15,230)	-	(1)	(15,230)	(15,230)
Fines	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Total Revenue	(39,313)	(40,341)	(40,041)	(40,391)	(350)	(1,078)	(40,691)	(40,981)
Net Requirement	8,924	8,122	7,633	8,288	655	(636)	9,023	9,798
Full Time Equivalents	557.85	552.33	552.33	552.33	-	(5.52)	552.33	552.33

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

Operating Resource Requirement Analysis	2009 Baseline			2010 Adjustments						2010	Change Over '09 Budget	% of Exp. on Comp./ Benefits
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	New Services / Needs	Efficiencies	User Fees & Charges	Estimate		
Expenditures by Program												
Nursing & Personal Care	28,159	27,605	189	-	587	-	-	-	-	28,381	776	96.3%
Program & Support Services	2,291	2,226	16	-	59	-	-	-	-	2,301	75	87.7%
Food Purchases	1,971	1,971	-	-	-	-	-	-	-	1,971	-	0.0%
Accommodation	16,113	15,943	(120)	-	257	-	-	-	-	16,080	137	63.2%
Outreach Programs	403	403	3	-	14	-	-	-	-	420	17	79.0%
Productivity Improvements	-	-	-	-	-	-	-	-	-	-	-	0.0%
Gross Expenditure	48,937	48,148	88	-	917	-	-	-	-	49,153	1,005	81.1%
Recoveries & Allocations	(474)	(474)	-	-	-	-	-	-	-	(474)	-	-
Net Expenditure	48,463	47,674	88	-	917	-	-	-	-	48,679	1,005	
Percent of 2009 Net Expenditure Budget			0.2%	0.0%	1.9%	0.0%	0.0%	0.0%	0.0%	2.1%		
Expenditures by Type												
Salaries, Wages & Benefits	39,588	38,799	78	-	890	-	-	-	-	39,767	968	
Overtime	75	75	-	-	-	-	-	-	-	75	-	
Material & Services	5,861	5,861	-	-	-	-	-	-	-	5,861	-	
Transfers/Grants/Financial Charges	-	-	-	-	-	-	-	-	-	-	-	
Fleet Costs	53	53	-	-	2	-	-	-	-	55	2	
Program Facility Costs	3,063	3,063	10	-	25	-	-	-	-	3,098	35	
Other Internal Costs	297	297	-	-	-	-	-	-	-	297	-	
Gross Expenditures	48,937	48,148	88	-	917	-	-	-	-	49,153	1,005	
Recoveries & Allocations	(474)	(474)	-	-	-	-	-	-	-	(474)	-	
Net Expenditure	48,463	47,674	88	-	917	-	-	-	-	48,679	1,005	
Revenues By Type												
Federal	-	-	-	-	-	-	-	-	-	-	-	
Provincial	(25,111)	(24,811)	-	-	(350)	-	-	-	-	(25,161)	(350)	
Municipal	-	-	-	-	-	-	-	-	-	-	-	
Own Funds	-	-	-	-	-	-	-	-	-	-	-	
Fees and Services	(15,230)	(15,230)	-	-	-	-	-	-	-	(15,230)	-	
Fines	-	-	-	-	-	-	-	-	-	-	-	
Other	-	-	-	-	-	-	-	-	-	-	-	
Total Revenue	(40,341)	(40,041)	-	-	(350)	-	-	-	-	(40,391)	(350)	
Percent of 2009 Revenue Budget			0.0%	0.0%	0.9%	0.0%	0.0%	0.0%	0.0%	0.9%		
Net Requirement	8,122	7,633	88	-	567	-	-	-	-	8,288	655	
Percent of 2009 Net Requirement Budget			1.2%	0.0%	7.4%	0.0%	0.0%	0.0%	0.0%	8.6%		
Full Time Equivalents (FTE's)	552.33	552.33	-	-	-	-	-	-	-	552.33	-	
Percent of 2009 FTE's			0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%		

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

2009 Forecast vs. Budget Variance Explanation	Surplus / (Deficit)		
	Exp.	Rev.	Net
Forecast vs. Budget Variance Explanation			
One-Time Provincial Funding increase.	-	300	300
2009 budget shortfall in Collective Agreement provision.	(281)	-	(281)
Staff replacement costs as a result of increased WSIB claims and modified work requirements resulting from claims.	(508)	-	(508)
Total Surplus / (Deficit)	(789)	300	(489)

2009 Baseline Adjustments / Explanations	Increase / (Decrease)			
	Exp.	Rev.	Net 2010 Changes	FTE Impact
Adjustments to Base Budget				
Adjustment for 2009 budget shortfall in Collective Agreement provision.	281	-	281	-
Corporate Reorganization savings due to implementation of service excellence initiative.	(203)	-	(203)	-
Increase in facility costs due to 2009 budget shortfall in Collective Agreement provision.	10	-	10	-
Total Adjustments to Base Budget	88	-	88	-

2010 Pressure Category / Explanation	Increase / (Decrease)			
	Exp.	Rev.	Net 2010 Changes	FTE Impact
Provincial Legislated				
All programs include an adjustment for 2010 contract settlements, increments, and benefit adjustments.	890	-	890	-
Ministry of Health and Long-Term Care Nursing & Personal Care funding increase.	-	(350)	(350)	-
Inflationary increase on facility costs such as hydro, compensation and leases.	25	-	25	-
Increased Fleet costs due to inflation on fuel and maintenance.	2	-	2	-
Total Provincial Legislated	917	(350)	567	-
Total Budget Changes	1,005	(350)	655	-

**City of Ottawa
Capital Budget - New Authority
In Thousands (\$000)**

Description	2010	Funding						
	New Authority	Revenues	Tax Supported & Other Reserves	Rate Supported	Develop. Charges	Debt		
						Tax	Rate	DC
Long Term Care								
Renewal of City Assets								
905075 LCR - Long Term Care	406	-	406	-	-	-	-	-
905632 Furniture & Equipment - LTC	225	225	-	-	-	-	-	-
905633 Renovations & Equipment - LTC	125	125	-	-	-	-	-	-
905663 RG-LCR - Long Term Care	1,011	-	1,011	-	-	-	-	-
	1,767	350	1,417	-	-	-	-	-
Strategic Initiatives								
905670 Accessibility - Long Term Care	10	-	10	-	-	-	-	-
	10	-	10	-	-	-	-	-
Total	1,777	350	1,427	-	-	-	-	-

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

Operating Resource Requirement	2008	2009		2010	Change Over		2011	2012
	Actual	Forecast	Budget	Estimate	2009 Budget	2008 Actual	Forecast	
Expenditures by Program								
Social Housing Programs	100,658	101,446	102,853	103,483	630	2,825	103,543	105,968
Emergency Hostels & Domiciliary Hostels	23,507	25,852	21,380	24,267	2,887	760	27,142	27,677
Affordable Housing	786	780	266	276	10	(510)	286	296
Homelessness (Community Partners)	13,006	14,257	14,257	14,307	50	1,302	14,387	14,467
Productivity Improvements	-	-	-	-	-	-	-	-
Gross Expenditure	137,956	142,335	138,756	142,333	3,577	4,377	145,358	148,408
Recoveries & Allocations	(149)	(488)	(161)	(161)	-	(12)	(161)	(161)
Net Expenditure	137,807	141,847	138,595	142,172	3,577	4,365	145,197	148,247
Expenditures by Type								
Salaries, Wages & Benefits	5,722	5,729	5,448	5,664	216	(58)	5,849	6,039
Overtime	47	60	60	60	-	13	60	60
Material & Services	1,147	1,005	674	674	-	(473)	674	674
Transfers/Grants/Financial Charges	129,319	133,787	130,934	134,239	3,305	4,919	137,079	139,939
Fleet Costs	10	7	7	7	-	(3)	7	7
Program Facility Costs	658	648	648	704	56	46	704	704
Other Internal Costs	1,052	1,100	986	986	-	(66)	986	986
Gross Expenditures	137,956	142,335	138,756	142,333	3,577	4,377	145,358	148,408
Recoveries & Allocations	(149)	(488)	(161)	(161)	-	(12)	(161)	(161)
Net Expenditure	137,807	141,847	138,595	142,172	3,577	4,365	145,197	148,247
Revenues By Type								
Federal	(28,509)	(29,459)	(29,459)	(29,314)	145	(805)	(29,229)	(28,824)
Provincial	(26,560)	(26,990)	(23,077)	(25,242)	(2,165)	1,318	(25,672)	(26,232)
Municipal	-	-	-	-	-	-	-	-
Own Funds	-	-	-	-	-	-	-	-
Fees and Services	-	-	-	-	-	-	-	-
Fines	-	-	-	-	-	-	-	-
Other	(6)	(14)	-	-	-	-	-	-
Total Revenue	(55,075)	(56,463)	(52,536)	(54,556)	(2,020)	519	(54,901)	(55,056)
Net Requirement	82,732	85,384	86,059	87,616	1,557	4,885	90,296	93,191
Full Time Equivalents	63.40	63.40	63.40	63.40	-	-	63.40	63.40

City of Ottawa
Community & Social Services
Housing - Operating Resource Requirement Analysis

In Thousands (\$000)

Operating Resource Requirement Analysis	2009 Baseline			2010 Adjustments						2010	Change Over '09 Budget	% of Exp. on Comp./ Benefits
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	New Services / Needs	Efficiencies	User Fees & Charges	Estimate		
Expenditures by Program												
Social Housing Programs	101,446	102,853	(1,395)	645	1,380	-	-	-	-	103,483	630	1.8%
Emergency Hostels & Domiciliary Hostels	25,852	21,380	2,315	137	435	-	-	-	-	24,267	2,887	11.4%
Affordable Housing	780	266	-	10	-	-	-	-	-	276	10	100.0%
Homelessness (Community Partners)	14,257	14,257	10	40	-	-	-	-	-	14,307	50	5.9%
Productivity Improvements	-	-	-	-	-	-	-	-	-	-	-	0.0%
Gross Expenditure	142,335	138,756	930	832	1,815	-	-	-	-	142,333	3,577	4.0%
Recoveries & Allocations	(488)	(161)	-	-	-	-	-	-	-	(161)	-	-
Net Expenditure	141,847	138,595	930	832	1,815	-	-	-	-	142,172	3,577	
Percent of 2009 Net Expenditure Budget			0.7%	0.6%	1.3%	0.0%	0.0%	0.0%	0.0%	2.6%		
Expenditures by Type												
Salaries, Wages & Benefits	5,729	5,448	54	162	-	-	-	-	-	5,664	216	
Overtime	60	60	-	-	-	-	-	-	-	60	-	
Material & Services	1,005	674	-	-	-	-	-	-	-	674	-	
Transfers/Grants/Financial Charges	133,787	130,934	875	615	1,815	-	-	-	-	134,239	3,305	
Fleet Costs	7	7	-	-	-	-	-	-	-	7	-	
Program Facility Costs	648	648	1	55	-	-	-	-	-	704	56	
Other Internal Costs	1,100	986	-	-	-	-	-	-	-	986	-	
Gross Expenditures	142,335	138,756	930	832	1,815	-	-	-	-	142,333	3,577	
Recoveries & Allocations	(488)	(161)	-	-	-	-	-	-	-	(161)	-	
Net Expenditure	141,847	138,595	930	832	1,815	-	-	-	-	142,172	3,577	
Revenues By Type												
Federal	(29,459)	(29,459)	-	-	145	-	-	-	-	(29,314)	145	
Provincial	(26,990)	(23,077)	(1,745)	-	(420)	-	-	-	-	(25,242)	(2,165)	
Municipal	-	-	-	-	-	-	-	-	-	-	-	
Own Funds	-	-	-	-	-	-	-	-	-	-	-	
Fees and Services	-	-	-	-	-	-	-	-	-	-	-	
Fines	-	-	-	-	-	-	-	-	-	-	-	
Other	(14)	-	-	-	-	-	-	-	-	-	-	
Total Revenue	(56,463)	(52,536)	(1,745)	-	(275)	-	-	-	-	(54,556)	(2,020)	
Percent of 2009 Revenue Budget			3.3%	0.0%	0.5%	0.0%	0.0%	0.0%	0.0%	3.8%		
Net Requirement	85,384	86,059	(815)	832	1,540	-	-	-	-	87,616	1,557	
Percent of 2009 Net Requirement Budget			-0.9%	1.0%	1.8%	0.0%	0.0%	0.0%	0.0%	1.8%		
Full Time Equivalents (FTE's)	63.40	63.40	-	-	-	-	-	-	-	63.40	-	
Percent of 2009 FTE's			0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%		

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

2009 Forecast vs. Budget Variance Explanation	Surplus / (Deficit)		
	Exp.	Rev.	Net
Forecast vs. Budget Variance Explanation			
Social Housing - Impact of increased tenant incomes and mortgages renewals at lower interest rates.	1,407	74	1,481
Emergency Shelters reflects increased occupancy.	(2,473)	2,126	(347)
Domiciliary Hostels reflects increased occupancy.	(1,672)	1,482	(190)
Affordable Housing - Time limited <i>Home Ownership Assistance</i> Program (100% Provincially funded) and unrealized subsidy which has been removed as part of base adjustments below.	(514)	245	(269)
Total Surplus / (Deficit)	(3,252)	3,927	675

2009 Baseline Adjustments / Explanations	Increase / (Decrease)			
	Exp.	Rev.	Net 2010 Changes	FTE Impact
Adjustments to Base Budget				
Adjustment to reflect Emergency Shelter occupancy levels and cost sharing with Province.	1,100	(880)	220	-
Adjustment to reflect Domiciliary Hostel occupancy levels and cost sharing contract with Province.	1,180	(1,025)	155	-
Increase in facility costs due to 2009 budget shortfall in collective agreement provision.	1	-	1	-
Adjustment for 2009 budget shortfall in Collective Agreement provision.	54	-	54	-
Affordable Housing - removal from base of funding from Province that provided administrative support as part of previous Affordable Housing Program funding agreement.	-	160	160	-
Social Housing - Impact of increased tenant incomes and mortgage renewals at lower interest rates.	(1,405)	-	(1,405)	-
Total Adjustments to Base Budget	930	(1,745)	(815)	-

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

2010 Pressure Category / Explanation	Increase / (Decrease)			FTE Impact
	Exp.	Rev.	Net 2010 Changes	
Maintain Services				
Adjustment for 2010 contract settlements, increments and benefit adjustments.	162	-	162	-
Inflationary increase on facility costs such as hydro, compensation & leases.	55	-	55	-
Public Housing Programs increase due to indexing factors. Report ACS2009-COS-HOU-0001 approved by Council Feb 11/09 set out agreement whereby the level of funding for all of Ottawa Community Housing Corporation's Public Housing and Section 95 Municipal Non-Profit stock shall be calculated in the same manner that the City is currently required to calculate the annual subsidy for the Provincial Reformed stock as set out in the Social Housing Reform Act.	565	-	565	-
Ottawa Community Housing "Safer Communities"	30	-	30	-
Homelessness - increase on City portion of contracts with service agencies that provide homelessness services.	20	-	20	-
Total Maintain Services	832	-	832	-
Provincial Legislated				
Legislated Social Housing Programs - increase due to indexing factors calculated and mandated by the Province.	1,035	-	1,035	-
Rent Supplement - rent increase of 2.1%.	345		345	-
Other Federal Revenue - reduction of federal funding in rent supplement programs.	-	145	145	-
Emergency Shelters - Provincial upload, 3% reduction of City share (leaves City share @ 19.4% vs. 20%).	-	(75)	(75)	-
Emergency Shelters - Provincial contract increase.	290	(230)	60	-
Domiciliary Hostels - Provincial contract increase.	145	(115)	30	-
Total Provincial Legislated	1,815	(275)	1,540	-
Total Budget Changes	3,577	(2,020)	1,557	-

City of Ottawa
Community & Social Services
Housing - Committee Recommendations
 In Thousands (\$000)

Strategy Category	Branch	Program / Service Adjustment	2010 CPSC Recommendations			
			Exp	Rev	Net Impact	FTE Impact
N/A		<u>Recommendation</u> Additional \$20K for safer communities	20	-	20	-
Total CPSC Recommendations			20	-	20	-

1 - New Revenue Opportunities	2 - Deferral of Proposed New Service Expenditures	3 - Deferral of Capital Projects	4 Adjustments to Existing Services
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**City of Ottawa
Capital Budget - New Authority
In Thousands (\$000)**

Description	2010	Funding						
	New Authority	Revenues	Tax Supported & Other Reserves	Rate Supported	Develop. Charges	Debt		
						Tax	Rate	DC
Social Housing								
Renewal of City Assets								
905608 LCR - Housing	13	-	13	-	-	-	-	-
	13	-	13	-	-	-	-	-
Total	13	-	13	-	-	-	-	-

City of Ottawa
Ottawa Public Health - Operating Resource Requirement

In Thousands (\$000)

Operating Resource Requirement	2008	2009		2010	Change Over		2011	2012
	Actual	Forecast	Budget	Estimate	2009 Budget	2008 Actual	Forecast	
Expenditures by Program								
Ontario Public Health Standards								
Foundational Standards	5,755	6,165	6,129	6,347	218	592	7,980	8,941
Chronic Diseases & Injuries	8,329	8,482	8,406	8,797	391	468	9,574	10,109
Family Health	10,026	9,451	9,374	9,863	489	(163)	10,674	11,228
Infectious Disease	8,760	8,022	7,959	8,140	181	(620)	9,593	11,064
Environmental Health	4,405	5,914	5,871	5,880	9	1,475	6,124	6,698
Emergency Preparedness	510	580	575	607	32	97	624	639
100% Prov. / Fed. Funded Programs	7,726	7,549	7,549	7,549	-	(177)	7,549	7,549
Res, Education & Development Program	769	1,086	1,086	1,086	-	317	1,086	1,086
Productivity Improvements	-	-	-	-	-	-	-	-
Gross Expenditure	46,280	47,249	46,949	48,269	1,320	1,989	53,204	57,314
Recoveries & Allocations	(3,876)	(3,249)	(3,249)	(3,249)	-	627	(3,249)	(3,249)
Net Expenditure	42,404	44,000	43,700	45,020	1,320	2,616	49,955	54,065
Expenditures by Type								
Salaries, Wages & Benefits	35,987	37,596	37,296	38,369	1,073	2,382	42,289	45,749
Overtime	290	265	265	265	-	(25)	265	265
Material & Services	6,100	6,482	6,482	6,432	(50)	332	7,447	8,097
Transfers/Grants/Financial Charges	426	30	30	280	250	(146)	280	280
Fleet Costs	34	28	28	29	1	(5)	29	29
Program Facility Costs	481	390	390	436	46	(45)	436	436
Other Internal Costs	2,962	2,458	2,458	2,458	-	(504)	2,458	2,458
Gross Expenditures	46,280	47,249	46,949	48,269	1,320	1,989	53,204	57,314
Recoveries & Allocations	(3,876)	(3,249)	(3,249)	(3,249)	-	627	(3,249)	(3,249)
Net Expenditure	42,404	44,000	43,700	45,020	1,320	2,616	49,955	54,065
Revenues By Type								
Federal	-	-	-	-	-	-	-	-
Provincial	(34,142)	(33,733)	(33,733)	(34,978)	(1,245)	(836)	(35,748)	(36,623)
Municipal	-	-	-	-	-	-	-	-
Own Funds	(8,800)	(50)	(50)	-	-	-	-	-
Fees and Services	-	-	-	-	-	-	-	-
Fines	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Total Revenue	(42,942)	(33,783)	(33,783)	(34,978)	(1,195)	7,964	(35,748)	(36,623)
Net Requirement	(538)	10,217	9,917	10,042	125	10,580	14,207	17,442
Full Time Equivalents	466.20	475.70	475.70	475.70	-	9.50	509.70	539.20

City of Ottawa
Ottawa Public Health - Operating Resource Requirement Analysis

In Thousands (\$000)

Operating Resource Requirement Analysis	2009 Baseline			2010 Adjustments						2010	Change Over '09 Budget	% of Exp. on Comp./ Benefits
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	New Services / Needs	Efficiencies	User Fees & Charges	Estimate		
Expenditures by Program												
Ontario Public Health Standards												
Foundational Standards	6,165	6,129	154	-	64	-	-	-	-	6,347	218	61.9%
Chronic Diseases & Injuries	8,482	8,406	173	-	218	-	-	-	-	8,797	391	91.0%
Family Health	9,451	9,374	81	-	408	-	-	-	-	9,863	489	85.6%
Infectious Disease	8,022	7,959	(41)	1	221	-	-	-	-	8,140	181	80.9%
Environmental Health	5,914	5,871	(65)	-	74	-	-	-	-	5,880	9	79.6%
Emergency Preparedness	580	575	6	-	26	-	-	-	-	607	32	82.4%
100% Prov. / Fed. Funded Programs	7,549	7,549	-	-	-	-	-	-	-	7,549	-	83.5%
Res, Education & Development Progr	1,086	1,086	-	-	-	-	-	-	-	1,086	-	17.2%
Productivity Improvements	-	-	-	-	-	-	-	-	-	-	-	0.0%
Gross Expenditure	47,249	46,949	308	1	1,011	-	-	-	-	48,269	1,320	80.0%
Recoveries & Allocations	(3,249)	(3,249)	-	-	-	-	-	-	-	(3,249)	-	
Net Expenditure	44,000	43,700	308	1	1,011	-	-	-	-	45,020	1,320	
Percent of 2009 Net Expenditure Budget			0.7%	0.0%	2.3%	0.0%	0.0%	0.0%	0.0%	3.0%		
Expenditures by Type												
Salaries, Wages & Benefits	37,596	37,296	108	-	965	-	-	-	-	38,369	1,073	
Overtime	265	265	-	-	-	-	-	-	-	265	-	
Material & Services	6,482	6,482	(50)	-	-	-	-	-	-	6,432	(50)	
Transfers/Grants/Financial Charges	30	30	250	-	-	-	-	-	-	280	250	
Fleet Costs	28	28	-	1	-	-	-	-	-	29	1	
Program Facility Costs	390	390	-	-	46	-	-	-	-	436	46	
Other Internal Costs	2,458	2,458	-	-	-	-	-	-	-	2,458	-	
Gross Expenditures	47,249	46,949	308	1	1,011	-	-	-	-	48,269	1,320	
Recoveries & Allocations	(3,249)	(3,249)	-	-	-	-	-	-	-	(3,249)	-	
Net Expenditure	44,000	43,700	308	1	1,011	-	-	-	-	45,020	1,320	
Revenues By Type												
Federal	-	-	-	-	-	-	-	-	-	-	-	
Provincial	(33,733)	(33,733)	-	-	(1,245)	-	-	-	-	(34,978)	(1,245)	
Municipal	-	-	-	-	-	-	-	-	-	-	-	
Own Funds	(50)	(50)	50	-	-	-	-	-	-	-	50	
Fees and Services	-	-	-	-	-	-	-	-	-	-	-	
Fines	-	-	-	-	-	-	-	-	-	-	-	
Other	-	-	-	-	-	-	-	-	-	-	-	
Total Revenue	(33,783)	(33,783)	50	-	(1,245)	-	-	-	-	(34,978)	(1,195)	
Percent of 2009 Revenue Budget			-0.1%	0.0%	3.7%	0.0%	0.0%	0.0%	0.0%	3.5%		
Net Requirement	10,217	9,917	358	1	(234)	-	-	-	-	10,042	125	
Percent of 2009 Net Requirement Budget			3.6%	0.0%	-2.4%	0.0%	0.0%	0.0%	0.0%	1.3%		
Full Time Equivalents (FTE's)	475.70	475.70	-	-	-	-	-	-	-	475.70	-	
Percent of 2009 FTE's			0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%		

City of Ottawa

Ottawa Public Health - Operating Resource Requirement Explanatory Notes

In Thousands (\$000)

2009 Forecast vs. Budget Variance Explanation	Surplus / (Deficit)		
	Exp.	Rev.	Net
Forecast vs. Budget Variance Explanation			
Deficit due to 2009 budget shortfall in Collective agreement provision	(300)	-	(300)
Total Surplus / (Deficit)	(300)	-	(300)

2009 Baseline Adjustments / Explanations	Increase / (Decrease)			
	Exp.	Rev.	Net 2010 Changes	FTE Impact
Adjustments to Base Budget				
Adjustment for 2009 budget shortfall in Collective Agreement provision	368	-	368	-
Corporate Reorganization savings due to implementation of service excellence initiative	(260)	-	(260)	-
Remove one-time Expanded Needle Recovery Program - Approved Council Report (June 25, 2008, ACS2008-CPS-OPH-0008)	(50)	50	-	-
City funding of partnership associated with school based outreach programs and coordinated through Ottawa Centre for Research and Innovation (OCRI).	250	-	250	-
Total Adjustments to Base Budget	308	50	358	-

2010 Pressure Category / Explanation	Increase / (Decrease)			
	Exp.	Rev.	Net 2010 Changes	FTE Impact
Maintain Services				
Increased Fleet costs due to inflation on fuel and maintenance.	1	-	1	-
Total Maintain Services	1	-	1	-

City of Ottawa

Ottawa Public Health - Operating Resource Requirement Explanatory Notes

In Thousands (\$000)

2010 Pressure Category / Explanation	Increase / (Decrease)			FTE Impact
	Exp.	Rev.	Net 2010 Changes	
Provincial Legislated				
All programs include an adjustment for 2010 contract settlements, increments, and benefit adjustments.	965	-	965	-
Estimated funding increase to maintain Mandated Programs @ 5%.	-	(1,245)	(1,245)	-
Inflationary increase on facility costs such as hydro, compensation and leases.	46	-	46	-
Total Provincial Legislated	1,011	(1,245)	(234)	-
Total Budget Changes	1,320	(1,195)	125	-

City of Ottawa
Ottawa Public Health - Committee Recommendations
 In Thousands (\$000)

Strategy Category	Program / Service Adjustment	2010 ABFC Recommendations			
		Exp	Rev	Net Impact	FTE Impact
4	Recommendation Defer the creation of 1 new satellite Sexual Health Centre.	(330)	-	(330)	(3.00)
	Impact on Public / City Departments Service levels will remain below standard for clients in underserved area.				
4	Recommendation Eliminate proposed increase to HBabies / HChildren programming as a result of Ministry freezing programming budget.	(160)	-	(160)	-
	Impact on Public / City Departments Service delivery, in the order of 2,800 hours of direct nursing care, and 700 home visits, as well as phone calls to clients will be cut.				
4	Recommendation Reduce case management of reportable communicable diseases.	(200)	-	(200)	(2.00)
	Impact on Public / City Departments Service levels will remain below standard, implementation of immunization surveillance database will be compromised.				
Total ABFC Recommendations		(690)	-	(690)	(5.00)

1 - New Revenue Opportunities	2 - Deferral of Proposed New Service Expenditures	3 - Deferral of Capital Projects	4 Adjustments to Existing Services
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City of Ottawa
Parks, Recreation & Cultural Services - Operating Resource Requirement
 In Thousands (\$000)

Operating Resource Requirement	2008	2009		2010	Change Over		2011	2012
	Actual	Forecast	Budget	Estimate	2009 Budget	2008 Actual	Forecast	
Expenditures by Program								
General Manager's Office	520	586	586	623	37	103	636	649
Complexes, Fitness & Aquatic Prgms	45,421	45,667	44,939	46,555	1,616	1,134	47,324	50,680
Sports & Rec. Venues, Parks & Prgms	20,111	19,966	19,542	20,311	769	200	20,778	21,011
Community Programs	23,068	23,298	23,239	24,072	833	1,004	25,864	26,467
Arts & Heritage Services	10,681	13,452	13,189	14,368	1,179	3,687	16,229	18,836
Customer Relations, Business Integration & Funding	31,424	36,601	36,539	37,951	1,412	6,527	39,933	41,435
Productivity Savings	-	-	-	-	-	-	-	-
Gross Expenditure	131,225	139,570	138,034	143,880	5,846	12,655	150,764	159,078
Recoveries & Allocations	(1,651)	(1,184)	(756)	(756)	-	895	(756)	(756)
Net Expenditure	129,574	138,386	137,278	143,124	5,846	13,550	150,008	158,322
Expenditures by Type								
Salaries, Wages & Benefits	51,395	52,473	52,105	54,609	2,504	3,214	58,452	62,267
Overtime	242	228	140	140	-	(102)	140	140
Material & Services	11,015	10,657	9,777	10,287	510	(728)	10,858	11,428
Transfers/Grants/Financial Charges	29,432	31,207	31,027	32,332	1,305	2,900	33,942	34,996
Fleet Costs	195	174	162	167	5	(28)	177	182
Program Facility Costs	41,487	44,355	44,355	45,877	1,522	4,390	46,727	49,597
Other Internal Costs	(2,541)	476	468	468	-	3,009	468	468
Gross Expenditures	131,225	139,570	138,034	143,880	5,846	12,655	150,764	159,078
Recoveries & Allocations	(1,651)	(1,184)	(756)	(756)	-	895	(756)	(756)
Net Expenditure	129,574	138,386	137,278	143,124	5,846	13,550	150,008	158,322
Revenues By Type								
Federal	(97)	(174)	(29)	(29)	-	68	(29)	(29)
Provincial	(1,262)	(1,157)	(1,157)	(1,157)	-	105	(1,157)	(1,157)
Municipal	-	-	-	-	-	-	-	-
Own Funds	(1,355)	(629)	(629)	(114)	515	1,241	(114)	(114)
Fees and Services	(49,280)	(52,029)	(51,472)	(54,444)	(2,972)	(5,164)	(55,981)	(57,916)
Fines	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Total Revenue	(51,994)	(53,989)	(53,287)	(55,744)	(2,457)	(3,750)	(57,281)	(59,216)
Net Requirement	77,580	84,397	83,991	87,380	3,389	9,800	92,727	99,106
Full Time Equivalents	972.55	1,000.57	1,000.57	1,012.72	12.15	40.17	1,043.11	1,088.31

City of Ottawa

Parks, Recreation & Cultural Services - Operating Resource Requirement Analysis

In Thousands (\$000)

Operating Resource Requirement Analysis	2009 Baseline			2010 Adjustments						2010	Change Over '09 Budget	% of Exp. on Comp./ Benefits
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	New Services / Needs	Efficiencies	User Fees & Charges	Estimate		
Expenditures by Program												
General Manager's Office	586	586	-	37	-	-	-	-	-	623	37	58.1%
Complexes, Fitness & Aquatic Prgms	45,667	44,939	197	1,194	-	105	120	-	-	46,555	1,616	42.5%
Sports & Rec. Venues, Parks & Prgms	19,966	19,542	158	611	-	-	-	-	-	20,311	769	29.5%
Community Programs	23,298	23,239	123	459	30	110	111	-	-	24,072	833	67.4%
Arts & Heritage Services	13,452	13,189	467	312	-	100	300	-	-	14,368	1,179	54.1%
Customer Relations, Business Integration & Funding	36,601	36,539	(428)	630	-	-	1,210	-	-	37,951	1,412	12.1%
Productivity Savings	-	-	-	-	-	-	-	-	-	-	-	0.0%
Gross Expenditure	139,570	138,034	517	3,243	30	315	1,741	-	-	143,880	5,846	38.1%
Recoveries & Allocations	(1,184)	(756)	-	-	-	-	-	-	-	(756)	-	
Net Expenditure	138,386	137,278	517	3,243	30	315	1,741	-	-	143,124	5,846	
Percent of 2009 Net Expenditure Budget			0.4%	2.4%	0.0%	0.2%	1.3%	0.0%	0.0%	4.3%		
Expenditures by Type												
Salaries, Wages & Benefits	52,473	52,105	229	1,470	30	315	460	-	-	54,609	2,504	
Overtime	228	140	-	-	-	-	-	-	-	140	-	
Material & Services	10,657	9,777	85	25	-	-	400	-	-	10,287	510	
Transfers/Grants/Financial Charges	31,207	31,027	-	545	-	-	760	-	-	32,332	1,305	
Fleet Costs	174	162	-	5	-	-	-	-	-	167	5	
Program Facility Costs	44,355	44,355	203	1,198	-	-	121	-	-	45,877	1,522	
Other Internal Costs	476	468	-	-	-	-	-	-	-	468	-	
Gross Expenditures	139,570	138,034	517	3,243	30	315	1,741	-	-	143,880	5,846	
Recoveries & Allocations	(1,184)	(756)	-	-	-	-	-	-	-	(756)	-	
Net Expenditure	138,386	137,278	517	3,243	30	315	1,741	-	-	143,124	5,846	
Revenues By Type												
Federal	(174)	(29)	-	-	-	-	-	-	-	(29)	-	
Provincial	(1,157)	(1,157)	-	-	-	-	-	-	-	(1,157)	-	
Municipal	-	-	-	-	-	-	-	-	-	-	-	
Own Funds	(629)	(629)	515	-	-	-	-	-	-	(114)	515	
Fees and Services	(52,029)	(51,472)	(600)	(1,029)	-	(175)	-	(202)	(966)	(54,444)	(2,972)	
Fines	-	-	-	-	-	-	-	-	-	-	-	
Other	-	-	-	-	-	-	-	-	-	-	-	
Total Revenue	(53,989)	(53,287)	(85)	(1,029)	-	(175)	-	(202)	(966)	(55,744)	(2,457)	
Percent of 2009 Revenue Budget			0.2%	1.9%	0.0%	0.3%	0.0%	0.4%	1.8%	4.6%		
Net Requirement	84,397	83,991	432	2,214	30	140	1,741	(202)	(966)	87,380	3,389	
Percent of 2009 Net Requirement Budget			0.5%	2.6%	0.0%	0.2%	2.1%	-0.2%	-1.2%	4.0%		
Full Time Equivalentents (FTE's)	1,000.57	1,000.57	-	-	0.50	6.35	5.30	-	-	1,012.72	12.15	
Percent of 2009 FTE's			0.0%	0.0%	0.0%	0.6%	0.5%	0.0%	0.0%	1.2%		

City of Ottawa
Parks, Recreation & Cultural Services
 In Thousands (\$000)

2009 Forecast vs. Budget Variance Explanation	Surplus / (Deficit)		
	Exp.	Rev.	Net
Forecast vs. Budget Variance Explanation			
Deficit due to 2009 budget shortfall in collective agreements.	(406)	-	(406)
Centrepointe Theatre operations exceeding budget	(702)	702	-
Total Surplus / (Deficit)	(1,108)	702	(406)

2009 Baseline Adjustments / Explanations	Increase / (Decrease)			
	Exp.	Rev.	Net 2010 Changes	FTE Impact
Adjustments to Base Budget				
Adjustment for 2009 shortfall in collective agreement provision and benefit adjustment.	425	-	425	-
Corporate reorganization savings due to implementation of service excellence initiative	(196)	-	(196)	-
Increase in facility costs due to 2009 shortfall in collective agreement provision and reciprocal use agreements with school boards	203	-	203	-
Base adjustment to Centrepointe Theatre to reflect actual operations	600	(600)	-	-
Removal of 2009 one-time item for new East end community space	(46)	46	-	-
Removal of 2009 one-time item for the BellSensplex agreement	(400)	400	-	-
Removal of 2009 one-time item for funding on-line application for grants	(69)	69	-	-
Total Adjustments to Base Budget	517	(85)	432	-

City of Ottawa
Parks, Recreation & Cultural Services
 In Thousands (\$000)

2010 Pressure Category / Explanation	Increase / (Decrease)			
	Exp.	Rev.	Net 2010 Changes	FTE Impact
Maintain Services				
Adjustment for 2010 contracts settlements, increments and benefit adjustments.	1,390	-	1,390	-
Increased fleet costs due to inflation on fuel and maintenance.	5	-	5	-
Inflationary increase on facility costs such as hydro, compensation, and leases.	1,631	-	1,631	-
Calculated risk related to the Green initiatives and energy retrofits undertaken to reduce hydro consumption in buildings.	(433)	-	(433)	-
Collective Agreement - Recertification of fitness staff	80	-	80	-
Loss of vehicle sponsorship for Fleet rental for Youth on the Move & Park-ticipate programs	15	-	15	-
Inflationary increase to Renewable Community Funding.	380	-	380	-
Inflationary increase to Cultural Funding.	165	-	165	-
P3 Contract increases for operating and purchase of ice costs for the Bell Sensplex and Cavanagh Sensplex arenas; offset by increase on the city's ice rental rates when selling	10	(20)	(10)	-
Annualization of 2009 Recreation fee increases	-	(1,009)	(1,009)	-
Total Maintain Services	3,243	(1,029)	2,214	-
Provincial Legislated				
Training requirement for Accessibility for Ontarions with Disabilities (AODA) legislation for Special Needs part-time staff	30	-	30	0.50
Total Provincial Legislated	30	-	30	0.50
Growth				
Branch wide support for fitness services & programs (ie, 50+ shift) as a result of growth	90	(90)	-	1.00
Operating impacts from capital for expansion of the Glen Cairn pool - doubling the capacity	15	(5)	10	0.67
Adjust staffing to support City-wide sports due to growth in programs	80	(80)	-	1.00
Adjust part-time hours for Special Needs Shared Care services to address growth in programs	20	-	20	0.55
Operating impact for capital project for Old South Ottawa Community Centre addition	10	-	10	0.13
Part-year operating impact from capital for new Archives facility opening early 2011	100	-	100	3.00
Total Growth	315	(175)	140	6.35

City of Ottawa
Parks, Recreation & Cultural Services
 In Thousands (\$000)

2010 Pressure Category / Explanation	Increase / (Decrease)			FTE Impact
	Exp.	Rev.	Net 2010 Changes	
New Services / Needs				
New preventative maintenance systems to improve air quality in pools.	121	-	121	-
Increased staffing related to providing services to address Accessibility for Ontarions with Disabilities (AODA) customer service requirements	80	-	80	1.00
Operating impacts from capital for new community building - Ledbury Fieldhouse	30		30	0.60
Arts & Heritage Plan - ongoing studies and assessments for plan review & implementation	100	-	100	-
Improved controls for Corporate Art collection as a result of 2008 Audit to meet needs for maintenance, conservation and appraisals.	200	-	200	0.70
Arts Investment Strategy and Festival Funding - approved by Council February 14, 2007 (ASC2007-CPS-CSF-0001) as part of the Arts Investment Strategy and Festivals Sustainability Plan. Included is an investment of \$400K in 2008, \$400K in 2009, and \$200K in 2010 for consideration in the annual operating budget submission to meet existing and emerging community needs. 2010 is the 4th year of a 4 year-plan.	200	-	200	-
Parks & Recreation master plan - ongoing studies and assessments for plan implementation	150	-	150	-
Staff to provide development, compliance, control and monitoring of community partners and purchase of service arrangements.	160	-	160	2.00
Outdoor signage - to address Council approved commemorative renaming of parks & facilities	50	-	50	-
City Wide Training Coordinator for implementation of new guidelines, policies and procedures associated with the Master Plan implementation	90	-	90	1.00
Funding for seniors programming to provide seniors services in areas identified as having unmet needs.	60	-	60	-
Community Funding Sustainability - approved by Council February 8, 2006 as part of the Community Funding Framework. Included is an investment of \$500K for consideration in the annual operating budget submission each year for 10 yrs, effective 2007, with a review after 5 years. 2010 is the 4th year of a 10 year plan.	500	-	500	-
Total New Services / Needs	1,741	-	1,741	5.30
Efficiencies				
Service Excellence initiative to optimize utilization of recreational facilities.	-	(202)	(202)	-
Total Efficiencies	-	(202)	(202)	-
User Fees & Charges				
See following user fee schedule for details on the specific rates.	-	(966)	(966)	-
Total User Fees & Charges	-	(966)	(966)	-
Total Budget Changes	5,846	(2,457)	3,389	12.15

City of Ottawa
Parks, Recreation & Cultural Services - User Fees

User Fees	2008 Rate	2009 Rate	2010 Rate	% Change Over		Effective Date	2010 Revenue
	\$	\$	\$	2009	2008	DD-MMM-YY	(\$000)
Parks, Recreation & Cultural Services							
<u>Parks & Recreation Fees:</u>							
<u>Arena Rentals</u>							
Minor	122.63	137.11	141.22	3.0%	15.2%	01-Sep-10	
Adult	210.00	231.00	235.62	2.0%	12.2%	01-Sep-10	
Non-Prime Time	98.23	107.71	109.87	2.0%	11.8%	01-Sep-10	
Commercial	210.00	231.00	242.55	5.0%	15.5%	01-Sep-10	(193)
<u>Arena Slab Rentals</u>							
Minor	27.78	28.33	28.90	2.0%	4.0%	01-Apr-10	
Adult	44.65	45.55	46.46	2.0%	4.1%	01-Apr-10	
Commercial	51.93	52.96	54.02	2.0%	4.0%	01-Apr-10	(2)
<u>Sportsfields and Ball Diamonds</u>							
Minor	5.46	5.98	6.10	2.0%	11.7%	01-May-10	
Adult	15.07	29.70	29.70	0.0%	97.1%	01-May-10	
Commercial	15.07	29.70	31.19	5.0%	107.0%	01-May-10	
Minor with Lighting	16.46	16.98	17.10	0.7%	3.9%	01-May-10	
Adult with Lighting	26.07	40.70	40.70	0.0%	56.1%	01-May-10	
Commercial with Lighting	26.07	40.70	42.19	3.7%	61.8%	01-May-10	(9)
	11.95 to 81.25	16.45-111.89	16.78-114.13	2.0%	40.0%	01-Jul-10	(29)
Hall Rentals, Pool Rentals and Rental Extra Fees							
	28.71 to 444.82	29.28-453.72	29.87-462.79	5.0%	7.0%	01-Jun-10	(207)
Summer Camp Registrations							
	15.30 to 581.69	15.61-593.32	16.23-617.05	4.0%	6.0%	01-Apr-10	(14)
Aquatics Memberships - Child, Youth, Adult, Senior, Family							
	262.38-485.24	262.38-485.24	267.63-494.94	2.0%	2.0%	01-Apr-10	(36)
Memberships; Fitness, Aqua-Fitness and Senior Centres							
<u>Aquatics Admissions</u>							
Children/Youth - Wave	4.91	5.00	5.10	2.0%	4.0%	01-Apr-10	
Children/Youth - Leisure	2.50	2.55	2.60	2.0%	4.0%	01-Apr-10	
Children/Youth - Standard	1.67	1.72	1.75	1.7%	4.6%	01-Apr-10	
Adult - Wave	7.02	7.16	7.30	2.0%	4.0%	01-Apr-10	
Adult - Leisure	4.42	4.50	4.60	2.2%	4.2%	01-Apr-10	
Adult - Standard	3.88	3.96	4.04	2.0%	4.2%	01-Apr-10	
Senior - Wave	5.99	6.11	6.23	2.0%	4.1%	01-Apr-10	
Senior - Leisure	3.34	3.40	3.47	2.1%	4.0%	01-Apr-10	
Senior - Standard	2.25	2.30	2.35	2.2%	4.2%	01-Apr-10	(19)

City of Ottawa
Parks, Recreation & Cultural Services - User Fees

User Fees	2008 Rate	2009 Rate	2010 Rate	% Change Over		Effective Date	2010 Revenue
	\$	\$	\$	2009	2008	DD-MMM-YY	(\$000)
<u>Parks & Recreation Fees: (Cont.)</u>							
Aquatic Instructional, Certification Program Registrations:	51.22 to 219.98	53.27-228.78	54.34-233.36	5.0%	9.0%	01-Apr-10	(184)
General Program Admissions/Drop in Fees Adult	7.28	7.43	7.58	2.0%	4.1%	01-Apr-10	(7)
General Program Registrations - Children, Adult, Seniors	7.98 to 153.77	8.30-159.92	8.72-167.97	5.0%	9.0%	01-Apr-10	(236)
Learn to Skate	39.25-142.50	40.43-146.78	41.64-151.18	3.0%	6.0%	01-Sep-10	(10)
Public Skating Fees	2.12	2.12	2.38	12.3%	12.3%	01-Sep-10	(10)
Fee Assistance	158.00	165.00	165.00	0.0%	4.4%	01-Jan-10	
<u>Arts & Heritage Fees:</u>							
Arts Court – Tenant Rentals & Related Charges	4.11 to 38.05	4.20 to 40.00	4.20 to 40.00	0.0%	2.0% to 5.0 %	01-Apr-10	
Museum – Admissions, Registrations & Rentals	3.00 to 150.00	3.00 to 150.00	3.00 to 150.00	0.0%	0.0%	01-May-10	
Centrepointe Theatre - Box Office, Rental and Processing Fees	2.00 to 1,775.00	2.25 to 1,830.00	2.50 to 1,890.00	1% to 3%	2.5% to 6.5%	01-Jul-10	
Community Arts - Registrations	3.67 to 8.77	4.03 to 9.66	4.07 to 9.73	1.0%	1% to 2.0%	01-Apr-10	
Shenkman Arts Centre - Registrations, Box Office, Processing Fees and Rentals	N/A	2.25 to \$1000.00	2.50 to \$1050.00	1.0% to 5.0%		01-Jul-10	
Visual Arts & Creative Arts Centre – Registrations and Rentals	1.50 to 73.30	1.65 to 76.96	1.70 to 80.81	3.0% to 5.0%	1.0% to 10.0%	01-Sep-10	(9)
Archives – Research, Prints, & Publications	0.25 to 75.00	0.25 to 75.00	0.25 to 75.00	0.0%	0.0%	01-Apr-10	
Ben Franklin Place - Meeting Rooms (Chamber / Atrium / and Equipment)	16.00 to 835.00	16.00 to 860.00	16.00 to 870.00	0.0% to 1.0%	0.0% to 4.0%	01-Jul-10	(1)
Total Parks, Recreation & Cultural Services							(966)

City of Ottawa

Parks, Recreation & Cultural Services - Committee Recommendations

In Thousands (\$000)

		2010 CPSC Recommendations			
Strategy Category	Program / Service Adjustment	Exp	Rev	Net Impact	FTE Impact
N/A	Recommendation Additional \$60K for seniors programming.	60	-	60	-
	Impact on Public / City Departments Leverages at least \$30K each in provincial funding to provide seniors services in areas identified as having unmet needs.				
Total CPSC Recommendations		60	-	60	-

		2010 ABFC Recommendations			
Strategy Category	Program / Service Adjustment	Exp	Rev	Net Impact	FTE Impact
4	Recommendation Adjustment to Minor Capital to address program and facility growth and additional scope of responsibilities for Parks and Recreation.	(150)	-	(150)	-
	Impact on Public / City Departments Impacts ability to purchase and/or replace equipment for existing or expanded facilities; Albion Heatherington, outdoor rinks converted to community operated rinks, NNEP fleet requirement (\$44K), etc. Pressure also incorporates costs to meet Parks and Recreation Audit recommendations #10, 29 and 30 (\$56K) as well as contracted services to perform individual audits on funded partners (\$20K) as required.				
1	Recommendation Increase registration revenues in recreation programs by 1-3%.	-	(315)	(315)	-
	Impact on Public / City Departments Represents an increase for summer camps and aquatic instructional programs by 3% and all other programs by 1% over the recommended 2010 rates. Reflects facility & park cost increases greater than inflation.				
Total ABFC Recommendations		(150)	(315)	(465)	-
Total Committee Recommendations		(90)	(315)	(405)	-

1 - New Revenue Opportunities	2 - Deferral of Proposed New Service Expenditures	3 - Deferral of Capital Projects	4 Adjustments to Existing Services
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**City of Ottawa
Capital Budget - New Authority
In Thousands (\$000)**

Description	2010	Funding						
	New Authority	Revenues	Tax Supported & Other Reserves	Rate Supported	Develop. Charges	Debt		
						Tax	Rate	DC
Parks, Recreation & Culture								
Renewal of City Assets								
903685 Centrepointe Theatre Cap Renewal Fund	150	-	150	-	-	-	-	-
904346 Lifecycle Renewal - Park Infrastructure	200	-	200	-	-	-	-	-
904406 Major Aquatics Facilities	100	-	-	-	-	100	-	-
904934 Minor Park Improvements 2010	650	-	650	-	-	-	-	-
904955 Lifecycle Renewal - Parks Small Equipment	100	-	100	-	-	-	-	-
905606 LCR - Cultural Service	1,143	-	1,143	-	-	-	-	-
905635 Rink Shack Replacement 2010	300	-	300	-	-	-	-	-
905636 Tennis Court Redevelopment 2010	175	-	175	-	-	-	-	-
905637 Cultural Svcs Bldg & Equip Replace 2010	150	-	150	-	-	-	-	-
905655 LCR - Parks & Recreation	8,966	-	-	-	-	8,966	-	-
905662 RG-LCR - Parks & Recreation	6,458	-	-	-	-	6,458	-	-
905712 Minor Facility Improvements	250	-	250	-	-	-	-	-
	18,642	-	3,118	-	-	15,524	-	-
Growth								
903614 GRC Icepad Twinning	1,500	-	217	-	1,283	-	-	-
905386 Parks - Growth 2010	1,843	-	184	-	1,659	-	-	-
905634 Community Centre Space 2010	95	-	-	-	47	48	-	-
	3,438	-	401	-	2,989	48	-	-
Strategic Initiatives								
903716 Museum Sustainability Plan	500	-	500	-	-	-	-	-
903918 Parks & Facility Signage	150	-	150	-	-	-	-	-
903919 Park Pathway Lighting 2010	300	-	300	-	-	-	-	-
905122 Major Cap. Comm. Partnership 2010	600	-	600	-	-	-	-	-
905654 Minor Cap. Comm. Partnership 2010	330	-	330	-	-	-	-	-
905665 Accessibility - Cultural Services	10	-	10	-	-	-	-	-

**City of Ottawa
Capital Budget - New Authority
In Thousands (\$000)**

Description	2010	Funding						
	New Authority	Revenues	Tax Supported & Other Reserves	Rate Supported	Develop. Charges	Debt		
						Tax	Rate	DC
905668 Accessibility - Parks & Rec	400	-	400	-	-	-	-	-
905713 SE-Optimize Utilization - Rec Facilities	900	-	-	-	-	900	-	-
	3,190	-	2,290	-	-	900	-	-
Total	25,270	-	5,809	-	2,989	16,472	-	-
Per the Omnibus motions approved by the ABF Committee, the following projects have been deferred or reduced:								
1) Motion: Decrease contribution to capital for Strategic projects								
905460 2010 Vehicle/Equip Parks, Bdgs & Grounds	(134)	-	(134)	-	-	-	-	-
2) Motion: Adjust inflation component of increase in contribution to Capital Fund								
905655 LCR - Parks & Recreation	(208)	-	-	-	-	(208)	-	-
905634 Community Centre Space 2010	(855)				(423)	(432)		

City of Ottawa
Public Works
Parks, Buildings & Grounds - Operating Resource Requirement

In Thousands (\$000)

Operating Resource Requirement	2008	2009		2010	\$ Change Over		2011	2012
	Actual	Forecast	Budget	Estimate	2009 Budget	2008 Actual	Forecast	
Expenditures by Program								
Parks & Sports Field Maintenance	26,000	25,859	25,859	26,380	521	380	27,956	29,246
Building & Grounds	99,838	99,409	99,943	104,217	4,274	4,379	111,205	117,140
Productivity Improvements	-	-	-	-	-	-	-	-
Gross Expenditure	125,838	125,268	125,802	130,597	4,795	4,759	139,161	146,386
Recoveries & Allocations	(70,160)	(69,284)	(69,760)	(72,892)	(3,132)	(2,732)	(72,892)	(72,892)
Net Expenditure	55,678	55,984	56,042	57,705	1,663	2,027	66,269	73,494
Expenditures by Type								
Salaries, Wages & Benefits	50,796	51,245	50,697	52,104	1,407	1,308	55,228	57,699
Overtime	2,130	1,102	1,162	1,176	14	(954)	1,223	1,263
Material & Services	61,282	63,063	64,023	67,106	3,083	5,824	72,141	76,635
Transfers/Grants/Financial Charges	413	736	736	751	15	338	771	791
Fleet Costs	7,734	7,633	7,633	7,909	276	175	8,153	8,253
Program Facility Costs	-	-	-	-	-	-	-	-
Other Internal Costs	3,483	1,489	1,551	1,551	-	(1,932)	1,645	1,745
Gross Expenditures	125,838	125,268	125,802	130,597	4,795	4,759	139,161	146,386
Recoveries & Allocations	(70,160)	(69,284)	(69,760)	(72,892)	(3,132)	(2,732)	(72,892)	(72,892)
Net Expenditure	55,678	55,984	56,042	57,705	1,663	2,027	66,269	73,494
Revenues By Type								
Federal	-	-	-	-	-	-	-	-
Provincial	-	-	-	-	-	-	-	-
Municipal	-	-	-	-	-	-	-	-
Own Funds	(125)	(95)	(95)	-	95	125	-	-
Fees and Services	(5,765)	(6,153)	(6,147)	(6,242)	(95)	(477)	(6,242)	(6,242)
Fines	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Total Revenue	(5,890)	(6,248)	(6,242)	(6,242)	-	(352)	(6,242)	(6,242)
Net Requirement	49,788	49,736	49,800	51,463	1,663	1,675	60,027	67,252
Full Time Equivalents	797.26	804.88	804.88	804.88	0.00	7.62	832.84	847.70

City of Ottawa
Public Works
Parks, Buildings & Grounds - Operating Resource Requirement Analysis

In Thousands (\$000)

Operating Resource Requirement Analysis	2009 Baseline			2010 Adjustments						2010	\$ Change Over '09 Budget	% of Exp. on Comp./ Benefits
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	New Services / Needs	Efficiencies	User Fees & Charges	Estimate		
Expenditures by Program												
Parks & Sports Field Maintenance	25,859	25,859	(208)	694	-	-	35	-	-	26,380	521	58.2%
Building & Grounds	99,409	99,943	236	3,015	-	803	220	-	-	104,217	4,274	36.4%
Productivity Improvements	-	-	-	-	-	-	-	-	-	-	-	0.0%
Gross Expenditure	125,268	125,802	28	3,709	-	803	255	-	-	130,597	4,795	40.8%
Recoveries & Allocations	(69,284)	(69,760)	(242)	(1,689)	(278)	(803)	(120)	-	-	(72,892)	(3,132)	
Net Expenditure	55,984	56,042	(214)	2,020	(278)	-	135	-	-	57,705	1,663	
Percent of 2009 Net Expenditure Budget			-0.4%	3.6%	-0.5%	0.0%	0.2%	0.0%	0.0%	3.0%		
Expenditures by Type												
Salaries, Wages & Benefits	51,245	50,697	24	1,383	-	-	-	-	-	52,104	1,407	
Overtime	1,102	1,162	4	10	-	-	-	-	-	1,176	14	
Material & Services	63,063	64,023	-	2,025	-	803	255	-	-	67,106	3,083	
Transfers/Grants/Financial Charges	736	736	-	15	-	-	-	-	-	751	15	
Fleet Costs	7,633	7,633	-	276	-	-	-	-	-	7,909	276	
Program Facility Costs	-	-	-	-	-	-	-	-	-	-	-	
Other Internal Costs	1,489	1,551	-	-	-	-	-	-	-	1,551	-	
Gross Expenditures	125,268	125,802	28	3,709	-	803	255	-	-	130,597	4,795	
Recoveries & Allocations	(69,284)	(69,760)	(242)	(1,689)	(278)	(803)	(120)	-	-	(72,892)	(3,132)	
Net Expenditure	55,984	56,042	(214)	2,020	(278)	-	135	-	-	57,705	1,663	
Revenues By Type												
Federal	-	-	-	-	-	-	-	-	-	-	-	
Provincial	-	-	-	-	-	-	-	-	-	-	-	
Municipal	-	-	-	-	-	-	-	-	-	-	-	
Own Funds	(95)	(95)	95	-	-	-	-	-	-	-	95	
Fees and Services	(6,153)	(6,147)	(95)	-	-	-	-	-	-	(6,242)	(95)	
Fines	-	-	-	-	-	-	-	-	-	-	-	
Other	-	-	-	-	-	-	-	-	-	-	-	
Total Revenue	(6,248)	(6,242)	-	-	-	-	-	-	-	(6,242)	-	
Percent of 2009 Revenue Budget			0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%		
Net Requirement	49,736	49,800	(214)	2,020	(278)	-	135	-	-	51,463	1,663	
Percent of 2009 Net Requirement Budget			-0.4%	4.1%	-0.6%	0.0%	0.3%	0.0%	0.0%	3.3%		
Full Time Equivalents (FTE's)	804.88	804.88	-	-	-	-	-	-	-	804.88	0.00	
Percent of 2009 FTE's			0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%		

City of Ottawa

Public Works

Parks, Buildings & Grounds - Operating Resource Requirement Explanatory Notes

In Thousands (\$000)

2009 Forecast vs. Budget Variance Explanation	Surplus / (Deficit)		
	Exp.	Rev.	Net
Forecast vs. Budget Variance Explanation			
Deficit due to 2009 budget shortfall in Collective Agreement provision.	(488)	-	(488)
Energy savings and other program costs savings.	960	-	960
Reduction in internal services due to savings in fleet cost.	62		62
Reduction in client recoveries due to net savings itemized above.	(476)		(476)
Increase in Revenue due to leases.	-	6	6
Total Surplus / (Deficit)	58	6	64

2009 Baseline Adjustments / Explanations	Increase / (Decrease)			
	Exp.	Rev.	Net 2010 Changes	FTE Impact
Adjustments to Base Budget				
Adjustment for 2009 budget shortfall in Collective Agreement provision.	525	-	525	-
Corporate Reorganization savings due to implementation of service excellence initiative.	(497)	-	(497)	-
Some costs identified above are transferred to client Branch budgets.	(242)	-	(242)	-
Removal of the one-time funding for the grant to the Central Canada Exhibition relating to rent at Lansdowne Park.	-	95	95	-
Increase in revenue to Lansdowne Park to reflect removal of one-time funding of the grant to the Central Canada Exhibition.	-	(95)	(95)	-
Total Adjustments to Base Budget	(214)	-	(214)	-

City of Ottawa

Public Works

Parks, Buildings & Grounds - Operating Resource Requirement Explanatory Notes

In Thousands (\$000)

2010 Pressure Category / Explanation	Increase / (Decrease)			
	Exp.	Rev.	Net 2010 Changes	FTE Impact
Maintain Services				
All programs include an adjustment for 2010 contract settlements, increments, and benefit adjustments.	1,218	-	1,218	-
Proposed Market Rate Adjustment - Skilled Labour.	175	-	175	-
Increased Fleet costs due to inflation on fuel and maintenance.	276	-	276	-
Well maintenance for Greely Outdoor Rink.	5	-	5	-
Inflationary increase on facilities leased by the City to provide various programs and services as per the respective lease agreements.	700	-	700	-
Inflationary increase on Buildings & Grounds contracts for snow removal, janitorial, equipment, painting, plumbing, hydrant and fire alarm inspections.	475	-	475	-
Inflationary increase on Parks contracts for grass cutting.	110	-	110	-
Shenkman Arts Centre Reserve Contribution.	15	-	15	-
Inflationary increase on 2009 forecasted spending to cover anticipated Hydro rate increases.	1,475	-	1,475	-
Calculated risk related to the Green initiatives and energy retrofits undertaken to reduce hydro consumption in buildings. Reduce Hydro rate pressure by \$1M.	(1,000)	-	(1,000)	-
Reduction of heating costs based on anticipated lower natural gas rates.	(110)	-	(110)	-
Increase of 9% in water and sewage costs at City owned facilities as per the proposed Rate budget.	370	-	370	-
Some costs identified above are transferred to client Branch budgets.	(1,689)	-	(1,689)	-
Total Maintain Services	2,020	-	2,020	-

2010 Pressure Category / Explanation	Increase / (Decrease)			
	Exp.	Rev.	Net 2010 Changes	FTE Impact
Provincial Legislated				
Some costs identified under "Maintain Services" are transferred to client Branch budgets that are provincially funded.	(278)	-	(278)	-
Total Provincial Legislated	(278)	-	(278)	-

Growth				
Maintenance costs as a result of two new or Police facilities opening in 2010.	803	-	803	-
Costs identified above are transferred to Police budgets.	(803)	-	(803)	-
Total Growth	-	-	-	-

City of Ottawa

Public Works

Parks, Buildings & Grounds - Operating Resource Requirement Explanatory Notes

In Thousands (\$000)

2010 Pressure Category / Explanation	Increase / (Decrease)			
	Exp.	Rev.	Net 2010 Changes	FTE Impact
New Services / Needs				
New Preventative Maintenance Strategies - Oxy-Bright Slurry system at the Bob MacQuarie Complex, new ultra-violet water treatment for indoor pools and Catch Basin maintenance in parks.	155	-	155	-
Maintenance of hand sanitizers in municipal facilities as part of H1N1 Preventative Measures.	100	-	100	-
Some costs identified above are transferred to client Branch budgets.	(120)	-	(120)	-
Total New Services / Needs	135	-	135	-
User Fees & Charges				
See following user fee schedule for details on the specific rates.	-	-	-	-
Total User Fees & Charges	-	-	-	-
Total Budget Changes	1,663	-	1,663	-

City of Ottawa
Public Works
Parks, Buildings & Grounds - User Fees

User Fees	2008 Rate	2009 Rate	2010 Rate	% Change Over		Effective Date	2010 Revenue
	\$	\$	\$	2009	2008	DD-MMM-YY	(\$000)
Department							
City Hall Services							
Room Booking - For Profit Organizations							
A.S. Haydon Hall	465.00	479.00	479.00	0.0%	3.0%	01-Apr-10	-
Jean Pigott Place	1,290.00	1,329.00	1,329.00	0.0%	3.0%	01-Apr-10	-
Champlain Room	265.00	273.00	273.00	0.0%	3.0%	01-Apr-10	-
Keefer Room	205.00	212.00	212.00	0.0%	3.4%	01-Apr-10	-
Councillor Lounge	310.00	320.00	320.00	0.0%	3.2%	01-Apr-10	-
Festival Plaza	1340/Day	1,381.00	1,381.00	0.0%	3.1%	01-Apr-10	-
Festival Control	260.00	268.00	268.00	0.0%	3.1%	01-Apr-10	-
Festival Boardroom	155.00	160.00	160.00	0.0%	3.2%	01-Apr-10	-
Colonel By Room	205.00	212.00	212.00	0.0%	3.4%	01-Apr-10	-
Richmond Room	155.00	160.00	160.00	0.0%	3.2%	01-Apr-10	-
Honeywell Rool	155.00	160.00	160.00	0.0%	3.2%	01-Apr-10	-
Billing Room	155.00	160.00	160.00	0.0%	3.2%	01-Apr-10	-
Caucus Room	52.00	54.00	54.00	0.0%	3.8%	01-Apr-10	-
Lisgar Field	300.00	309.00	309.00	0.0%	3.0%	01-Apr-10	-
Room Booking - For Non-Profit Organizations							
A.S. Haydon Hall	155.00	160.00	160.00	0.0%	3.2%	01-Apr-10	-
Jean Pigott Place	155.00	160.00	160.00	0.0%	3.2%	01-Apr-10	-
Champlain Room	155.00	160.00	160.00	0.0%	3.2%	01-Apr-10	-
Keefer Room	155.00	160.00	160.00	0.0%	3.2%	01-Apr-10	-
Councillor Lounge	205.00	212.00	212.00	0.0%	3.4%	01-Apr-10	-
Festival Plaza	700.00	721.00	721.00	0.0%	3.0%	01-Apr-10	-
Festival Control	205.00	212.00	212.00	0.0%	3.4%	01-Apr-10	-
Festival Boardroom	52.00	54.00	54.00	0.0%	3.8%	01-Apr-10	-
Colonel By Room	52.00	54.00	54.00	0.0%	3.8%	01-Apr-10	-
Richmond Room	52.00	54.00	54.00	0.0%	3.8%	01-Apr-10	-
Honeywell Rool	52.00	54.00	54.00	0.0%	3.8%	01-Apr-10	-
Billing Room	52.00	54.00	54.00	0.0%	3.8%	01-Apr-10	-
Caucus Room	31.00	32.00	32.00	0.0%	3.2%	01-Apr-10	-
Lisgar Field	150.00	155.00	155.00	0.0%	3.3%	01-Apr-10	-
Total Department							-

City of Ottawa
Public Works
Parks, Buildings & Grounds - Committee Recommendations
In Thousands (\$000)

Strategy Category	Branch	Program / Service Adjustment	2010 ABFC Recommendations			
			Exp	Rev	Net Impact	FTE Impact
2	Park, Build, Gnds	Recommendations Defer maintenance of new and existing Gateway and Entrance Features	(240)	-	(240)	-
		Impact on Public / City Departments - no structural repairs will be made. - if the features become structurally unstable or hazardous to safety they will be torn down instead of being repaired.				
4	Park, Build, Gnds	Recommendations Adjustment to operating provisions for New/Ugraded components of Parks & Grounds. New Orleans water parks and six new spray pads East District, Glen Cairn Outdoor Pool expansion, Avalon Park play structure, NDC Ball Diamond, Avalon South Park Upgrades, 5 Outdoor Rinks converted to City water, new outdoor rink bunkers (Osgoode, Greely, Calzavara, Barrington, Butterfly, Jack Purcell, Vernon, Walden, Pike and Roy).	(125)	-	(125)	-

1 - New Revenue Opportunities	2 - Deferral of Proposed New Service Expenditures	3 - Deferral of Capital Projects	4 Adjustments to Existing Services
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City of Ottawa
Public Works
Parks, Buildings & Grounds - Committee Recommendations
 In Thousands (\$000)

Strategy Category	Branch	Program / Service Adjustment	2010 ABFC Recommendations			
			Exp	Rev	Net Impact	FTE Impact
4	Park, Build, Gnds	Recommendations Adjustment to operating provisions for New Facilities and Major Upgrades for new and expanded facilities. These facilities are Greenborough CC Expansion, Hunt Club CC Expansion, Balena C.C., F.S, - Iber Rd, Kanata Rec. Complex Expansion, 125 Walgreen, Gardners House-104 Greenview, Nep. Creative Arts Ctr, Belltown Addition and Stittsville Foodbank.	(335)	-	(335)	(1.88)
2	Park, Build, Gnds	Recommendations Defer additional FTE's to meet service demand	(405)	-	(405)	(7.93)
4	Park, Build, Gnds	Recommendations Adjust the increased operating provisions for maintenance divisions resulting from growth of 46 ha of parks and other park amenities from developer built and City capital works.	(465)	-	(465)	(4.11)
3	Park, Build, Gnds	Recommendations Defer 2010 Fleet acquisitions to service growth operating costs based on Forecast 2010 needs	(154)	-	(154)	-

1 - New Revenue Opportunities	2 - Deferral of Proposed New Service Expenditures	3 - Deferral of Capital Projects	4 Adjustments to Existing Services
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City of Ottawa
Public Works
Parks, Buildings & Grounds - Committee Recommendations
In Thousands (\$000)

Strategy Category	Branch	Program / Service Adjustment	2010 ABFC Recommendations			
			Exp	Rev	Net Impact	FTE Impact
		<p><u>Impact on Public / City Departments</u></p> <p>Parks Buildings and Grounds Branch will be required to absorb the fixed costs associated with the new infrastructure and compensate for the loss by reducing expenditures in areas where some discretion is allowed. Growth pressures are required due to capital upgrades to existing sites, increase in usage demands, new development construction and stimulus funding additions to existing infrastructure. Cutting new growth pressures will directly impact the Branch's ability to provide services.</p> <p>Fixed costs include: Utility bills (heat, hydro, water) for new buildings, spray pads, ball diamond lighting, outdoor rinks etc. Legislative requirements to meet fire/building codes; play structure inspection and maintenance; pool lighting; swimming pool water quality; ice operations etc. Lease agreements and contractual obligations that have preset payment obligations that cannot be altered.</p> <p>In order to cover the cost increase for the uncontrollable expenditures the Branch will reduce services in areas where there is latitude for reductions that do not impact safety. The areas that will be impacted are house keeping and grass cutting. House keeping and grass cutting services in all City owned facilities will be scaled back to absorb the combined \$1.484M reduction in new growth pressures.</p> <p>Cleaning cycles will be extended from current standards i.e. reduce from daily to three times per week in some stand alone buildings. Litter pick up and cleaning of open areas will be reduced to when staff are available during a shift instead of on a specific schedule. The cleaning reductions will impact all City owned facilities; arenas, pools, libraries, community centres, fire stations, Para medic stations, shelters, offices, client service centres etc.</p>				

City of Ottawa
Public Works
Parks, Buildings & Grounds - Committee Recommendations
In Thousands (\$000)

Strategy Category	Branch	Program / Service Adjustment	2010 ABFC Recommendations			
			Exp	Rev	Net Impact	FTE Impact
		<p>Impact cont'd: Grass cutting of sports fields will remain at existing standards to provide safe conditions for user groups. Therefore all reduction in grass cutting services will be applied to boulevards, roadsides and passive park areas. Existing cycle times of 5 to 8 times per season for road sides and boulevards will be reduced to a maximum 4 times per year. Passive park land cutting cycles will be extended from bi-weekly to once every three weeks.</p> <p>Fleet: Elimination of the fleet vehicles required to maintain the growth of 46 ha of new parks will decrease the existing service standards city wide. Use of existing fleet will impact grass cutting, sportsfield maintenance, play structure maintenance, litter control, graffiti management, etc.city wide.</p>				
2	Park, Build, Gnds	<p>Recommendations Defer operating maintenance provision for new air conditioning systems at two East District recreation facilities</p> <p>Impact on Public / City Departments The elimination of funding required to maintain new air conditioning units will result in a reduction of ongoing preventative maintenance at all City buildings with AC units. Cycle times for air conditioning maintenance programs will have to be extended to include new units in the program. Reduced maintenance of air conditioning units could lead to premature failure, increased energy requirements and underperformance of the cooling component.</p>	(10)	-	(10)	-

1 - New Revenue Opportunities	2 - Deferral of Proposed New Service Expenditures	3 - Deferral of Capital Projects	4 Adjustments to Existing Services
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City of Ottawa
Public Works
Parks, Buildings & Grounds - Committee Recommendations
 In Thousands (\$000)

Strategy Category	Branch	Program / Service Adjustment	2010 ABFC Recommendations			
			Exp	Rev	Net Impact	FTE Impact
2	Park, Build, Gnds	<u>Recommendations</u> Defer operating provisions for New Security systems installed at various facilities	(20)	-	(20)	-
		<u>Impact on Public / City Departments</u> Elimination of maintenance funding to service new security systems will result in a drop in current service standards for these units. Extending service times for security doors could lead to problems with access requirements and reduced safety for people working in the building.				
2	Park, Build, Gnds	<u>Recommendations</u> Defer Pilot Waste Diversion/Recycling in Parks	(85)	-	(85)	-
		<u>Impact on Public / City Departments</u> Will result in the inability for the Branch to implement recycling programs in parks. This program has been approved by Council as part of the overall Waste Reduction Strategy. impact of not proceeding with the Program will be additional cost to dispose of recycling materials at a landfill.				
2	Park, Build, Gnds	<u>Recommendations</u> Defer Canadian Geese Management strategy	(50)	-	(50)	-
		<u>Impact on Public / City Departments</u> The City of Ottawa has entered into a partnership with the National Capital Commission and the City of Gatineau to address nuisance Canadian Geese in public areas. City of Ottawa will have to withdraw from the partnership agreement.				

1 - New Revenue Opportunities	2 - Deferral of Proposed New Service Expenditures	3 - Deferral of Capital Projects	4 Adjustments to Existing Services
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City of Ottawa
 Public Works
 Parks, Buildings & Grounds - Committee Recommendations
 In Thousands (\$000)

Strategy Category	Branch	Program / Service Adjustment	2010 ABFC Recommendations			
			Exp	Rev	Net Impact	FTE Impact
4	Park, Build, Gnds	Recommendations Staff be directed to find savings within existing Parks, Building and Grounds overall operating budget	(220)	-	(220)	-
		Impact on Public / City Departments Will further impact city wide in maintenance standards in programs for Parks, Building and Grounds through a division wide reduction in purchased service contractual requirements and materials requirements.				
Total Budget Options			(2,109)	-	(2,109)	(13.92)

1 - New Revenue Opportunities	2 - Deferral of Proposed New Service Expenditures	3 - Deferral of Capital Projects	4 Adjustments to Existing Services
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City of Ottawa
City Manager's Office - Operating Resource Requirement

In Thousands (\$000)

Operating Resource Requirement	2008	2009		2010	Change Over		2011	2012
	Actual	Forecast	Budget	Estimate	2009 Budget	2008 Actual	Forecast	
Expenditures by Program								
City Manager's Office	1,444	1,369	1,370	1,399	29	(45)	1,426	1,453
French Language Services	2,671	2,801	2,796	2,821	25	150	2,844	2,867
Productivity Improvements	-	-	-	-	-	-	-	-
Gross Expenditure	4,115	4,170	4,166	4,220	54	105	4,270	4,320
Recoveries & Allocations	181	(47)	(47)	(47)	-	(228)	(47)	(47)
Net Expenditure	4,296	4,123	4,119	4,173	54	(123)	4,223	4,273
Expenditures by Type								
Salaries, Wages & Benefits	1,883	1,947	1,943	1,997	54	114	2,047	2,097
Overtime	8	11	11	11	-	3	11	11
Material & Services	1,995	2,007	2,007	2,007	-	12	2,007	2,007
Transfers/Grants/Financial Charges	215	205	205	205	-	(10)	205	205
Fleet Costs	-	-	-	-	-	-	-	-
Program Facility Costs	-	-	-	-	-	-	-	-
Other Internal Costs	14	-	-	-	-	-	-	-
Gross Expenditures	4,115	4,170	4,166	4,220	54	105	4,270	4,320
Recoveries & Allocations	181	(47)	(47)	(47)	-	(228)	(47)	(47)
Net Expenditure	4,296	4,123	4,119	4,173	54	(123)	4,223	4,273
Revenues By Type								
Federal	(580)	(390)	(390)	(390)	-	190	(390)	(390)
Provincial	-	-	-	-	-	-	-	-
Municipal	-	-	-	-	-	-	-	-
Own Funds	-	-	-	-	-	-	-	-
Fees and Services	-	-	-	-	-	-	-	-
Fines	-	-	-	-	-	-	-	-
Other	(4)	-	-	-	-	-	-	-
Total Revenue	(584)	(390)	(390)	(390)	-	194	(390)	(390)
Net Requirement	3,712	3,733	3,729	3,783	54	71	3,833	3,883
Full Time Equivalents	20.00	20.00	20.00	20.00	-	-	20.00	20.00

City of Ottawa
City Manager's Office - Operating Resource Requirement Analysis

In Thousands (\$000)

Operating Resource Requirement Analysis	2009 Baseline			2010 Adjustments						2010	Change Over '09 Budget	% of Exp. on Comp./ Benefits
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	New Services / Needs	Efficiencies	User Fees & Charges	Estimate		
Expenditures by Program												
City Manager's Office	1,369	1,370	2	27	-	-	-	-	-	1,399	29	90.1%
French Language Services	2,801	2,796	8	17	-	-	-	-	-	2,821	25	26.5%
Productivity Improvements	-	-	-	-	-	-	-	-	-	-	-	0.0%
Gross Expenditure	4,170	4,166	10	44	-	-	-	-	-	4,220	54	47.6%
Recoveries & Allocations	(47)	(47)	-	-	-	-	-	-	-	(47)	-	
Net Expenditure	4,123	4,119	10	44	-	-	-	-	-	4,173	54	
Percent of 2009 Net Expenditure Budget			0.2%	1.1%	0.0%	0.0%	0.0%	0.0%	0.0%	1.3%		
Expenditures by Type												
Salaries, Wages & Benefits	1,947	1,943	10	44	-	-	-	-	-	1,997	54	
Overtime	11	11	-	-	-	-	-	-	-	11	-	
Material & Services	2,007	2,007	-	-	-	-	-	-	-	2,007	-	
Transfers/Grants/Financial Charges	205	205	-	-	-	-	-	-	-	205	-	
Fleet Costs	-	-	-	-	-	-	-	-	-	-	-	
Program Facility Costs	-	-	-	-	-	-	-	-	-	-	-	
Other Internal Costs	-	-	-	-	-	-	-	-	-	-	-	
Gross Expenditures	4,170	4,166	10	44	-	-	-	-	-	4,220	54	
Recoveries & Allocations	(47)	(47)	-	-	-	-	-	-	-	(47)	-	
Net Expenditure	4,123	4,119	10	44	-	-	-	-	-	4,173	54	
Revenues By Type												
Federal	(390)	(390)	-	-	-	-	-	-	-	(390)	-	
Provincial	-	-	-	-	-	-	-	-	-	-	-	
Municipal	-	-	-	-	-	-	-	-	-	-	-	
Own Funds	-	-	-	-	-	-	-	-	-	-	-	
Fees and Services	-	-	-	-	-	-	-	-	-	-	-	
Fines	-	-	-	-	-	-	-	-	-	-	-	
Other	-	-	-	-	-	-	-	-	-	-	-	
Total Revenue	(390)	(390)	-	-	-	-	-	-	-	(390)	-	
Percent of 2009 Revenue Budget			0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%		
Net Requirement	3,733	3,729	10	44	-	-	-	-	-	3,783	54	
Percent of 2009 Net Requirement Budget			0.3%	1.2%	0.0%	0.0%	0.0%	0.0%	0.0%	1.4%		
Full Time Equivalents (FTE's)	20.00	20.00	-	-	-	-	-	-	-	20.00	-	
Percent of 2009 FTE's			0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%		

City of Ottawa

City Manager's Office - Operating Resource Requirement Explanatory Notes

In Thousands (\$000)

2009 Forecast vs. Budget Variance Explanation	Surplus / (Deficit)		
	Exp.	Rev.	Net
Forecast vs. Budget Variance Explanation Deficit due to 2009 budget shortfall in Collective Agreement provision.	(4)	-	(4)
Total Surplus / (Deficit)	(4)	-	(4)

2009 Baseline Adjustments / Explanations	Increase / (Decrease)			
	Exp.	Rev.	Net 2010 Changes	FTE Impact
Adjustments to Base Budget Adjustment for 2009 budget shortfall in Collective Agreement provision.	10	-	10	-
Total Adjustments to Base Budget	10	-	10	-

2010 Pressure Category / Explanation	Increase / (Decrease)			
	Exp.	Rev.	Net 2010 Changes	FTE Impact
Maintain Services All programs include an adjustment for 2010 contract settlements, increments, and benefit adjustments	44	-	44	-
Total Maintain Services	44	-	44	-
Total Budget Changes	54	-	54	-

**City of Ottawa
Capital Budget - New Authority
In Thousands (\$000)**

Description	2010	Funding						
	New Authority	Revenues	Tax Supported & Other Reserves	Rate Supported	Develop. Charges	Debt		
						Tax	Rate	DC
City Operations DCM's Office								
Strategic Initiatives								
904957 Generator Strategy	500	-	500	-	-	-	-	-
905717 SE-Community Based Mobile Workforce	5,400	-	-	-	-	5,400	-	-
905734 SE-Sponsorship & Advertizing	300	-	-	-	-	300	-	-
	6,200	-	500	-	-	5,700	-	-
Total	6,200	-	500	-	-	5,700	-	-

City of Ottawa
Real Estate Partnerships Development Office - Operating Resource Requirement

In Thousands (\$000)

Operating Resource Requirement	2008	2009		2010	Change Over		2011	2012
	Actual	Forecast	Budget	Estimate	2009 Budget	2008 Actual	Forecast	
Expenditures by Program								
Director's Office	-	281	281	284	3	284	289	294
Realty Services	4,540	5,106	5,080	5,400	320	860	5,720	6,065
Realty Initiatives & Development	1,950	1,535	1,528	1,558	30	(392)	1,608	1,658
Productivity Improvements	-	-	-	-	-	-	-	-
Gross Expenditure	6,490	6,922	6,889	7,242	353	752	7,617	8,017
Recoveries & Allocations	(209)	(351)	(351)	(351)	-	(142)	(351)	(351)
Net Expenditure	6,281	6,571	6,538	6,891	353	610	7,266	7,666
Expenditures by Type								
Salaries, Wages & Benefits	3,715	3,910	3,842	3,995	153	280	4,120	4,245
Overtime	16	35	35	35	-	19	35	35
Material & Services	2,303	2,607	2,631	2,831	200	528	3,081	3,356
Transfers/Grants/Financial Charges	413	359	372	372	-	(41)	372	372
Fleet Costs	-	-	-	-	-	-	-	-
Program Facility Costs	-	-	-	-	-	-	-	-
Other Internal Costs	43	11	9	9	-	(34)	9	9
Gross Expenditures	6,490	6,922	6,889	7,242	353	752	7,617	8,017
Recoveries & Allocations	(209)	(351)	(351)	(351)	-	(142)	(351)	(351)
Net Expenditure	6,281	6,571	6,538	6,891	353	610	7,266	7,666
Revenues By Type								
Federal	-	-	-	-	-	-	-	-
Provincial	-	-	-	-	-	-	-	-
Municipal	-	-	-	-	-	-	-	-
Own Funds	-	-	-	-	-	-	-	-
Fees and Services	(2,177)	(1,866)	(1,866)	(2,096)	(230)	81	(2,096)	(2,096)
Fines	-	-	-	-	-	-	-	-
Other	-	(500)	(500)	(500)	-	(500)	(500)	(500)
Total Revenue	(2,177)	(2,366)	(2,366)	(2,596)	(230)	(419)	(2,596)	(2,596)
Net Requirement	4,104	4,205	4,172	4,295	123	191	4,670	5,070
Full Time Equivalents	40.50	42.50	42.50	42.50	-	2.00	42.50	42.50

City of Ottawa

Real Estate Partnerships Development Office - Operating Resource Requirement Analysis

In Thousands (\$000)

Operating Resource Requirement Analysis	2009 Baseline			2010 Adjustments						2010	Change Over '09 Budget	% of Exp. on Comp./ Benefits
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	New Services / Needs	Efficiencies	User Fees & Charges	Estimate		
Expenditures by Program												
Director's Office	281	281	1	2	-	-	-	-	-	284	3	94.0%
Realty Services	5,106	5,080	32	288	-	-	-	-	-	5,400	320	41.3%
Realty Initiatives & Development	1,535	1,528	12	18	-	-	-	-	-	1,558	30	98.5%
Productivity Improvements	-	-	-	-	-	-	-	-	-	-	-	0.0%
Gross Expenditure	6,922	6,889	45	308	-	-	-	-	-	7,242	353	55.6%
Recoveries & Allocations	(351)	(351)	-	-	-	-	-	-	-	(351)	-	
Net Expenditure	6,571	6,538	45	308	-	-	-	-	-	6,891	353	
Percent of 2009 Net Expenditure Budget			0.7%	4.7%	0.0%	0.0%	0.0%	0.0%	0.0%	5.4%		
Expenditures by Type												
Salaries, Wages & Benefits	3,910	3,842	45	108	-	-	-	-	-	3,995	153	
Overtime	35	35	-	-	-	-	-	-	-	35	-	
Material & Services	2,607	2,631	-	200	-	-	-	-	-	2,831	200	
Transfers/Grants/Financial Charges	359	372	-	-	-	-	-	-	-	372	-	
Fleet Costs	-	-	-	-	-	-	-	-	-	-	-	
Program Facility Costs	-	-	-	-	-	-	-	-	-	-	-	
Other Internal Costs	11	9	-	-	-	-	-	-	-	9	-	
Gross Expenditures	6,922	6,889	45	308	-	-	-	-	-	7,242	353	
Recoveries & Allocations	(351)	(351)	-	-	-	-	-	-	-	(351)	-	
Net Expenditure	6,571	6,538	45	308	-	-	-	-	-	6,891	353	
Revenues By Type												
Federal	-	-	-	-	-	-	-	-	-	-	-	
Provincial	-	-	-	-	-	-	-	-	-	-	-	
Municipal	-	-	-	-	-	-	-	-	-	-	-	
Own Funds	-	-	-	-	-	-	-	-	-	-	-	
Fees and Services	(1,866)	(1,866)	-	-	-	-	-	-	(230)	(2,096)	(230)	
Fines	-	-	-	-	-	-	-	-	-	-	-	
Other	(500)	(500)	-	-	-	-	-	-	-	(500)	-	
Total Revenue	(2,366)	(2,366)	-	-	-	-	-	-	(230)	(2,596)	(230)	
Percent of 2009 Revenue Budget			0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	9.7%	9.7%		
Net Requirement	4,205	4,172	45	308	-	-	-	-	(230)	4,295	123	
Percent of 2009 Net Requirement Budget			1.1%	7.4%	0.0%	0.0%	0.0%	0.0%	-5.5%	2.9%		
Full Time Equivalentents (FTE's)	42.50	42.50	-		-	-	-	-	-	42.50	-	
Percent of 2009 FTE's			0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%		

City of Ottawa

Real Estate Partnerships Development Office - Operating Resource Requirement Explanatory Notes

In Thousands (\$000)

2009 Forecast vs. Budget Variance Explanation	Surplus / (Deficit)		
	Exp.	Rev.	Net
Forecast vs. Budget Variance Explanation 2009 budget shortfall in Collective Agreement provision.	(33)	-	(33)
Total Surplus / (Deficit)	(33)	-	(33)

2009 Baseline Adjustments / Explanations	Increase / (Decrease)			
	Exp.	Rev.	Net 2010 Changes	FTE Impact
Adjustments to Base Budget Adjustment for 2009 budget shortfall in Collective Agreement provision.	45	-	45	-
Total Adjustments to Base Budget	45	-	45	-

2010 Pressure Category / Explanation	Increase / (Decrease)			
	Exp.	Rev.	Net 2010 Changes	FTE Impact
Maintain Services All programs include an adjustment for 2010 contract settlements, increments and benefit adjustments.	108	-	108	-
Inflationary increase on facility costs for leases.	200	-	200	-
Total Maintain Services	308	-	308	-
User Fees & Charges See following user fee schedule for details on the specific rates.	-	(230)	(230)	-
Total User Fees & Charges	-	(230)	(230)	-
Total Budget Changes	353	(230)	123	-

City of Ottawa
Real Estate Partnership Development Office - User Fees

User Fees	2008 Rate	2009 Rate	2010 Rate	% Change Over		Effective Date	2010 Revenue
	\$	\$	\$	2009	2008	DD-MMM-YY	(\$000)
Real Estate Partnership Development Office							
Real Estate Agreements							
Lease agreements	-	-	\$1 to \$1000	new	new	01-Apr-10	
Lease Assignment Amendment	-	-	\$1 to \$500	new	new	01-Apr-10	
Lease Renewal Agreements	-	-	\$1 to \$500	new	new	01-Apr-10	
Licence of Occupation Agreements	-	-	\$1 to \$1000	new	new	01-Apr-10	
Licence Assignment	-	-	\$1 to \$500	new	new	01-Apr-10	
Licence Renewal	-	-	\$1 to \$500	new	new	01-Apr-10	
Consent to Enter Agreements	-	-	\$1 to \$250	new	new	01-Apr-10	
Reconveyance of Dedicated Road Windening requirements	-	-	\$1 to \$500	new	new	01-Apr-10	
Cost of Negotiation of off-site management agreement	-	-	\$1 to \$1500	new	new	01-Apr-10	
Cost of Negotiation fee	-	-	\$1 to \$1500	new	new	01-Apr-10	
Cost of appriasal	-	-	actual cost	new	new	01-Apr-10	
Cost of appriasal admin fee	-	-	\$1 to \$1500	new	new	01-Apr-10	
Cost of survey	-	-	actual cost	new	new	01-Apr-10	
Cost of survey admin fee	-	-	\$1 to \$1500	new	new	01-Apr-10	
Recovery of actual costs relating to real estate operations	-	-	actual cost	new	new	01-Apr-10	
Total Real Estate							(230,000)

City of Ottawa

Real Estate Partnerships Development Office - Committee Recommendations

In Thousands (\$000)

Strategy Category	Program / Service Adjustment	2010 CSEDC Recommendations			
		Exp	Rev	Net Impact	FTE Impact
1	Recommendation Revenues for city services requiring real estate agreements, e.g. Consent to Enter, License of Occupation, etc.. A By-law will need to be created and approved.	-	(20)	(20)	-
	Impact on Public / City Departments New user pay principle to recover costs from client groups.				
1	Recommendation Potential Leasing opportunities for existing (old legacy leases) and new land leases where staff will look for opportunities to increase additional revenue.	-	(210)	(210)	-
	Impact on Public / City Departments Some existing leases with the public will increase effective 2010.				
Total CSEDC Recommendations		-	(230)	(230)	-

1 - New Revenue Opportunities

2 - Deferral of Proposed New Service Expenditures

3 - Deferral of Capital Projects

4 Adjustments to Existing Services

**City of Ottawa
Capital Budget - New Authority
In Thousands (\$000)**

Description	2010	Funding						
	New Authority	Revenues	Tax Supported & Other Reserves	Rate Supported	Develop. Charges	Debt		
						Tax	Rate	DC
Real Estate Partnership & Development Office								
Renewal of City Assets								
905673 Business Park Properties Buy Back 2010	1,800	1,800	-	-	-	-	-	-
905674 Environmental Remediation 2010	2,000	-	-	-	-	2,000	-	-
	3,800	1,800	-	-	-	2,000	-	-
Total	3,800	1,800	-	-	-	2,000	-	-

City of Ottawa
Financial Services - Operating Resource Requirement

In Thousands (\$000)

Operating Resource Requirement	2008	2009		2010	Change Over		2011	2012
	Actual	Forecast	Budget	Estimate	2009 Budget	2008 Actual	Forecast	
Expenditures by Program								
City Treasurer's Office	526	533	533	540	7	14	552	564
Revenue	12,068	13,798	13,728	14,087	359	2,019	15,356	15,941
Corporate Finance	4,648	4,382	4,287	4,345	58	(303)	4,473	4,603
Legislative, Planning & Performance Management	264	281	338	345	7	81	357	370
Controller's Office	14,645	15,573	15,484	15,470	(14)	825	16,201	16,639
Supply Management	6,708	6,788	6,706	6,963	257	255	7,236	7,433
Productivity Improvements	-	-	-	-	-	-	-	-
Gross Expenditure	38,859	41,355	41,076	41,750	674	2,891	44,175	45,550
Recoveries & Allocations	(7,267)	(7,814)	(7,835)	(7,970)	(135)	(703)	(8,080)	(8,190)
Net Expenditure	31,592	33,541	33,241	33,780	539	2,188	36,095	37,360
Expenditures by Type								
Salaries, Wages & Benefits	34,226	36,243	35,943	36,803	860	2,577	38,728	40,053
Overtime	3,936	199	234	234	-	(3,702)	234	234
Material & Services	-	4,416	4,401	4,212	(189)	4,212	4,712	4,762
Transfers/Grants/Financial Charges	-	-	-	-	-	-	-	-
Fleet Costs	84	74	83	86	3	2	86	86
Program Facility Costs	-	-	-	-	-	-	-	-
Other Internal Costs	613	423	415	415	-	(198)	415	415
Gross Expenditures	38,859	41,355	41,076	41,750	674	2,891	44,175	45,550
Recoveries & Allocations	(7,267)	(7,814)	(7,835)	(7,970)	(135)	(703)	(8,080)	(8,190)
Net Expenditure	31,592	33,541	33,241	33,780	539	2,188	36,095	37,360
Revenues By Type								
Federal	-	-	-	-	-	-	-	-
Provincial	-	-	-	-	-	-	-	-
Municipal	-	-	-	-	-	-	-	-
Own Funds	(7,241)	(938)	(938)	-	-	-	-	-
Fees and Services	-	(5,540)	(5,540)	(5,749)	(209)	(5,749)	(5,749)	(5,749)
Fines	-	(565)	(565)	(565)	-	(565)	(565)	(565)
Other	-	-	-	-	-	-	-	-
Total Revenue	(7,241)	(7,043)	(7,043)	(6,314)	729	927	(6,314)	(6,314)
Net Requirement	24,351	26,498	26,198	27,466	1,268	3,115	29,781	31,046
Full Time Equivalents	480.66	484.66	484.66	489.66	5.00	9.00	495.66	498.66

City of Ottawa
Financial Services - Operating Resource Requirement Analysis

In Thousands (\$000)

Operating Resource Requirement Analysis	2009 Baseline			2010 Adjustments						2010	Change Over '09 Budget	% of Exp. on Comp./ Benefits
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	New Services / Needs	Efficiencies	User Fees & Charges	Estimate		
Expenditures by Program												
City Treasurer's Office	533	533	1	6	-	-	-	-	-	540	7	75.2%
Revenue	13,798	13,728	(229)	330	-	258	-	-	-	14,087	359	78.1%
Corporate Finance	4,382	4,287	(15)	73	-	-	-	-	-	4,345	58	84.6%
Legislative, Planning & Performance Mgm	281	338	1	6	-	-	-	-	-	345	7	97.1%
Controller's Office	15,573	15,484	(422)	408	-	-	-	-	-	15,470	(14)	96.0%
Supply Management	6,788	6,706	63	194	-	-	-	-	-	6,963	257	97.1%
Productivity Improvements	-	-	-	-	-	-	-	-	-	-	-	0.0%
Gross Expenditure	41,355	41,076	(601)	1,017	-	258	-	-	-	41,750	674	88.7%
Recoveries & Allocations	(7,814)	(7,835)		(45)	-	(90)	-	-	-	(7,970)	(135)	
Net Expenditure	33,541	33,241	(601)	972	-	168	-	-	-	33,780	539	
Percent of 2009 Net Expenditure Budget			-1.8%	2.9%	0.0%	0.5%	0.0%	0.0%	0.0%	1.6%		
Expenditures by Type												
Salaries, Wages & Benefits	36,243	35,943	(262)	984	-	138	-	-	-	36,803	860	
Overtime	199	234	-	-	-	-	-	-	-	234	-	
Material & Services	4,416	4,401	(339)	30	-	120	-	-	-	4,212	(189)	
Transfers/Grants/Financial Charges	-	-	-	-	-	-	-	-	-	-	-	
Fleet Costs	74	83	-	3	-	-	-	-	-	86	3	
Program Facility Costs	-	-	-	-	-	-	-	-	-	-	-	
Other Internal Costs	423	415	-	-	-	-	-	-	-	415	-	
Gross Expenditures	41,355	41,076	(601)	1,017	-	258	-	-	-	41,750	674	
Recoveries & Allocations	(7,814)	(7,835)	-	(45)	-	(90)	-	-	-	(7,970)	(135)	
Net Expenditure	33,541	33,241	(601)	972	-	168	-	-	-	33,780	539	
Revenues By Type												
Federal	-	-	-	-	-	-	-	-	-	-	-	
Provincial	-	-	-	-	-	-	-	-	-	-	-	
Municipal	-	-	-	-	-	-	-	-	-	-	-	
Own Funds	(938)	(938)	938	-	-	-	-	-	-	-	938	
Fees and Services	(5,540)	(5,540)	-	-	-	-	-	-	(209)	(5,749)	(209)	
Fines	(565)	(565)	-	-	-	-	-	-	-	(565)	-	
Other	-	-	-	-	-	-	-	-	-	-	-	
Total Revenue	(7,043)	(7,043)	938	-	-	-	-	-	(209)	(6,314)	729	
Percent of 2009 Revenue Budget			-13.3%	0.0%	0.0%	0.0%	0.0%	0.0%	3.0%	-10.4%		
Net Requirement	26,498	26,198	337	972	-	168	-	-	(209)	27,466	1,268	
Percent of 2009 Net Requirement Budget			1.3%	3.7%	0.0%	0.6%	0.0%	0.0%	-0.8%	4.8%		
Full Time Equivalents (FTE's)	484.66	484.66	-	-	-	5.00	-	-	-	489.66	5.00	
Percent of 2009 FTE's			0.0%	0.0%	0.0%	1.0%	0.0%	0.0%	0.0%	1.0%		

City of Ottawa

Financial Services - Operating Resource Requirement Explanatory Notes

In Thousands (\$000)

2009 Forecast vs. Budget Variance Explanation	Surplus / (Deficit)		
	Exp.	Rev.	Net
Forecast vs. Budget Variance Explanation			
Deficit due to 2009 budget shortfall in Collective Agreement provision.	(300)	-	(300)
Total Surplus / (Deficit)	(300)	-	(300)

2009 Baseline Adjustments / Explanations	Increase / (Decrease)			
	Exp.	Rev.	Net 2010 Changes	FTE Impact
Adjustments to Base Budget				
Adjustment for 2009 budget shortfall in Collective Agreement provision.	380	-	380	-
Removal of 2009 one-time item for the implementation of accounts receivable auto calling system.	(146)	146	-	-
Removal of 2009 one-time item for the reprogramming and updating of the database for the water billing system.	(193)	193	-	-
Removal of 2009 one-time item for the Payroll SAP redesign which increased efficiency, updated legislated and collective agreement changes and ongoing SAP releases and maintenance.	(393)	393	-	-
Removal of 2009 one-time item for support for the SAP system and ensure audit compliance for time leave forms.	(206)	206	-	-
Corporate Reorganization savings due to implementation of service excellence initiative.	(43)	-	(43)	-
Total Adjustments to Base Budget	(601)	938	337	-

City of Ottawa

Financial Services - Operating Resource Requirement Explanatory Notes

In Thousands (\$000)

2010 Pressure Category / Explanation	Increase / (Decrease)			FTE Impact
	Exp.	Rev.	Net 2010 Changes	
Maintain Services				
All programs include an adjustment for 2010 contracts settlements, increments and benefit adjustments.	939	-	939	-
Increased Fleet costs due to inflation on fuel and maintenance.	3	-	3	-
Inflationary pressure on purchased services and materials for tax bills.	15	-	15	-
Inflationary pressure on purchased services and materials for water bills.	45	-	45	-
Inflationary pressure on purchased services and materials for water bills recovered from the Water/Sewer Fund.	(45)	-	(45)	-
Increase in audit fees with respect to tangible capital asset reporting.	15	-	15	-
Total Maintain Services	972	-	972	-
Growth				
Inflationary pressures on purchased services and materials for new tax accounts.	30	-	30	-
Inflationary pressure on purchased services and materials for water bills.	90	-	90	-
Inflationary pressure on purchased services and materials for water bills recovered from the Water/Sewer Fund.	(90)	-	(90)	-
Growth component to be implemented such that the net expenditure for 2010 be reduced by \$212K	(212)	-	(212)	-
Additional collectors required to implement changes in POA and Parking Ticket collection practices as a result of Bill 212. Costs offset by increased POA and parking ticket revenues.	350	-	350	5.00
Total Growth	168	-	168	5.00
User Fees & Charges				
See following user fee schedule for details on the specific rates.	-	(209)	(209)	-
Total User Fees & Charges	-	(209)	(209)	-
Total Budget Changes	539	729	1,268	5.00

City of Ottawa
Financial Services - User Fees

User Fees	2008 Rate	2009 Rate	2010 Rate	% Change Over		Effective Date	2010 Revenue
	\$	\$	\$	2009	2008	DD-MMM-YY	(\$000)
Financial Services							
Water Certificates	60.00	62.00	64.00	3.2%	6.7%	01-Apr-10	(1)
Water Reminder Notices	5.80	6.00	6.15	2.5%	6.0%	01-Apr-10	(5)
Water New Account Fee	60.00	62.00	64.00	3.2%	6.7%	01-Apr-10	(32)
Shut Off Notice Delivery	30.00	31.00	32.00	3.2%	6.7%	01-Apr-10	-
Account History	29.00	31.00	32.00	3.2%	10.3%	01-Apr-10	-
Return Cheque Fee : Water	37.00	38.00	39.00	2.6%	5.4%	01-Apr-10	-
Tax Deferral Program	105.00	108.00	111.00	2.8%	5.7%	01-Apr-10	-
Large Account Fee (per billing)	6.50	6.70	6.90	3.0%	6.2%	01-Apr-10	-
Tax Change of Name Fee	37.00	38.00	39.00	2.6%	5.4%	01-Apr-10	(23)
Tax New Account Fees	60.00	62.00	64.00	3.2%	6.7%	01-Apr-10	(2)
Tax Certificates	60.00	62.00	64.00	3.2%	6.7%	01-Apr-10	(7)
Arears list research for mortgage companies	30.00	31.00	32.00	3.2%	6.7%	01-Apr-10	-
Tax Reminder Notice	5.80	6.00	6.15	2.5%	6.0%	01-Apr-10	(7)
Duplicate Statement/Invoices/Bills	30.00	31.00	32.00	3.2%	6.7%	01-Apr-10	-
Return Cheque Fee: Tax	37.00	38.00	39.00	2.6%	5.4%	01-Apr-10	-
Return Cheque Fee : Accounts Receivable	37.00	38.00	39.00	2.6%	5.4%	01-Apr-10	-
Return Cheque Fee : Overpayment Recovery	37.00	38.00	39.00	2.6%	5.4%	01-Apr-10	-
Additions to Tax Roll	30.00	31.00	32.00	3.2%	6.7%	01-Apr-10	-
Frozen Assessment Listing	30.00	31.00	32.00	3.2%	6.7%	01-Apr-10	-
Renewal - Tax Deferral	35.00	36.00	37.00	2.8%	5.7%	01-Apr-10	-
<u>Tax Sales Fees:</u>							
Preliminary Work, register TAC, first mailing, stat declaration, TACC	1,159.00	1,194.00	1,224.00	2.5%	5.6%	01-Apr-10	-
Certificate, first mailing, statutory declaration, TACC	350.00	360.00	369.00	2.5%	5.4%	01-Apr-10	-
Extension Agreement	700.00	721.00	739.00	2.5%	5.6%	01-Apr-10	-
Survey	Actual Cost	Actual Cost	Actual Cost			01-Apr-10	

City of Ottawa
Financial Services - User Fees

User Fees	2008 Rate	2009 Rate	2010 Rate	% Change Over		Effective Date DD-MMM-YY	2010 Revenue (\$000)
	\$	\$	\$	2009	2008		
Financial Services (Cont.)							
<u>Sale of Land by Tender Process:</u>							
Expenses for Tender Opening mailing Costs	700.00	721.00	739.00	2.5%	5.6%	01-Apr-10	-
Registration of Document	244.00	251.00	257.00	2.4%	5.3%	01-Apr-10	-
Distribution of Sales Proceeds	350.00	360.00	369.00	2.5%	5.4%	01-Apr-10	-
Tender Package	350.00	360.00	369.00	2.5%	5.4%	01-Apr-10	-
Tender Package	34.00	35.00	36.00	2.9%	5.9%	01-Apr-10	-
Advertising Costs	Actual Cost	Actual Cost	Actual Cost	0.0%	0.0%	01-Apr-10	-
Legal Cost	Actual Cost	Actual Cost	Actual Cost	0.0%	0.0%	01-Apr-10	-
<u>Private Collection Agency Fee:</u>							
PCA Handling Fee	30.00	31.00	32.00	3.2%	6.7%	01-Apr-10	(2)
PCA Fee Recovery	Actual %	Actual %	Actual %	0.0%	0.0%	01-Apr-10	-
Corporate Accounts Receivable Interest	1.25%	1.25%	1.25%				
	Compounded per month	Compounded per month	Compounded per month			01-Apr-10	-
Accounts Receivable Collection Handling	30.00	31.00	32.00	3.2%	6.7%	01-Apr-10	-
New Fee - Payment Distribution	new	new	31.00			01-Feb-10	(115)
New Fee - Registered Letter for Arrears on Tax Account	new	new	31.00			01-Feb-10	(15)
Total Financial Services							(209)

City of Ottawa
Financial Services - Committee Recommendations
 In Thousands (\$000)

Strategy Category	Branch	Program / Service Adjustment	2010 CSEDC Recommendations			
			Exp	Rev	Net Impact	FTE Impact
1	Revenue	<u>Recommendation</u> New Fee - Payment Distribution	-	(115)	(115)	-
		<u>Impact on Public / City Departments</u> To apply a 'payment distribution fee' to cover the administrative costs incurred when client's make payment to one account and request a transfer to another or a refund. As payment by internet has increased a proportional increase of clients making payment to the wrong account has occurred. In 2009, Revenue forecasts in excess of 5,000 transfers to be completed on client accounts. Imposing this fee is consistent with Council's directive in applying user fees for services that are not provided or used by all clients.				
1	Revenue	<u>Recommendation</u> New Fee - Registered Letter for Arrears on Tax Account	-	(15)	(15)	-
		<u>Impact on Public / City Departments</u> To apply a fee to cover the administrative costs incurred when the City must sent a registered letter on property tax accounts in arrears in accordance with the Municipal Act. In 2009, Revenue forecasts in excess of 500 debt letters to be sent to property tax clients in arrears. Imposing this fee is consistent with Council's directive in applying user fees for services that are not provided or used by all clients.				
Total CSEDC Recommendations			-	(130)	(130)	-

1 - New Revenue Opportunities	2 - Deferral of Proposed New Service Expenditures	3 - Deferral of Capital Projects	4 Adjustments to Existing Services
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City of Ottawa
Financial Services - Committee Recommendations
 In Thousands (\$000)

Strategy Category	Branch	Program / Service Adjustment	2010 ABFC Recommendations			
			Exp	Rev	Net Impact	FTE Impact
	Finance	<u>Recommendation</u> Growth component to be implemented such that the net expenditure for 2010 be reduced by \$212K	(212)	-	(212)	-
		<u>Impact on Public / City Departments</u> Reduction to be made in the revenue division, resulting in reduced service to the public in dealing with tax inquiries.				
	Finance	<u>Recommendation</u> Additional collectors required to implement changes in POA and Parking Ticket collection practices as a result of Bill 212. Costs offset by increased POA and parking ticket revenues.	350	-	350	5.00
Total ABFC Recommendations			138	-	138	5.00
Total Committee Recommendations			138	(130)	8	5.00

City of Ottawa
Financial Services - Committee Recommendations
 In Thousands (\$000)

Strategy Category	Branch	Program / Service Adjustment	2010 CSEDC Recommendations			
			Exp	Rev	Net Impact	FTE Impact
1	Revenue	<u>Recommendation</u> New Fee - Payment Distribution	-	(115)	(115)	-
		<u>Impact on Public / City Departments</u> To apply a 'payment distribution fee' to cover the administrative costs incurred when client's make payment to one account and request a transfer to another or a refund. As payment by internet has increased a proportional increase of clients making payment to the wrong account has occurred. In 2009, Revenue forecasts in excess of 5,000 transfers to be completed on client accounts. Imposing this fee is consistent with Council's directive in applying user fees for services that are not provided or used by all clients.				
1	Revenue	<u>Recommendation</u> New Fee - Registered Letter for Arrears on Tax Account	-	(15)	(15)	-
		<u>Impact on Public / City Departments</u> To apply a fee to cover the administrative costs incurred when the City must sent a registered letter on property tax accounts in arrears in accordance with the Municipal Act. In 2009, Revenue forecasts in excess of 500 debt letters to be sent to property tax clients in arrears. Imposing this fee is consistent with Council's directive in applying user fees for services that are not provided or used by all clients.				
Total CSEDC Recommendations			-	(130)	(130)	-

1 - New Revenue Opportunities	2 - Deferral of Proposed New Service Expenditures	3 - Deferral of Capital Projects	4 Adjustments to Existing Services
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City of Ottawa
Financial Services - Committee Recommendations
 In Thousands (\$000)

Strategy Category	Branch	Program / Service Adjustment	2010 ABFC Recommendations			
			Exp	Rev	Net Impact	FTE Impact
	Finance	<u>Recommendation</u> Growth component to be implemented such that the net expenditure for 2010 be reduced by \$212K	(212)	-	(212)	-
		<u>Impact on Public / City Departments</u> Reduction to be made in the revenue division, resulting in reduced service to the public in dealing with tax inquiries.				
	Finance	<u>Recommendation</u> Additional collectors required to implement changes in POA and Parking Ticket collection practices as a result of Bill 212. Costs offset by increased POA and parking ticket revenues.	350	-	350	5.00
Total ABFC Recommendations			138	-	138	5.00
Total Committee Recommendations			138	(130)	8	5.00

City of Ottawa
 Capital Budget - New Authority
 In Thousands (\$000)

Description	2010	Funding						
	New Authority	Revenues	Tax Supported & Other Reserves	Rate Supported	Develop. Charges	Debt		
						Tax	Rate	DC
Financial Services								
Strategic Initiatives								
905694 IT PCI Compliance	2,000	-	2,000	-	-	-	-	-
	2,000	-	2,000	-	-	-	-	-
Total	2,000	-	2,000	-	-	-	-	-

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

Operating Resource Requirement	2008	2009		2010	Change Over		2011	2012
	Actual	Forecast	Budget	Estimate	2009 Budget	2008 Actual	Forecast	
Expenditures by Program								
City Clerk & Solicitor's Office	889	842	841	714	(127)	(175)	724	734
Legal Services	11,182	10,116	9,322	9,104	(218)	(2,078)	10,162	10,366
Protocol	1,020	1,002	997	1,011	14	(9)	1,021	1,032
Legislative Services	3,165	3,296	3,277	3,373	96	208	3,443	3,516
Municipal Elections & MFIPPA	1,003	1,421	1,416	3,934	2,518	2,931	1,228	1,276
Courthouse & Provincial Offences Services	11,221	10,480	10,433	10,743	310	(479)	11,073	11,268
Productivity Improvements	-	-	-	-	-	-	-	-
Gross Expenditure	28,480	27,157	26,286	28,878	2,592	398	27,651	28,191
Recoveries & Allocations	(7,562)	(5,933)	(5,933)	(5,945)	(12)	1,617	(5,945)	(5,945)
Net Expenditure	20,918	21,224	20,353	22,933	2,580	2,015	21,706	22,246
Expenditures by Type								
Salaries, Wages & Benefits	15,539	15,440	15,319	16,689	1,370	1,150	16,326	16,791
Overtime	116	158	158	463	305	347	158	158
Material & Services	12,140	11,179	10,429	11,332	903	(808)	10,800	10,877
Transfers/Grants/Financial Charges	184	35	35	35	-	(149)	35	35
Fleet Costs	67	84	84	86	2	19	86	86
Program Facility Costs	-	-	-	-	-	-	-	-
Other Internal Costs	434	261	261	273	12	(161)	246	244
Gross Expenditures	28,480	27,157	26,286	28,878	2,592	398	27,651	28,191
Recoveries & Allocations	(7,562)	(5,933)	(5,933)	(5,945)	(12)	1,617	(5,945)	(5,945)
Net Expenditure	20,918	21,224	20,353	22,933	2,580	2,015	21,706	22,246
Revenues By Type								
Federal	-	-	-	-	-	-	-	-
Provincial	-	-	-	-	-	-	-	-
Municipal	-	-	-	-	-	-	-	-
Own Funds	(391)	(1,194)	(1,194)	(3,215)	(2,021)	(2,824)	(458)	(453)
Fees and Services	(1,666)	(1,436)	(1,336)	(1,366)	(30)	300	(1,366)	(1,366)
Fines	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Total Revenue	(2,057)	(2,630)	(2,530)	(4,581)	(2,051)	(2,524)	(1,824)	(1,819)
Net Requirement	18,861	18,594	17,823	18,352	529	(509)	19,882	20,427
Full Time Equivalents	194.84	196.84	196.84	197.84	1.00	3.00	198.84	198.84

City of Ottawa
City Clerk & Solicitor - Operating Resource Requirement Analysis

In Thousands (\$000)

Operating Resource Requirement Analysis	2009 Baseline			2010 Adjustments						2010	Change Over '09 Budget	% of Exp. on Comp./ Benefits
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	New Services / Needs	Efficiencies	User Fees & Charges	Estimate		
Expenditures by Program												
City Clerk & Solicitor's Office	842	841	(132)	5	-	-	-	-	-	714	(127)	51.5%
Legal Services	10,116	9,322	(404)	186	-	-	-	-	-	9,104	(218)	82.7%
Protocol	1,002	997	5	9	-	-	-	-	-	1,011	14	39.1%
Legislative Services	3,296	3,277	26	70	-	-	-	-	-	3,373	96	79.6%
Municipal Elections & MFIPPA	1,421	1,416	9	2,509	-	-	-	-	-	3,934	2,518	49.7%
Courthouse & Provincial Offences Serv	10,480	10,433	65	160	-	85	-	-	-	10,743	310	39.3%
Productivity Improvements	-	-	-	-	-	-	-	-	-	-	-	0.0%
Gross Expenditure	27,157	26,286	(431)	2,938	-	85	-	-	-	28,878	2,592	59.4%
Recoveries & Allocations	(5,933)	(5,933)	-	(12)	-	-	-	-	-	(5,945)	(12)	
Net Expenditure	21,224	20,353	(431)	2,926	-	85	-	-	-	22,933	2,580	
Percent of 2009 Net Expenditure Budget			-2.1%	14.4%	0.0%	0.4%	0.0%	0.0%	0.0%	12.7%		
Expenditures by Type												
Salaries, Wages & Benefits	15,440	15,319	26	1,224	-	-	120	-	-	16,689	1,370	
Overtime	158	158	-	305	-	-	-	-	-	463	305	
Material & Services	11,179	10,429	(457)	1,395	-	85	(120)	-	-	11,332	903	
Transfers/Grants/Financial Charges	35	35	-	-	-	-	-	-	-	35	-	
Fleet Costs	84	84	-	2	-	-	-	-	-	86	2	
Program Facility Costs	-	-	-	-	-	-	-	-	-	-	-	
Other Internal Costs	261	261	-	12	-	-	-	-	-	273	12	
Gross Expenditures	27,157	26,286	(431)	2,938	-	85	-	-	-	28,878	2,592	
Recoveries & Allocations	(5,933)	(5,933)	-	(12)	-	-	-	-	-	(5,945)	(12)	
Net Expenditure	21,224	20,353	(431)	2,926	-	85	-	-	-	22,933	2,580	
Revenues By Type												
Federal	-	-	-	-	-	-	-	-	-	-	-	
Provincial	-	-	-	-	-	-	-	-	-	-	-	
Municipal	-	-	-	-	-	-	-	-	-	-	-	
Own Funds	(1,194)	(1,194)	457	(2,478)	-	-	-	-	-	(3,215)	(2,021)	
Fees and Services	(1,436)	(1,336)	-	-	80	(85)	-	-	(25)	(1,366)	(30)	
Fines	-	-	-	-	-	-	-	-	-	-	-	
Other	-	-	-	-	-	-	-	-	-	-	-	
Total Revenue	(2,630)	(2,530)	457	(2,478)	80	(85)	-	-	(25)	(4,581)	(2,051)	
Percent of 2009 Revenue Budget			-18.1%	97.9%	-3.2%	3.4%	0.0%	0.0%	1.0%	81.1%		
Net Requirement	18,594	17,823	26	448	80	-	-	-	(25)	18,352	529	
Percent of 2009 Net Requirement Budget			0.1%	2.5%	0.4%	0.0%	0.0%	0.0%	-0.1%	3.0%		
Full Time Equivalents (FTE's)	196.84	196.84	-	-	-	-	1.00	-	-	197.84	1.00	
Percent of 2009 FTE's			0.0%	0.0%	0.0%	0.0%	0.5%	0.0%	0.0%	0.5%		

City of Ottawa

City Clerk & Solicitor - Operating Resource Requirement Explanatory Notes

In Thousands (\$000)

2009 Forecast vs. Budget Variance Explanation	Surplus / (Deficit)		
	Exp.	Rev.	Net
Forecast vs. Budget Variance Explanation			
Deficit in Legal Services due to additional legal and labour arbitration costs, including; Minto-Mahagony Litigation - \$157,000; Pay and Display Contract - \$143,400; Lansdowne Partnership Plan - \$143,000; ATU Interest Arbitration - \$103,000; Plasco Energy Group Long-Term Waste Conversion Agreement - \$48,000; Baseball Stadium Litigation - \$30,500.	(750)	-	(750)
Deficit due to 2009 budget shortfall in Collective Agreement provision.	(121)	-	(121)
Surplus in Vital Statistics Birth Revenues due to delay in implementing provincial upload process.	-	100	100
Total Surplus / (Deficit)	(871)	100	(771)

2009 Baseline Adjustments / Explanations	Increase / (Decrease)			
	Exp.	Rev.	Net 2010 Changes	FTE Impact
Adjustments to Base Budget				
Adjustment for 2009 budget shortfall in Collective Agreement provision.	160	-	160	-
Removal of 2009 one-time item for outsourced development work for appeals to the City's Comprehensive Zoning By-law.	(457)	457	-	-
Corporate Reorganization savings due to implementation of service excellence initiative.	(134)	-	(134)	-
Total Adjustments to Base Budget	(431)	457	26	-

City of Ottawa

City Clerk & Solicitor - Operating Resource Requirement Explanatory Notes

In Thousands (\$000)

2010 Pressure Category / Explanation	Increase / (Decrease)			FTE Impact
	Exp.	Rev.	Net 2010 Changes	
Maintain Services				
Increased 2010 Election requirement funded from Election Reserve.	2,478	(2,478)	-	-
All programs include an adjustment for 2010 contract settlements, increments, and benefit adjustments.	391	-	391	-
Increased Mail Services costs due to Canada Post rate increases.	55	-	55	-
Increased Fleet costs due to inflation on fuel and maintenance.	2	-	2	-
Total Maintain Services	2,926	(2,478)	448	-

City of Ottawa

City Clerk & Solicitor - Operating Resource Requirement Explanatory Notes

In Thousands (\$000)

2010 Pressure Category / Explanation	Increase / (Decrease)			
	Exp.	Rev.	Net 2010 Changes	FTE Impact
Provincial Legislated				
Provincial 2009/10 upload of Vital Statistics Birth Registrations program.	-	80	80	-
Total Provincial Legislated	-	80	80	-
Growth				
Courthouse and Provincial Offences Services - An increase in parking ticket volumes requires additional capacity within the Branch to process tickets which is offset by increased parking ticket revenue.	85	(85)	-	-
Total Growth	85	(85)	-	-
New Services / Needs				
Legal Services - There is a need to hire a Senior Labour Relations Consultant to meet the requirements of Council's approach to Strategic Collective Bargaining, as well as commitments made in response to the 2007 Auditor General's Labour Relations Audit. This FTE and funding were deferred during the 2009 budget deliberations.	120	-	120	1.00
ABF committee recommendation to find resource within existing budgets to offset the pressure for the Senior Labour Relations Consultant.	(120)	-	(120)	-
Total New Services / Needs	-	-	-	1.00
User Fees & Charges				
See following user fee schedule for details on the specific rates.	-	(25)	(25)	-
Total User Fees & Charges	-	(25)	(25)	-
Total Budget Changes	2,580	(2,051)	529	1.00

City of Ottawa
City Clerk & Solicitor - User Fees

User Fees	2008 Rate	2009 Rate	2010 Rate	% Change Over		Effective Date	2010 Revenue
	\$	\$	\$	2009	2008	DD-MMM-YY	(\$000)
City Clerk & Solicitor							
Marriage License	145.00	150.00	153.00	2.0%	5.5%	01-Apr-10	(14)
Birth Registration	35.00	36.00	-	0.0%	0.0%	-	-
Death Registration	59.00	61.00	62.00	1.6%	5.1%	01-Apr-10	(5)
Commission of Oaths (Affidavits)	35.00	36.00	37.00	2.8%	5.7%	01-Apr-10	(2)
Express Processing (Xpresspost)	30.00	31.00	32.00	3.2%	6.7%	01-Apr-10	-
Travel Letter	30.00	31.00	32.00	3.2%	6.7%	01-Apr-10	(1)
							-
Civil Marriages:							-
Option A: M-F (business hours)	145.00	150.00	153.00	2.0%	5.5%	01-Apr-10	(3)
Option B: Thurs/Fri evening & Sat afternoons with 48 hours notice	258.00	266.00	271.00	1.9%	5.0%	01-Apr-10	-
Option C: Thurs/Fri evening & Sat afternoons without 48 hours notice	324.00	334.00	340.00	1.8%	4.9%	01-Apr-10	-
							-
Total City Clerk & Solicitor							(25)

City of Ottawa
City Clerk & Solicitor - Committee Recommendations
 In Thousands (\$000)

Strategy Category	Branch	Program / Service Adjustment	2010 ABFC Recommendations			
			Exp	Rev	Net Impact	FTE Impact
		<p>Recommendation Defer funding increase to Labour Arbitration Costs Budget.</p>	(250)	-	(250)	-
		<p>Impact on Public / City Departments The City's participation in the labour arbitration process is mandatory. Service levels with respect to labour arbitrations will not be affected by the deferral of this budget pressure. However, if the additional funding is not approved, the budget will continue to be in a deficit position at the end of each year.</p>				
		<p>Recommendation Find resource within existing budgets.</p>	(120)	-	(120)	-
		<p>Impact on Public / City Departments The Legal Services Branch has experienced year-end deficits for the past seven years. For the first five years, those deficits were a result of the cost of external outsourcing related to Council-driven initiatives. The past two years, the cost of labour arbitrations has contributed to that deficit. In order to fund the Senior Labour Relations Consultant position, \$60K would be transferred from the City Clerk's base budget. The remaining \$60K would result in an increased year-end deficit for Legal Services. This is not recommended, therefore, as directed by the Audit, Budget and Finance Committee, the City Clerk and Solicitor will prepare a memorandum setting out the implications associated with this recommendation for the January budget meeting.</p>				
Total ABFC Recommendations			(370)	-	(370)	-

1 - New Revenue Opportunities	2 - Deferral of Proposed New Service Expenditures	3 - Deferral of Capital Projects	4 Adjustments to Existing Services
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City of Ottawa
City Operations Deputy City Manager's Office - Operating Resource Requirement

In Thousands (\$000)

Operating Resource Requirement	2008	2009		2010	Change Over		2011	2012
	Actual	Forecast	Budget	Estimate	2009 Budget	2008 Actual	Forecast	
Expenditures by Program								
Deputy City Manager's Office	427	432	431	461	30	34	472	482
City Operations Legislative Support	385	390	386	411	25	26	420	430
Productivity Improvements	-	-	-	-	-	-	-	-
Gross Expenditure	812	822	817	872	55	60	892	912
Recoveries & Allocations	-	-	-	-	-	-	-	-
Net Expenditure	812	822	817	872	55	60	892	912
Expenditures by Type								
Salaries, Wages & Benefits	798	808	803	858	55	60	878	897
Overtime	-	-	-	-	-	-	-	-
Material & Services	14	14	14	14	-	-	14	15
Transfers/Grants/Financial Charges	-	-	-	-	-	-	-	-
Fleet Costs	-	-	-	-	-	-	-	-
Program Facility Costs	-	-	-	-	-	-	-	-
Other Internal Costs	-	-	-	-	-	-	-	-
Gross Expenditures	812	822	817	872	55	60	892	912
Recoveries & Allocations	-	-	-	-	-	-	-	-
Net Expenditure	812	822	817	872	55	60	892	912
Revenues By Type								
Federal	-	-	-	-	-	-	-	-
Provincial	-	-	-	-	-	-	-	-
Municipal	-	-	-	-	-	-	-	-
Own Funds	-	-	-	-	-	-	-	-
Fees and Services	-	-	-	-	-	-	-	-
Fines	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Total Revenue	-	-	-	-	-	-	-	-
Net Requirement	812	822	817	872	55	60	892	912
Full Time Equivalents	7.00	7.00	7.00	7.00	-	-	7.00	7.00

City of Ottawa

City Operations Deputy City Manager's Office - Operating Resource Requirement Analysis

In Thousands (\$000)

Operating Resource Requirement Analysis	2009 Baseline			2010 Adjustments						2010	Change Over '09 Budget	% of Exp. on Comp./ Benefits
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	New Services / Needs	Efficiencies	User Fees & Charges	Estimate		
Expenditures by Program												
Deputy City Manager's Office	432	431	1	29	-	-	-	-	-	461	30	97.0%
City Operations Legislative Support	390	386	4	21	-	-	-	-	-	411	25	100.0%
Productivity Improvements	-	-	-	-	-	-	-	-	-	-	-	0.0%
Gross Expenditure	822	817	5	50	-	-	-	-	-	872	55	98.4%
Recoveries & Allocations	-	-	-	-	-	-	-	-	-	-	-	-
Net Expenditure	822	817	5	50	-	-	-	-	-	872	55	
Percent of 2009 Net Expenditure Budget			0.6%	6.1%	0.0%	0.0%	0.0%	0.0%	0.0%	6.7%		
Expenditures by Type												
Salaries, Wages & Benefits	808	803	5	50	-	-	-	-	-	858	55	
Overtime	-	-	-	-	-	-	-	-	-	-	-	-
Material & Services	14	14	-	-	-	-	-	-	-	14	-	-
Transfers/Grants/Financial Charges	-	-	-	-	-	-	-	-	-	-	-	-
Fleet Costs	-	-	-	-	-	-	-	-	-	-	-	-
Program Facility Costs	-	-	-	-	-	-	-	-	-	-	-	-
Other Internal Costs	-	-	-	-	-	-	-	-	-	-	-	-
Gross Expenditures	822	817	5	50	-	-	-	-	-	872	55	
Recoveries & Allocations	-	-	-	-	-	-	-	-	-	-	-	-
Net Expenditure	822	817	5	50	-	-	-	-	-	872	55	
Revenues By Type												
Federal	-	-	-	-	-	-	-	-	-	-	-	-
Provincial	-	-	-	-	-	-	-	-	-	-	-	-
Municipal	-	-	-	-	-	-	-	-	-	-	-	-
Own Funds	-	-	-	-	-	-	-	-	-	-	-	-
Fees and Services	-	-	-	-	-	-	-	-	-	-	-	-
Fines	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Total Revenue	-	-	-	-	-	-	-	-	-	-	-	-
Percent of 2009 Revenue Budget			0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%		
Net Requirement	822	817	5	50	-	-	-	-	-	872	55	
Percent of 2009 Net Requirement Budget			0.6%	6.1%	0.0%	0.0%	0.0%	0.0%	0.0%	6.7%		
Full Time Equivalents (FTE's)	7.00	7.00	-	-	-	-	-	-	-	7.00	-	
Percent of 2009 FTE's			0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%		

City of Ottawa

City Operations Deputy City Manager's Office - Operating Resource Requirement Explanatory Notes

In Thousands (\$000)

2009 Forecast vs. Budget Variance Explanation	Surplus / (Deficit)		
	Exp.	Rev.	Net
Forecast vs. Budget Variance Explanation Deficit due to 2009 budget shortfall in Collective Agreement provision.	(5)	-	(5)
Total Surplus / (Deficit)	(5)	-	(5)

2009 Baseline Adjustments / Explanations	Increase / (Decrease)			
	Exp.	Rev.	Net 2010 Changes	FTE Impact
Adjustments to Base Budget Adjustment for 2009 budget shortfall in Collective Agreement provision.	5	-	5	-
Total Adjustments to Base Budget	5	-	5	-

2010 Pressure Category / Explanation	Increase / (Decrease)			
	Exp.	Rev.	Net 2010 Changes	FTE Impact
Maintain Services All programs include an adjustment for 2010 contract settlements, increments, and benefit adjustments.	50	-	50	-
Total Maintain Services	50	-	50	-
Total Budget Changes	55	-	55	-

**City of Ottawa
Capital Budget - New Authority
In Thousands (\$000)**

Description	2010	Funding						
	New Authority	Revenues	Tax Supported & Other Reserves	Rate Supported	Develop. Charges	Debt		
						Tax	Rate	DC
City Operations DCM's Office								
Strategic Initiatives								
904957 Generator Strategy	500	-	500	-	-	-	-	-
905717 SE-Community Based Mobile Workforce	5,400	-	-	-	-	5,400	-	-
905734 SE-Sponsorship & Advertizing	300	-	-	-	-	300	-	-
	6,200	-	500	-	-	5,700	-	-
Total	6,200	-	500	-	-	5,700	-	-

City of Ottawa
Organizational Development & Performance - Operating Resource Requirement

In Thousands (\$000)

Operating Resource Requirement	2008	2009		2010	Change Over		2011	2012
	Actual	Forecast	Budget	Estimate	2009 Budget	2008 Actual	Forecast	
Expenditures by Program								
Director's Office	519	532	527	547	20	28	557	560
Corporate Business Services	4,775	4,893	4,876	3,322	(1,554)	(1,453)	3,391	3,411
Client Services Strategies	1,273	1,304	1,296	1,399	103	126	1,434	1,444
Organizational Development	597	612	603	664	61	67	686	692
Productivity Improvements	-	-	-	-	-	-	-	-
Gross Expenditure	7,164	7,341	7,302	5,932	(1,370)	(1,232)	6,067	6,107
Recoveries & Allocations	-	-	-	-	-	-	-	-
Net Expenditure	7,164	7,341	7,302	5,932	(1,370)	(1,232)	6,067	6,107
Expenditures by Type								
Salaries, Wages & Benefits	5,338	4,137	4,098	4,035	(63)	(1,303)	4,170	4,210
Overtime	-	6	6	6	-	6	6	6
Material & Services	1,787	3,161	3,161	1,854	(1,307)	67	1,854	1,854
Transfers/Grants/Financial Charges	-	-	-	-	-	-	-	-
Fleet Costs	-	-	-	-	-	-	-	-
Program Facility Costs	-	-	-	-	-	-	-	-
Other Internal Costs	39	37	37	37	-	(2)	37	37
Gross Expenditures	7,164	7,341	7,302	5,932	(1,370)	(1,232)	6,067	6,107
Recoveries & Allocations	-	-	-	-	-	-	-	-
Net Expenditure	7,164	7,341	7,302	5,932	(1,370)	(1,232)	6,067	6,107
Revenues By Type								
Federal	-	-	-	-	-	-	-	-
Provincial	(87)	(163)	(163)	(163)	-	(76)	(163)	(163)
Municipal	-	-	-	-	-	-	-	-
Own Funds	(290)	(1,462)	(1,462)	-	-	-	-	-
Fees and Services	-	-	-	-	-	-	-	-
Fines	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Total Revenue	(377)	(1,625)	(1,625)	(163)	1,462	214	(163)	(163)
Net Requirement	6,787	5,716	5,677	5,769	92	(1,018)	5,904	5,944
Full Time Equivalents	49.50	46.00	46.00	46.00	-	(3.50)	46.00	46.00

City of Ottawa

Organizational Development & Performance - Operating Resource Requirement Analysis

In Thousands (\$000)

Operating Resource Requirement Analysis	2009 Baseline			2010 Adjustments						2010	Change Over '09 Budget	% of Exp. on Comp./ Benefits
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	New Services / Needs	Efficiencies	User Fees & Charges	Estimate		
Expenditures by Program												
Director's Office	532	527	5	15	-	-	-	-	-	547	20	55.6%
Corporate Business Services	4,893	4,876	(1,504)	(50)	-	-	-	-	-	3,322	(1,554)	63.6%
Client Services Strategies	1,304	1,296	(83)	31	75	-	80	-	-	1,399	103	76.5%
Organizational Development	612	603	9	52	-	-	-	-	-	664	61	100.0%
Productivity Improvements	-	-	-	-	-	-	-	-	-	-	-	0.0%
Gross Expenditure	7,341	7,302	(1,573)	48	75	-	80	-	-	5,932	(1,370)	70.0%
Recoveries & Allocations	-	-	-	-	-	-	-	-	-	-	-	-
Net Expenditure	7,341	7,302	(1,573)	48	75	-	80	-	-	5,932	(1,370)	
Percent of 2009 Net Expenditure Budget			-21.5%	0.7%	1.0%	0.0%	1.1%	0.0%	0.0%	-18.8%		
Expenditures by Type												
Salaries, Wages & Benefits	4,137	4,098	(111)	48	-	-	-	-	-	4,035	(63)	
Overtime	6	6	-	-	-	-	-	-	-	6	-	
Material & Services	3,161	3,161	(1,462)	-	75	-	80	-	-	1,854	(1,307)	
Transfers/Grants/Financial Charges	-	-	-	-	-	-	-	-	-	-	-	
Fleet Costs	-	-	-	-	-	-	-	-	-	-	-	
Program Facility Costs	-	-	-	-	-	-	-	-	-	-	-	
Other Internal Costs	37	37	-	-	-	-	-	-	-	37	-	
Gross Expenditures	7,341	7,302	(1,573)	48	75	-	80	-	-	5,932	(1,370)	
Recoveries & Allocations	-	-	-	-	-	-	-	-	-	-	-	
Net Expenditure	7,341	7,302	(1,573)	48	75	-	80	-	-	5,932	(1,370)	
Revenues By Type												
Federal	-	-	-	-	-	-	-	-	-	-	-	
Provincial	(163)	(163)	-	-	-	-	-	-	-	(163)	-	
Municipal	-	-	-	-	-	-	-	-	-	-	-	
Own Funds	(1,462)	(1,462)	1,462	-	-	-	-	-	-	-	1,462	
Fees and Services	-	-	-	-	-	-	-	-	-	-	-	
Fines	-	-	-	-	-	-	-	-	-	-	-	
Other	-	-	-	-	-	-	-	-	-	-	-	
Total Revenue	(1,625)	(1,625)	1,462	-	-	-	-	-	-	(163)	1,462	
Percent of 2009 Revenue Budget			-90.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	-90.0%		
Net Requirement	5,716	5,677	(111)	48	75	-	80	-	-	5,769	92	
Percent of 2009 Net Requirement Budget			-2.0%	0.8%	1.3%	0.0%	1.4%	0.0%	0.0%	1.6%		
Full Time Equivalents (FTE's)	46.00	46.00	-	-	-	-	-	-	-	46.00	-	
Percent of 2009 FTE's			0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%		

City of Ottawa

Organizational Development & Performance - Operating Resource Requirement Explanatory Notes

In Thousands (\$000)

2009 Forecast vs. Budget Variance Explanation	Surplus / (Deficit)		
	Exp.	Rev.	Net
Forecast vs. Budget Variance Explanation			
Deficit due to 2009 budget shortfall in Collective Agreement provision.	(39)	-	(39)
Total Surplus / (Deficit)	(39)	-	(39)

2009 Baseline Adjustments / Explanations	Increase / (Decrease)			
	Exp.	Rev.	Net 2010 Changes	FTE Impact
Adjustments to Base Budget				
Removal of 2009 one-time item for the organizational re-alignment and implementation of a targeted budget reduction strategy, which identified priority areas for service improvements and cost reduction over the short, medium and long term.	(1,371)	1,371	-	-
Removal of 2009 one-time item for the development and implementation of corporate strategies, tools and initiatives to comply with new provincial accessibility standards (AODA).	(91)	91	-	-
Adjustment for 2009 budget shortfall in Collective Agreement provision.	39	-	39	-
Corporate Reorganization savings due to implementation of service excellence initiative.	(150)	-	(150)	-
Total Adjustments to Base Budget	(1,573)	1,462	(111)	-
Maintain Services				
All programs include an adjustment for 2010 contract settlements, increments, and benefit adjustments.	158	-	158	-
Elimination of Crime Prevention Ottawa	(110)	-	(110)	-
Total Maintain Services	48	-	48	-

City of Ottawa

Organizational Development & Performance - Operating Resource Requirement Explanatory Notes

In Thousands (\$000)

2010 Pressure Category / Explanation	Increase / (Decrease)			
	Exp.	Rev.	Net 2010 Changes	FTE Impact
Provincial Legislated				
Accessibility - to implement provincially legislated Accessibility of Ontarians with Disabilities Act (AODA) standards. Standards to be enacted in 2010-2012 are expected information & communication, employment, transportation standards and built environment.	75	-	75	-
Total Provincial Legislated	75	-	75	-
New Services / Needs				
Seniors Strategy - to implement a City of Ottawa Older Adult/Senior strategy as mandated by Council in motion (ACS2009-CCV-SAC-001). Activities to be undertaken in 2010 include: conducting an environmental scan, consulting with community residents and partners, and developing a 5 year action plan to support the successful engagement of older adults in Ottawa's community and improve service provisions to this client group.	80	-	80	-
Total New Services / Needs	80	-	80	-
Total Budget Changes	(1,370)	1,462	92	-

City of Ottawa

Organizational Development & Performance - Committee Recommendations

In Thousands (\$000)

Strategy Category	Program / Service Adjustment	2010 ABFC Recommendations			
		Exp	Rev	Net Impact	FTE Impact
4	<u>Option</u> Elimination of Crime Prevention Ottawa.	(110)	-	(110)	-
Total ABFC Recommendations		(110)	-	(110)	-

1 - New Revenue Opportunities	2 - Deferral of Proposed New Service Expenditures	3 - Deferral of Capital Projects	4 Adjustments to Existing Services
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City of Ottawa
Human Resources - Operating Resource Requirement

In Thousands (\$000)

Operating Resource Requirement	2008	2009		2010	Change Over		2011	2012
	Actual	Forecast	Budget	Estimate	2009 Budget	2008 Actual	Forecast	
Expenditures by Program								
Director's Office	335	330	338	345	7	10	352	359
Diversity & Employment Equity	275	338	336	444	108	169	453	547
HR Client & Business Solutions	3,214	2,815	2,845	2,913	68	(301)	3,598	3,675
Resourcing & Talent Management	2,699	4,012	3,936	3,995	59	1,296	4,854	5,255
Compensation & Benefits	3,690	3,785	3,760	3,846	86	156	4,119	4,215
Occupational Health & Safety	2,878	3,153	3,130	3,131	1	253	3,213	3,298
Productivity Improvements	-	-	-	-	-	-	-	-
Gross Expenditure	13,091	14,433	14,345	14,674	329	1,583	16,589	17,349
Recoveries & Allocations	(1,020)	(818)	(818)	(818)	-	202	(818)	(818)
Net Expenditure	12,071	13,615	13,527	13,856	329	1,785	15,771	16,531
Expenditures by Type								
Salaries, Wages & Benefits	10,705	11,565	11,345	11,659	314	954	12,544	13,064
Overtime	6	12	4	4	-	(2)	4	4
Material & Services	2,160	2,716	2,872	2,887	15	727	3,917	4,157
Transfers/Grants/Financial Charges	-	-	-	-	-	-	-	-
Fleet Costs	-	-	-	-	-	-	-	-
Program Facility Costs	-	-	-	-	-	-	-	-
Other Internal Costs	220	140	124	124	-	(96)	124	124
Gross Expenditures	13,091	14,433	14,345	14,674	329	1,583	16,589	17,349
Recoveries & Allocations	(1,020)	(818)	(818)	(818)	-	202	(818)	(818)
Net Expenditure	12,071	13,615	13,527	13,856	329	1,785	15,771	16,531
Revenues By Type								
Federal	-	-	-	-	-	-	-	-
Provincial	-	-	-	-	-	-	-	-
Municipal	-	-	-	-	-	-	-	-
Own Funds	(160)	(73)	(73)	-	73	160	-	-
Fees and Services	-	-	-	-	-	-	-	-
Fines	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Total Revenue	(160)	(73)	(73)	-	73	160	-	-
Net Requirement	11,911	13,542	13,454	13,856	402	1,945	15,771	16,531
Full Time Equivalents	122.60	126.00	126.00	127.00	1.00	4.40	133.50	135.50

City of Ottawa
Human Resources - Operating Resource Requirement Analysis

In Thousands (\$000)

Operating Resource Requirement Analysis	2009 Baseline			2010 Adjustments						2010	Change Over '09 Budget	% of Exp. on Comp./ Benefits
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	New Services / Needs	Efficiencies	User Fees & Charges	Estimate		
Expenditures by Program												
Director's Office	330	338	1	6	-	-	-	-	-	345	7	74.2%
Diversity & Employment Equity	338	336	-	8	100	-	-	-	-	444	108	86.0%
HR Client & Business Solutions	2,815	2,845	2	66	-	-	-	-	-	2,913	68	97.7%
Resourcing & Talent Management	4,012	3,936	3	56	-	-	-	-	-	3,995	59	56.5%
Compensation & Benefits	3,785	3,760	4	82	-	-	-	-	-	3,846	86	79.8%
Occupational Health & Safety	3,153	3,130	(71)	72	-	-	-	-	-	3,131	1	91.1%
Productivity Improvements	-	-	-	-	-	-	-	-	-	-	-	0.0%
Gross Expenditure	14,433	14,345	(61)	290	100	-	-	-	-	14,674	329	79.5%
Recoveries & Allocations	(818)	(818)	-	-	-	-	-	-	-	(818)	-	-
Net Expenditure	13,615	13,527	(61)	290	100	-	-	-	-	13,856	329	
Percent of 2009 Net Expenditure Budget			-0.5%	2.1%	0.7%	0.0%	0.0%	0.0%	0.0%	2.4%		
Expenditures by Type												
Salaries, Wages & Benefits	11,565	11,345	(61)	290	85	-	-	-	-	11,659	314	
Overtime	12	4	-	-	-	-	-	-	-	4	-	
Material & Services	2,716	2,872	-	-	15	-	-	-	-	2,887	15	
Transfers/Grants/Financial Charges	-	-	-	-	-	-	-	-	-	-	-	
Fleet Costs	-	-	-	-	-	-	-	-	-	-	-	
Program Facility Costs	-	-	-	-	-	-	-	-	-	-	-	
Other Internal Costs	140	124	-	-	-	-	-	-	-	124	-	
Gross Expenditures	14,433	14,345	(61)	290	100	-	-	-	-	14,674	329	
Recoveries & Allocations	(818)	(818)	-	-	-	-	-	-	-	(818)	-	
Net Expenditure	13,615	13,527	(61)	290	100	-	-	-	-	13,856	329	
Revenues By Type												
Federal	-	-	-	-	-	-	-	-	-	-	-	
Provincial	-	-	-	-	-	-	-	-	-	-	-	
Municipal	-	-	-	-	-	-	-	-	-	-	-	
Own Funds	(73)	(73)	73	-	-	-	-	-	-	-	73	
Fees and Services	-	-	-	-	-	-	-	-	-	-	-	
Fines	-	-	-	-	-	-	-	-	-	-	-	
Other	-	-	-	-	-	-	-	-	-	-	-	
Total Revenue	(73)	(73)	73	-	-	-	-	-	-	-	73	
Percent of 2009 Revenue Budget			-100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	-100.0%		
Net Requirement	13,542	13,454	12	290	100	-	-	-	-	13,856	402	
Percent of 2009 Net Requirement Budget			0.1%	2.2%	0.7%	0.0%	0.0%	0.0%	0.0%	3.0%		
Full Time Equivalents (FTE's)	126.00	126.00	-	-	1.00	-	-	-	-	127.00	1.00	
Percent of 2009 FTE's			0.0%	0.0%	0.8%	0.0%	0.0%	0.0%	0.0%	0.8%		

City of Ottawa

Human Resources - Operating Resource Requirement Explanatory Notes

In Thousands (\$000)

2009 Forecast vs. Budget Variance Explanation	Surplus / (Deficit)		
	Exp.	Rev.	Net
Forecast vs. Budget Variance Explanation Deficit due to 2009 budget shortfall in Collective Agreement provision and compensation pressures.	(88)	-	(88)
Total Surplus / (Deficit)	(88)	-	(88)

2009 Baseline Adjustments / Explanations	Increase / (Decrease)			
	Exp.	Rev.	Net 2010 Changes	FTE Impact
Adjustments to Base Budget Removal of 2009 one-time item for the demand for conflict resolution services and training from client groups and labour relations.	(73)	73	-	-
Adjustment for 2009 budget shortfall in Collective Agreement provision.	12	-	12	-
Total Adjustments to Base Budget	(61)	73	12	-

2010 Pressure Category / Explanation	Increase / (Decrease)			
	Exp.	Rev.	Net 2010 Changes	FTE Impact
Maintain Services All programs include an adjustment for 2010 contract settlements, increments, and benefit adjustments.	290	-	290	-
Total Maintain Services	290	-	290	-

City of Ottawa

Human Resources - Operating Resource Requirement Explanatory Notes

In Thousands (\$000)

2010 Pressure Category / Explanation	Increase / (Decrease)			FTE Impact
	Exp.	Rev.	Net 2010 Changes	
Provincial Legislated Base program funding to implement the diversity initiatives such as outreach, training, workplace mediation and cultural events to meet legislated Employment Equity and Accessibility for Ontarians with Disabilities Act (AODA) requirements and Council priorities.	100	-	100	1.00
Total Provincial Legislated	100	-	100	1.00
Total Budget Changes	329	73	402	1.00

City of Ottawa
 Human Resources - Committee Recommendations
 In Thousands (\$000)

Strategy Category	Branch	Program / Service Adjustment	2010 CSEDC Recommendations			
			Exp	Rev	Net Impact	FTE Impact
4	Employ. Equity and Diversity	<p>Recommendation Reduce program funding to create and implement diversity initiatives such as outreach, training, workplace mediation and cultural awareness events to meet legislated Employment Equity and Accessibility for Ontarians with Disabilities Act (AODA) requirements and address Council priorities.</p> <p>Impact on Public / City Departments After this reduction, Council would still provide for \$100K in new base program funding. The original request was for \$185K. As a result of the 2004/2005 Employment Equity Audit carried out by the Canadian Human Rights Commission, the City initiated some measures to ensure that barriers identified are corrected. These include mandatory Diversity Training for managers, some initial outreach recruitment, as well as other human rights and employment equity initiatives to promote a workplace of respect. If these initiatives are not funded, the City compromises its ability to create and maintain a diverse workforce, as well as risks not demonstrating that it is currently fulfilling its obligations under the Employment Equity legislation and the Canadian Human Rights Commission (CHRC). Hiring goals could be imposed by the CHRC.</p>	(85)	-	(85)	-
Total CSEDC Recommendations			(85)	-	(85)	-

1 - New Revenue Opportunities	2 - Deferral of Proposed New Service Expenditures	3 - Deferral of Capital Projects	4 Adjustments to Existing Services
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City of Ottawa
 Human Resources - Committee Recommendations
 In Thousands (\$000)

Strategy Category	Branch	Program / Service Adjustment	2010 ABFC Recommendations			
			Exp	Rev	Net Impact	FTE Impact
4	Resourc. And Talent Mgmt.	<u>Recommendation</u> Defer growth pressure that arises due to increased supplier costs associated with current programs, and the need to develop programs, designed to attract, retain and develop a diverse, knowledgeable and productive workforce in line with the City Strategic Plan and in support of the Service Excellence Plan (e.g. performance management, training, employee recognition)	(475)	-	(475)	(1.50)
		<u>Impact on Public / City Departments</u> Without funding the City impedes its ability: to compete for talent; to manage and recognize employee performance aligned with corporate goals; to adequately equip supervisors/managers to be effective organizational leaders; to ensure that employees can use new technology and desktop tools productively; and, to provide services in both official languages.				
Total Budget Options			(645)	-	(645)	(1.50)
Total Committee Recommendations			(730)	-	(730)	(1.50)

1 - New Revenue Opportunities	2 - Deferral of Proposed New Service Expenditures	3 - Deferral of Capital Projects	4 Adjustments to Existing Services
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City of Ottawa
Information Technology Services - Operating Resource Requirement

In Thousands (\$000)

Operating Resource Requirement	2008	2009		2010	Change Over		2011	2012
	Actual	Forecast	Budget	Estimate	2009 Budget	2008 Actual	Forecast	
Expenditures by Program								
Director's Office	415	447	446	460	14	45	470	480
Technology Infrastructure	9,742	9,985	9,953	10,236	283	494	10,629	10,875
Client Services	9,403	9,202	9,153	9,316	163	(87)	9,964	10,186
Business Solutions	8,604	8,987	8,938	9,480	542	876	10,485	11,398
Enterprise Solutions	11,738	12,815	12,747	14,395	1,648	2,657	15,106	15,578
IM/IT Architecture & Security	2,003	2,321	2,309	2,417	108	414	2,766	3,021
Productivity Improvements	-	-	-	-	-	-	-	-
Gross Expenditure	41,905	43,757	43,546	46,304	2,758	4,399	49,419	51,539
Recoveries & Allocations	(4,291)	(3,630)	(3,630)	(4,843)	(1,213)	(552)	(4,843)	(4,843)
Net Expenditure	37,614	40,127	39,916	41,461	1,545	3,847	44,576	46,696
Expenditures by Type								
Salaries, Wages & Benefits	26,747	28,843	28,632	29,690	1,058	2,943	31,580	32,530
Overtime	246	423	423	423	-	177	423	423
Material & Services	14,850	14,438	14,438	16,138	1,700	1,288	17,363	18,533
Transfers/Grants/Financial Charges	-	-	-	-	-	-	-	-
Fleet Costs	-	-	-	-	-	-	-	-
Program Facility Costs	-	-	-	-	-	-	-	-
Other Internal Costs	62	53	53	53	-	(9)	53	53
Gross Expenditures	41,905	43,757	43,546	46,304	2,758	4,399	49,419	51,539
Recoveries & Allocations	(4,291)	(3,630)	(3,630)	(4,843)	(1,213)	(552)	(4,843)	(4,843)
Net Expenditure	37,614	40,127	39,916	41,461	1,545	3,847	44,576	46,696
Revenues By Type								
Federal	-	-	-	-	-	-	-	-
Provincial	-	-	-	-	-	-	-	-
Municipal	-	-	-	-	-	-	-	-
Own Funds	-	-	-	-	-	-	-	-
Fees and Services	(17)	(13)	(31)	(31)	-	(14)	(31)	(31)
Fines	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Total Revenue	(17)	(13)	(31)	(31)	-	(14)	(31)	(31)
Net Requirement	37,597	40,114	39,885	41,430	1,545	3,833	44,545	46,665
Full Time Equivalents	332.00	336.00	336.00	341.00	5.00	9.00	353.00	354.00

City of Ottawa

Information Technology Services - Operating Resource Requirement Analysis

In Thousands (\$000)

Operating Resource Requirement Analysis	2009 Baseline			2010 Adjustments						2010	Change Over '09 Budget	% of Exp. on Comp./ Benefits
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	New Services / Needs	Efficiencies	User Fees & Charges	Estimate		
Expenditures by Program												
Director's Office	447	446	1	13	-	-	-	-	-	460	14	76.7%
Technology Infrastructure	9,985	9,953	32	101	-	150	-	-	-	10,236	283	43.4%
Client Services	9,202	9,153	(76)	199	-	40	-	-	-	9,316	163	84.2%
Business Solutions	8,987	8,938	49	343	-	150	-	-	-	9,480	542	70.2%
Enterprise Solutions	12,815	12,747	68	340	-	1,240	-	-	-	14,395	1,648	61.6%
IM/IT Architecture & Security	2,321	2,309	12	46	-	50	-	-	-	2,417	108	80.5%
Productivity Improvements	-	-	-	-	-	-	-	-	-	-	-	0.0%
Gross Expenditure	43,757	43,546	86	1,042	-	1,630	-	-	-	46,304	2,758	65.0%
Recoveries & Allocations	(3,630)	(3,630)	-	-	-	(1,213)	-	-	-	(4,843)	(1,213)	
Net Expenditure	40,127	39,916	86	1,042	-	417	-	-	-	41,461	1,545	
Percent of 2009 Net Expenditure Budget			0.2%	2.6%	0.0%	1.0%	0.0%	0.0%	0.0%	3.9%		
Expenditures by Type												
Salaries, Wages & Benefits	28,843	28,632	86	747	-	225	-	-	-	29,690	1,058	
Overtime	423	423	-	-	-	-	-	-	-	423	-	
Material & Services	14,438	14,438	-	295	-	1,405	-	-	-	16,138	1,700	
Transfers/Grants/Financial Charges	-	-	-	-	-	-	-	-	-	-	-	
Fleet Costs	-	-	-	-	-	-	-	-	-	-	-	
Program Facility Costs	-	-	-	-	-	-	-	-	-	-	-	
Other Internal Costs	53	53	-	-	-	-	-	-	-	53	-	
Gross Expenditures	43,757	43,546	86	1,042	-	1,630	-	-	-	46,304	2,758	
Recoveries & Allocations	(3,630)	(3,630)	-	-	-	(1,213)	-	-	-	(4,843)	(1,213)	
Net Expenditure	40,127	39,916	86	1,042	-	417	-	-	-	41,461	1,545	
Revenues By Type												
Federal	-	-	-	-	-	-	-	-	-	-	-	
Provincial	-	-	-	-	-	-	-	-	-	-	-	
Municipal	-	-	-	-	-	-	-	-	-	-	-	
Own Funds	-	-	-	-	-	-	-	-	-	-	-	
Fees and Services	(13)	(31)	-	-	-	-	-	-	-	(31)	-	
Fines	-	-	-	-	-	-	-	-	-	-	-	
Other	-	-	-	-	-	-	-	-	-	-	-	
Total Revenue	(13)	(31)	-	-	-	-	-	-	-	(31)	-	
Percent of 2009 Revenue Budget			0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%		
Net Requirement	40,114	39,885	86	1,042	-	417	-	-	-	41,430	1,545	
Percent of 2009 Net Requirement Budget			0.2%	2.6%	0.0%	1.0%	0.0%	0.0%	0.0%	3.9%		
Full Time Equivalents (FTE's)	336.00	336.00	-	-	-	5.00	-	-	-	341.00	5.00	
Percent of 2009 FTE's			0.0%	0.0%	0.0%	1.5%	0.0%	0.0%	0.0%	1.5%		

City of Ottawa

Information Technology Services - Operating Resource Requirement Explanatory Notes

In Thousands (\$000)

2009 Forecast vs. Budget Variance Explanation	Surplus / (Deficit)		
	Exp.	Rev.	Net
Forecast vs. Budget Variance Explanation			
Deficit due to 2009 budget shortfall in Collective Agreement provision.	(211)	-	(211)
Deficit due to shortfall in commissions from public telephones.	-	(18)	(18)
Total Surplus / (Deficit)	(211)	(18)	(229)

2009 Baseline Adjustments / Explanations	Increase / (Decrease)			FTE Impact
	Exp.	Rev.	Net 2010 Changes	
Adjustments to Base Budget				
Adjustment for 2009 budget shortfall in Collective Agreement provision.	211	-	211	-
Corporate Reorganization savings due to implementation of service excellence initiative.	(125)	-	(125)	-
Total Adjustments to Base Budget	86	-	86	-

2010 Pressure Category / Explanation	Increase / (Decrease)			FTE Impact
	Exp.	Rev.	Net 2010 Changes	
Maintain Services				
All programs include an adjustment for 2010 contract settlements, increments, and benefit adjustments.	747	-	747	-
Increase in off-site storage costs for file storage/retrievals. With the number of records offices in the City owned facilities being reduced by eight in order to achieve prime space savings of \$141K has resulted in additional retrieval requests from the off-site storage facility.	65	-	65	-
Client services software maintenance and operational increases. Yearly increases to maintenance on software tools used by staff to support clients.	25	-	25	-
Business solutions vendor price increases to support and maintenance contracts for existing business applications. Ongoing vendor support provides upgrades, software fixes, new documentation, training and pre-arranged help desk support for 42 major business applications.	135	-	135	-
SAP Software Licence maintenance increase for existing licences. Contractual commitment for ongoing vendor support.	50	-	50	-
Maintenance increase by vendor for Stellent/ORACLE and databases. Contractual commitment for ongoing vendor support.	20	-	20	-
Total Maintain Services	1,042	-	1,042	-

City of Ottawa

Information Technology Services - Operating Resource Requirement Explanatory Notes

In Thousands (\$000)

2010 Pressure Category / Explanation	Increase / (Decrease)			
	Exp.	Rev.	Net 2010 Changes	FTE Impact
Growth Technology infrastructure increases in maintenance contracts due to user base growth, hardware and software purchases. Incremental increase in maintenance contracts as a result of a) telephone systems installed at new locations (Forward Family Shelter, Coburg Dental Clinic, St. Laurent Dental Clinic, Shenkman Theatre), b) new central storage system and backup tape library located in the Constellation data centre.	70	-	70	-
Business solutions maintenance and operational increases as a result of various implemented client capital projects. Contractual commitment for ongoing vendor support to maintain these applications.	100	-	100	-
SAP Portal Technical Analyst: In 2008, Council approved the eGovernment Investment Strategy, that included capital investment directed towards expanding employee "self-serve" to eliminate manual data entry of employee data by HR and staff. These capabilities utilize SAP Portal as the underlying technology, and increase the active user base by 90%, making the additional resource a critical support requirement for the SAP configuration, workflow, security, and application layers associated with this new and expanding capability within the portal toolset.	55	-	55	1.00
SAP licence maintenance fees for new licences procured in 2009. Contractual commitment for ongoing vendor support.	705	-	705	-
Oracle Identity Management Suite maintenance from licences purchased from capital in 2009. Contractual commitment for ongoing vendor support.	45	-	45	-
Oracle Service-Oriented Architecture (SOA) Suite maintenance from licences purchased from capital in 2009. Contractual commitment for ongoing vendor support.	55	-	55	-
Telecommunications Services Assistant Telecom position acts as a liaison between ITS and vendors of telecom services and equipment. Controls and updates pertinent databases (5) used by the unit, such as site information for approximately 400 City facilities, 911 and long distance information for 7 Transit facilities. Processes approximately 2,000 requests per year ensuring disconnections of Telecom related services are complete. Unit has not seen a growth in FTE's since amalgamation, despite expanding its original role supporting administrative Telecom duties for Transit, to include support for all functions of Telecom City-wide. Currently, the position is a full-time temporary, funded from gapping and capital.	30	-	30	1.00

City of Ottawa

Information Technology Services - Operating Resource Requirement Explanatory Notes

In Thousands (\$000)

2010 Pressure Category / Explanation	Increase / (Decrease)			
	Exp.	Rev.	Net 2010 Changes	FTE Impact
Growth (Cont.)				
Technology infrastructure impact from end-user growth and voice/data communication upgrades requested by clients. Incremental cost of additional voice/data circuits to City facilities, as required by Client business operations. Typically includes upgrading dial-up or ISDN to increase data network capacity to allow for a) faster connectivity and more robust connection to key applications such as SAP, Class, Fire RMS, and b) additional installation of security systems such as CCTV cameras for outdoor pools, parks and Transitway stations.	50	-	50	-
Desktop Configuration Analyst II position is one of three temporary positions that provide full-time support for client business applications. All have been funded from gapping and capital since 2008. Over the same period, the on-going workload of operational support upgrades, patches and emergency bug fixes has increased by 34% over the past year.	40	-	40	1.00
Business Solutions Project Manager position is required to provide support for the Fire, Paramedics, Parks, Rec and Community Services portfolio of project and operational work. Class application usage has increased by over 30% (300 users) in the last 2 years. Mobile technology solutions continue to increase without additional resources added to support these solutions. Many new projects are being planned. Currently, this large portfolio is supported by four permanent project managers and additional resource is required.	50	-	50	1.00
Increase to professional services for Geographic Information Systems (GIS). Utilization of the enterprise GIS applications have increased by 50% since 2004, with no corresponding increase in professional services operating funding to support this growth and augment the current staff complement.	100	-	100	-
Oracle software licence maintenance increase for licences purchased from capital. Contractual commitment for ongoing vendor support.	15	-	15	-
Enterprise Solutions - Estimated 3% vendor (Cognos) increase in maintenance fees for Business Intelligence (BI) tools, plus additional maintenance costs for new licences purchased from capital.	15	-	15	-
IT Security Analyst position required to meet the increased workload resulting from the requirements of the Office of the Auditor General to conduct audits related to Fraud & Waste complaints and specific audits. In 2006 the Office of the Auditor General implemented the Fraud & Waste Hotline and investigations have increased year over year without an increase in resources to conduct these investigations.	50	-	50	1.00
Recovery of the IT Security Analyst position from the Auditor General's Office in order to conduct audits related to Fraud & Waste complaints and specific audits.	(50)	-	(50)	-
Increase to professional services for SAP support for payroll / HR sustainment.	250	-	250	-
Growth component to be implemented such that the net expenditure for 2010 be reduced by \$1.163M.	(1,163)		(1,163)	-
Total Growth	417	-	417	5.00
Total Budget Changes	1,545	-	1,545	5.00

City of Ottawa

Information Technology Services - Committee Recommendations

In Thousands (\$000)

Strategy Category	Branch	Program / Service Adjustment	2010 CSEDC Recommendations			
			Exp	Rev	Net Impact	FTE Impact
4	IM/IT Arch. & Security	<p>Recommendation</p> <p>Recover cost from the Office of the Auditor General for IT Security Analyst position required to meet the increased workload resulting from the requirements of the Office of the Auditor General to conduct audits related to Fraud & Waste complaints and specific audits. In 2006 the Office of the Auditor General implemented the Fraud & Waste Hotline and investigations have increased year over year without an increase in resources to conduct these investigations.</p>	(50)	-	(50)	-
Total CSEDC Recommendations			(50)	-	(50)	-

Strategy Category	Branch	Program / Service Adjustment	2010 ABFC Recommendations			
			Exp	Rev	Net Impact	FTE Impact
4	Enterprise Sol.	<p>Option</p> <p>Growth component to be implemented such that the next expenditure for 2010 be reduced by \$1.163M</p> <p>Impact on Public / City Departments</p> <p>Adjustments will have to be made to the existing Information Technology Services (ITS) operating budget to fund these initiatives. As such, maintenance on existing technology and future automation of City processes to find efficiencies will be scaled back in size or discontinued based on the available funds.</p>	(1,163)	-	(1,163)	-
Total ABFC Recommendations			(1,163)	-	(1,163)	-

Total Committee Recommendations			(1,213)	-	(1,213)	-
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1 - New Revenue Opportunities	2 - Deferral of Proposed New Service Expenditures	3 - Deferral of Capital Projects	4 Adjustments to Existing Services
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**City of Ottawa
Capital Budget - New Authority
In Thousands (\$000)**

Description	2010	Funding						
	New Authority	Revenues	Tax Supported & Other Reserves	Rate Supported	Develop. Charges	Debt		
						Tax	Rate	DC
Information Technology								
Renewal of City Assets								
904184 IT Lifecycle Renew Bus App 2010	1,210	-	1,210	-	-	-	-	-
904605 IT Related Bulk Renewal	1,000	-	1,000	-	-	-	-	-
905023 IT Lifecycle Renew Network Inf 2010	1,975	-	1,975	-	-	-	-	-
905680 IT Sustain Electronic Info Tech 2010	840	-	840	-	-	-	-	-
905685 IT Lifecycle Renew Comp/Periph 2010	3,435	-	3,435	-	-	-	-	-
905686 IT Sustain Database & Bus Intell 2010	305	-	305	-	-	-	-	-
905687 IT Sustain Web Based Svs Tech 2010	580	-	580	-	-	-	-	-
905689 IT Security & Business Continuity 2010	370	-	370	-	-	-	-	-
905690 IT Sustain SAP Technology 2010	1,710	-	1,710	-	-	-	-	-
905691 IT Sustain GIS Technology 2010	460	-	460	-	-	-	-	-
905692 IT Service Management ITSM 2010	230	-	230	-	-	-	-	-
905709 IT Performance Measurement (TCO) 2010	100	-	100	-	-	-	-	-
905720 IT Strategic Plan Refresh 2010	120	-	120	-	-	-	-	-
	12,335	-	12,335	-	-	-	-	-
Strategic Initiatives								
905695 IT eGovernment Technology	500	-	500	-	-	-	-	-
905732 SE-Technology Roadmap	1,500	-	-	-	-	1,500	-	-
	2,000	-	500	-	-	1,500	-	-
Total	14,335	-	12,835	-	-	1,500	-	-

City of Ottawa
Communications & Customer Service - Operating Resource Requirement

In Thousands (\$000)

Operating Resource Requirement	2008	2009		2010	Change Over		2011	2012
	Actual	Forecast	Budget	Estimate	2009 Budget	2008 Actual	Forecast	
Expenditures by Program								
Director's Office	340	333	329	336	7	(4)	343	350
Public Affairs & E-Publishing	822	787	762	625	(137)	(197)	638	651
E-Media & Service Integration	620	813	849	870	21	250	967	985
Client Relations	2,688	3,508	3,604	3,517	(87)	829	3,618	3,722
Cost Recovery - Gov Service Centre	176	176	176	176	-	-	176	176
Client Services	6,038	6,256	5,988	5,929	(59)	(109)	6,161	6,479
Productivity Improvements	-	-	-	-	-	-	-	-
Gross Expenditure	10,684	11,873	11,708	11,453	(255)	769	11,903	12,363
Recoveries & Allocations	(798)	(974)	(891)	(891)	-	(93)	(891)	(891)
Net Expenditure	9,886	10,899	10,817	10,562	(255)	676	11,012	11,472
Expenditures by Type								
Salaries, Wages & Benefits	9,802	10,560	10,449	10,451	2	649	10,901	11,361
Overtime	79	116	67	67	-	(12)	67	67
Material & Services	662	1,092	1,071	814	(257)	152	814	814
Transfers/Grants/Financial Charges	-	-	-	-	-	-	-	-
Fleet Costs	-	-	-	-	-	-	-	-
Program Facility Costs	-	-	-	-	-	-	-	-
Other Internal Costs	141	105	121	121	-	(20)	121	121
Gross Expenditures	10,684	11,873	11,708	11,453	(255)	769	11,903	12,363
Recoveries & Allocations	(798)	(974)	(891)	(891)	-	(93)	(891)	(891)
Net Expenditure	9,886	10,899	10,817	10,562	(255)	676	11,012	11,472
Revenues By Type								
Federal	-	-	-	-	-	-	-	-
Provincial	-	-	-	-	-	-	-	-
Municipal	-	-	-	-	-	-	-	-
Own Funds	(93)	(385)	(385)	-	-	-	-	-
Fees and Services	-	(28)	(28)	(28)	-	(28)	(28)	(28)
Fines	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Total Revenue	(93)	(413)	(413)	(28)	385	65	(28)	(28)
Net Requirement	9,793	10,486	10,404	10,534	130	741	10,984	11,444
Full Time Equivalents	135.23	134.23	134.23	132.23	(2.00)	(3.00)	134.23	136.23

City of Ottawa

Communications & Customer Service - Operating Resource Requirement Analysis

In Thousands (\$000)

Operating Resource Requirement Analysis	2009 Baseline			2010 Adjustments						2010	Change Over '09 Budget	% of Exp. on Comp./ Benefits
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	New Services / Needs	Efficiencies	User Fees & Charges	Estimate		
Expenditures by Program												
Director's Office	333	329	1	6	-	-	-	-	-	336	7	68.2%
Public Affairs & E-Publishing	787	762	(148)	11	-	-	-	-	-	625	(137)	75.4%
E-Media & Service Integration	813	849	6	15	-	-	-	-	-	870	21	68.7%
Client Relations	3,508	3,604	(174)	87	-	-	-	-	-	3,517	(87)	97.0%
Cost Recovery - Gov Service Centre	176	176	-	-	-	-	-	-	-	176	-	68.2%
Client Services	6,256	5,988	(69)	140	(130)	-	-	-	-	5,929	(59)	96.0%
Productivity Improvements	-	-	-	-	-	-	-	-	-	-	-	0.0%
Gross Expenditure	11,873	11,708	(384)	259	(130)	-	-	-	-	11,453	(255)	91.8%
Recoveries & Allocations	(974)	(891)	-	-	-	-	-	-	-	(891)	-	
Net Expenditure	10,899	10,817	(384)	259	(130)	-	-	-	-	10,562	(255)	
Percent of 2009 Net Expenditure Budget			-3.5%	2.4%	-1.2%	0.0%	0.0%	0.0%	0.0%	-2.4%		
Expenditures by Type												
Salaries, Wages & Benefits	10,560	10,449	(127)	259	(130)	-	-	-	-	10,451	2	
Overtime	116	67	-	-	-	-	-	-	-	67	-	
Material & Services	1,092	1,071	(257)	-	-	-	-	-	-	814	(257)	
Transfers/Grants/Financial Charges	-	-	-	-	-	-	-	-	-	-	-	
Fleet Costs	-	-	-	-	-	-	-	-	-	-	-	
Program Facility Costs	-	-	-	-	-	-	-	-	-	-	-	
Other Internal Costs	105	121	-	-	-	-	-	-	-	121	-	
Gross Expenditures	11,873	11,708	(384)	259	(130)	-	-	-	-	11,453	(255)	
Recoveries & Allocations	(974)	(891)	-	-	-	-	-	-	-	(891)	-	
Net Expenditure	10,899	10,817	(384)	259	(130)	-	-	-	-	10,562	(255)	
Revenues By Type												
Federal	-	-	-	-	-	-	-	-	-	-	-	
Provincial	-	-	-	-	-	-	-	-	-	-	-	
Municipal	-	-	-	-	-	-	-	-	-	-	-	
Own Funds	(385)	(385)	385	-	-	-	-	-	-	-	385	
Fees and Services	(28)	(28)	-	-	-	-	-	-	-	(28)	-	
Fines	-	-	-	-	-	-	-	-	-	-	-	
Other	-	-	-	-	-	-	-	-	-	-	-	
Total Revenue	(413)	(413)	385	-	-	-	-	-	-	(28)	385	
Percent of 2009 Revenue Budget			-93.2%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	-93.2%		
Net Requirement	10,486	10,404	1	259	(130)	-	-	-	-	10,534	130	
Percent of 2009 Net Requirement Budget			0.0%	2.5%	-1.2%	0.0%	0.0%	0.0%	0.0%	1.2%		
Full Time Equivalents (FTE's)	134.23	134.23	-	-	(2.00)	-	-	-	-	132.23	(2.00)	
Percent of 2009 FTE's			0.0%	0.0%	-1.5%	0.0%	0.0%	0.0%	0.0%	-1.5%		

City of Ottawa

Communications & Customer Service - Operating Resource Requirement Explanatory Notes

In Thousands (\$000)

2009 Forecast vs. Budget Variance Explanation	Surplus / (Deficit)		
	Exp.	Rev.	Net
Forecast vs. Budget Variance Explanation			
Deficit due to 2009 budget shortfall in Collective agreement provision.	(82)	-	(82)
Total Surplus / (Deficit)	(82)	-	(82)

2009 Baseline Adjustments / Explanations	Increase / (Decrease)			
	Exp.	Rev.	Net 2010 Changes	FTE Impact
Adjustments to Base Budget				
Removal of 2009 one-time item for support to downtown-area BIAs particularly affected by infrastructure restoration, economic recession and lingering effects of the public transit strike as approved by Council May 13 (ACS2009-COS-CCS-0001).	(211)	211	-	-
Removal of 2009 one-time item for a comprehensive Quality Assurance program for the 3-1-1 Contact Centre to fulfil the Auditor General's recommendations to improve quality and consistency.	(69)	69	-	-
Removal of 2009 one-time item for a new email management solution that provides residents who prefer this service option to integrate their service requests immediately within the entire 3-1-1 service framework.	(59)	59	-	-
Removal of 2009 one-time item for current media monitoring model expanding coverage of key select media outlets and enhance ability to deliver coverage of media stories in comprehensive indexed manner to Council and City senior management.	(46)	46	-	-
Adjustment for 2009 budget shortfall in Collective Agreement provision.	105	-	105	-
Corporate Reorganization savings due to implementation of service excellence initiative.	(104)	-	(104)	-
Total Adjustments to Base Budget	(384)	385	1	-

City of Ottawa

Communications & Customer Service - Operating Resource Requirement Explanatory Notes

In Thousands (\$000)

2010 Pressure Category / Explanation	Increase / (Decrease)			
	Exp.	Rev.	Net 2010 Changes	FTE Impact
Maintain Services All programs include an adjustment for 2010 contract settlements, increments, and benefit adjustments	259	-	259	-
Total Maintain Services	259	-	259	-
Provincial Legislated Provincial upload of birth registration program.	(130)	-	(130)	(2.00)
Total Provincial Legislated	(130)	-	(130)	(2.00)
User Fees & Charges See following user fee schedule for details on the specific rates.	-	-	-	-
Total User Fees & Charges	-	-	-	-
Total Budget Changes	(255)	385	130	(2.00)

City of Ottawa
Communications & Customer Service - User Fees

User Fees	2008 Rate	2009 Rate	2010 Rate	% Change Over		Effective Date	2010 Revenue
	\$	\$	\$	2009	2008	DD-MMM-YY	(\$000)
Community & Customer Service							
Photocopies							
First Page	1.10	1.10	1.12	1.8%	1.8%	01-Apr-10	-
Each additional page	0.30	0.30	0.31	3.3%	3.3%	01-Apr-10	-
Promotional Merchandise							
new Corn Mug (Environmentally Friendly)	-	12.00	12.25	2.1%	n/a	01-Apr-10	-
new Executive Pen	-	14.00	14.30	2.1%	n/a	01-Apr-10	-
new Small Padfolio	-	14.00	14.30	2.1%	n/a	01-Apr-10	-
new Standard Mugs	-	4.50	4.60	2.2%	n/a	01-Apr-10	-
Backpack	24.00	24.00	24.50	2.1%	2.1%	01-Apr-10	-
Badge Holder	2.50	2.50	2.55	2.0%	2.0%	01-Apr-10	-
Baseball Caps	5.25	5.25	5.35	1.9%	1.9%	01-Apr-10	-
Blankets (fleece)	13.00	13.00	13.25	1.9%	1.9%	01-Apr-10	-
Buttons	0.30	0.30	0.31	3.3%	3.3%	01-Apr-10	-
Calculator - 2006	6.95	6.95	7.10	2.2%	2.2%	01-Apr-10	-
Carabiner - Heart or Star	3.95	3.95	4.00	1.3%	1.3%	01-Apr-10	-
Carabiner - Standard ~	1.25	1.25	1.30	4.0%	4.0%	01-Apr-10	-
Ceramic Halo - Blue,Green	3.40	3.40	3.50	2.9%	2.9%	01-Apr-10	-
Coasters	20.00	20.00	20.50	2.5%	2.5%	01-Apr-10	-
Colored Pencil	-	0.50	0.51	2.0%	n/a	01-Apr-10	-
Crewneck Sweatshirt - Navy, Green, Grey, Burgundy, Brown, Royal Blue	14.00	15.00	15.30	2.0%	9.3%	01-Apr-10	-
Custom Baseball Caps	9.50	9.50	9.70	2.1%	2.1%	01-Apr-10	-
Desk Top Flag	3.40	6.50	6.65	2.3%	95.6%	01-Apr-10	-
Flag Large 9x5	75.00	76.00	77.50	2.0%	3.3%	01-Apr-10	-
Flag Small 6x3	55.00	57.00	58.15	2.0%	5.7%	01-Apr-10	-
Flask Set	20.00	21.00	21.45	2.1%	7.3%	01-Apr-10	-
Fleece Jacket Full Zipper - Red or Grey	35.00	37.00	37.75	2.0%	7.9%	01-Apr-10	-
Fleece Pull Over 3/4 Zipper - Grey	38.00	36.00	36.75	2.1%	-3.3%	01-Apr-10	-
Fleece Scarfs	-	6.00	6.15	2.5%	n/a	01-Apr-10	-
Fleece Toque	-	6.00	6.15	2.5%	n/a	01-Apr-10	-

City of Ottawa
Communications & Customer Service - User Fees

User Fees	2008 Rate	2009 Rate	2010 Rate	% Change Over		Effective Date	2010 Revenue
	\$	\$	\$	2009	2008	DD-MMM-YY	(\$000)
<u>Promotional Merchandise (Cont.)</u>							
Golf Balls	6.20	6.50	6.65	2.3%	7.3%	01-Apr-10	-
Golf Shirt - Red or Green	17.25	20.00	20.50	2.5%	18.8%	01-Apr-10	-
Golf Shirts - Ladies - Black, Midnight Blue, Newport Blue, Sand Du	18.00	20.00	20.50	2.5%	13.9%	01-Apr-10	-
Golf Shirts - Ladies - French Blue, Blue, Beige	18.00	18.00	18.40	2.2%	2.2%	01-Apr-10	-
Golf Shirts - Men	18.00	18.00	18.40	2.2%	2.2%	01-Apr-10	-
Heritage Books	-	7.00	7.15	2.1%	n/a	01-Apr-10	-
Hockey Pucks	2.00	2.00	2.05	2.5%	2.5%	01-Apr-10	-
Hoodie	27.00	27.00	27.55	2.0%	2.0%	01-Apr-10	-
Keylight Key Chain	2.55	2.60	2.65	1.9%	3.9%	01-Apr-10	-
Lanyard	2.00	2.50	2.55	2.0%	27.5%	01-Apr-10	-
Lapel Pins (Gold)	1.10	1.50	1.55	3.3%	40.9%	01-Apr-10	-
LED Lights	2.25	2.25	2.30	2.2%	2.2%	01-Apr-10	-
Long Sleeve T-Shirts	10.35	12.00	12.25	2.1%	18.4%	01-Apr-10	-
Micro Fleece Jacket - Black/Grey	38.00	39.00	39.80	2.1%	4.7%	01-Apr-10	-
Mini Highlighter ~	0.90	1.00	1.05	5.0%	16.7%	01-Apr-10	-
Mint Dispenser	1.25	1.30	1.35	3.8%	8.0%	01-Apr-10	-
Mouse Pad	5.95	5.95	6.05	1.7%	1.7%	01-Apr-10	-
Padfolio	16.00	17.00	17.35	2.1%	8.4%	01-Apr-10	-
Pen - Light Blue, Black, Yellow, Navy	1.00	1.00	1.05	5.0%	5.0%	01-Apr-10	-
Pen & Pencil Set - Trojan	3.45	3.60	3.70	2.8%	7.2%	01-Apr-10	-
Pewter Pins	-	1.00	1.05	5.0%	n/a	01-Apr-10	-
Playing Cards ~	2.45	2.50	2.55	2.0%	4.1%	01-Apr-10	-
Short Sleeved T-Shirt	6.95	9.00	9.20	2.2%	32.4%	01-Apr-10	-
Single Strap Knapsack	8.00	8.50	8.70	2.4%	8.7%	01-Apr-10	-
Sports Water Bottle	3.50	3.50	3.60	2.9%	2.9%	01-Apr-10	-
Stainless Steel Water Bottle - Silver or Blue	-	10.00	10.20	2.0%	n/a	01-Apr-10	-
Tattoos	0.20	0.20	0.21	5.0%	5.0%	01-Apr-10	-
Teddy Bear - Green or Burgundy	9.00	9.00	9.20	2.2%	2.2%	01-Apr-10	-
Toque ~	5.10	5.25	5.35	1.9%	4.9%	01-Apr-10	-
Tote Bag Canvas	13.35	13.35	13.60	1.9%	1.9%	01-Apr-10	-
Tote Bag Foldable - Royal Blue, Pink, Black	5.00	6.00	6.15	2.5%	23.0%	01-Apr-10	-
Travel Mug	-	9.55	9.75	2.1%	n/a	01-Apr-10	-
Travel Mug tumbler	7.50	7.50	7.65	2.0%	2.0%	01-Apr-10	-
Umbrella	30.00	30.00	30.60	2.0%	2.0%	01-Apr-10	-
Water Bottle (Polycarbon)	5.50	5.50	5.60	1.8%	1.8%	01-Apr-10	-
Total Community & Customer Service							-

City of Ottawa

Communications & Customer Service - Committee Recommendations

In Thousands (\$000)

Strategy Category	Program / Service Adjustment	2010 CSEDC Recommendations			
		Exp	Rev	Net Impact	FTE Impact
1	<p><u>Recommendation</u> Eliminate the budget pressure to increase staff resources.</p> <p><u>Impact on Public / City Departments</u> The requirement to provide communications support for an increasing range of new City programs and services and/or expanding existing ones has stretched staff resources to capacity, and creating situations where service gaps are appearing and support capacity is dipping below minimally acceptable levels. Additional communications staff resources are necessary to adequately develop public-facing communications materials/strategies (web content, publications, communications campaigns) for new projects that include the Lansdowne Partnership Plan, Source Separated Organics (Green Bin) Program, and the DOTT/Rapid Transit Network. Without these additional resources, Client Services support will not be sustained at current levels. All new programs and services would not receive the communications support that is required, thereby impacting the quality of public communications and public understanding of City initiatives, and requiring a further contracting out of communications services that would raise costs significantly higher than providing these services in-house.</p>	(130)	-	(130)	(1.50)
Total CSEDC Recommendations		(130)	-	(130)	(1.50)

1 - New Revenue Opportunities	2 - Deferral of Proposed New Service Expenditures	3 - Deferral of Capital Projects	4 Adjustments to Existing Services
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City of Ottawa
 Capital Budget - New Authority
 In Thousands (\$000)

Description	2010	Funding						
	New Authority	Revenues	Tax Supported & Other Reserves	Rate Supported	Develop. Charges	Debt		
						Tax	Rate	DC
IT Productivity Improvements								
Strategic Initiatives								
905716 SE-Citizen-Centric Svcs(e-services/311)	12,000	-	-	-	-	12,000	-	-
	12,000	-	-	-	-	12,000	-	-
Total	12,000	-	-	-	-	12,000	-	-

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

Operating Resource Requirement	2008	2009		2010	\$ Change Over		2011	2012
	Actual	Forecast	Budget	Estimate	2009 Budget	2008 Actual	Forecast	
Expenditures by Program								
Deputy City Manager's Office - ISCS	1,739	1,511	1,528	1,252	(276)	(487)	1,287	1,322
Productivity Improvements	-	-	-	-	-	-	-	-
Gross Expenditure	1,739	1,511	1,528	1,252	(276)	(487)	1,287	1,322
Recoveries & Allocations	-	-	-	(150)	(150)	(150)	(150)	(150)
Net Expenditure	1,739	1,511	1,528	1,102	(426)	(637)	1,137	1,172
Expenditures by Type								
Salaries, Wages & Benefits	1,604	1,394	1,386	1,110	(276)	(494)	1,146	1,181
Overtime	9	5	5	5	-	(4)	5	5
Material & Services	142	100	122	122	-	(20)	121	121
Transfers/Grants/Financial Charges	-	-	-	-	-	-	-	-
Fleet Costs	-	-	-	-	-	-	-	-
Program Facility Costs	-	-	-	-	-	-	-	-
Other Internal Costs	(16)	12	15	15	-	31	15	15
Gross Expenditures	1,739	1,511	1,528	1,252	(276)	(487)	1,287	1,322
Recoveries & Allocations	-	-	-	(150)	(150)	(150)	(150)	(150)
Net Expenditure	1,739	1,511	1,528	1,102	(426)	(637)	1,137	1,172
Revenues By Type								
Federal	-	-	-	-	-	-	-	-
Provincial	-	-	-	-	-	-	-	-
Municipal	-	-	-	-	-	-	-	-
Own Funds	-	-	-	-	-	-	-	-
Fees and Services	(80)	-	-	-	-	80	-	-
Fines	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Total Revenue	(80)	-	-	-	-	80	-	-
Net Requirement	1,659	1,511	1,528	1,102	(426)	(557)	1,137	1,172
Full Time Equivalents	13.49	10.49	10.49	10.49	-	(3.00)	10.49	10.49

City of Ottawa
Deputy City Manager - Operating Resource Requirement Analysis

In Thousands (\$000)

Operating Resource Requirement Analysis	2009 Baseline			2010 Adjustments						2010	\$ Change Over '09 Budget	% of Exp. on Comp./ Benefits
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	New Services / Needs	Efficiencies	User Fees & Charges	Estimate		
Expenditures by Program												
Deputy City Manager's Office - ISCS	1,511	1,528	(461)	35	-	150	-	-	-	1,252	(276)	89.1%
Productivity Improvements	-	-	-	-	-	-	-	-	-	-	-	0.0%
Gross Expenditure	1,511	1,528	(461)	35	-	150	-	-	-	1,252	(276)	89.1%
Recoveries & Allocations	-	-	-	-	-	(150)	-	-	-	(150)	(150)	
Net Expenditure	1,511	1,528	(461)	35	-	-	-	-	-	1,102	(426)	
Percent of 2009 Net Expenditure Budget			-30.2%	2.3%	0.0%	0.0%	0.0%	0.0%	0.0%	-27.9%		
Expenditures by Type												
Salaries, Wages & Benefits	1,394	1,386	(461)	35	-	150	-	-	-	1,110	(276)	
Overtime	5	5	-	-	-	-	-	-	-	5	-	
Material & Services	100	122	-	-	-	-	-	-	-	122	-	
Transfers/Grants/Financial Charges	-	-	-	-	-	-	-	-	-	-	-	
Fleet Costs	-	-	-	-	-	-	-	-	-	-	-	
Program Facility Costs	-	-	-	-	-	-	-	-	-	-	-	
Other Internal Costs	12	15	-	-	-	-	-	-	-	15	-	
Gross Expenditures	1,511	1,528	(461)	35	-	150	-	-	-	1,252	(276)	
Recoveries & Allocations	-	-	-	-	-	(150)	-	-	-	(150)	(150)	
Net Expenditure	1,511	1,528	(461)	35	-	-	-	-	-	1,102	(426)	
Revenues By Type												
Federal	-	-	-	-	-	-	-	-	-	-	-	
Provincial	-	-	-	-	-	-	-	-	-	-	-	
Municipal	-	-	-	-	-	-	-	-	-	-	-	
Own Funds	-	-	-	-	-	-	-	-	-	-	-	
Fees and Services	-	-	-	-	-	-	-	-	-	-	-	
Fines	-	-	-	-	-	-	-	-	-	-	-	
Other	-	-	-	-	-	-	-	-	-	-	-	
Total Revenue	-	-	-	-	-	-	-	-	-	-	-	
Percent of 2009 Revenue Budget			0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%		
Net Requirement	1,511	1,528	(461)	35	-	-	-	-	-	1,102	(426)	
Percent of 2009 Net Requirement Budget			-30.2%	2.3%	0.0%	0.0%	0.0%	0.0%	0.0%	-27.9%		
Full Time Equivalents (FTE's)	10.49	10.49	-	-	-	-	-	-	-	10.49	-	
Percent of 2009 FTE's			0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%		

City of Ottawa

Deputy City Manager - Operating Resource Requirement Explanatory Notes

In Thousands (\$000)

2009 Forecast vs. Budget Variance Explanation	Surplus / (Deficit)		
	Exp.	Rev.	Net
Forecast vs. Budget Variance Explanation			
Miscellaneous savings.	17	-	17
Total Surplus / (Deficit)	17	-	17

2009 Baseline Adjustments / Explanations	Increase / (Decrease)			
	Exp.	Rev.	Net 2010 Changes	FTE Impact
Adjustments to Base Budget				
Corporate Reorganization savings due to implementation of service excellence initiative.	(466)	-	(466)	-
Adjustment for 2009 budget shortfall in Collective Agreement provision.	5	-	5	-
Total Adjustments to Base Budget	(461)	-	(461)	-
Maintain Services				
All programs include an adjustment for 2010 contract settlements, increments, and benefit adjustments.	35	-	35	-
Total Maintain Services	35	-	35	-

2010 Pressure Category / Explanation	Increase / (Decrease)			
	Exp.	Rev.	Net 2010 Changes	FTE Impact
Growth				
Director Rail Implementation - 100% recoverable from capital.	150	-	150	-
Director Rail Implementation - capital recoveries.	(150)	-	(150)	-
Total Growth	-	-	-	-
Total Budget Changes	(426)	-	(426)	-

**City of Ottawa
Capital Budget - New Authority
In Thousands (\$000)**

Description	2010	Funding						
	New Authority	Revenues	Tax Supported & Other Reserves	Rate Supported	Develop. Charges	Debt		
						Tax	Rate	DC
Infrastructure Services & Community Sustainability DCM's Office								
Renewal of City Assets								
905609 LCR - General Government	1,904	-	1,904	-	-	-	-	-
905661 RG-LCR - General Government	1,710	-	1,710	-	-	-	-	-
905725 LCR Lansdowne Park - 2010	3,223	-	3,223	-	-	-	-	-
	6,837	-	6,837	-	-	-	-	-
Strategic Initiatives								
905667 Accessibility - General Government	570	-	570	-	-	-	-	-
	570	-	570	-	-	-	-	-
Total	7,407	-	7,407	-	-	-	-	-
Per the Omnibus motions approved by the ABF Committee, the following projects have been deferred or reduced:								
1) Motion: Decrease contribution to capital for Strategic projects No projects deferred								
2) Motion: Adjust inflation component of increase in contribution to Capital Fund 905609 LCR - General Government	(267)	-	(267)	-	-	-	-	-

City of Ottawa
Community Sustainability - Operating Resource Requirement

In Thousands (\$000)

Operating Resource Requirement	2008	2009		2010	\$ Change Over		2011	2012
	Actual	Forecast	Budget	Estimate	2009 Budget	2008 Actual	Forecast	
Expenditures by Program								
Economic Development	2,482	3,715	3,724	3,530	(194)	1,048	3,791	3,854
Gross Expenditure	2,482	3,715	3,724	3,530	(194)	1,048	3,791	3,854
Recoveries & Allocations	-	-	-	-	-	-	-	-
Net Expenditure	2,482	3,715	3,724	3,530	(194)	1,048	3,791	3,854
Expenditures by Type								
Salaries, Wages & Benefits	543	551	546	571	25	28	792	815
Overtime	5	7	7	7	-	2	7	7
Material & Services	63	72	83	83	-	20	83	83
Transfers/Grants/Financial Charges	1,865	3,079	3,084	2,865	(219)	1,000	2,905	2,945
Fleet Costs	-	-	-	-	-	-	-	-
Program Facility Costs	-	-	-	-	-	-	-	-
Other Internal Costs	6	6	4	4	-	(2)	4	4
Gross Expenditure	2,482	3,715	3,724	3,530	(194)	1,048	3,791	3,854
Recoveries & Allocations	-	-	-	-	-	-	-	-
Net Expenditure	2,482	3,715	3,724	3,530	(194)	1,048	3,791	3,854
Revenues By Type								
Federal	-	-	-	-	-	-	-	-
Provincial	-	-	-	-	-	-	-	-
Municipal	-	-	-	-	-	-	-	-
Own Funds	-	-	-	-	-	-	-	-
Fees and Services	(24)	-	-	-	-	24	-	-
Fines	-	-	-	-	-	-	-	-
Total Revenue	(24)	-	-	-	-	24	-	-
Net Requirement	2,458	3,715	3,724	3,530	(194)	1,072	3,791	3,854
Full Time Equivalents	6.00	6.00	6.00	6.00	0.00	0.00	8.00	8.00

City of Ottawa
Community Sustainability - Operating Resource Requirement Analysis

In Thousands (\$000)

Operating Resource Requirement Analysis	2009 Baseline			2010 Adjustments						2010	\$ Change Over '09 Budget	% of Exp. on Comp./ Benefits
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	New Services / Needs	Efficiencies	User Fees & Charges	Estimate		
Expenditures by Program												
Economic Development	3,715	3,724	4	(198)	-	-	-	-	-	3,530	(194)	16.4%
Gross Expenditure	3,715	3,724	4	(198)	-	-	-	-	-	3,530	(194)	16.4%
Recoveries & Allocations	-	-	-	-	-	-	-	-	-	-	-	-
Net Expenditure	3,715	3,724	4	(198)	-	-	-	-	-	3,530	(194)	
Percent of 2009 Net Expenditure Budget			0.1%	-5.3%	0.0%	0.0%	0.0%	0.0%	0.0%	-5.2%		
Expenditures by Type												
Salaries, Wages & Benefits	551	546	4	21	-	-	-	-	-	571	25	
Overtime	7	7	-	-	-	-	-	-	-	7	-	
Material & Services	72	83	-	-	-	-	-	-	-	83	-	
Transfers/Grants/Financial Charges	3,079	3,084	-	(219)	-	-	-	-	-	2,865	(219)	
Fleet Costs	-	-	-	-	-	-	-	-	-	-	-	
Program Facility Costs	-	-	-	-	-	-	-	-	-	-	-	
Other Internal Costs	6	4	-	-	-	-	-	-	-	4	-	
Gross Expenditure	3,715	3,724	4	(198)	-	-	-	-	-	3,530	(194)	
Recoveries & Allocations	-	-	-	-	-	-	-	-	-	-	-	
Net Expenditure	3,715	3,724	4	(198)	-	-	-	-	-	3,530	(194)	
Revenues By Type												
Federal	-	-	-	-	-	-	-	-	-	-	-	
Provincial	-	-	-	-	-	-	-	-	-	-	-	
Municipal	-	-	-	-	-	-	-	-	-	-	-	
Own Funds	-	-	-	-	-	-	-	-	-	-	-	
Fees and Services	-	-	-	-	-	-	-	-	-	-	-	
Fines	-	-	-	-	-	-	-	-	-	-	-	
Total Revenue	-	-	-	-	-	-	-	-	-	-	-	
Percent of 2009 Revenue Budget			0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%		
Net Requirement	3,715	3,724	4	(198)	-	-	-	-	-	3,530	(194)	
Percent of 2009 Net Requirement Budget			0.1%	-5.3%	0.0%	0.0%	0.0%	0.0%	0.0%	-5.2%		
Full Time Equivalents (FTE's)	6.00	6.00	-	-	-	-	-	-	-	6.00	-	
Percent of 2009 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)

2009 Forecast vs. Budget Variance Explanation	Surplus / (Deficit)		
	Exp.	Rev.	Net
Forecast vs. Budget Variance Explanation			
Miscellaneous savings.	9	-	9
Total Surplus / (Deficit)	9	-	9

2009 Baseline Adjustments / Explanations	Increase / (Decrease)			
	Exp.	Rev.	Net 2010 Changes	FTE Impact
Adjustments to Base Budget				
Adjustment for 2009 budget shortfall in Collective Agreement provision.	4	-	4	-
Total Adjustments to Base Budget	4	-	4	-

2010 Pressure Category / Explanation	Increase / (Decrease)			
	Exp.	Rev.	Net 2010 Changes	FTE Impact
Maintain Services				
All programs include an adjustment for 2010 contract settlements, increments, and benefit adjustments.	21	-	21	-
Re-allocate \$219K from the Economic Development project budget to the contingency fund.	(219)	-	(219)	-
Total Maintain Services	(198)	-	(198)	-
Total Budget Changes	(194)	-	(194)	-

City of Ottawa
Community Sustainability - Committee Recommendations
 In Thousands (\$000)

Strategy Category	Branch	Program / Service Adjustment	2010 CSEDG Recommendations			
			Exp	Rev	Net Impact	FTE Impact
4	Eco Dev	Recommendation Re-allocate \$219K from the Economic Development project budget to the contingency fund.	(219)	-	(219)	-
		Impact on Public / City Departments This option will reduce the Economic Development project budget by 17.8% and lower the City's flexibility in advancing a range of economic development and job creation initiatives and could result in a reduction in leveraged funding from the private sector and other levels of government and/or a reduction of direct support to partners such as Ottawa's Countryside, Ottawa Gatineau Film & Television Development Corporation, OCRI, Lead to Win and the City's Business Advisory Committee. This re-allocation would limit the City's ability to respond to current challenging economic conditions and could result in projects arising from a refreshed Economic Strategy having to compete with other priorities to be funded from the contingency fund.				
Total CSEDG Recommendations			(219)	-	(219)	-

1 - New Revenue Opportunities	2 - Deferral of Proposed New Service Expenditures	3 - Deferral of Capital Projects	4 Adjustments to Existing Services
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City of Ottawa
Planning & Growth Management - Operating Resource Requirement

In Thousands (\$000)

Operating Resource Requirement	2008	2009		2010	\$ Change Over		2011	2012
	Actual	Forecast	Budget	Estimate	2009 Budget	2008 Actual	Forecast	
Expenditure by Program								
General Manager's Office - PGM	1,208	724	329	556	227	(652)	1,663	1,700
Business Support & Evaluation	666	851	1,208	1,041	(167)	375	1,088	1,112
Development Review Process (Urban)	5,070	4,175	4,328	4,495	167	(575)	4,762	4,869
Development Review Process (Suburban)	6,307	6,079	6,125	6,388	263	81	6,565	6,713
Development Review Process (Consol)	270	284	277	278	1	8	278	284
Policy Development & Urban Design	4,971	4,825	4,876	4,620	(256)	(351)	4,767	4,874
Building Code Services-Other Perm & Compl Rep	607	652	739	764	25	157	784	802
Productivity Improvements	-	-	-	-	-	-	-	-
Gross Expenditure	19,099	17,590	17,882	18,142	260	(957)	19,907	20,355
Recoveries & Allocations	(6,752)	(4,233)	(4,196)	(4,196)	-	2,556	(4,196)	(4,196)
Net Expenditure	12,347	13,357	13,686	13,946	260	1,599	15,711	16,159
Expenditure by Type								
Salaries, Wages & Benefits	14,633	15,686	16,087	16,641	554	2,008	17,171	17,619
Overtime	135	54	54	54	-	(81)	54	54
Material & Services	1,163	1,486	1,376	882	(494)	(281)	1,132	1,132
Transfers/Grants/Financial Charges	80	150	150	350	200	270	1,350	1,350
Fleet Costs	15	-	-	-	-	(15)	-	-
Program Facility Costs	-	-	-	-	-	-	-	-
Other Internal Costs	3,073	214	215	215	-	(2,858)	200	200
Gross Expenditure	19,099	17,590	17,882	18,142	260	(957)	19,907	20,355
Recoveries & Allocations	(6,752)	(4,233)	(4,196)	(4,196)	-	2,556	(4,196)	(4,196)
Net Expenditure	12,347	13,357	13,686	13,946	260	1,599	15,711	16,159
Revenue By Type								
Federal	-	-	-	-	-	-	-	-
Provincial	-	-	-	-	-	-	-	-
Municipal	-	-	-	-	-	-	-	-
Own Funds	(280)	(594)	(594)	-	594	280	-	-
Fees and Services	(14,691)	(14,582)	(16,282)	(15,470)	812	(779)	(15,850)	(16,240)
Fines	-	-	-	-	-	-	-	-
Other	-	-	-	(21)	(21)	(21)	(21)	(21)
Total Revenue	(14,971)	(15,176)	(16,876)	(15,491)	1,385	(520)	(15,871)	(16,261)
Net Requirement	(2,624)	(1,819)	(3,190)	(1,545)	1,645	1,079	(160)	(102)
Full Time Equivalents	187.75	184.75	184.75	184.75	0.00	-3.00	184.75	184.75

City of Ottawa
Planning & Growth Management - Operating Resource Requirement Analysis

In Thousands (\$000)

Operating Resource Requirement Analysis	2009 Baseline			2010 Adjustments						2010	\$ Change Over '09 Budget	% of Exp. on Comp./ Benefits
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	New Services / Needs	Efficiencies	User Fees & Charges	Estimate		
Expenditure by Program												
General Manager's Office - PGM	724	329	14	13	-	-	200	-	-	556	227	1.6%
Business Support & Evaluation	851	1,208	(190)	23	-	-	-	-	-	1,041	(167)	4.4%
Development Review Process (Urban)	4,175	4,328	57	110	-	-	-	-	-	4,495	167	23.5%
Development Review Process (Suburban)	6,079	6,125	68	195	-	-	-	-	-	6,388	263	34.4%
Development Review Process (Consol)	284	277	1	-	-	-	-	-	-	278	1	0.0%
Policy Development & Urban Design	4,825	4,876	(404)	148	-	-	-	-	-	4,620	(256)	24.0%
Building Code Services-Other Perm & Compl Rep	652	739	5	20	-	-	-	-	-	764	25	4.0%
Productivity Improvements	-	-	-	-	-	-	-	-	-	-	-	0.0%
Gross Expenditure	17,590	17,882	(449)	509	-	-	200	-	-	18,142	260	92.0%
Recoveries & Allocations	(4,233)	(4,196)	-	-	-	-	-	-	-	(4,196)	-	
Net Expenditure	13,357	13,686	(449)	509	-	-	200	-	-	13,946	260	
Percent of 2009 Net Expenditure Budget			-3.3%	3.7%	0.0%	0.0%	1.5%	0.0%	0.0%	1.9%		
Expenditure by Type												
Salaries, Wages & Benefits	15,686	16,087	45	509	-	-	-	-	-	16,641	554	
Overtime	54	54	-	-	-	-	-	-	-	54	-	
Material & Services	1,486	1,376	(494)	-	-	-	-	-	-	882	(494)	
Transfers/Grants/Financial Charges	150	150	-	-	-	-	200	-	-	350	200	
Fleet Costs	-	-	-	-	-	-	-	-	-	-	-	
Program Facility Costs	-	-	-	-	-	-	-	-	-	-	-	
Other Internal Costs	214	215	-	-	-	-	-	-	-	215	-	
Gross Expenditure	17,590	17,882	(449)	509	-	-	200	-	-	18,142	260	
Recoveries & Allocations	(4,233)	(4,196)	-	-	-	-	-	-	-	(4,196)	-	
Net Expenditure	13,357	13,686	(449)	509	-	-	200	-	-	13,946	260	
Revenue By Type												
Federal	-	-	-	-	-	-	-	-	-	-	-	
Provincial	-	-	-	-	-	-	-	-	-	-	-	
Municipal	-	-	-	-	-	-	-	-	-	-	-	
Own Funds	(594)	(594)	594	-	-	-	-	-	-	-	594	
Fees and Services	(14,582)	(16,282)	1,000	-	-	-	-	-	(188)	(15,470)	812	
Fines	-	-	-	-	-	-	-	-	-	-	-	
Other	-	-	(21)	-	-	-	-	-	-	(21)	(21)	
Total Revenue	(15,176)	(16,876)	1,573	-	-	-	-	-	(188)	(15,491)	1,385	
Percent of 2009 Revenue Budget			-9.3%	0.0%	0.0%	0.0%	0.0%	0.0%	1.1%	-8.2%		
Net Requirement	(1,819)	(3,190)	1,124	509	-	-	200	-	(188)	(1,545)	1,645	
Percent of 2009 Net Requirement Budget			-35.2%	-16.0%	0.0%	0.0%	-6.3%	0.0%	5.9%	-51.6%		
Full Time Equivalents (FTE's)	184.75	184.75	-	-	-	-	-	-	-	184.75	0.00	
Percent of 2009 FTE's			0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%		

City of Ottawa

Planning & Growth Management - Operating Resource Requirement Explanatory Notes

In Thousands (\$000)

2009 Forecast vs. Budget Variance Explanation	Surplus / (Deficit)		
	Exp.	Rev.	Net
Forecast vs. Budget Variance Explanation			
Miscellaneous savings.	329	-	329
Decreased planning processing revenues due to economic conditions.	-	(1,700)	(1,700)
Total Surplus / (Deficit)	329	(1,700)	(1,371)

2009 Baseline Adjustments / Explanations	Increase / (Decrease)			
	Exp.	Rev.	Net 2010 Changes	FTE Impact
Adjustments to Base Budget				
Corporate Reorganization savings due to implementation of service excellence initiative.	(82)	-	(82)	-
Adjustment for 2009 budget shortfall in Collective Agreement provision.	127	-	127	-
Removal of one-time items: Official Plan Review, Development Application Fees Review, Defence of Comprehensive Zoning By-law.	(594)	594	-	-
Redevelopment Studies transfer from capital - partially funded by Development Charges.	100	(21)	79	-
Adjustment to planning processing revenue.	-	1,000	1,000	-
Total Adjustments to Base Budget	(449)	1,573	1,124	-

2010 Pressure Category / Explanation	Increase / (Decrease)			
	Exp.	Rev.	Net 2010 Changes	FTE Impact
Maintain Services				
All programs include an adjustment for 2010 contract settlements, increments and benefit adjustments.	509	-	509	-
Total Maintain Services	509	-	509	-

City of Ottawa

Planning & Growth Management - Operating Resource Requirement Explanatory Notes

In Thousands (\$000)

2010 Pressure Category / Explanation	Increase / (Decrease)			FTE Impact
	Exp.	Rev.	Net 2010 Changes	
New Services / Needs				
Council approved grant program (ACS2009-ICS-PGM-0172) for the reimbursement of development-related fees to eligible charities and non-profit organizations for eligible construction projects.	200	-	200	-
Total New Services / Needs	200	-	200	-
User Fees & Charges				
See following user fee schedule for details on the specific rates.				
Right-of-Way By-Law, Permits and Inspections inflationary fee increase.	-	(100)	(100)	-
Building Code Services - Other Permits and Compliance Reporting inflationary fee increase.	-	(20)	(20)	-
Development Review Process - One percent inflationary fee.	-	(68)	(68)	-
Total User Fees & Charges	-	(188)	(188)	-
Total Budget Changes	260	1,385	1,645	-

City of Ottawa
Planning & Growth Management - User Fees

User Fees	2008 Rate	2009 Rate	2010 Rate	% Change Over		Effective Date DD-MMM-YY	2010 Revenue (\$000)
	\$	\$	\$	2009	2008		
Development Review Process						01-Apr-10	
Planning and Infrastructure Approvals							
Official Plan Amendment*	13,900.00	15,045.00	15,195.00	1.0%	9.3%		
Zoning By-Law Amendment Major*	11,300.00	12,210.00	12,332.00	1.0%	9.1%		
Zoning By-Law Amendment Minor*	5,800.00	6,270.00	6,333.00	1.0%	9.2%		
Zoning By-law Amendment - Severance of Surplus Farm Dwelling'	2,400.00	2,600.00	2,626.00	1.0%	9.4%		
Removal Holding Provision	4,000.00	4,320.00	4,363.00	1.0%	9.1%		
Application:							
Plan of Subdivision Approval 1 to 40*	24,000.00	25,935.00	26,194.00	1.0%	9.1%		
Plan of Subdivision Approval 41 to 250*	42,900.00	46,365.00	46,829.00	1.0%	9.2%		
Plan of Subdivision Approval 250+*	51,000.00	55,110.00	55,661.00	1.0%	9.1%		
P S Non residential Uses*	20,000.00	21,610.00	21,826.00	1.0%	9.1%		
P S Res & Non Res*	5,250.00	5,680.00	5,737.00	1.0%	9.3%		
Final:							
Plan of Subdivision Approval 1 to 40	5,250.00	5,680.00	5,737.00	1.0%	9.3%		
Plan of Subdivision Approval 41 to 250	6,200.00	6,705.00	6,772.00	1.0%	9.2%		
Plan of Subdivision Approval 250+	7,700.00	8,320.00	8,403.00	1.0%	9.1%		
P S Non residential Uses	2,600.00	2,815.00	2,843.00	1.0%	9.3%		
P S Res & Non Res	3,450.00	3,730.00	3,767.00	1.0%	9.2%		
Revisions	2,600.00	2,815.00	2,843.00	1.0%	9.3%		
Extension Draft Plan	2,400.00	2,600.00	2,626.00	1.0%	9.4%		
Condominium	8,800.00	9,510.00	9,605.00	1.0%	9.1%		
Condo Revision Extension	1,600.00	1,735.00	1,752.00	1.0%	9.5%		
Lifting 30 Cm Reserve	800.00	865.00	874.00	1.0%	9.3%		
Cash in Lieu Parking*	1,100.00	1,190.00	1,202.00	1.0%	9.3%		
Demolition Control*	1,250.00	1,355.00	1,369.00	1.0%	9.5%		
Site Plan Ctrl Director Consultation*	13,450.00	14,535.00	14,680.00	1.0%	9.1%		
Site Plan Ctrl Director No Consultation	3,000.00	3,240.00	3,272.00	1.0%	9.1%		
SPC Rev Director Consultation*	13,450.00	14,535.00	14,680.00	1.0%	9.1%		
SPC Rev Director No Consultation	2,100.00	2,275.00	2,298.00	1.0%	9.4%		
SPC Planner Rev / Ext	2,300.00	2,485.00	2,510.00	1.0%	9.1%		
SPC Street Townhouse in Plan of Subdivision	2,300.00	2,485.00	2,510.00	1.0%	9.1%		
SPC Rural	500.00	540.00	545.00	0.9%	9.0%		
Two-Stage Site Plan - Draft Approval*	9,500.00	10,265.00	10,368.00	1.0%	9.1%		

City of Ottawa
 Planning & Growth Management - User Fees

User Fees	2008 Rate	2009 Rate	2010 Rate	% Change Over		Effective Date DD-MMM-YY	2010 Revenue (\$000)
	\$	\$	\$	2009	2008		
Two-Stage Site Plan - Final Approval	3,950.00	4,270.00	4,313.00	1.0%	9.2%		
Part Lot Control No Consultation	3,900.00	4,220.00	4,262.00	1.0%	9.3%		
Part Lot Control Public Consultation*	12,000.00	12,965.00	13,095.00	1.0%	9.1%		
Part Lot Control Extension	500.00	540.00	545.00	0.9%	9.0%		
Street Opening	8,800.00	9,510.00	9,605.00	1.0%	9.1%		
Road Closing Travelled Arterial*	8,000.00	8,645.00	8,731.00	1.0%	9.1%		
Road Closing Untravelled Arterial	8,000.00	8,645.00	8,731.00	1.0%	9.1%		
Road Closing Travelled Road Lane*	3,000.00	3,240.00	3,272.00	1.0%	9.1%		
Road Closing Untravelled Road Lane	3,000.00	3,240.00	3,272.00	1.0%	9.1%		
Note: *Sign fee of \$400 applicable to the above fees							
Heritage Applications	2,300.00	2,485.00	2,510.00	1.0%	9.1%		
Engineering Design Review and Inspection Fees:							
- value of hard servicing	4%	4%	4%	0.0%	0.0%		
- value of soft servicing	2%	2%	2%	0.0%	0.0%		
- Review of Fourth and subsequent engineering submissions (per day).		750	758.00	1.1%	n/a		
Legal Fees on Final Subdivision:							
Plan of Subdivision Approval 1 to 40	2,760	2,845	2,873.00	1.0%	4.1%		
Plan of Subdivision Approval 41 to 250	4,245	4,375	4,419.00	1.0%	4.1%		
Plan of Subdivision Approval 250+	5,835	6,010	6,070.00	1.0%	4.0%		
Plan of Subdivision Approval Non-residential	1,060	1,095	1,106.00	1.0%	4.3%		
Plan of Subdivision Revision	635	655	662.00	1.1%	4.3%		
Site Plan Control							
Site Plan Ctrl Director Consultation	1,710	1,760	1,778.00	1.0%	4.0%		
Site Plan Ctrl Director No Consultation	1,710	1,760	1,778.00	1.0%	4.0%		
SPC Rev Director Consultation	860	885	894.00	1.0%	4.0%		
SPC Rev Director No Consultation	860	885	894.00	1.0%	4.0%		
SPC Two-Stage Final Approval	1,710	1,760	1,778.00	1.0%	4.0%		
Plan of Condominium Approval	1,485	1,530	1,545.00	1.0%	4.0%		
Condominium Revision/Extension	635	655	662.00	1.1%	4.3%		
Other Legal Fees:							
Part Lot Control	425	440	444.00	0.9%	4.5%		
Part Lot Control Extension	315	325	328.00	0.9%	4.1%		

City of Ottawa
Planning & Growth Management - User Fees

User Fees	2008 Rate	2009 Rate	2010 Rate	% Change Over		Effective Date DD-MMM-YY	2010 Revenue (\$000)
	\$	\$	\$	2009	2008		
Lifting 30 Cm Reserve	235	240	242.00	0.8%	3.0%		
Cash in Lieu Parking	475	490	495.00	1.0%	4.2%		
Demolition Control	315	325	328.00	0.9%	4.1%		
Street Opening	900	930	939.00	1.0%	4.3%		
Road Closing	590	610	616.00	1.0%	4.4%		
Miscellaneous Legal Fees Related to Planning Appl.:							
Easement	425	440	444.00	0.9%	4.5%		
Encroachment	425	440	444.00	0.9%	4.5%		
Conveyance as a condition of Development App.	175	180	182.00	1.1%	3.9%		
Postponement Agreement	175	180	182.00	1.1%	3.9%		
Partial Discharge of Mortgage	175	180	182.00	1.1%	3.9%		
Maintenance & Liability Agreement	370	380	384.00	1.1%	3.8%		
Do-It-Yourself Construction Agreement	850	875	884.00	1.0%	4.0%		
Watermain Agreements	175	180	182.00	1.1%	3.9%		
Inhibiting Orders (Routine)	175	180	182.00	1.1%	3.9%		
Inhibiting Orders (Complex)	530	545	550.00	0.9%	3.7%		
Release of Inhibiting Orders (Routine)	115	120	121.00	0.8%	5.2%		
Release of Inhibiting Orders (Complex)	530	545	550.00	0.9%	3.7%		
Early Servicing Agreements	3,395	3,500	3,535.00	1.0%	4.1%		
Deferral Agreement for RDCS	350	360	364.00	1.1%	3.9%		
Release of Deferral Agreement	175	180	182.00	1.1%	3.9%		
Communal Water Agreement	3,395	3,500	3,535.00	1.0%	4.1%		
Private Roadway Agreement	425	440	444.00	0.9%	4.5%		
Release of Site Plan Agreement	285	295	298.00	1.0%	4.6%		
Pre-servicing Agreement	285	295	298.00	1.0%	4.6%		
Agreements arising from Consent Applications	1,085	1,120	1,131.00	1.0%	4.2%		
Agreements arising from Minor Variance	425	440	444.00	0.9%	4.5%		
Well Agreements	175	180	182.00	1.1%	3.9%		
Other Agreements arising from Committee of Adjustment Applications	285	295	298.00	1.0%	4.6%		

City of Ottawa
Planning & Growth Management - User Fees

User Fees	2008 Rate	2009 Rate	2010 Rate	% Change Over		Effective Date DD-MMM-YY	2010 Revenue (\$000)		
	\$	\$	\$	2009	2008				
Planning review of Committee of Adjustment Applications:									
Minor Variance Planning Review		300	303.00	1.0%	0.0%				
Consent application Planning Review		500	505.00	1.0%	0.0%				
Total Development Review Process							(68)		
By-Laws Permits and Inspections									
Home Builder's Wayfinding Sign permit:									
- per annum/sign	1,020.00	1,040.00	1,065.00	2.4%	4.4%	01-Apr-10			
Farm signs application fee									
- per sign	76.50	78.00	80.00	2.6%	4.6%				
Temporary Encroachment Fees:									
Customer Service Boxes(Vending/courier drop/publication distribution):									
- encroachment fee per annum	72.00	73.50	75.50	2.7%	4.9%				
- removal fee per box	72.00	73.50	75.50	2.7%	4.9%				
Surface Encroachment/Construction:									
- Rental on Sidewalk per sqm/day	1.20	1.23	1.26	2.4%	5.0%				
- Rental on Boulevard per sqm/day	0.52	0.53	0.54	1.9%	3.8%				
- Minimum Rental Charge daily	24.00	24.50	25.00	2.0%	4.2%				
- Permit processing fee	47.50	48.50	49.75	2.6%	4.7%				
Outdoor Patio:									
- First time review fee	258.00	264.00	271.00	2.7%	5.0%				
- Permit processing fee	47.50	48.50	49.50	2.1%	4.2%				
- Rental on Sidewalk per sqm/day	1.20	1.23	1.26	2.4%	5.0%				
- Rental on Boulevard per sqm/day	0.52	0.53	0.54	1.9%	3.8%				
Tourist Information Kiosk:									
- Rental on Roadway or Sidewalk per sqm/day	1.20	1.23	1.26	2.4%	5.0%				
- Rental on unimproved Boulevard per sqm/day	0.52	0.53	0.54	1.9%	3.8%				
Aerial – Residential and Commercial Permit processing fee	47.50	48.50	49.50	2.1%	4.2%				
Special Vehicle Permits:									
- Annual	245.00	250.00	257.00	2.8%	4.9%				
- Project	185.00	189.00	194.00	2.6%	4.9%				
- Single Trip	75.00	76.50	78.50	2.6%	4.7%				
- Single Trip – Super Load	595.00	607.00	622.00	2.5%	4.5%				

City of Ottawa
 Planning & Growth Management - User Fees

User Fees	2008 Rate	2009 Rate	2010 Rate	% Change Over		Effective Date DD-MMM-YY	2010 Revenue (\$000)	
	\$	\$	\$	2009	2008			
Private Approach Permit Fees:								
- Single Detached Dwellings	124.00	126.50	129.50	2.4%	4.4%			
- Commercial, Industrial & Multi-residential								
(i) up to 49 parking spaces	215.00	220.00	225.50	2.5%	4.9%			
(ii) 50-99 parking spaces	430.00	439.00	450.00	2.5%	4.7%			
(iii) more than 100 parking spaces	552.00	563.00	577.00	2.5%	4.5%			
- Inspect fee for culvert installation	72.00	73.50	75.50	2.7%	4.9%			
- Affidavit for supporting non-conforming	297.00	303.00	310.00	2.3%	4.4%			
Road Cut Fees:								
- Road cut permit fee	355.00	362.00	371.00	2.5%	4.5%			
- Road cut permit renewal fee	125.00	127.50	130.70	2.5%	4.6%			
- Winter Inspection Charges Fee per mth	38.25	39.00	40.00	2.6%	4.6%			
Total By-Laws Permits and Inspections							(100)	
Building Code Services						01-Apr-10		
Other Permits & Compliance Reporting								
<i>Many of the fees are price sensitive and thus no increase is proposed for some fees.</i>								
Agency Letters	300.00	325.00	335.00	3.1%	11.7%			
Pool Enclosures	150.00	150.00	155.00	3.3%	3.3%			
Private Roadway Naming	1,510.00	1,600.00	1,650.00	3.1%	9.3%			
Permanent signs on private property	270.00	280.00	300.00	7.1%	11.1%			
Permanent signs on private property - eportal	-	270.00	290.00	7.4%	0.0%			
Developer Directional Sign (New)	-	270.00	300.00	11.1%	0.0%			
Development Sign - Size 1	-	270.00	300.00	11.1%	0.0%			
Development Sign - Size 2	-	540.00	570.00	5.6%	0.0%			
Development Sign - Size 3	-	1,000.00	1,100.00	10.0%	0.0%			
Billboards	1,600.00	1,650.00	1,700.00	3.0%	6.3%			
Street Ad Sign	500.00	500.00	600.00	20.0%	20.0%			
Sign Encroachment (Initial)	250.00	250.00	260.00	4.0%	4.0%			
Sign Encroachment (Renewal)	100.00	100.00	100.00	0.0%	0.0%			
Signs Minor Variance	1,500.00	1,600.00	1,650.00	3.1%	10.0%			
Street Name Change	2,100.00	2,200.00	2,300.00	4.5%	9.5%			
View and Release of Building Permit Records:								

City of Ottawa
Planning & Growth Management - User Fees

User Fees	2008 Rate	2009 Rate	2010 Rate	% Change Over		Effective Date DD-MMM-YY	2010 Revenue (\$000)
	\$	\$	\$	2009	2008		
Applications	60.00	62.00	65.00	4.8%	8.3%		
Zoning and Building Code Compliance Reports:							
Zoning information letter - Dev Info Officer	105.00	150.00	155.00	3.3%	47.6%		
Notification of use - without inspection	155.00	155.00	160.00	3.2%	3.2%		
Residential - 3 floors or less from grade							
- Summary	100.00	100.00	100.00	0.0%	0.0%		
- Zoning	200.00	200.00	205.00	2.5%	2.5%		
- Update	90.00	90.00	93.00	3.3%	3.3%		
Residential - over 3 floors and Commercial (Small) - 10 units & under i.e. strip mall							
- Summary	200.00	200.00	205.00	2.5%	2.5%		
- Zoning	525.00	525.00	540.00	2.9%	2.9%		
- Update	200.00	200.00	205.00	2.5%	2.5%		
Commercial (Large) - over 10 units i.e Bayshore, Rideau Centre							
- Summary	450.00	450.00	475.00	5.6%	5.6%		
- Zoning	1,500.00	1,500.00	1,600.00	6.7%	6.7%		
Compliance Reports with Agreements							
- Report	315 + 100 for each amending agreement	315 + 100 for each amending agreement	325 + 100 for each amending agreement	2.5%	2.5%		
Rooming House compliance report		40	45.00	12.5%			
Release of Agreement	415 + 100 for each amending agreement	415 + 100 for each amending agreement	425 + 100 for each amending agreement	2.5%	2.5%		
Total Building Code Services - OPCR							(20)
Total Department							(188)

City of Ottawa

Planning & Growth Management - Committee Recommendations

In Thousands (\$000)

Strategy Category	Branch	Program / Service Adjustment	2010 ABFC Recommendations			
			Exp	Rev	Net Impact	FTE Impact
2	PGM	Recommendation Defer proposed capacity building in Planning and Growth Management	(100)	-	(100)	-
		Impact on Public / City Departments Staff will be unable to stay abreast of changes impacting their profession and best practices that will impact the development of the City in key areas such as urban design, sustainable development and design, compatible intensification, and accessibility.				
2	PGM	Recommendation Defer proposed peer review process	(150)	-	(150)	-
		Impact on Public / City Departments The peer review process established for the downtown under the Downtown Ottawa Urban Design Strategy (DOUDS) would not be expanded to Design Priority Areas established in the Official Plan. The department would be unable to engage expert assistance to provide support on high-profile or challenging applications or projects that would result in the best development possible.				
2	PGM	Recommendation Defer portion of Development Fee Rebate for Hospitals	(1,000)	-	(1,000)	-
		Impact on Public / City Departments The reduction will result in limited funding in 2010 to process requests for reimbursement of fees for qualifying construction projects by non profit organization and charities beyond those already identified and eliminates all funding that would have offset fees paid by the Ottawa hospitals.				
Total ABFC Recommendations			(1,250)	-	(1,250)	-
Total Committee Recommendations			(1,250)	-	(1,250)	-

1 - New Revenue Opportunities	2 - Deferral of Proposed New Service Expenditures	3 - Deferral of Capital Projects	4 Adjustments to Existing Services
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City of Ottawa
Planning & Growth Management
Building Code Services - Ontario Building Code - Operating Resource Requirement

In Thousands (\$000)

Operating Resource Requirement	2008	2009		2010	\$ Change Over		2011	2012
	Actual	Forecast	Budget	Estimate	2009 Budget	2008 Actual	Forecast	
Expenditure by Program								
Building Code Services - Ont Bldg Code	20,870	15,116	15,322	15,326	4	(5,544)	15,761	16,216
Productivity Improvements	-	-	-	-	-	-	-	-
Gross Expenditure	20,870	15,116	15,322	15,326	4	(5,544)	15,761	16,216
Recoveries & Allocations	(892)	(544)	(450)	(450)	-	442	(450)	(450)
Net Expenditure	19,978	14,572	14,872	14,876	4	(5,102)	15,311	15,766
Expenditure by Type								
Salaries, Wages & Benefits	10,772	11,883	12,683	13,899	1,216	3,127	14,334	14,789
Overtime	233	325	325	325	-	92	325	325
Material & Services	821	623	583	583	-	(238)	583	583
Transfers/Grants/Financial Charges	8,534	1,760	1,260	-	(1,260)	(8,534)	-	-
Fleet Costs	230	-	-	48	48	(182)	48	48
Program Facility Costs	-	-	-	-	-	-	-	-
Other Internal Costs	280	525	471	471	-	191	471	471
Gross Expenditure	20,870	15,116	15,322	15,326	4	(5,544)	15,761	16,216
Recoveries & Allocations	(892)	(544)	(450)	(450)	-	442	(450)	(450)
Net Expenditure	19,978	14,572	14,872	14,876	4	(5,102)	15,311	15,766
Revenue By Type								
Federal	-	-	-	-	-	-	-	-
Provincial	-	-	-	-	-	-	-	-
Municipal	-	-	-	-	-	-	-	-
Own Funds	-	-	-	-	-	-	-	-
Fees and Services	(24,263)	(19,043)	(19,343)	(19,347)	(4)	4,916	(19,782)	(20,237)
Fines	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Total Revenue	(24,263)	(19,043)	(19,343)	(19,347)	(4)	4,916	(19,782)	(20,237)
Net Requirement	(4,285)	(4,471)	(4,471)	(4,471)	-	(186)	(4,471)	(4,471)
Full Time Equivalent	168.65	168.65	168.65	174.65	6.00	6.00	174.65	174.65

City of Ottawa
 Planning & Growth Management
 Building Code Services - Ontario Building Code - Operating Resource Requirement Analysis
 In Thousands (\$000)

Operating Resource Requirement Analysis	2009 Baseline			2010 Adjustments						2010	\$ Change Over '09 Budget	% of Exp. on Comp./ Benefits
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	New Services / Needs	Efficiencies	User Fees & Charges	Estimate		
Expenditure by Program												
Building Code Services - Ont Bldg Code	15,116	15,322	(1,090)	535	165	38	356	-	-	15,326	4	92.8%
Productivity Improvements	-	-	-	-	-	-	-	-	-	-	-	0.0%
Gross Expenditure	15,116	15,322	(1,090)	535	165	38	356	-	-	15,326	4	92.8%
Recoveries & Allocations	(544)	(450)	-	-	-	-	-	-	-	(450)	-	
Net Expenditure	14,572	14,872	(1,090)	535	165	38	356	-	-	14,876	4	
Percent of 2009 Net Expenditure Budget			-7.3%	3.6%	1.1%	0.3%	2.4%	0.0%	0.0%	0.0%		
Expenditure by Type												
Salaries, Wages & Benefits	11,883	12,683	170	525	165	-	356	-	-	13,899	1,216	
Overtime	325	325	-	-	-	-	-	-	-	325	-	
Material & Services	623	583	-	-	-	-	-	-	-	583	-	
Transfers/Grants/Financial Charges	1,760	1,260	(1,260)	-	-	-	-	-	-	-	(1,260)	
Fleet Costs	-	-	-	10	-	38	-	-	-	48	48	
Program Facility Costs	-	-	-	-	-	-	-	-	-	-	-	
Other Internal Costs	525	471	-	-	-	-	-	-	-	471	-	
Gross Expenditure	15,116	15,322	(1,090)	535	165	38	356	-	-	15,326	4	
Recoveries & Allocations	(544)	(450)	-	-	-	-	-	-	-	(450)	-	
Net Expenditure	14,572	14,872	(1,090)	535	165	38	356	-	-	14,876	4	
Revenue By Type												
Federal	-	-	-	-	-	-	-	-	-	-	-	
Provincial	-	-	-	-	-	-	-	-	-	-	-	
Municipal	-	-	-	-	-	-	-	-	-	-	-	
Own Funds	-	-	-	-	-	-	-	-	-	-	-	
Fees and Services	(19,043)	(19,343)	1,260	-	-	-	-	-	(1,264)	(19,347)	(4)	
Fines	-	-	-	-	-	-	-	-	-	-	-	
Other	-	-	-	-	-	-	-	-	-	-	-	
Total Revenue	(19,043)	(19,343)	1,260	-	-	-	-	-	(1,264)	(19,347)	(4)	
Percent of 2009 Revenue Budget			-6.5%	0.0%	0.0%	0.0%	0.0%	0.0%	6.5%	0.0%		
Net Requirement	(4,471)	(4,471)	170	535	165	38	356	-	(1,264)	(4,471)	-	
Percent of 2009 Net Requirement Budget			-3.8%	-12.0%	-3.7%	-0.8%	-8.0%	0.0%	28.3%	0.0%		
Full Time Equivalents (FTE's)	168.65	168.65	-	-	2.00	-	4.00	-	-	174.65	6.00	
Percent of 2009 FTE's			0.0%	0.0%	1.2%	0.0%	2.4%	0.0%	0.0%	3.6%		

City of Ottawa

Planning & Growth Management

Building Code Services - Ontario Building Code - Operating Resource Requirement Explanatory Notes

In Thousands (\$000)

2009 Forecast vs. Budget Variance Explanation	Surplus / (Deficit)		
	Exp.	Rev.	Net
Forecast vs. Budget Variance Explanation			
Savings in compensation, etc.	800	-	800
Ontario Building Code permit revenue.	-	(300)	(300)
Increased contribution to reserves.	(500)	-	(500)
Total Surplus / (Deficit)	300	(300)	-

2009 Baseline Adjustments / Explanations	Increase / (Decrease)			
	Exp.	Rev.	Net 2010 Changes	FTE Impact
Adjustments to Base Budget				
Adjustment for 2009 budget shortfall in Collective Agreement provision. Funded through building permit fees, in accordance with the Ontario Building Code Act.	110	-	110	-
Adjustment for job evaluation impacts. Funded through building permit fees, in accordance with the Ontario Building Code Act.	60	-	60	-
Adjustment to Building Code Services reserves / revenue.	(1,260)	1,260	-	-
Total Adjustments to Base Budget	(1,090)	1,260	170	-

City of Ottawa

Planning & Growth Management

Building Code Services - Ontario Building Code - Operating Resource Requirement Explanatory Notes

In Thousands (\$000)

2010 Pressure Category / Explanation	Increase / (Decrease)			
	Exp.	Rev.	Net 2010 Changes	FTE Impact
Maintain Services				
All programs include an adjustment for 2010 contract settlements, increments and benefit adjustments. Funded through building permit fees, in accordance with the Ontario Building Code Act.	485	-	485	-
Job evaluation impacts. Funded through building permit fees, in accordance with the Ontario Building Code Act.	40		40	-
Increased Fleet costs due to inflation on fuel and maintenance. Funded through building permit fees, in accordance with the Ontario Building Code Act.	10	-	10	-
Total Maintain Services	535	-	535	-
Provincial Legislated				
Building Code Enforcement Officers required to ensure proper rehabilitation of former grow-op buildings. Funded through building permit fees, in accordance with the Ontario Building Code Act.	165	-	165	2.00
Total Provincial Legislated	165	-	165	2.00
Growth				
Operating costs associated with the addition of 4 compact vehicles. Funded through building permit fees, in accordance with the Ontario Building Code Act.	38	-	38	-
Total Growth	38	-	38	-

City of Ottawa

Planning & Growth Management

Building Code Services - Ontario Building Code - Operating Resource Requirement Explanatory Notes

In Thousands (\$000)

2010 Pressure Category / Explanation	Increase / (Decrease)			
	Exp.	Rev.	Net 2010 Changes	FTE Impact
New Services / Needs Four Building Officials to offset the continued peak workloads to ensure service delivery and compliance with statutory mandate for enforcement of the Building Code Act. Funded through building permit fees, in accordance with the Ontario Building Code Act.	356	-	356	4.00
Total New Services / Needs	356	-	356	4.00
User Fees & Charges See following user fee schedule for details on the specific rates. Ontario Building Code permits fees.	-	(1,264)	(1,264)	-
Total User Fees & Charges	-	(1,264)	(1,264)	-
Total Budget Changes	4	(4)	-	6.00

City of Ottawa
Planning & Growth Management
Building Code Services - Ontario Building Code - User Fees

User Fees	2008 Rate	2009 Rate	2010 Rate	% Change Over		Effective Date	2010 Revenue
	\$	\$	\$	2009	2008	DD-MMM-YY	(\$000)
Building Code Services						01-Apr-10	
Ont. Building Code Permit Activities							
Change of use	250.00	250.00	250.00	0.0%	0.0%		
Conditional Permit - \$ per \$1000 construction value, minimum \$, maximum \$	1.00/300/6000	1.00/300/6000	1.00/300/6000	0.0%	0.0%		
Construction Permit fee \$ per \$1000 construction value, minimum \$	13.25/80.00	12.50/80.00	12.50/80.00	0.0%	-5.7%		
Demolition permit fee \$ for the first 5000 sq. ft of floor area, plus \$ for each add 1000 sq. ft of floor area	13.25/100.00	12.50/100.00	12.50/100.00	0.0%	-5.7%		
Deferral	300.00	300.00	300.00	0.0%	0.0%		
Farm construction, minimum \$ (OFA Registration required)	9.30/80.00	8.75/80.00	8.75/80.00	0.0%	-5.9%		
Partial Permit fee in addition to Construction Permit fee	200.00	200.00	200.00	0.0%	0.0%		
Limiting Distance Agreements	300.00	300.00	300.00	0.0%	0.0%		
Permit transfer/Assignment	80.00	80.00	80.00	0.0%	0.0%		
Plumbing \$ fee per fixture, minimum \$	10.00/80.00	10.00/80.00	10.00/80.00	0.0%	-5.9%		
Re-examination for change of house model - Additional \$	250.00	250.00	250.00	0.0%	0.0%		
Re-examination for substantial change - Additional 10% of assessed valuation of work, maximum \$1,000				0.0%	0.0%		
Revision to issued permit \$ fee per \$1000 construction value, minimum \$	13.25/80.00	12.50/80.00	12.50/80.00	0.0%	-5.7%		
Revision to issued permit \$ fee per \$1000 construction value, minimum \$ (OFA Registration required)	9.30/80.00	8.75/80.00	8.75/80.00	0.0%	-5.9%		
Restricted building permit \$ fee per \$1000 construction value, minimum \$	13.25/80.00	12.50/80.00	12.50/80.00	0.0%	-5.7%		
Sewer Connection permit fee	150.00	155.00	155.00	0.0%	-5.7%		
Total Department							(1,265)

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

Operating Resource Requirement	2008	2009		2010	\$ Change Over		2011	2012
	Actual	Forecast	Budget	Estimate	2009 Budget	2008 Actual	Forecast	
Expenditure by Program								
Director's Office - Infrastructure Serv	452	475	491	505	14	53	521	537
Design & Construction - Municipal East	5,295	5,138	5,263	5,253	(10)	(42)	5,416	5,583
Design & Construction - Municipal West	5,774	5,960	5,952	5,663	(289)	(111)	5,844	6,024
Design & Construction - Bldng/Fac/Prks	3,260	3,536	3,434	3,574	140	314	3,905	4,025
Asset Management	5,023	5,065	5,324	5,680	356	657	6,171	6,362
Business & Technical Support	4,900	5,321	5,630	5,796	166	896	5,976	6,160
Productivity Improvements	-	-	-	-	-	-	-	-
Gross Expenditure	24,704	25,495	26,094	26,471	377	1,767	27,832	28,692
Recoveries & Allocations	(16,830)	(18,836)	(19,326)	(19,501)	(175)	(2,671)	(19,946)	(20,356)
Net Expenditure	7,874	6,659	6,768	6,970	202	(904)	7,886	8,336
Expenditure by Type								
Salaries, Wages & Benefits	22,288	23,115	23,590	24,155	565	1,867	25,506	26,356
Overtime	470	440	467	482	15	12	482	482
Material & Services	1,225	1,519	1,757	1,547	(210)	322	1,547	1,547
Transfers/Grants/Financial Charges	340	-	-	-	-	(340)	-	-
Fleet Costs	287	253	228	235	7	(52)	245	255
Program Facility Costs	-	-	-	-	-	-	-	-
Other Internal Costs	94	168	52	52	-	(42)	52	52
Gross Expenditure	24,704	25,495	26,094	26,471	377	1,767	27,832	28,692
Recoveries & Allocations	(16,830)	(18,836)	(19,326)	(19,501)	(175)	(2,671)	(19,946)	(20,356)
Net Expenditure	7,874	6,659	6,768	6,970	202	(904)	7,886	8,336
Revenue By Type								
Federal	-	-	-	-	-	-	-	-
Provincial	-	-	-	-	-	-	-	-
Municipal	-	-	-	-	-	-	-	-
Own Funds	-	-	-	-	-	-	-	-
Fees and Services	(2,483)	(1,627)	(1,705)	(1,736)	(31)	747	(1,771)	(1,806)
Fines	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Total Revenue	(2,483)	(1,627)	(1,705)	(1,736)	(31)	747	(1,771)	(1,806)
Net Requirement	5,391	5,032	5,063	5,234	171	(157)	6,115	6,530
Full Time Equivalents	291.77	293.17	293.17	294.17	1.00	2.40	299.17	299.17

City of Ottawa
Infrastructure Services - Operating Resource Requirement Analysis

In Thousands (\$000)

Operating Resource Requirement Analysis	2009 Baseline			2010 Adjustments						2010	\$ Change Over '09 Budget	% of Exp. on Comp./ Benefits
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	New Services / Needs	Efficiencies	User Fees & Charges	Estimate		
Expenditure by Program												
Director's Office - Infrastructure Services	475	491	2	12	-	-	-	-	-	505	14	1.6%
Design & Construction - Municipal East	5,138	5,263	(99)	89	-	-	-	-	-	5,253	(10)	18.2%
Design & Construction - Municipal West	5,960	5,952	(389)	100	-	-	-	-	-	5,663	(289)	20.7%
Design & Construction - Bldng/Fac/Prks	3,536	3,434	30	110	-	-	-	-	-	3,574	140	11.7%
Asset Management	5,065	5,324	49	187	20	-	100	-	-	5,680	356	20.9%
Business & Technical Support	5,321	5,630	42	124	-	-	-	-	-	5,796	166	20.0%
Productivity Improvements	-	-	-	-	-	-	-	-	-	-	-	0.0%
Gross Expenditure	25,495	26,094	(365)	622	20	-	100	-	-	26,471	377	93.1%
Recoveries & Allocations	(18,836)	(19,326)	(10)	(165)	-	-	-	-	-	(19,501)	(175)	
Net Expenditure	6,659	6,768	(375)	457	20	-	100	-	-	6,970	202	
Percent of 2009 Net Expenditure Budget			-5.5%	6.8%	0.3%	0.0%	1.5%	0.0%	0.0%	3.0%		
Expenditure by Type												
Salaries, Wages & Benefits	23,115	23,590	(135)	600	-	-	100	-	-	24,155	565	
Overtime	440	467	-	15	-	-	-	-	-	482	15	
Material & Services	1,519	1,757	(230)	-	20	-	-	-	-	1,547	(210)	
Transfers/Grants/Financial Charges	-	-	-	-	-	-	-	-	-	-	-	
Fleet Costs	253	228	-	7	-	-	-	-	-	235	7	
Program Facility Costs	-	-	-	-	-	-	-	-	-	-	-	
Other Internal Costs	168	52	-	-	-	-	-	-	-	52	-	
Gross Expenditure	25,495	26,094	(365)	622	20	-	100	-	-	26,471	377	
Recoveries & Allocations	(18,836)	(19,326)	(10)	(165)	-	-	-	-	-	(19,501)	(175)	
Net Expenditure	6,659	6,768	(375)	457	20	-	100	-	-	6,970	202	
Revenue By Type												
Federal	-	-	-	-	-	-	-	-	-	-	-	
Provincial	-	-	-	-	-	-	-	-	-	-	-	
Municipal	-	-	-	-	-	-	-	-	-	-	-	
Own Funds	-	-	-	-	-	-	-	-	-	-	-	
Fees and Services	(1,627)	(1,705)	-	-	-	-	-	-	(31)	(1,736)	(31)	
Fines	-	-	-	-	-	-	-	-	-	-	-	
Other	-	-	-	-	-	-	-	-	-	-	-	
Total Revenue	(1,627)	(1,705)	-	-	-	-	-	-	(31)	(1,736)	(31)	
Percent of 2009 Revenue Budget			0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	1.8%	1.8%		
Net Requirement	5,032	5,063	(375)	457	20	-	100	-	(31)	5,234	171	
Percent of 2009 Net Requirement Budget			-7.4%	9.0%	0.4%	0.0%	2.0%	0.0%	-0.6%	3.4%		
Full Time Equivalents (FTE's)	293.17	293.17	-	-	-	-	1.00	-	-	294.17	1.00	
Percent of 2009 FTE's			0.0%	0.0%	0.0%	0.0%	0.3%	0.0%	0.0%	0.3%		

City of Ottawa

Infrastructure Services - Operating Resource Requirement Explanatory Notes

In Thousands (\$000)

2009 Forecast vs. Budget Variance Explanation	Surplus / (Deficit)		
	Exp.	Rev.	Net
Forecast vs. Budget Variance Explanation			
Miscellaneous expenditure savings / revenue shortfalls.	109	(78)	31
Total Surplus / (Deficit)	109	(78)	31

2009 Baseline Adjustments / Explanations	Increase / (Decrease)			
	Exp.	Rev.	Net 2010 Changes	FTE Impact
Adjustments to Base Budget				
Adjustment for 2009 budget shortfall in Collective Agreement provision.	225	-	225	-
Adjustment for 2009 budget shortfall in Collective Agreement provision - capital recoveries.	(95)	-	(95)	-
Corporate Reorganization savings due to implementation of service excellence initiative.	(360)	-	(360)	-
Corporate Reorganization savings due to implementation of service excellence initiative - capital recoveries.	85	-	85	-
Transfer of Crack Sealant Program to capital.	(230)	-	(230)	-
Total Adjustments to Base Budget	(375)	-	(375)	-

2010 Pressure Category / Explanation	Increase / (Decrease)			
	Exp.	Rev.	Net 2010 Changes	FTE Impact
Maintain Services				
All programs include an adjustment for 2010 contract settlements, increments and benefit adjustments.	615	-	615	-
All programs include an adjustment for 2010 contract settlements, increments and benefit adjustments - capital recoveries.	(165)	-	(165)	-
Increased to Fleet costs due to inflation on fuel and maintenance.	7	-	7	-
Total Maintain Services	457	-	457	-

City of Ottawa

Infrastructure Services - Operating Resource Requirement Explanatory Notes

In Thousands (\$000)

2010 Pressure Category / Explanation	Increase / (Decrease)			
	Exp.	Rev.	Net 2010 Changes	FTE Impact
Provincial Legislated				
Rental of specialized equipment required to perform legislated bridge inspections.	20	-	20	
Total Provincial Legislated	20	-	20	-
New Services / Needs				
FTE to support hydraulic modeling and sewer system evaluation associated with implementation of Real Time Control.	100	-	100	1.00
Total New Services / Needs	100	-	100	1.00
User Fees & Charges				
See following user fee schedule for details on the specific rates.	-	(31)	(31)	-
Total User Fees & Charges	-	(31)	(31)	-
Total Budget Changes	202	(31)	171	1.00

City of Ottawa
Infrastructure Services - User Fees

User Fees	2008 Rate	2009 Rate	2010 Rate	% Change Over		Effective Date DD-MMM-YY	2010 Revenue (\$000)
	\$	\$	\$	2009	2008		
Infrastructure Services						01-Apr-10	
Asset Management							
Road Cut Pavement Degradation fees (per square meter)							
-2 years or less	28.85	29.80	30.60	2.7%	6.1%		
-2 to 4 years	24.05	24.80	25.40	2.4%	5.6%		
4 to 7 years	19.25	19.90	20.40	2.5%	6.0%		
7 to 10 years	12.00	12.40	12.70	2.4%	5.8%		
10 years or more	4.80	4.95	5.10	3.0%	6.3%		
Business & Technical Support							
Sewer permits fees	150.00	155.00	160.00	3.2%	6.7%		
Engineering Plan-Hardcopy/ electronic Image file							
- Standard Paper Print (up to 3m length)	15.50	16.00	16.50	3.1%	6.5%		
- Standard Mylar Print (up to 3m length)	26.00	27.00	28.00	3.7%	7.7%		
- Electronic Image file -	11.50	12.00	12.50	4.2%	8.7%		
- Microfilm paper prints	5.00	5.20	5.30	1.9%	6.0%		
Utility & Engineering Plans - Research Fees (per street segment)	59.00	61.00	62.50	2.5%	5.9%		
Utility & Engineering Plans -Digital Information fees MicroStation (.dgn)	103.00	106.00	109.00	2.8%	5.8%		
Water Distribution Plans:							
- Paper Print - 1:2000 scale, D-Size	26.00	27.00	28.00	3.7%	7.7%		
Reports/Studies							
- Administrative Fees	26.00	27.00	28.00	3.7%	7.7%		
- Copies - B&W per copy	0.10	0.11	0.11	0.0%	10.0%		

City of Ottawa
Infrastructure Services - User Fees

User Fees	2008 Rate	2009 Rate	2010 Rate	% Change Over		Effective Date DD-MMM-YY	2010 Revenue (\$000)
	\$	\$	\$	2009	2008		
Legal Letters	155.00	160.00	165.00	3.1%	6.5%		
Contract Manual							
- Contract Manual (hard copy)	252.00	260.00	265.00	1.9%	5.2%		
- Contract Manual (CD only)	62.00	64.00	66.00	3.1%	6.5%		
- Contract Manual -yearly revisions (hard copy)	62.00	64.00	66.00	3.1%	6.5%		
Guideline Publications							
- Guideline Publications (hard copy)	252.00	260.00	265.00	1.9%	5.2%		
- Guideline Publications (CD only)	62.00	64.00	66.00	3.1%	6.5%		
Business & Technical Support - Surveys and Mapping							
Digital Data - Handling Fee/hr.	88.00	91.00	93.00	2.2%	5.7%		
Renewal of Existing License for a New Project	88.00	91.00	93.00	2.2%	5.7%		
Hard Copy Map/Publishing Fees							
Microfilm Paper Prints	1.55	1.60	1.65	3.1%	6.5%		
36' wide Computer Plot, Paper	17.00	17.50	18.00	2.9%	5.9%		
36' wide Computer Plot, Mylar	52.00	54.00	55.00	1.9%	5.8%		
Survey Control Book	170.00	175.00	180.00	2.9%	5.9%		
1999 General Use Map Colour, Paper (2 parts - region & core area)	11.00	11.50	12.00	4.3%	9.1%		
1998 General Use Map Colour, Paper (2 parts - region & core area)	11.00	11.50	12.00	4.3%	9.1%		
Electronic Media/Materials fees							
CD-ROM	29.00	30.00	31.00				
Internet File Transfer (FPT)	29.00	30.00	31.00	3.3%	6.9%		
Internet Email (up to 1 megabyte per email)	29.00	30.00	31.00	3.3%	6.9%		

City of Ottawa
Infrastructure Services - User Fees

User Fees	2008 Rate	2009 Rate	2010 Rate	% Change Over		Effective Date DD-MMM-YY	2010 Revenue (\$000)
	\$	\$	\$	2009	2008		
Customization Fees/Electronic File Translation							
Production of Customized Map or Data (hourly rate)	88.00	91.00	93.00	2.2%	5.7%		
CAD or GIS file	29.00	30.00	31.00	3.3%	6.9%		
One-Time Digital Data Fee, Theme Set:							
Topographic 1:10,000 1:2,000 or 1:5,000 scale electronic Data	29.00	30.00	31.00	3.3%	6.9%		
Aerial Ortho-photo, jpg format (6mb maximum)	88.00	91.00	93.00	2.2%	5.7%		
Road Centreline Graphics	2,850.00	2,940.00	3,010.00	2.4%	5.6%		
Road Centreline Graphics with Street names	5,700.00	5,870.00	6,010.00	2.4%	5.4%		
Road Centreline Graphics with attributes	22,700.00	23,400.00	24,000.00	2.6%	5.7%		
Topographic 1:2,000 scale (full coverage)	22,700.00	23,400.00	24,000.00	2.6%	5.7%		
5.1 Hydrograph only	2,950.00	3,040.00	3,120.00	2.6%	5.8%		
5.2 Culture only	3,970.00	4,090.00	4,190.00	2.4%	5.5%		
5.3 Transportation only	3,970.00	4,090.00	4,190.00	2.4%	5.5%		
5.4 Vegetation only	2,950.00	3,040.00	3,120.00	2.6%	5.8%		
5.5 Altimetry only	2,950.00	3,040.00	3,120.00	2.6%	5.8%		
5.6 Utilities	2,950.00	3,040.00	3,120.00	2.6%	5.8%		
Social Theme	1,700.00	1,750.00	1,790.00	2.3%	5.3%		
Environmental Themes	1,700.00	1,750.00	1,790.00	2.3%	5.3%		
Planning Themes	1,700.00	1,750.00	1,790.00	2.3%	5.3%		
Utilities	2,830.00	2,910.00	2,980.00	2.4%	5.3%		
Administration Areas	1,700.00	1,750.00	1,790.00	2.3%	5.3%		
General Transport Themes	1,700.00	1,750.00	1,790.00	2.3%	5.3%		
Total Department							(31)

City of Ottawa

Infrastructure Services - Committee Recommendations

In Thousands (\$000)

Strategy Category	Branch	Program / Service Adjustment	2010 ABFC Recommendations			
			Exp	Rev	Net Impact	FTE Impact
2	ISB	Recommendation Defer growth FTE's related to Infrastructure Management \$210K less \$50 of capital recoveries	(160)	-	(160)	(2.00)
		Impact on Public / City Departments The Asset Management Branch is responsible to manage the renewal for approx. \$30B in infrastructure assets, such as roads, bridges, water mains, sewers, buildings and parks. The 2 FTEs are required to assist in managing the City's growing infrastructure needs. With an aging infrastructure, more stringent inspection and reporting requirements and growing inquiries from the public, these 2 FTEs are key to maintaining adequate service levels. One of those FTEs, will also be key to addressing ongoing water/ sewer capacity requirements to support the City's intensification policy. Without the new 2 FTEs, the ability to address these requirements will be reduced and service delivery will present ongoing challenges.				
Total ABFC Recommendations			(160)	-	(160)	-
Total Committee Recommendations			(160)	-	(160)	(2.00)

1 - New Revenue Opportunities	2 - Deferral of Proposed New Service Expenditures	3 - Deferral of Capital Projects	4 Adjustments to Existing Services
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City of Ottawa
Community Sustainability - Operating Resource Requirement

In Thousands (\$000)

Operating Resource Requirement	2008	2009		2010	\$ Change Over		2011	2012
	Actual	Forecast	Budget	Estimate	2009 Budget	2008 Actual	Forecast	
Expenditure by Program								
Director's Office - CS	35	207	207	223	16	188	231	240
Sustainability Services	1,082	1,448	1,499	1,307	(192)	225	1,359	1,412
Environmental Sustainability	746	871	827	827	-	81	861	896
Productivity Improvements	-	-	-	-	-	-	-	-
Gross Expenditure	1,863	2,526	2,533	2,357	(176)	494	2,451	2,548
Recoveries & Allocations	-	(115)	(97)	(97)	-	(97)	(97)	(97)
Net Expenditure	1,863	2,411	2,436	2,260	(176)	397	2,354	2,451
Expenditure by Type								
Salaries, Wages & Benefits	1,761	2,310	2,305	2,129	(176)	368	2,223	2,319
Overtime	21	13	13	13	-	(8)	13	13
Material & Services	75	125	157	157	-	82	157	157
Transfers/Grants/Financial Charges	-	71	50	50	-	50	50	50
Fleet Costs	-	-	-	-	-	-	-	-
Program Facility Costs	-	-	-	-	-	-	-	-
Other Internal Costs	6	7	8	8	-	2	8	8
Gross Expenditure	1,863	2,526	2,533	2,357	(176)	494	2,451	2,547
Recoveries & Allocations	-	(115)	(97)	(97)	-	(97)	(97)	(97)
Net Expenditure	1,863	2,411	2,436	2,260	(176)	397	2,354	2,450
Revenue By Type								
Federal	-	-	-	-	-	-	-	-
Provincial	-	-	-	-	-	-	-	-
Municipal	-	-	-	-	-	-	-	-
Own Funds	-	-	-	-	-	-	-	-
Fees and Services	(10)	-	-	-	-	10	-	-
Fines	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Total Revenue	(10)	-	-	-	-	10	-	-
Net Requirement	1,853	2,411	2,436	2,260	(176)	407	2,354	2,451
Full Time Equivalents	27.00	25.00	25.00	25.00	0.00	-2.00	25.00	25.00

City of Ottawa
Community Sustainability - Operating Resource Requirement Analysis

In Thousands (\$000)

Operating Resource Requirement Analysis	2009 Baseline			2010 Adjustments						2010	\$ Change Over '09 Budget	% of Exp. on Comp./ Benefits
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	New Services / Needs	Efficiencies	User Fees & Charges	Estimate		
Expenditure by Program												
Director's Office - CSS	207	207	1	15	-	-	-	-	-	223	16	9.0%
Sustainability Services	1,448	1,499	(265)	73	-	-	-	-	-	1,307	(192)	51.7%
Environmental Sustainability	871	827	(6)	6	-	-	-	-	-	827	-	30.2%
Productivity Improvements	-	-	-	-	-	-	-	-	-	-	-	0.0%
Gross Expenditure	2,526	2,533	(270)	94	-	-	-	-	-	2,357	(176)	90.9%
Recoveries & Allocations	(115)	(97)	-	-	-	-	-	-	-	(97)	-	
Net Expenditure	2,411	2,436	(270)	94	-	-	-	-	-	2,260	(176)	
Percent of 2009 Net Expenditure Budget			-11.1%	3.9%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	-7.2%	
Expenditure by Type												
Salaries, Wages & Benefits	2,310	2,305	(270)	94	-	-	-	-	-	2,129	(176)	
Overtime	13	13	-	-	-	-	-	-	-	13	-	
Material & Services	125	157	-	-	-	-	-	-	-	157	-	
Transfers/Grants/Financial Charges	71	50	-	-	-	-	-	-	-	50	-	
Fleet Costs	-	-	-	-	-	-	-	-	-	-	-	
Program Facility Costs	-	-	-	-	-	-	-	-	-	-	-	
Other Internal Costs	7	8	-	-	-	-	-	-	-	8	-	
Gross Expenditure	2,526	2,533	(270)	94	-	-	-	-	-	2,357	(176)	
Recoveries & Allocations	(115)	(97)	-	-	-	-	-	-	-	(97)	-	
Net Expenditure	2,411	2,436	(270)	94	-	-	-	-	-	2,260	(176)	
Revenue By Type												
Federal	-	-	-	-	-	-	-	-	-	-	-	
Provincial	-	-	-	-	-	-	-	-	-	-	-	
Municipal	-	-	-	-	-	-	-	-	-	-	-	
Own Funds	-	-	-	-	-	-	-	-	-	-	-	
Fees and Services	-	-	-	-	-	-	-	-	-	-	-	
Fines	-	-	-	-	-	-	-	-	-	-	-	
Other	-	-	-	-	-	-	-	-	-	-	-	
Total Revenue	-	-	-	-	-	-	-	-	-	-	-	
Percent of 2009 Revenue Budget			0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Net Requirement	2,411	2,436	(270)	94	-	-	-	-	-	2,260	(176)	
Percent of 2009 Net Requirement Budget			-11.1%	3.9%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	-7.2%	
Full Time Equivalents (FTE's)	25.00	25.00	-	-	-	-	-	-	-	25.00	0.00	
Percent of 2009 FTE's			0.0%	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)

2009 Forecast vs. Budget Variance Explanation	Surplus / (Deficit)		
	Exp.	Rev.	Net
Forecast vs. Budget Variance Explanation			
Miscellaneous savings.	25	-	25
Total Surplus / (Deficit)	25	-	25

2009 Baseline Adjustments / Explanations	Increase / (Decrease)			
	Exp.	Rev.	Net 2010 Changes	FTE Impact
Adjustments to Base Budget				
Corporate Reorganization savings due to implementation of service excellence initiative.	(290)	-	(290)	-
Adjustment for 2009 budget shortfall in Collective Agreement provision.	20	-	20	-
Total Adjustments to Base Budget	(270)	-	(270)	-

2010 Pressure Category / Explanation	Increase / (Decrease)			
	Exp.	Rev.	Net 2010 Changes	FTE Impact
Maintain Services				
All programs include an adjustment for 2010 contract settlements, increments, and benefit adjustments.	94	-	94	-
Total Maintain Services	94	-	94	-
Total Budget Changes	(176)	-	(176)	-

City of Ottawa
Environmental Services
Solid Waste Services Operating Resource Requirement

In Thousands (\$000)

Operating Resource Requirement	2008	2009		2010	\$ Change Over		2011	2012
	Actual	Forecast	Budget	Estimate	2009 Budget	2008 Actual	Forecast	
Expenditure by Program								
Manager's Office	578	900	557	567	10	(11)	577	587
Solid Waste Diversion/Recycling	24,438	26,310	25,916	39,367	13,451	14,929	40,764	42,023
Regular Garbage Collection	15,229	13,432	13,617	13,833	216	(1,396)	14,446	15,063
Waste Disposal & Landfill Operations	8,973	5,909	9,138	7,437	(1,701)	(1,536)	8,002	8,067
Non Departmental	6,523	10,668	5,000	5,368	368	(1,155)	5,745	6,118
Productivity Improvements	-	-	-	-	-	-	-	-
Gross Expenditure	55,741	57,219	54,228	66,572	12,344	10,831	69,534	71,858
Recoveries & Allocations	(915)	(200)	(357)	(357)	-	558	(357)	(357)
Net Expenditure	54,826	57,019	53,871	66,215	12,344	11,389	69,177	71,501
Expenditure by Type								
Salaries, Wages & Benefits	4,831	5,986	5,702	6,886	1,184	2,055	7,227	7,434
Overtime	185	175	188	193	5	8	198	203
Material & Services	39,568	35,633	37,972	47,329	9,357	7,761	49,568	51,307
Transfers/Grants/Financial Charges	6,084	10,243	4,551	4,919	368	(1,165)	5,296	5,669
Fleet Costs	3,832	4,057	4,533	5,918	1,385	2,086	5,918	5,918
Program Facility Costs	-	-	-	-	-	-	-	-
Other Internal Costs	1,241	1,125	1,282	1,327	45	86	1,327	1,327
Gross Expenditure	55,741	57,219	54,228	66,572	12,344	10,831	69,534	71,858
Recoveries & Allocations	(915)	(200)	(357)	(357)	-	558	(357)	(357)
Net Expenditure	54,826	57,019	53,871	66,215	12,344	11,389	69,177	71,501
Revenue By Type								
Federal	-	-	-	-	-	-	-	-
Provincial	(4,471)	(4,398)	(3,513)	(4,340)	(827)	131	(4,340)	(4,340)
Municipal	-	-	-	-	-	-	-	-
Own Funds	-	(5,710)	-	-	-	-	-	-
Fees and Services	(43,226)	(36,203)	(38,988)	(37,751)	1,237	5,475	(40,713)	(43,037)
Fines	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Total Revenue	(47,697)	(46,311)	(42,501)	(42,091)	410	5,606	(45,053)	(47,377)
Net Requirement	7,129	10,708	11,370	24,124	12,754	16,995	24,124	24,124
Full Time Equivalents	86.25	86.25	86.25	102.25	16.00	16.00	102.25	102.25

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

In Thousands (\$000)

Operating Resource Requirement Analysis	2009 Baseline			2010 Adjustments						2010	\$ Change Over '09 Budget	% of Exp. on Comp./ Benefits
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	New Services / Needs	Efficiencies	User Fees & Charges	Estimate		
Expenditure by Program												
Manager's Office	900	557	-	10	-	-	-	-	-	567	10	73.2%
Solid Waste Diversion/Recycling	26,310	25,916	15	12,791	-	358	287	-	-	39,367	13,451	5.3%
Regular Garbage Collection	13,432	13,617	45	(117)	-	228	60	-	-	13,833	216	20.3%
Waste Disposal & Landfill Operations	5,909	9,138	(1,855)	4	-	-	150	-	-	7,437	(1,701)	25.4%
Other Solid Waste	10,668	5,000	-	368	-	-	-	-	-	5,368	368	0.0%
Productivity Improvements	-	-	-	-	-	-	-	-	-	-	-	0.0%
Gross Expenditure	57,219	54,228	(1,795)	13,056	-	586	497	-	-	66,572	12,344	10.8%
Recoveries & Allocations	(200)	(357)	-	-	-	-	-	-	-	(357)	-	
Net Expenditure	57,019	53,871	(1,795)	13,056	-	586	497	-	-	66,215	12,344	
Percent of 2009 Net Expenditure Budget			-3.3%	24.2%	0.0%	1.1%	0.9%	0.0%	0.0%	22.9%		
Expenditure by Type												
Salaries, Wages & Benefits	5,986	5,702	60	824	-	-	300	-	-	6,886	1,184	
Overtime	175	188	-	5	-	-	-	-	-	193	5	
Material & Services	35,633	37,972	(1,900)	10,511	-	586	160	-	-	47,329	9,357	
Transfers/Grants/Financial Charges	10,243	4,551	-	368	-	-	-	-	-	4,919	368	
Fleet Costs	4,057	4,533	-	1,348	-	-	37	-	-	5,918	1,385	
Program Facility Costs	-	-	-	-	-	-	-	-	-	-	-	
Other Internal Costs	1,125	1,282	45	-	-	-	-	-	-	1,327	45	
Gross Expenditure	57,219	54,228	(1,795)	13,056	-	586	497	-	-	66,572	12,344	
Recoveries & Allocations	(200)	(357)	-	-	-	-	-	-	-	(357)	-	
Net Expenditure	57,019	53,871	(1,795)	13,056	-	586	497	-	-	66,215	12,344	
Revenue By Type												
Federal	-	-	-	-	-	-	-	-	-	-	-	
Provincial	(4,398)	(3,513)	(450)	(377)	-	-	-	-	-	(4,340)	(827)	
Municipal	-	-	-	-	-	-	-	-	-	-	-	
Own Funds	(5,710)	-	-	-	-	-	-	-	-	-	-	
Fees and Services	(36,203)	(38,988)	3,060	(379)	-	(520)	-	-	(924)	(37,751)	1,237	
Fines	-	-	-	-	-	-	-	-	-	-	-	
Other	-	-	-	-	-	-	-	-	-	-	-	
Total Revenue	(46,311)	(42,501)	2,610	(756)	-	(520)	-	-	(924)	(42,091)	410	
Percent of 2009 Revenue Budget			-6.1%	1.8%	0.0%	1.2%	0.0%	0.0%	2.2%	-1.0%		
Net Requirement	10,708	11,370	815	12,300	-	66	497	-	(924)	24,124	12,754	
Percent of 2009 Net Requirement Budget			7.2%	108.2%	0.0%	0.6%	4.4%	0.0%	-8.1%	112.2%		
Full Time Equivalents (FTE's)	86.25	86.25	-	11.00	-	-	5.00	-	-	102.25	16.00	
Percent of 2009 FTE's			0.0%	12.8%	0.0%	0.0%	5.8%	0.0%	0.0%	18.6%		

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

2009 Forecast vs. Budget Variance Explanation	Surplus / (Deficit)		
	Exp.	Rev.	Net
Forecast vs. Budget Variance Explanation			
Forecasted deficit in compensation costs due to contract settlements to former Director and Manager and requirement for approximately one month of funding for training new Collection Operators, Supervisor and Inspector for Green Bin Program to start in January 2010.	(272)	-	(272)
Forecasted savings in Plasco tipping fee costs due to delays in start up of process.	900	-	900
Forecasted savings in Moose Creek tipping fee costs due to lower volumes of residential waste accepted at that landfill.	1,400	-	1,400
Various other savings in Materials/Services.	15	-	15
Projected savings in Fleet operating costs.	476		476
Forecasted surplus in Waste Diversion Ontario funding mainly due to implementation of new Household Hazardous Waste Program funding and higher than planned blue/black box funding received.		885	885
Projected deficit in Recycling revenues due to poor recycling materials markets.		(515)	(515)
Forecasted deficit in tipping fee revenues at Trail Road due to significantly lower than planned volumes of IC&I waste received at Trail.		(2,510)	(2,510)
Non-Departmental			-
Legal settlements for Ridge Road Landfill and Burnside property and increased debt costs.	(5,667)	5,710	43
Forecasted surplus in per household fee revenue due to higher number of households billed than planned.		240	240
	-	-	-
Total Surplus / (Deficit)	(3,148)	3,810	662

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

2009 Baseline Adjustments / Explanations	Increase / (Decrease)			
	Exp.	Rev.	Net 2010 Changes	FTE Impact
Adjustments to Base Budget				
Adjustment for 2009 budget shortfall in Collective Agreement provision.	60	-	60	-
Increase in PIL costs at Trail Road due to change in assessments.	45	-	45	-
Decrease in Recycling material revenue due to poor market conditions.	-	500	500	-
Decrease in Tipping Fee revenue at Trail Road due to a significant reduction of volumes of IC&I waste received at the landfill.	-	2,560	2,560	-
Decrease in Plasco and Moose Creek tipping costs to reflect current projected volume of waste accepted.	(1,900)	-	(1,900)	-
Increase in Waste Diversion Ontario funding due to implementation of new Household Hazardous Funding Program.	-	(450)	(450)	-
Total Adjustments to Base Budget	(1,795)	2,610	815	-

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

2010 Pressure Category / Explanation	Increase / (Decrease)			FTE Impact
	Exp.	Rev.	Net 2010 Changes	
Maintain Services				
All programs include an adjustment for 2010 contracts settlements, increments and benefit adjustments.	179	-	179	-
Increased Fleet costs due to inflation on fuel and maintenance.	123	-	123	-
Inflationary increase on facility costs such as hydro, heating fuels and contracted services.	4	-	4	-
Recycling Collection contracts: Inflationary increase of \$160K.	160	-	160	-
Recycling Processing contracts: Annualization of reduced prices received in new tender award in 2009	(770)	-	(770)	-
Leaf and Yard Collection contracts: Inflationary increase of \$72K less the impact of implementation of the new Green Bin Program in January 2010 which will reduce leaf and yard tonnage since off peak tonnage will be accepted in Green Bin Program.	(1,449)	-	(1,449)	-
Organics Collection contracts due to implementation of the new Green Bin Program in January 2010.	5,064	-	5,064	-
Organics Processing contracts due to implementation of the new Green Bin Program in January 2010.	7,794	-	7,794	-
Compensation and benefits for nine new Collection Operators , one Supervisor and one Inspector for the In House Collection group due to the implementation of the new Green Bin Program in January 2010.	650	-	650	11.00
Fleet operating costs for a total of eleven new vehicles due to the implementation of the new Green Bin Program in January 2010.	1,225	-	1,225	-
Advertising and communication costs for the new Green Bin Program.	58	-	58	-
Increase in Recycling revenue and Waste Diversion Ontario funding due to the implementation of the new Green Bin Program in January 2010.		(756)	(756)	-
Regular Garbage Collection contracts: Inflationary increase of \$235K less the impact of implementation of the new Green Bin Program in January 2010 which will reduce the residual tonnage collected through the regular garbage collection stream.	(350)	-	(350)	-
Increase to the contribution to the Solid Waste Capital Reserve Fund.	368	-	368	-
Total Maintain Services	13,056	(756)	12,300	11.00

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

2010 Pressure Category / Explanation	Increase / (Decrease)			
	Exp.	Rev.	Net 2010 Changes	FTE Impact
Growth				
Increase in various Collection and Processing contracts due to growth in tonnage.	586	-	586	-
Increase in the per household rate revenue due to the increase in the number of households.		(520)	(520)	-
Total Growth	586	(520)	66	-
New Services / Needs				
Part year compensation and benefit costs for one FTE for the management of the City's Bin inventory .	60	-	60	1.00
Part year compensation and benefit costs for five new Solid Waste By-Law Inspectors to support compliance and enforcement of the new Solid Waste By-Law.	180	-	180	3.00
Fleet Operating Costs for new vehicles required for Solid Waste By-Law Inspectors.	37	-	37	-
Implementation of Landfill Bird Control Program to reduce surface water impacts.	150	-	150	-
Part year compensation and benefit costs for one Data/Business Analyst to assist with improving data management for various solid waste programs with goal of identifying potential future efficiency savings.	60	-	60	1.00
Additional training and education requirements in management of Solid Waste Programs.	10	-	10	-
Total New Services / Needs	497	-	497	5.00
User Fees & Charges				
See following user fee schedule for details on the specific rates.	-	(924)	(924)	-
Total User Fees & Charges	-	(924)	(924)	-
Total Budget Changes	12,344	410	12,754	16.00

City of Ottawa
Environmental Services
Solid Waste Services - User Fees

User Fees	2008 Rate	2009 Rate	2010 Rate	% Change Over		Effective Date	2010 Revenue
	\$	\$	\$	2009	2008	DD-MMM-YY	(\$000)
Solid Waste Services							
Solid Waste - User Fee							
Single Family Household	82.00	86.00	89.00	3.5%	8.5%	01-Jan-10	(884)
Single Family Household (Rural Non-Village)	82.00	86.00	89.00	3.5%	8.5%	01-Jan-10	
Multi Residential Household	33.00	35.00	36.00	2.9%	9.1%	01-Jan-10	
Yellow Bag per bag fee	3.10	3.25	3.25	0.0%	4.8%		
Landfill Operations							(35)
Tipping Fees							
Small load (<= 255 kg) - private or commercial (per vehicle)	22.00	23.00	24.00	4.3%	9.1%	01-Apr-10	
Loads > 255 kg (per tonne)	85.00	90.00	94.00	4.4%	10.6%	01-Apr-10	
Mixed brush & garbage, tree stumps and contaminated soil, (<= 255 kg per load flat rate)	n/a	n/a	48.00	n/a	n/a	01-Apr-10	
Mixed brush & garbage, tree stumps and contaminated soil, (> 255 kg per tonne)	162.00	180.00	188.00	4.4%	16.0%	01-Apr-10	
Mixed garbage & recyclable material (fibre, metal, glass, plastic) greater than 10% by volume (tolerance lowered from 20% to 10%.) (<= 255 kg per load flat rate)	n/a	n/a	48.00	n/a	n/a	01-Apr-10	
Mixed garbage & recyclable material (fibre, metal, glass, plastic) greater than 10% by volume (tolerance lowered from 20% to 10%.) (> 255 kg per tonne)	162.00	180.00	188.00	4.4%	16.0%	01-Apr-10	
Mattresses (<= 255 kg per load flat rate)	n/a	n/a	48.00	n/a	n/a	01-Apr-10	
Mattresses (> 255 kg per tonne)	162.00	180.00	188.00	4.4%	16.0%	01-Apr-10	
Tires (per car tire, first 4 tires are free)	8.00	9.00	10.00	11.1%	25.0%	01-Apr-10	
Tires (per truck tire, first 4 tires are free)	18.00	19.00	20.00	5.3%	11.1%	01-Apr-10	
Commercial Leaf and Yard Waste (Clean Loads - per tonne)	75.00	45.00	45.00	0.0%	-40.0%	01-Apr-10	
Clean Fill - required (per tonne)	22.00	23.00	24.00	4.3%	9.1%	01-Apr-10	
Clean Fill - not required (per tonne)	n/a	n/a	90.00	n/a	n/a	01-Apr-10	
Alternative Daily Cover (per tonne)	11.00	12.00	12.00	0.0%	9.1%	01-Apr-10	
Asbestos (<= 255 kg per load flat rate)	n/a	n/a	100.00	n/a	n/a	01-Apr-10	
Asbestos (> 255 kg per tonne)	162.00	400.00	410.00	2.5%	153.1%	01-Apr-10	
Metals (per tonne)	85.00	45.00	-	0.0%	0.0%	01-Apr-10	
Asphalt (<= 255 kg per load flat rate)	22.00	23.00	24.00	4.3%	9.1%	01-Apr-10	
Asphalt (> 255 kg per tonne)	85.00	90.00	94.00	4.4%	10.6%	01-Apr-10	
Masonry (<= 255 kg per load flat rate)	22.00	23.00	24.00	4.3%	9.1%	01-Apr-10	
Masonry (> 255 kg per tonne)	85.00	90.00	94.00	4.4%	10.6%	01-Apr-10	

City of Ottawa
 Environmental Services
 Solid Waste Services - User Fees

User Fees	2008 Rate	2009 Rate	2010 Rate	% Change Over		Effective Date DD-MMM-YY	2010 Revenue (\$000)
	\$	\$	\$	2009	2008		
Diversion Program							(5)
Bulk compost (per tonne, \$25.00 minimum)	14.00	15.00	15.00	0.0%	7.1%	01-Apr-10	
Compost, flat rate (pick up truck)	23.00	25.00	25.00	0.0%	8.7%	01-Apr-10	
Compost, flat rate (car)	9.00	10.00	10.00	0.0%	11.1%	01-Apr-10	
Blue/Black boxes (sold to public through retailers, each)	8.00	8.50	8.50	0.0%	6.3%	01-Apr-10	
Organics Green Bin (Except for implementation)	n/a	n/a	35.00	n/a	n/a	01-Apr-10	
Organics Kitchen Container (Except for implementation)	n/a	n/a	4.00	n/a	n/a	01-Apr-10	
Total Department							(924)

City of Ottawa
Environmental Services
Solid Waste Services- Committee Recommendations
In Thousands (\$000)

Strategy Category	Branch	Program / Service Adjustment	2010 ABFC Recommendations			
			Exp	Rev	Net Impact	FTE Impact
4	Solid Waste	Recommendation Reduce Waste management Customer Service/By-Law officers by 2.00	(144)	-	(144)	(2.00)
		Impact on Public / City Departments The initial budget request was for 5 new Inspectors. This adjustment reduces the overall increase in Inspectors to 3. This net increase will enable Solid Waste Services to improve garbage and recycling collection contract monitoring and compliance, and to improve customer service.				
4	Solid Waste	Recommendation Account for reduced collection and processing costs to the various waste streams due to updated Green Bin tonnage forecasts	(1,300)	-	(1,300)	-
		Impact on Public / City Departments This has no impact on service but reflects current forecasted service impacts. This reduces overall Recycling/Diversion and Green Bin costs, but increases Garbage Collection costs.				
4	Solid Waste	Recommendation Eliminate the Lafleche Landfill option for 2010 and beyond	(1,400)	-	(1,400)	-
		Impact on Public / City Departments This has no impact on service. However, the waste that would have been diverted to Lafleche will be disposed of at Trail Road.				

1 - New Revenue Opportunities	2 - Deferral of Proposed New Service Expenditures	3 - Deferral of Capital Projects	4 Adjustments to Existing Services
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City of Ottawa
 Environmental Services
 Solid Waste Services- Committee Recommendations
 In Thousands (\$000)

Strategy Category	Branch	Program / Service Adjustment	2010 ABFC Recommendations			
			Exp	Rev	Net Impact	FTE Impact
4	Solid Waste	Recommendation Return cost of recycling to city wide tax supported bill and cancel the proposed fee	-	10,530	10,530	-
		Impact on Public / City Departments This has no impact on service. Costs for recycling and diversion will be shared by all tax payers. Recycling and diversion benefits the community as a whole by extending the life of the Trail Road landfill.				
4	Solid Waste	Recommendation Return cost of 2010 introduction of Green Bin program to city wide tax supported bill and cancel the proposed fee	-	17,163	17,163	-
		Impact on Public / City Departments This has no impact on service. Costs for the Green Bin Program will be shared by all tax payers. All diversion programs, including the Green Bin Program, benefit the community as a whole by extending the life of the Trail Road landfill.				
Total ABFC Recommendations			(2,844)	27,693	24,849	-
Total Committee Recommendations			(2,844)	27,693	24,849	-

1 - New Revenue Opportunities	2 - Deferral of Proposed New Service Expenditures	3 - Deferral of Capital Projects	4 Adjustments to Existing Services
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City of Ottawa
Public Works
Forestry Services - Operating Resource Requirement
In Thousands (\$'000)

Operating Resource Requirement	2008	2009		2010	\$ Change Over		2011	2012
	Actual	Forecast	Budget	Estimate	2009 Budget	2008 Actual	Forecast	
Expenditure by Program								
Forestry Services	7,790	9,626	9,576	9,591	15	1,801	12,566	14,131
Productivity Improvements	-	-	-	-	-	-	-	-
Gross Expenditure	7,790	9,626	9,576	9,591	15	1,801	12,566	14,131
Recoveries & Allocations	(32)	-	-	-	-	32	-	-
Net Expenditure	7,758	9,626	9,576	9,591	15	1,833	12,566	14,131
Expenditure by Type								
Salaries, Wages & Benefits	3,779	4,927	4,878	5,335	457	1,556	7,065	7,979
Overtime	170	99	98	101	3	(69)	104	107
Material & Services	3,075	3,659	3,659	3,179	(480)	104	4,405	5,053
Transfers/Grants/Financial Charges	-	-	-	-	-	-	-	-
Fleet Costs	730	931	931	966	35	236	982	982
Program Facility Costs	-	-	-	-	-	-	-	-
Other Internal Costs	36	10	10	10	-	(26)	10	10
Gross Expenditure	7,790	9,626	9,576	9,591	15	1,801	12,566	14,131
Recoveries & Allocations	(32)	-	-	-	-	32	-	-
Net Expenditure	7,758	9,626	9,576	9,591	15	1,833	12,566	14,131
Revenue By Type								
Federal	-	-	-	-	-	-	-	-
Provincial	-	-	-	-	-	-	-	-
Municipal	-	-	-	-	-	-	-	-
Own Funds	-	-	-	-	-	-	-	-
Fees and Services	(1)	-	-	-	-	1	-	-
Fines	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Total Revenue	(1)	-	-	-	-	1	-	-
Net Requirement	7,757	9,626	9,576	9,591	15	1,834	12,566	14,131
Full Time Equivalents	59.76	69.60	69.60	73.60	4.00	13.84	95.20	104.50

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

Operating Resource Requirement Analysis	2009 Baseline			2010 Adjustments						2010	\$ Change Over '09 Budget	% of Exp. on Comp./ Benefits
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	New Services / Needs	Efficiencies	User Fees & Charges	Estimate		
Expenditure by Program												
Forestry Services	9,626	9,576	50	(375)	-	-	340	-	-	9,591	15	56.7%
Productivity Improvements	-	-	-	-	-	-	-	-	-	-	-	0.0%
Gross Expenditure	9,626	9,576	50	(375)	-	-	340	-	-	9,591	15	56.7%
Recoveries & Allocations	-	-	-	-	-	-	-	-	-	-	-	-
Net Expenditure	9,626	9,576	50	(375)	-	-	340	-	-	9,591	15	
Percent of 2009 Net Expenditure Budget			0.5%	-3.9%	0.0%	0.0%	3.6%	0.0%	0.0%	0.2%		
Expenditure by Type												
Salaries, Wages & Benefits	4,927	4,878	49	68	-	-	340	-	-	5,335	457	
Overtime	99	98	1	2	-	-	-	-	-	101	3	
Material & Services	3,659	3,659	-	(480)	-	-	-	-	-	3,179	(480)	
Transfers/Grants/Financial Charges	-	-	-	-	-	-	-	-	-	-	-	
Fleet Costs	931	931	-	35	-	-	-	-	-	966	35	
Program Facility Costs	-	-	-	-	-	-	-	-	-	-	-	
Other Internal Costs	10	10	-	-	-	-	-	-	-	10	-	
Gross Expenditure	9,626	9,576	50	(375)	-	-	340	-	-	9,591	15	
Recoveries & Allocations	-	-	-	-	-	-	-	-	-	-	-	
Net Expenditure	9,626	9,576	50	(375)	-	-	340	-	-	9,591	15	
Revenue By Type												
Federal	-	-	-	-	-	-	-	-	-	-	-	
Provincial	-	-	-	-	-	-	-	-	-	-	-	
Municipal	-	-	-	-	-	-	-	-	-	-	-	
Own Funds	-	-	-	-	-	-	-	-	-	-	-	
Fees and Services	-	-	-	-	-	-	-	-	-	-	-	
Fines	-	-	-	-	-	-	-	-	-	-	-	
Other	-	-	-	-	-	-	-	-	-	-	-	
Total Revenue	-	-	-	-	-	-	-	-	-	-	-	
Percent of 2009 Revenue Budget			0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%		
Net Requirement	9,626	9,576	50	(375)	-	-	340	-	-	9,591	15	
Percent of 2009 Net Requirement Budget			0.5%	-3.9%	0.0%	0.0%	3.6%	0.0%	0.0%	0.2%		
Full Time Equivalents (FTE's)	69.60	69.60	-	-	-	-	4.00	-	-	73.60	4.00	
Percent of 2009 FTE's			0.0%	0.0%	0.0%	0.0%	5.7%	0.0%	0.0%	5.7%		

City of Ottawa

Public Works

Forestry Services - Operating Resource Requirement Explanatory Notes

In Thousands (\$000)

2009 Forecast vs. Budget Variance Explanation	Surplus / (Deficit)		
	Exp.	Rev.	Net
Forecast vs. Budget Variance Explanation			
Deficit due to 2009 budget shortfall in Collective Agreement provision.	(50)	-	(50)
Total Surplus / (Deficit)	(50)	-	(50)

2009 Baseline Adjustments / Explanations	Increase / (Decrease)			
	Exp.	Rev.	Net 2010 Changes	FTE Impact
Adjustments to Base Budget				
Adjustment for 2009 budget shortfall in Collective Agreement provision.	50	-	50	-
Total Adjustments to Base Budget	50	-	50	-

2010 Pressure Category / Explanation	Increase / (Decrease)			
	Exp.	Rev.	Net 2010 Changes	FTE Impact
Maintain Services				
All programs include an adjustment for 2010 contract settlements, increments, and benefit adjustments.	70	-	70	-
Increased Fleet costs due to inflation on fuel and maintenance.	35	-	35	-
Eliminate contract Stump Removal, other than for legal issues or health and safety related situations	(150)	-	(150)	-
Reduce Tree Trimming services to one trimming cycle once every thirty-two years	(330)	-	(330)	-
Total Maintain Services	(375)	-	(375)	-

City of Ottawa

Public Works

Forestry Services - Operating Resource Requirement Explanatory Notes

In Thousands (\$000)

2010 Pressure Category / Explanation	Increase / (Decrease)			
	Exp.	Rev.	Net 2010 Changes	FTE Impact
New Services / Needs				
Emerald Ash Borer Management Strategy reference ACS2008-COS-SOP-0012 EAB Report. Operating program to address the infestation to the City's ash trees by the emerald ash	340	-	340	4.00
Total New Services / Needs	340	-	340	4.00
Total Budget Changes	15	-	15	4.00

City of Ottawa
Forestry Services - Committee Recommendations
 In Thousands (\$000)

Strategy Category	Branch	Program / Service Adjustment	2010 ABFC Recommendations			
			Exp	Rev	Net Impact	FTE Impact
4	Forestry	Recommendation Eliminate contract Stump Removal, other than for legal issues or health and safety related situations. The remaining work will be done by internal resources on an as required basis.	(150)	-	(150)	-
		Impact on Public / City Departments Will result in the elimination of residential stumping. This reduces ability to replace tree removed with a new tree, and would be a direct cost to the resident if they undertake the removal of the stump themselves.				
4	Forestry	Recommendation Reduce Tree Trimming services to one trimming cycle once every thirty-two years.	(330)	-	(330)	-
		Impact on Public / City Departments Which goes against Council approved service level standards (reference report ACS2006-PWS-SOP-0005) and Auditor General Audit Recommendations. Resulting in issues with low hanging branches, response times to carry out work requested by resident.				
2	Forestry	Recommendation Defer Trees and Forests Maintenance Program and Improvement Strategies Report submitted in 2006 with 5 year phase-in beginning in 2008. ACS2006-PWS-SOP-0005	(950)	-	(950)	(7.00)
		Impact on Public / City Departments Elimination of this funding suspends the implementation of the Forest and Tree Maintenance Strategy, which means that City's trees will remain on a reactive trimming cycle of once every 28 years, which increases the City's risk and liability. It will also impact the updating of the city's Tree inventory needed to manage for invasive insects such as Emerald Ash Borer.				

1 - New Revenue Opportunities	2 - Deferral of Proposed New Service Expenditures	3 - Deferral of Capital Projects	4 Adjustments to Existing Services
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City of Ottawa
Forestry Services - Committee Recommendations
 In Thousands (\$000)

Strategy Category	Branch	Program / Service Adjustment	2010 ABFC Recommendations			
			Exp	Rev	Net Impact	FTE Impact
2	Forestry	Recommendation Defer the increased operating provisions for maintenance divisions resulting from growth of 10,000 new trees from developer built and City capital works.	(250)	-	(250)	(1.30)
		Impact on Public / City Departments Will result in city-wide service level reductions as existing resources will have to absorb the new growth. This will impact service levels. Reduced maintenance standards in the various forestry program will be necessary to accommodate the new growth infrastructure. These reductions will yield reduced funding for tree trimming, watering, stump removal and other aspects of the maintenance programs in Forestry Services.				
3	Forestry	Recommendation 2010 Fleet acquisitions to service growth operating costs based on Forecast 2010 needs. This also included a reduction to capital for vehicle acquisitions of \$60,000.	(16)	-	(16)	-
		Impact on Public / City Departments Will result in city-wide service level reductions as existing resources will have to absorb the new growth. This will impact service levels. Reduced maintenance standards in the various forestry program will be necessary to accommodate the new growth infrastructure. These reductions will yield reduced funding for tree trimming, watering, stump removal and other aspects of the maintenance programs in Forestry Services.				
2	Forestry	Recommendation Defer Distinctive Tree By-law - Urban Tree Conservation Strategy Report- ACS2009-ISC-PGM-0094 requirements for Forestry Services. This also included a reduction to capital for vehicle acquisitions of \$60,000.	(195)	-	(195)	(2.00)
		Impact on Public / City Departments Enforcement and permitting will not be implemented for the distinctive tree permits. This will result in illegal tree removal and no monitoring of by-law.				
Total ABFC Recommendations			(1,891)	-	(1,891)	(10.30)
Total Committee Recommendations			(1,891)	-	(1,891)	(10.30)

1 - New Revenue Opportunities	2 - Deferral of Proposed New Service Expenditures	3 - Deferral of Capital Projects	4 Adjustments to Existing Services
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City of Ottawa

Development Review Process Rural - Operating Resource Requirement

In Thousands (\$000)

Operating Resource Requirement	2008	2009		2010	\$ Change Over		2011	2012
	Actual	Forecast	Budget	Estimate	2009 Budget	2008 Actual	Forecast	
Expenditure by Program								
Development Review Process (Rural) - Development Inspections	2,507	2,484	2,552	2,650	98	143	2,706	2,798
Gross Expenditure	2,507	2,484	2,552	2,650	98	143	2,706	2,798
Recoveries & Allocations	-	-	-	-	-	-	-	-
Net Expenditure	2,507	2,484	2,552	2,650	98	143	2,706	2,798
Expenditure by Type								
Salaries, Wages & Benefits	2,144	2,189	2,189	2,285	96	141	2,336	2,423
Overtime	60	60	60	60	-	-	60	60
Material & Services	154	86	154	154	-	-	154	154
Transfers/Grants/Financial Charges	-	-	-	-	-	-	-	-
Fleet Costs	149	149	149	151	2	2	156	161
Program Facility Costs	-	-	-	-	-	-	-	-
Other Internal Costs	-	-	-	-	-	-	-	-
Gross Expenditures	2,507	2,484	2,552	2,650	98	143	2,706	2,798
Recoveries & Allocations	-	-	-	-	-	-	-	-
Net Expenditure	2,507	2,484	2,552	2,650	98	143	2,706	2,798
Revenue By Type								
Federal	-	-	-	-	-	-	-	-
Provincial	-	-	-	-	-	-	-	-
Municipal	-	-	-	-	-	-	-	-
Own Funds	-	-	-	-	-	-	-	-
Fees and Services	-	-	-	-	-	-	-	-
Fines	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Total Revenue	-	-	-	-	-	-	-	-
Net Requirement	2,507	2,484	2,552	2,650	98	143	2,706	2,798
Full Time Equivalents	25.65	25.65	25.65	25.65	0.00	0.00	25.65	25.65

City of Ottawa
Development Review Process Rural - Operating Resource Requirement Analysis

In Thousands (\$000)

Operating Resource Requirement Analysis	2009 Baseline			2010 Adjustments						2010	\$ Change Over '09 Budget	% of Exp. on Comp./ Benefits
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	New Services / Needs	Efficiencies	User Fees & Charges	Estimate		
Expenditure by Program												
Development Review Process (Rural) - Development Inspections	2,484	2,552	23	75	-	-	-	-	-	2,650	98	88.5%
Productivity Improvements	-	-	-	-	-	-	-	-	-	-	-	0.0%
Gross Expenditure	2,484	2,552	23	75	-	-	-	-	-	2,650	98	88.5%
Recoveries & Allocations	-	-	-	-	-	-	-	-	-	-	-	-
Net Expenditure	2,484	2,552	23	75	-	-	-	-	-	2,650	98	
Percent of 2009 Net Expenditure Budget			0.9%	2.9%	0.0%	0.0%	0.0%	0.0%	0.0%	3.8%		
Expenditure by Type												
Salaries, Wages & Benefits	2,189	2,189	23	73	-	-	-	-	-	2,285	96	
Overtime	60	60	-	-	-	-	-	-	-	60	-	
Material & Services	86	154	-	-	-	-	-	-	-	154	-	
Transfers/Grants/Financial Charges	-	-	-	-	-	-	-	-	-	-	-	
Fleet Costs	149	149	-	2	-	-	-	-	-	151	2	
Program Facility Costs	-	-	-	-	-	-	-	-	-	-	-	
Other Internal Costs	-	-	-	-	-	-	-	-	-	-	-	
Gross Expenditure	2,484	2,552	23	75	-	-	-	-	-	2,650	98	
Recoveries & Allocations	-	-	-	-	-	-	-	-	-	-	-	
Net Expenditure	2,484	2,552	23	75	-	-	-	-	-	2,650	98	
Revenue By Type												
Federal	-	-	-	-	-	-	-	-	-	-	-	
Provincial	-	-	-	-	-	-	-	-	-	-	-	
Municipal	-	-	-	-	-	-	-	-	-	-	-	
Own Funds	-	-	-	-	-	-	-	-	-	-	-	
Fees and Services	-	-	-	-	-	-	-	-	-	-	-	
Fines	-	-	-	-	-	-	-	-	-	-	-	
Other	-	-	-	-	-	-	-	-	-	-	-	
Total Revenue	-	-	-	-	-	-	-	-	-	-	-	
Percent of 2009 Revenue Budget			0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%		
Net Requirement	2,484	2,552	23	75	-	-	-	-	-	2,650	98	
Percent of 2009 Net Requirement Budget			0.9%	2.9%	0.0%	0.0%	0.0%	0.0%	0.0%	3.8%		
Full Time Equivalents (FTE's)	25.65	25.65	-	-	-	-	-	-	-	25.65	0.00	
Percent of 2009 FTE's			0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%		

City of Ottawa

Development Review Process (Rural) - Operating Resource Requirement Explanatory Notes

In Thousands (\$000)

2009 Forecast vs. Budget Variance Explanation	Surplus / (Deficit)		
	Exp.	Rev.	Net
Forecast vs. Budget Variance Explanation			
Miscellaneous savings.	68	-	68
Total Surplus / (Deficit)	68	-	68

2009 Baseline Adjustments / Explanations	Increase / (Decrease)			
	Exp.	Rev.	Net 2010 Changes	FTE Impact
Adjustments to Base Budget				
Adjustment for 2009 budget shortfall in Collective Agreement provision.	23	-	23	-
Total Adjustments to Base Budget	23	-	23	-

2010 Pressure Category / Explanation	Increase / (Decrease)			
	Exp.	Rev.	Net 2010 Changes	FTE Impact
Maintain Services				
All programs include an adjustment for 2010 contract settlements, increments and benefit adjustments.	73	-	73	-
Increased Fleet costs due to inflation on fuel and maintenance.	2	-	2	-
Total Maintain Services	75	-	75	-
Total Budget Changes	98	-	98	-

City of Ottawa
 Capital Budget - New Authority
 In Thousands (\$000)

Description	2010	Funding						
	New Authority	Revenues	Tax Supported & Other Reserves	Rate Supported	Develop. Charges	Debt		
						Tax	Rate	DC
Planning & Development								
Growth								
905384 Development Charge Bylaw Review 2014	150	-	-	-	150	-	-	-
	150	-	-	-	150	-	-	-
Total	150	-	-	-	150	-	-	-

**City of Ottawa
Capital Budget - New Authority
In Thousands (\$000)**

Description	2010	Funding						
	New Authority	Revenues	Tax Supported & Other Reserves	Rate Supported	Develop. Charges	Debt		
						Tax	Rate	DC
Environment								
Renewal of City Assets								
905450 Lifecycle Renewal-Tree Program	446	-	446	-	-	-	-	-
	446	-	446	-	-	-	-	-
Strategic Initiatives								
904455 Tree Planting Initiative	500	-	500	-	-	-	-	-
905733 SE-Smart Energy	2,400	-	-	-	-	2,400	-	-
	2,900	-	500	-	-	2,400	-	-
Total	3,346	-	946	-	-	2,400	-	-
Per the Omnibus motions approved by the ABF Committee, the following projects have been deferred or reduced:								
1) Motion: Decrease contribution to capital for Strategic projects								
905459 2010 Tree By-Law Forestry Vehicles	(60)	-	(60)	-	-	-	-	-
2) Motion: Adjust inflation component of increase in contribution to Capital Fund								
No projects deferred								

**City of Ottawa
Capital Budget - New Authority
In Thousands (\$000)**

Description	2010	Funding						
	New Authority	Revenues	Tax Supported & Other Reserves	Rate Supported	Develop. Charges	Debt		
						Tax	Rate	DC
Solid Waste								
Renewal of City Assets								
902936 Gas Collection System Repair	1,500	-	-	-	-	1,500	-	-
902967 Solid Waste Division Facilities Upgrade	-	-	-	-	-	-	-	-
904309 Solid Waste - North Garage	-	-	-	-	-	-	-	-
904329 Solid Waste New Operations Centre	16,000	-	7,740	-	-	8,260	-	-
904575 Solid Waste Organics	1,440	-	1,440	-	-	-	-	-
905037 Lifecycle Renewal Fleet - Solid Waste	185	-	185	-	-	-	-	-
	19,125	-	9,365	-	-	9,760	-	-
Total	19,125	-	9,365	-	-	9,760	-	-

City of Ottawa
Transit - Operating Resource Requirement

In Thousands (\$000)

Operating Resource Requirement	2008	2009		2010	\$ Change Over		2011	2012
	Actual	Forecast	Revised Budget*	Estimate	2009 Budget	2008 Actual	Forecast	
Expenditure by Program								
General Manager's Office	1,237	1,302	1,302	664	(638)	(573)	664	664
Performance Measurement	101	1,050	1,050	1,179	129	1,078	1,149	1,179
Marketing & Customer Services	9,700	7,725	7,925	8,083	158	(1,617)	8,083	8,083
Service Design	1,202	1,051	1,279	1,401	122	199	1,401	1,401
Transit Operations	137,023	139,873	140,713	140,244	(469)	3,221	154,110	177,323
Rail, Safety & Dev	13,133	14,816	15,916	15,613	(303)	2,480	16,123	16,438
Transit Maintenance	146,845	145,797	143,822	187,217	43,395	40,372	185,820	194,224
Para Transpo	27,955	25,804	27,204	28,533	1,329	578	29,533	29,533
Pension Benefits	2,912	2,933	2,933	400	(2,533)	(2,512)	400	400
Productivity Improvements	-	-	(2,653)	(10,168)	(7,515)	(10,168)	-	-
Gross Expenditure	340,108	340,351	339,491	373,166	33,675	33,058	397,283	429,245
Recoveries & Allocations	(9,027)	(8,387)	(9,027)	(9,027)	-	-	(9,027)	(9,027)
Net Expenditure	331,081	331,964	330,464	364,139	33,675	33,058	388,256	420,218
Expenditure by Type								
Salaries, Wages & Benefits	180,614	191,422	194,863	215,244	20,381	34,630	228,510	251,716
Overtime	13,314	13,241	10,741	12,172	1,431	(1,142)	12,172	12,172
Material & Services	67,746	78,736	78,277	80,901	2,624	13,155	89,352	96,663
Transfers/Grants/Financial Charges	33,867	33,330	33,522	41,036	7,514	7,169	43,436	44,881
Fleet Costs	1,013	384	384	566	182	(447)	566	566
Program Facility Costs	20,931	20,093	20,493	22,036	1,543	1,105	22,036	22,036
Other Internal Costs	22,623	3,145	1,211	1,211	-	(21,412)	1,211	1,211
Gross Expenditure	340,108	340,351	339,491	373,166	33,675	33,058	397,283	429,245
Recoveries & Allocations	(9,027)	(8,387)	(9,027)	(9,027)	-	-	(9,027)	(9,027)
Net Expenditure	331,081	331,964	330,464	364,139	33,675	33,058	388,256	420,218
Revenue By Type								
Federal	-	-	-	-	-	-	-	-
Provincial	(16,150)	(27,419)	(27,419)	(24,954)	2,465	(8,804)	(24,954)	(24,954)
Municipal	(2,866)	(12,549)	(12,549)	(8,804)	3,745	(5,938)	-	-
Own Funds	-	-	-	-	-	-	-	-
Fees and Services	(131,301)	(123,038)	(121,538)	(167,486)	(45,948)	(36,185)	(179,409)	(189,106)
Fines	-	-	-	-	-	-	-	-
Other	-	-	-	8,804	8,804	8,804	-	-
Total Revenue	(150,317)	(163,006)	(161,506)	(192,440)	(30,934)	(42,123)	(204,363)	(214,060)
Net Requirement	180,764	168,958	168,958	171,699	2,741	(9,065)	183,893	206,158
Full Time Equivalents	2,834.19	3,047.04	3,047.04	3,014.04	-33.00	179.85	3,076.04	3,191.04

* Revised 2009 Budget for the results of the Transit Strike as approved by Council 27 February 2009.

City of Ottawa
Transit - Operating Resource Requirement Analysis

In Thousands (\$000)

Operating Resource Requirement Analysis	2009 Baseline			2010 Adjustments						2010	\$ Change Over '09 Budget	% of Exp. on Comp./ Benefits
	Forecast	Revised Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	New Services / Needs	Efficiencies	User Fees & Charges	Estimate		
Expenditures by Program												
General Manager's Office	1,302	1,302	(662)	24	-	-	-	-	-	664	(638)	63.3%
Performance Measurement	1,050	1,050	-	61	-	68	-	-	-	1,179	129	68.6%
Marketing & Customer Services	7,725	7,925	(22)	180	-	-	-	-	-	8,083	158	71.1%
Service Design	1,051	1,279	(3)	80	-	45	-	-	-	1,401	122	95.4%
Transit Operations	139,873	140,713	(3,235)	989	-	1,777	-	-	-	140,244	(469)	99.3%
Rail, Safety & Dev	14,816	15,916	(904)	519	-	82	-	-	-	15,613	(303)	65.7%
Transit Maintenance	145,797	143,822	33,937	4,525	-	4,933	-	-	-	187,217	43,395	31.0%
Para Transpo	25,804	27,204	(404)	943	-	790	-	-	-	28,533	1,329	56.5%
Pension Benefits	2,933	2,933	-	(2,533)	-	-	-	-	-	400	(2,533)	2125.0%
Productivity Improvements	-	(2,653)	(6,715)	-	-	-	-	(800)	-	(10,168)	(7,515)	0.0%
Gross Expenditure	340,351	339,491	21,992	4,788	-	7,695	-	(800)	-	373,166	33,675	64.5%
Recoveries & Allocations	(8,387)	(9,027)	-	-	-	-	-	-	-	(9,027)	-	-
Net Expenditure	331,964	330,464	21,992	4,788	-	7,695	-	(800)	-	364,139	33,675	
Percent of 2009 Net Expenditure Budget			6.7%	1.4%	0.0%	2.3%	0.0%	-0.2%	0.0%	10.2%		
Expenditures by Type												
Salaries, Wages & Benefits	191,422	194,863	18,023	414	-	1,944	-	-	-	215,244	20,381	
Overtime	13,241	10,741	1,196	75	-	160	-	-	-	12,172	1,431	
Material & Services	78,736	78,277	(1,230)	2,178	-	2,476	-	(800)	-	80,901	2,624	
Transfers/Grants/Financial Charges	33,330	33,522	4,003	1,895	-	1,616	-	-	-	41,036	7,514	
Fleet Costs	384	384	182	-	-	-	-	-	-	566	182	
Program Facility Costs	20,093	20,493	(182)	226	-	1,499	-	-	-	22,036	1,543	
Other Internal Costs	3,145	1,211	-	-	-	-	-	-	-	1,211	-	
Gross Expenditures	340,351	339,491	21,992	4,788	-	7,695	-	(800)	-	373,166	33,675	
Recoveries & Allocations	(8,387)	(9,027)	-	-	-	-	-	-	-	(9,027)	-	
Net Expenditure	331,964	330,464	21,992	4,788	-	7,695	-	(800)	-	364,139	33,675	
Revenues By Type												
Federal	-	-	-	-	-	-	-	-	-	-	-	
Provincial	(27,419)	(27,419)	11,269	(8,804)	-	-	-	-	-	(24,954)	2,465	
Municipal	(12,549)	(12,549)	3,745	-	-	-	-	-	-	(8,804)	3,745	
Own Funds	-	-	-	-	-	-	-	-	-	-	-	
Fees and Services	(123,038)	(121,538)	(30,076)	(4,897)	-	(2,775)	-	-	(8,200)	(167,486)	(45,948)	
Fines	-	-	-	-	-	-	-	-	-	-	-	
Other	-	-	-	8,804	-	-	-	-	-	8,804	8,804	
Total Revenue	(163,006)	(161,506)	(15,062)	(4,897)	-	(2,775)	-	-	(8,200)	(192,440)	(30,934)	
Percent of 2009 Revenue Budget			9.3%	3.0%	0.0%	1.7%	0.0%	0.0%	5.1%	19.2%		
Net Requirement	168,958	168,958	6,930	(109)	-	4,920	-	(800)	(8,200)	171,699	2,741	
Percent of 2009 Net Requirement Budget			4.1%	-0.1%	0.0%	2.9%	0.0%	-0.5%	-4.9%	1.6%		
Full Time Equivalents (FTE's)	3,047.04	3,047.04	1.00	(38.00)	-	4.00	-	-	-	3,014.04	(33.00)	
Percent of 2009 FTE's			0.0%	-1.2%	0.0%	0.1%	0.0%	0.0%	0.0%	-1.1%		

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

2009 Forecast vs. Budget Variance Explanation	Surplus / (Deficit)		
	Exp.	Rev.	Net
Forecast vs. Budget Variance Explanation			
Productivity Improvements of \$2.7M will not be achieved in 2009.	(2,700)	-	(2,700)
Savings of \$1.4M in Para Transpo, \$0.6M in fuel, \$0.4M in plant maintenance and \$1.9M in administrative costs are not expected to be repeated.	4,300	-	4,300
Maintenance costs are expected to be \$3.1M greater than budget	(3,100)	-	(3,100)
Transit Services is currently projecting higher average fare revenues relative to the revised budget as a result of riders selecting fewer discounts. This will generate a one-time revenue surplus of \$1.5M to year-end.	-	1,500	1,500
Total Surplus / (Deficit)	(1,500)	1,500	-

2009 Baseline Adjustments / Explanations	Increase / (Decrease)			
	Exp.	Rev.	Net 2010 Changes	FTE Impact
Adjustments to Base Budget				
Re-instatement of 2009 one-time base budget cost and revenue adjustments made in the revised 2009 operating budget due to the bus strike. On the expenditure side, costs are being increased by \$24.5M for bus operations, maintenance and fuel costs that were included in the original 2009 budget. On the revenue side, passenger revenues of \$39.1M lost because of the strike have been re-instated.	24,530	(39,100)	(14,570)	-
In addition, \$6.7M in efficiency savings targets that were deferred due to the strike have been included while one-time funding of \$21.3M required due to the strike has been removed.	(6,715)	21,285	14,570	
Adjustment for 2009 budget shortfall in Collective Agreement provision.	4,168	-	4,168	-
Elimination of one-time transfer from reserves required for pension liabilities.	-	2,533	2,533	-
Loss in revenue as age of student Transpass users remains unlimited.	-	220	220	-
Hiring of a Labour Relations Specialist, as directed by Council Motion No. 62/6.	123	-	123	1.00
Corporate reorganization savings due to implementation of service excellence initiative.	(114)	-	(114)	-
Total Adjustments to Base Budget	21,992	(15,062)	6,930	1.00

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

2010 Pressure Category / Explanation	Increase / (Decrease)			FTE Impact
	Exp.	Rev.	Net 2010 Changes	
Maintain Services				
Termination of past service cost amendment payments for the pension plan from prior years.	(2,533)	-	(2,533)	-
All programs include an adjustment for 2010 contract settlements, increments and benefit adjustments.	5,526	-	5,526	-
Reorganization of bus routes to be more productive and efficient and the reduction of frequency of service on routes on which ridership has declined.	(3,241)	241	(3,000)	(38.00)
Inflationary increase on diesel fuel: price increase from \$0.83 to \$0.87 on 44 million litres.	2,094	-	2,094	-
Transit Fleet PAYG Reserve contribution in accordance with the fiscal framework.	1,295	-	1,295	-
Para Transpo PAYG Reserve contribution to replace 91 passenger vans.	600	-	600	-
IT operating impact of capital projects.	275	-	275	-
Rail, Regulatory Safety & Development re-organization requirements.	270	-	270	-
Impacts of inflation on costs of hydro \$206K, rail maintenance \$70K, passenger tickets \$70K, and other non-compensation increases of \$94K.	440	-	440	-
Implement measures to reduce the line-ups at public offices for customers purchasing monthly passes.	62	-	62	-
Annualization of passenger fare increase July 1, 2009.	-	(5,138)	(5,138)	-
Revenue shortfall due to economic downturn and reduced ridership from lower employment levels.	-	8,804	8,804	-
One-time funding for the revenue shortfall due to economic downturn and reduced ridership from lower employment levels.	-	(8,804)	(8,804)	-
Total Maintain Services	4,788	(4,897)	(109)	(38.00)

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

2010 Pressure Category / Explanation	Increase / (Decrease)			FTE Impact
	Exp.	Rev.	Net 2010 Changes	
Growth				
Annualization of the 2009 5.7% service increase: 64,000 service hours.	7,483	(2,750)	4,733	-
Cap service at November, 2009 levels	(2,600)	-	(2,600)	-
Operating impact of the new transit garage slated to open in Q2, 2010.	1,250	-	1,250	-
Para Transpo 2% service increase to accommodate 20,000 additional passenger trips.	750	(25)	725	-
Maintenance for the West Transitway expansion opened Sept.09 Bayshore to Pinecrest. Labour, vehicle and material costs of \$99K for additional roadway maintenance plus \$150K for maintenance of the new tower at Bayshore, Pinecrest station and associated sidewalks.	249	-	249	-
Quality benchmarking, market research and identification of transit industry best practices.	190	-	190	-
Transit Operations: 1 Timekeeper, 1 Sick Leave Tracking, 1 Records Management.	328	-	328	3.00
Service Design: Co-op students to develop expertise in transit planning for future recruitment.	45	-	45	1.00
Total Growth	7,695	(2,775)	4,920	4.00
Efficiencies				
Operational contract administration efficiencies	(800)	-	(800)	-
Total Efficiencies	(800)	-	(800)	-
User Fees & Charges				
See following user fee schedule for details on the specific rates.				
7.5% fare increase effective March 1, 2010 to assist in meeting an R/C ratio of 51.5%	-	(8,200)	(8,200)	-
Total User Fees & Charges	-	(8,200)	(8,200)	-
Total Budget Changes	33,675	(30,934)	2,741	(33.00)

**City of Ottawa
Transit - User Fees**

User Fees	2008 Rate	2009 Rate	2010 Rate	% Change Over		Effective Date	2010 Revenue
	\$	\$	\$	2009	2008	DD-MMM-YY	(\$000)
Transit Services							
Public Transit - Passenger Fares							
Regular Adult Pass/month	81.00	84.75	91.50	8.0%	13.0%	01-Mar-10	1,003
Express Adult Pass/month	101.00	106.00	114.00	7.5%	12.9%	01-Mar-10	265
Rural Adult Pass/month	126.00	131.75	141.75	7.6%	12.5%	01-Mar-10	21
Regular Student Pass/month	62.65	65.25	73.25	12.3%	16.9%	01-Mar-10	1,312
Express Student Pass/month	73.40	76.50	85.50	11.8%	16.5%	01-Mar-10	91
Regular Student Semester Pass	232.25	242.00	250.00	3.3%	7.6%	01-Mar-10	1,281
Express Student Semester Pass	271.90	283.50	290.00	2.3%	6.7%	01-Mar-10	193
Rural Student Pass/month	98.75	103.00	110.75	7.5%	12.2%	01-Mar-10	3
Senior Pass/month	30.40	31.75	36.00	13.4%	18.4%	01-Mar-10	224
Day Pass	7.25	7.00	7.50	7.1%	3.4%	01-Mar-10	101
Cash Adult/trip	3.00	3.00	3.25	8.3%	8.3%	01-Mar-10	267
Cash Express Route/trip	4.00	4.00	4.25	6.3%	6.3%	01-Mar-10	10
Cash Rural Express/trip	5.00	5.00	5.25	5.0%	5.0%	01-Mar-10	2
Cash Child (6-11 yrs.)/trip	1.50	1.50	1.60	6.7%	6.7%	01-Mar-10	26
Ticket Adult/trip	2.00	2.30	2.50	8.7%	25.0%	01-Mar-10	839
Ticket Express Route/trip	3.00	3.45	3.75	8.7%	25.0%	01-Mar-10	48
Ticket Rural Express/trip	4.00	4.60	5.00	8.7%	25.0%	01-Mar-10	7
Ticket Child (6-11 yrs)/trip	1.00	1.15	1.25	8.7%	25.0%	01-Mar-10	132
Regular Student Annual Pass	601.44	626.40	650.00	3.8%	8.1%	01-Mar-10	1,392
Express Student Annual Pass	704.64	734.40	762.00	3.8%	8.1%	01-Mar-10	72
Senior Annual Pass	364.80	381.00	395.00	3.7%	8.3%	01-Mar-10	2
Adult Regular Annual Pass	874.80	895.00	930.00	3.9%	6.3%	01-Mar-10	14
Adult Express Annual Pass	1,090.80	1,119.00	1,164.00	4.0%	6.7%	01-Mar-10	3
Adult Regular Ecopass/month	69.66	74.58	80.52	8.0%	15.6%	01-Mar-10	319
Adult Express Ecopass/month	86.86	93.28	100.32	7.5%	15.5%	01-Mar-10	234
Rural Ecopass/month	108.36	115.94	124.74	7.6%	15.1%	01-Mar-10	15
Senior Ecopass/month	26.14	27.94	31.68	13.4%	21.2%	01-Mar-10	2
Community Pass	30.40	30.40	32.00	5.3%	5.3%	01-Mar-10	22
O-Train Ticket/trip	2.25	2.50	2.75	10.0%	22.2%	01-Mar-10	85
Adult Photo I.D.	7.75	8.25	8.50	3.0%	9.7%	01-Mar-10	5
Student Photo I.D.	5.50	5.75	6.25	8.7%	13.6%	01-Mar-10	27
Charter Service							
First Hour	300.00	350.00	375.00	7.1%	25.0%	01-Jan-10	1
Each Additional Hour	175.00	175.00	190.00	8.6%	8.6%	01-Jan-10	1
Park & Ride Permit							
Regular	18.25	19.75	21.25	7.6%	16.4%	01-Mar-10	3
Gold Pass	42.00	45.00	48.50	7.8%	15.5%	01-Mar-10	7
Para Transpo Services							
							171
Total Transit Services							8,200

City of Ottawa
Transit - Committee Recommendations
 In Thousands (\$000)

Strategy Category	Branch	Program / Service Adjustment	2010 Transit Recommendations			
			Exp	Rev	Net Impact	FTE Impact
4	Transit	Recommendation Mystery shopper	(145)	-	(145)	-
		Impact on Public / City Departments This reduction limits Transit Services ability to quantitatively measure customers use of the transit system including the service preferences, number of transfers, attitudes toward transit etc. Transit Services will try to find resources within its existing budget to fund this initiative. However, if not feasible, this survey will not be conducted.				
1	Revenue	Recommendation Reduce fare increase to 3.5%	-	2,500	2,500	-
		Impact on Public / City Departments Reducing the rate of the fare increase will benefit ridership, however it will result in less revenue. Increasing fares by 3.5% in July 2010 rather than 7.5% during the same period, will result in approximately 450,000 more transit riders. This will result in a loss of revenue of \$2.5M.				
4	Transit	Recommendation Introduce the U Pass at Carleton & University of Ottawa in Sep. 2010 to all full-time graduate and undergraduates at a price of \$145 per semester.	546	2,514	3,060	8.50
		Impact on Public / City Departments Would require service increases on certain busy routes outside peak periods. Crowding could increase on many routes. Service increases on the busiest routes outside peak periods would benefit all customers on those routes.				
4	Transit	Recommendation Implement measures to reduce the line-ups at public offices for customers purchasing monthly passes.	62	-	62	-
		Impact on Public / City Departments Reduced waiting times for Transit customers making purchases of monthly passes during peak periods of August, September and October.				
Total Transit Recommendations			463	5,014	5,477	8.50

1 - New Revenue Opportunities	2 - Deferral of Proposed New Service Expenditures	3 - Deferral of Capital Projects	4 Adjustments to Existing Services
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City of Ottawa
Transit - Committee Recommendations
 In Thousands (\$000)

Strategy Category	Branch	Program / Service Adjustment	2010 ABFC Recommendations			
			Exp	Rev	Net Impact	FTE Impact
4	Transit	<u>Option</u> Reorganization of Bus Routes.	(3,241)	241	(3,000)	(38.00)
		<u>Impact on Public / City Departments</u> The reorganization of bus routes to be more productive and efficient would continue. Service would be removed at certain times, principally evenings and weekends, on local routes with relatively low ridership, requiring some customers to walk further to or from their nearest bus stop. Some sections of routes would be removed where they provide parallel service to busier routes, requiring some customers to make an additional transfer. Some pairs of routes would be combined where they provide generally similar service from nearby areas, requiring some customers to walk further to or from their nearest bus stop. Some routes that now provide direct service downtown would be cut back to be feeder routes to Transitway service, requiring some customers to make an additional transfer. These changes would be introduced in April 2010. Routes affected would be 6, 9, 12, 18, 43, 57, 63, 64, 69, 82, 85, 86, 88, 97, 101, 111, 114, 118, 127, 137, 140, 141, 145, 149, 150, 151, 152, 155, 156, 158, 165, 166, 167, 171, 173, 174, 176, 178, 191, 193, 231, 245, and 263. Details of the changes will be available in a separate document.				

1 - New Revenue Opportunities	2 - Deferral of Proposed New Service Expenditures	3 - Deferral of Capital Projects	4 Adjustments to Existing Services
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City of Ottawa
Transit - Committee Recommendations
 In Thousands (\$000)

Strategy Category	Branch	Program / Service Adjustment	2010 ABFC Recommendations			
			Exp	Rev	Net Impact	FTE Impact
4	Transit	<u>Recommendation</u> Restore 7.5% fare increase as part of Council's goal of farebox recovery	-	(2,500)	(2,500)	-
		<u>Impact on Public / City Departments</u> Increasing fares by 7.5% will result in additional revenue of \$2.5M and achieves 101.7M ridership target contained in the base budget. This also achieves Council's objective of meeting a 50:50 revenue cost ratio by 2010; in accordance with the Fiscal Framework.				
4	Transit	<u>Recommendation</u> Advance fare increase to March 2010	-	(3,400)	(3,400)	-
		<u>Impact on Public / City Departments</u> Advancing fare increases will result in a ridership loss, because more transit riders will be impacted by the fare increase and choose to no longer use transit or reduce their use. However, advancing fare increase from July to March results in an increase in revenue of \$3.4 million. It is estimated that the ridership loss associated with moving the 7.5% fare increase from July to March will be approximately 477,000 riders.				
2	Transit	<u>Recommendation</u> Defer proposed service enhancements and maintain November 2009 service levels	(2,600)	-	(2,600)	-
		<u>Impact on Public / City Departments</u> Transit Services Department is currently underspending on the 2009 budget because of delays in training new operators resulting from the Serco DES strike affecting the MTO. Service levels through 2010 would continue at these levels. Staff would respond to normal changes in ridership levels on individual trips through the normal quarterly planning cycle, by re-allocating trips among routes. These changes would occur primarily during peak periods, and would involve no removals of service, only changes to the frequency of service. With this option, there will be a reduced ability to respond to increases in ridership with increases in service capacity.				

1 - New Revenue Opportunities

2 - Deferral of Proposed New Service Expenditures

3 - Deferral of Capital Projects

4 Adjustments to Existing Services

City of Ottawa
Transit - Committee Recommendations
 In Thousands (\$000)

Strategy Category	Branch	Program / Service Adjustment	2010 ABFC Recommendations			
			Exp	Rev	Net Impact	FTE Impact
4	Transit	<u>Recommendation</u> Eliminate the U Pass at Carleton & University of Ottawa in Sep. 2010 to all full-time graduate and undergraduates at a price of \$145 per semester.	(546)	(2,514)	(3,060)	(8.50)
		<u>Impact on Public / City Departments</u> Deferral of a service that has been requested by the university community.				
4	Transit	<u>Recommendation</u> Account for Operational contract administration efficiencies	(800)	-	(800)	-
		<u>Impact on Public / City Departments</u> There is no impact on the public.				
4	Transit	<u>Recommendation</u> Absorb the cost of maintaining 50 new Transitway bus shelters and new Park and Ride lots within existing resources.	(760)	-	(760)	(3.00)
		<u>Impact on Public / City Departments</u> This will be absorbed by identifying efficiencies. There may be a slower response time arising from increased responsibilities from maintaining additional infrastructure.				
4	Transit	<u>Recommendation</u> Record the special payment for the pension in the Non Departmental section of the Budget.	(8,100)	-	(8,100)	-
		<u>Impact on Public / City Departments</u> There is no impact on the public.				
Total ABFC Recommendations			(16,047)	(8,173)	(24,220)	(49.50)
Total Committee Recommendations			(15,584)	(3,159)	(18,743)	(41.00)

1 - New Revenue Opportunities	2 - Deferral of Proposed New Service Expenditures	3 - Deferral of Capital Projects	4 Adjustments to Existing Services
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**City of Ottawa
Capital Budget - New Authority
In Thousands (\$000)**

Description	2010	Funding						
	New Authority	Revenues	Tax Supported & Other Reserves	Rate Supported	Develop. Charges	Debt		
						Tax	Rate	DC
Transit Services								
Renewal of City Assets								
904730 Rideau River O-Train Bridge	1,500	-	500	-	-	1,000	-	-
904769 Central Area Station Improvements	1,600	-	600	-	-	1,000	-	-
905152 Building Capacity Improvement	6,000	-	6,000	-	-	-	-	-
905159 IT Transit GIRO System	550	-	550	-	-	-	-	-
905160 Transit Communications	275	-	275	-	-	-	-	-
905245 Light Rail Transit Office	6,000	-	2,815	-	1,973	800	-	412
905490 2010 Transitway System Improvements	750	-	650	-	-	100	-	-
905491 2010 Transitway Capital Projects	1,000	-	900	-	-	100	-	-
905492 2010 Transitway Stations	4,100	-	2,866	-	452	500	-	282
905493 2010 Transit Network Capital Projects	800	-	590	-	88	67	-	55
905494 2010 Transit Facilities Lifecycle	2,000	-	2,000	-	-	-	-	-
905498 2010 Miscellaneous Vehicle Replacement	1,577	-	1,477	-	-	100	-	-
905500 2010 Bus Replacement	29,600	9,768	14,832	-	-	5,000	-	-
905501 IT 2010 Computer H&S	250	-	250	-	-	-	-	-
905502 2010 Bus Refurbishment	2,000	-	1,600	-	-	400	-	-
905503 2010 Train & Rail Lifecycle - O Train	3,029	-	3,029	-	-	-	-	-
905562 Scoping Pre/Post Tway Roads - 2010	55	-	55	-	-	-	-	-
905563 Renewal Transitway Roads - 2010	900	-	600	-	-	300	-	-
905565 Scoping Pre/Post Tway Struc. - 2010	50	-	50	-	-	-	-	-
905566 Renewal Transitway Structures	280	-	180	-	-	100	-	-
905567 Bridge Salt Prot./Conc Patching - Twy	1,000	-	900	-	-	100	-	-
905568 Crack Sealing - Transit	100	-	100	-	-	-	-	-
905569 Scoping Pre/Post O-Train Struc. - 2010	135	-	135	-	-	-	-	-
905570 O-Train Structures - 2010	400	-	300	-	-	100	-	-
905652 PofW Bridge Condition Assessment	1,500	-	1,500	-	-	-	-	-
905671 LCR - Transit	3,850	-	3,850	-	-	-	-	-
905700 Regulatory Structural Inspections - 2010	400	-	400	-	-	-	-	-
	69,701	9,768	47,004	-	2,513	9,667	-	749

**City of Ottawa
Capital Budget - New Authority
In Thousands (\$000)**

Description	2010	Funding						
	New Authority	Revenues	Tax Supported & Other Reserves	Rate Supported	Develop. Charges	Debt		
						Tax	Rate	DC
Growth								
903279 Cumberland Transitway (Navan -Blair Stn)	2,464	1,643	282	-	270	100	-	169
903780 Transit Garage	17,000	-	13,659	-	1,873	300	-	1,168
904683 SW Transitway (Baseline to Norice)	35,000	23,334	5,425	-	3,836	-	-	2,405
905176 LRT (Tunney's to Blair, rail yds & Nich)	74,267	49,512	11,413	-	8,140	100	-	5,102
905177 Transit Priority (Woodroffe/Baseline)	2,240	-	1,039	-	247	800	-	154
905183 TMP Supplementary Transit Network	1,000	666	105	-	110	50	-	69
905433 Park and Ride Exp Prog - Studies 2010	50	-	41	-	6	-	-	3
905434 Park and Ride Facilities 2010	2,000	-	1,620	-	220	22	-	138
905435 Rapid Transit EA Studies 2010	2,000	-	1,643	-	220	-	-	137
905436 Transit Corridor Protection 2010	2,000	-	943	-	220	700	-	137
905437 Transportation Master Plan 2010	400	-	329	-	44	-	-	27
905439 2010 Transit Priority Corridors	1,000	-	521	-	110	300	-	69
905440 2010 Transit Priority Measures	1,600	-	814	-	176	500	-	110
905499 2010 Miscellaneous Vehicle Growth	200	-	164	-	22	-	-	14
905507 2010 Bus Growth	34,400	-	21,431	-	3,792	6,814	-	2,363
	175,621	75,155	59,429	-	19,286	9,686	-	12,065
Strategic Initiatives								
905171 IT OPS Cad RMS Integration	2,000	-	2,000	-	-	-	-	-
905204 IT 2009 Transit computer Systems	845	-	845	-	-	-	-	-
905496 2010 Smart Driver	175	-	175	-	-	-	-	-
905497 2010 IT E-Learning & Video Enhancement	250	-	250	-	-	-	-	-
905504 IT 2010 Wireless Network Infrastructure	3,000	-	3,000	-	-	-	-	-
	6,270	-	6,270	-	-	-	-	-
Total	251,592	84,923	112,703	-	21,799	19,353	-	12,814

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

Operating Resource Requirement	2008	2009		2010	\$ Change Over		2011	2012
	Actual	Forecast	Budget	Estimate	2009 Budget	2008 Actual	Forecast	
Expenditure by Program								
Gen Mgr Office & Strategic Support	1,091	895	895	794	(101)	(297)	818	842
Business & Operational Services	715	1,175	1,175	1,214	39	499	1,245	1,276
Productivity Improvements	-	-	-	-	-	-	-	-
Gross Expenditure	1,806	2,070	2,070	2,008	(62)	202	2,063	2,118
Recoveries & Allocations	(69)	(65)	(65)	(65)	-	4	(65)	(65)
Net Expenditure	1,737	2,005	2,005	1,943	(62)	206	1,998	2,053
Expenditure by Type								
Salaries, Wages & Benefits	1,552	1,732	1,732	1,725	(7)	173	1,770	1,815
Overtime	9	10	10	10	-	1	10	10
Material & Services	228	324	324	269	(55)	41	279	289
Transfers/Grants/Financial Charges	-	-	-	-	-	-	-	-
Fleet Costs	-	-	-	-	-	-	-	-
Program Facility Costs	-	-	-	-	-	-	-	-
Other Internal Costs	17	4	4	4	-	(13)	4	4
Gross Expenditure	1,806	2,070	2,070	2,008	(62)	202	2,063	2,118
Recoveries & Allocations	(69)	(65)	(65)	(65)	-	4	(65)	(65)
Net Expenditure	1,737	2,005	2,005	1,943	(62)	206	1,998	2,053
Revenue By Type								
Federal	-	-	-	-	-	-	-	-
Provincial	-	-	-	-	-	-	-	-
Municipal	-	-	-	-	-	-	-	-
Own Funds	-	-	-	-	-	-	-	-
Fees and Services	-	-	-	-	-	-	-	-
Fines	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Total Revenue	-	-	-	-	-	-	-	-
Net Requirement	1,737	2,005	2,005	1,943	(62)	206	1,998	2,053
Full Time Equivalents	14.00	19.16	19.16	19.16	-	5.16	19.16	19.16

City of Ottawa
Public Works
General Manager - Operating Resource Requirement Analysis

In Thousands (\$000)

Operating Resource Requirement Analysis	2009 Baseline			2010 Adjustments						2010	\$ Change Over '09 Budget	% of Exp. on Comp./ Benefits
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	New Services / Needs	Efficiencies	User Fees & Charges	Estimate		
Expenditure by Program												
Gen Mgr Office & Strategic Support	895	895	(118)	17	-	-	-	-	-	794	(101)	74.9%
Business & Operational Services	1,175	1,175	11	28	-	-	-	-	-	1,214	39	93.9%
Productivity Improvements	-	-	-	-	-	-	-	-	-	-	-	0.0%
Gross Expenditure	2,070	2,070	(107)	45	-	-	-	-	-	2,008	(62)	86.4%
Recoveries & Allocations	(65)	(65)	-	-	-	-	-	-	-	(65)	-	
Net Expenditure	2,005	2,005	(107)	45	-	-	-	-	-	1,943	(62)	
Percent of 2009 Net Expenditure Budget			-5.3%	2.2%	0.0%	0.0%	0.0%	0.0%	0.0%	-3.1%		
Expenditure by Type												
Salaries, Wages & Benefits	1,732	1,732	(52)	45	-	-	-	-	-	1,725	(7)	
Overtime	10	10	-	-	-	-	-	-	-	10	-	
Material & Services	324	324	(55)	-	-	-	-	-	-	269	(55)	
Transfers/Grants/Financial Charges	-	-	-	-	-	-	-	-	-	-	-	
Fleet Costs	-	-	-	-	-	-	-	-	-	-	-	
Program Facility Costs	-	-	-	-	-	-	-	-	-	-	-	
Other Internal Costs	4	4	-	-	-	-	-	-	-	4	-	
Gross Expenditure	2,070	2,070	(107)	45	-	-	-	-	-	2,008	(62)	
Recoveries & Allocations	(65)	(65)	-	-	-	-	-	-	-	(65)	-	
Net Expenditure	2,005	2,005	(107)	45	-	-	-	-	-	1,943	(62)	
Revenue By Type												
Federal	-	-	-	-	-	-	-	-	-	-	-	
Provincial	-	-	-	-	-	-	-	-	-	-	-	
Municipal	-	-	-	-	-	-	-	-	-	-	-	
Own Funds	-	-	-	-	-	-	-	-	-	-	-	
Fees and Services	-	-	-	-	-	-	-	-	-	-	-	
Fines	-	-	-	-	-	-	-	-	-	-	-	
Other	-	-	-	-	-	-	-	-	-	-	-	
Total Revenue	-	-	-	-	-	-	-	-	-	-	-	
Percent of 2009 Revenue Budget			0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%		
Net Requirement	2,005	2,005	(107)	45	-	-	-	-	-	1,943	(62)	
Percent of 2009 Net Requirement Budget			-5.3%	2.2%	0.0%	0.0%	0.0%	0.0%	0.0%	-3.1%		
Full Time Equivalents (FTE's)	19.16	19.16		-	-	-	-	-	-	19.16	-	
Percent of 2009 FTE's			0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%		

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

2009 Forecast vs. Budget Variance Explanation	Surplus / (Deficit)		
	Exp.	Rev.	Net
Forecast vs. Budget Variance Explanation			
No Change	-	-	-
Total Surplus / (Deficit)	-	-	-

2009 Baseline Adjustments / Explanations	Increase / (Decrease)			
	Exp.	Rev.	Net 2010 Changes	FTE Impact
Adjustments to Base Budget				
Adjustment for 2009 budget shortfall in Collective Agreement provision.	15	-	15	-
Reduce Consulting capacity	(55)	-	(55)	-
Corporate Reorganization savings due to implementation of service excellence initiative.	(67)	-	(67)	-
Total Adjustments to Base Budget	(107)	-	(107)	-

2010 Pressure Category / Explanation	Increase / (Decrease)			
	Exp.	Rev.	Net 2010 Changes	FTE Impact
Maintain Services				
All programs include an adjustment for 2010 contract settlements, increments, and benefit adjustments.	45	-	45	-
Total Maintain Services	45	-	45	-
User Fees & Charges				
See following user fee schedule for details on the specific rates.	-	-	-	-
	-	-	-	-
Total User Fees & Charges	-	-	-	-
Total Budget Changes	(62)	-	(62)	-

City of Ottawa
 Public Works
 General Manager - Committee Recommendations
 In Thousands (\$000)

Strategy Category	Branch	Program / Service Adjustment	2010 Transportation Recommendations			
			Exp	Rev	Net Impact	FTE Impact
4	GM's Office	<u>Recommendation</u> Reduce professional services and consulting budget.	55	-	55	-
		<u>Impact on Public / City Departments</u> Reduces consulting service capacity for the General Manager's Office.				
Total CSEDC Recommendations			55	-	55	-

1 - New Revenue Opportunities	2 - Deferral of Proposed New Service Expenditures	3 - Deferral of Capital Projects	4 Adjustments to Existing Services
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City of Ottawa

Public Works

Operations, Engineering & Technical Services - Operating Resource Requirement

In Thousands (\$000)

Operating Resource Requirement	2008	2009		2010	\$ Change Over		2011	2012
	Actual	Forecast	Budget	Estimate	2009 Budget	2008 Actual	Forecast	
Expenditure by Program								
Operations, Eng & Technical Services	11,828	13,441	13,341	13,929	588	2,101	15,042	16,007
Productivity Improvements	-	-	-	-	-	-	-	-
Gross Expenditure	11,828	13,441	13,341	13,929	588	2,101	15,042	16,007
Recoveries & Allocations	(1,125)	(1,103)	(1,103)	(1,103)	-	22	(1,103)	(1,103)
Net Expenditure	10,703	12,338	12,238	12,826	588	2,123	13,939	14,904
Expenditure by Type								
Salaries, Wages & Benefits	9,522	10,658	10,558	10,906	348	1,384	11,636	12,331
Overtime	229	185	185	192	7	(37)	197	202
Material & Services	1,452	1,994	1,994	2,167	173	715	2,530	2,795
Transfers/Grants/Financial Charges	76	120	120	170	50	94	170	170
Fleet Costs	328	395	395	405	10	77	420	420
Program Facility Costs	-	-	-	-	-	-	-	-
Other Internal Costs	221	89	89	89	-	(132)	89	89
Gross Expenditure	11,828	13,441	13,341	13,929	588	2,101	15,042	16,007
Recoveries & Allocations	(1,125)	(1,103)	(1,103)	(1,103)	-	22	(1,103)	(1,103)
Net Expenditure	10,703	12,338	12,238	12,826	588	2,123	13,939	14,904
Revenue By Type								
Federal	(21)	-	-	-	-	21	-	-
Provincial	-	(46)	(46)	(46)	-	(46)	(46)	(46)
Municipal	-	-	-	-	-	-	-	-
Own Funds	-	-	-	-	-	-	-	-
Fees and Services	-	-	-	-	-	-	-	-
Fines	-	-	-	-	-	-	-	-
Other	(192)	(89)	(89)	(89)	-	103	(89)	(89)
Total Revenue	(213)	(135)	(135)	(135)	-	78	(135)	(135)
Net Requirement	10,490	12,203	12,103	12,691	588	2,201	13,804	14,769
Full Time Equivalents	145.51	146.54	146.54	146.54	0.00	1.03	151.54	155.54

City of Ottawa

Public Works

Operations, Engineering & Technical Services - Operating Resource Requirement Analysis

In Thousands (\$000)

Operating Resource Requirement Analysis	2009 Baseline			2010 Adjustments						2010	\$ Change Over '09 Budget	% of Exp. on Comp./ Benefits
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	New Services / Needs	Efficiencies	User Fees & Charges	Estimate		
Expenditure by Program												
Operations, Eng & Technical Services	13,441	13,341	110	330	-	65	83	-	-	13,929	588	79.7%
Productivity Improvements	-	-	-	-	-	-	-	-	-	-	-	0.0%
Gross Expenditure	13,441	13,341	110	330	-	65	83	-	-	13,929	588	79.7%
Recoveries & Allocations	(1,103)	(1,103)	-	-	-	-	-	-	-	(1,103)	-	
Net Expenditure	12,338	12,238	110	330	-	65	83	-	-	12,826	588	
Percent of 2009 Net Expenditure Budget			0.9%	2.7%	0.0%	0.5%	0.7%	0.0%	0.0%	4.8%		
Expenditure by Type												
Salaries, Wages & Benefits	10,658	10,558	108	240	-	-	-	-	-	10,906	348	
Overtime	185	185	2	5	-	-	-	-	-	192	7	
Material & Services	1,994	1,994	-	75	-	65	33	-	-	2,167	173	
Transfers/Grants/Financial Charges	120	120	-	-	-	-	50	-	-	170	50	
Fleet Costs	395	395	-	10	-	-	-	-	-	405	10	
Program Facility Costs	-	-	-	-	-	-	-	-	-	-	-	
Other Internal Costs	89	89	-	-	-	-	-	-	-	89	-	
Gross Expenditure	13,441	13,341	110	330	-	65	83	-	-	13,929	588	
Recoveries & Allocations	(1,103)	(1,103)	-	-	-	-	-	-	-	(1,103)	-	
Net Expenditure	12,338	12,238	110	330	-	65	83	-	-	12,826	588	
Revenue By Type												
Federal	-	-	-	-	-	-	-	-	-	-	-	
Provincial	(46)	(46)	-	-	-	-	-	-	-	(46)	-	
Municipal	-	-	-	-	-	-	-	-	-	-	-	
Own Funds	-	-	-	-	-	-	-	-	-	-	-	
Fees and Services	-	-	-	-	-	-	-	-	-	-	-	
Fines	-	-	-	-	-	-	-	-	-	-	-	
Other	(89)	(89)	-	-	-	-	-	-	-	(89)	-	
Total Revenue	(135)	(135)	-	-	-	-	-	-	-	(135)	-	
Percent of 2009 Revenue Budget			0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%		
Net Requirement	12,203	12,103	110	330	-	65	83	-	-	12,691	588	
Percent of 2009 Net Requirement Budget			0.9%	2.7%	0.0%	0.5%	0.7%	0.0%	0.0%	4.9%		
Full Time Equivalents (FTE's)	146.54	146.54	-	-	-	-	-	-	-	146.54	0.00	
Percent of 2009 FTE's			0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%		

City of Ottawa

Public Works

Operations, Engineering & Technical Services - Operating Resource Requirement Explanatory Notes

In Thousands (\$000)

2009 Forecast vs. Budget Variance Explanation	Surplus / (Deficit)		
	Exp.	Rev.	Net
Forecast vs. Budget Variance Explanation			
Deficit due to 2009 budget shortfall in Collective Agreement provision.	(100)	-	(100)
Total Surplus / (Deficit)	(100)	-	(100)

2009 Baseline Adjustments / Explanations	Increase / (Decrease)			
	Exp.	Rev.	Net 2010 Changes	FTE Impact
Adjustments to Base Budget				
Adjustment for 2009 budget shortfall in Collective Agreement provision.	110	-	110	-
Total Adjustments to Base Budget	110	-	110	-
Maintain Services				
All programs include an adjustment for 2010 contract settlements, increments, and benefit adjustments.	245	-	245	-
Increased Fleet costs due to inflation on fuel and maintenance.	10	-	10	-
Adult School Crossing Guards - annualization of 2009 new locations.	75	-	75	-
Total Maintain Services	330	-	330	-

City of Ottawa

Public Works

Operations, Engineering & Technical Services - Operating Resource Requirement Explanatory Notes

In Thousands (\$000)

2010 Pressure Category / Explanation	Increase / (Decrease)			
	Exp.	Rev.	Net 2010 Changes	FTE Impact
Growth				
Commencing in fall 2010 - ten new Adult School Crossing Guards locations to be implemented.	65	-	65	-
Total Growth	65	-	65	-
New Services / Needs				
Add five more Adult School Crossing Guards	33			
Youth Engagement Mural Program ACS2009-COS-PWS-0013 - three way partnership between property owners, arts/community organizations and youth organizations for mural programs in high graffiti areas.	50	-	50	-
Total New Services / Needs	83	-	50	-
User Fees & Charges				
See following user fee schedule for details on the specific rates.	-	-	-	-
Total User Fees & Charges	-	-	-	-
Total Budget Changes	588	-	555	-

City of Ottawa
 Public Works
 Operations, Engineering & Technical Services - User Fees

User Fees	2008 Rate	2009 Rate	2010 Rate	% Change Over		Effective Date	2010 Revenue
	\$	\$	\$	2009	2008	DD-MMM-YY	(\$000)
Department							
Operations, Engineering and Technical Services							
Traffic Count Fee - File Counts							
Traffic Count Information Fee – file copies	89.00	91.00	93.00	2.2%	4.5%	01-Apr-10	
Variable Message Boards (external Federal & Provincial Agencies only)							
- per day	329.00	336.00	343.00	2.1%	4.3%		
- per week	892.00	910.00	928.00	2.0%	4.0%		
- per month	2,680.00	2,734.00	2,789.00	2.0%	4.1%		
- set up fee/standby	208.00	213.00	217.00	1.9%	4.3%		
Total Operations, Engineering and Technical Services							
Total Department							-

City of Ottawa
Public Works
Operations, Engineering & Technical Services - Committee Recommendations
In Thousands (\$000)

Strategy Category	Branch	Program / Service Adjustment	2010 Transportation Recommendations			
			Exp	Rev	Net Impact	FTE Impact
4	OETS	Recommendation Eliminate the increased support operations to maintenance divisions resulting from growth of 176.181km of roadways, 25 km of sidewalks/pathways; 46 Ha of parks and other park amenities and 10,000 trees from developer built and City capital works.	(90)	-	(90)	-
		Impact on Public / City Departments Will result in city-wide service level reductions as existing resources will have to absorb the new growth impact service requirements.				
4	OETS	Recommendation Add 5 more Adult School Crossing Guards	33	-	33	-
		Impact on Public / City Departments Increases the number of warranted locations that can be implemented.				
Total Transportation Recommendations			(57)	-	(57)	-

1 - New Revenue Opportunities	2 - Deferral of Proposed New Service Expenditures	3 - Deferral of Capital Projects	4 Adjustments to Existing Services
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City of Ottawa
 Public Works
 Operations, Engineering & Technical Services - Committee Recommendations
 In Thousands (\$000)

Strategy Category	Branch	Program / Service Adjustment	2010 ABFC			
			Exp	Rev	Net Impact	FTE Impact
2	OETS	<u>Recommendation</u> Defer the increased Traffic Engineer position to support operations to maintenance divisions resulting from growth of 176.18km of roadways impact on pavement markings and signage; 20 new TCS signals; 30 video traffic cameras installations; 1,200 street lights from developer built and City capital works.	(95)	-	(95)	1.00
		<u>Impact on Public / City Departments</u> Deferring of this funding request will result in the attrition of base services citywide on road work, traffic assessment and, generally, increased delays to transit and traffic. Specifically, delays in reviewing and providing input on traffic management plans/strategies related to construction projects would occur. This could impact the ability to begin construction projects on schedule.				
Total ABFC Recommendations			(95)	-	(95)	1.00
Total Committee Recommendations			(152)	-	(152)	1.00

1 - New Revenue Opportunities	2 - Deferral of Proposed New Service Expenditures	3 - Deferral of Capital Projects	4 Adjustments to Existing Services
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City of Ottawa
Public Works
Roads & Traffic Maintenance - Operating Resource Requirement

In Thousands (\$000)

Operating Resource Requirement	2008	2009		2010	\$ Change Over		2011	2012
	Actual	Forecast	Budget	Estimate	2009 Budget	2008 Actual	Forecast	
Expenditure by Program								
Road Operations	117,893	94,319	93,503	95,012	1,509	(22,881)	99,777	103,437
Traffic Operations	26,373	28,716	28,551	30,735	2,184	4,362	32,502	34,032
Productivity Improvements	-	-	-	-	-	-	-	-
Gross Expenditure	144,266	123,035	122,054	125,747	3,693	(18,519)	132,279	137,469
Recoveries & Allocations	(11,886)	(12,839)	(12,354)	(12,384)	(30)	(498)	(12,524)	(12,534)
Net Expenditure	132,380	110,196	109,700	113,363	3,663	(19,017)	119,755	124,935
Expenditure by Type								
Salaries, Wages & Benefits	44,820	45,441	44,945	47,518	2,573	2,698	50,448	52,776
Overtime	7,793	4,728	4,728	4,728	-	(3,065)	4,728	4,728
Material & Services	65,433	48,678	48,193	48,529	336	(16,904)	51,469	53,756
Transfers/Grants/Financial Charges	65	-	-	-	-	(65)	-	-
Fleet Costs	25,068	23,543	23,543	24,327	784	(741)	24,989	25,564
Program Facility Costs	-	-	-	-	-	-	-	-
Other Internal Costs	1,087	645	645	645	-	(442)	645	645
Gross Expenditure	144,266	123,035	122,054	125,747	3,693	(18,519)	132,279	137,469
Recoveries & Allocations	(11,886)	(12,839)	(12,354)	(12,384)	(30)	(498)	(12,524)	(12,534)
Net Expenditure	132,380	110,196	109,700	113,363	3,663	(19,017)	119,755	124,935
Revenue By Type								
Federal	(155)	(40)	(40)	(40)	-	115	(40)	(40)
Provincial	(5)	-	-	-	-	5	-	-
Municipal	-	-	-	-	-	-	-	-
Own Funds	-	(91)	(91)	-	91	-	-	-
Fees and Services	(2,837)	(2,118)	(2,118)	(2,118)	-	719	(2,118)	(2,118)
Fines	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Total Revenue	(2,997)	(2,249)	(2,249)	(2,158)	91	839	(2,158)	(2,158)
Net Requirement	129,383	107,947	107,451	111,205	3,754	(18,178)	117,597	122,777
Full Time Equivalent	647.74	661.43	661.43	671.14	9.71	23.40	687.19	697.82

City of Ottawa
Public Works
Roads & Traffic Maintenance - Operating Resource Requirement Analysis
In Thousands (\$000)

Operating Resource Requirement Analysis	2009 Baseline			2010 Adjustments						2010	\$ Change Over '09 Budget	% of Exp. on Comp./ Benefits
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	New Services / Needs	Efficiencies	User Fees & Charges	Estimate		
Expenditure by Program												
Road Operations	94,319	93,503	(161)	2,214	195	606	180	(1,525)	-	95,012	1,509	40.7%
Traffic Operations	28,716	28,551	(2)	1,474	-	612	100	-	-	30,735	2,184	44.1%
Productivity Improvements	-	-	-	-	-	-	-	-	-	-	-	0.0%
Gross Expenditure	123,035	122,054	(163)	3,688	195	1,218	280	(1,525)	-	125,747	3,693	41.5%
Recoveries & Allocations	(12,839)	(12,354)	-	-	-	(30)	-	-	-	(12,384)	(30)	
Net Expenditure	110,196	109,700	(163)	3,688	195	1,188	280	(1,525)	-	113,363	3,663	
Percent of 2009 Net Expenditure Budget			-0.1%	3.4%	0.2%	1.1%	0.3%	-1.4%	0.0%	3.3%		
Expenditure by Type												
Salaries, Wages & Benefits	45,441	44,945	468	1,455	-	536	-	114	-	47,518	2,573	
Overtime	4,728	4,728	-	-	-	-	-	-	-	4,728	-	
Material & Services	48,678	48,193	(631)	1,555	195	371	250	(1,404)	-	48,529	336	
Transfers/Grants/Financial Charge	-	-	-	-	-	-	-	-	-	-	-	
Fleet Costs	23,543	23,543	-	678	-	311	30	(235)	-	24,327	784	
Program Facility Costs	-	-	-	-	-	-	-	-	-	-	-	
Other Internal Costs	645	645	-	-	-	-	-	-	-	645	-	
Gross Expenditure	123,035	122,054	(163)	3,688	195	1,218	280	(1,525)	-	125,747	3,693	
Recoveries & Allocations	(12,839)	(12,354)	-	-	-	(30)	-	-	-	(12,384)	(30)	
Net Expenditure	110,196	109,700	(163)	3,688	195	1,188	280	(1,525)	-	113,363	3,663	
Revenue By Type												
Federal	(40)	(40)	-	-	-	-	-	-	-	(40)	-	
Provincial	-	-	-	-	-	-	-	-	-	-	-	
Municipal	-	-	-	-	-	-	-	-	-	-	-	
Own Funds	(91)	(91)	91	-	-	-	-	-	-	-	91	
Fees and Services	(2,118)	(2,118)	-	-	-	-	-	-	-	(2,118)	-	
Fines	-	-	-	-	-	-	-	-	-	-	-	
Other	-	-	-	-	-	-	-	-	-	-	-	
Total Revenue	(2,249)	(2,249)	91	-	-	-	-	-	-	(2,158)	91	
Percent of 2009 Revenue Budget			-4.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	-4.0%		
Net Requirement	107,947	107,451	(72)	3,688	195	1,188	280	(1,525)	-	111,205	3,754	
Percent of 2009 Net Requirement Budget			-0.1%	3.4%	0.2%	1.1%	0.3%	-1.4%	0.0%	3.5%		
Full Time Equivalents (FTE's)	661.43	661.43	-	-	-	7.71	-	2.00	-	671.14	9.71	
Percent of 2009 FTE's			0.0%	0.0%	0.0%	1.2%	0.0%	0.3%	0.0%	1.5%		

City of Ottawa

Public Works

Roads & Traffic Maintenance - Operating Resource Requirement Explanatory Notes

In Thousands (\$000)

2009 Forecast vs. Budget Variance Explanation	Surplus / (Deficit)		
	Exp.	Rev.	Net
Forecast vs. Budget Variance Explanation			
Deficit due to 2009 budget shortfall in Collective Agreement provision.	(496)	-	(496)
Increase in materials and purchased services related to OC Transit strike.	(485)	-	(485)
Increase in recoveries related to OC Transit Strike.	485	-	485
Total Surplus / (Deficit)	(496)	-	(496)

2009 Baseline Adjustments / Explanations	Increase / (Decrease)			
	Exp.	Rev.	Net 2010 Changes	FTE Impact
Adjustments to Base Budget				
Adjustment for 2009 budget shortfall in Collective Agreement provision.	520	-	520	-
Corporate Reorganization savings due to implementation of service excellence initiative.	(52)	-	(52)	-
Removal of 2009 one-time item for Plotter for the Sign Shop.	(91)	91	-	-
Increased efficiency on contract savings on Graffiti Removal program.	(540)	-	(540)	-
Total Adjustments to Base Budget	(163)	91	(72)	-

City of Ottawa

Public Works

Roads & Traffic Maintenance - Operating Resource Requirement Explanatory Notes

In Thousands (\$000)

2010 Pressure Category / Explanation	Increase / (Decrease)			
	Exp.	Rev.	Net 2010 Changes	FTE Impact
Maintain Services				
All programs include an adjustment for 2010 contract settlements, increments, and benefit adjustments.	1,455	-	1,455	-
Increased Fleet costs due to inflation on fuel and maintenance. Includes reduction for minor refurbishments for all departments.	678	-	678	-
Inflationary increase on hydro for Street Lighting and Traffic Control Signals.	545	-	545	-
Inflation 10% increase on communication charges from Bell Canada for the Traffic Control System.	60	-	60	-
Contract price escalation in accordance with Street Lighting P3 maintenance contract.	110	-	110	-
Inflation on awarded contracts for graders and sidewalk ploughs.	515	-	515	-
Expansion of Red Light Camera Program as per Council motion. Expenditures offset by increased POA Fines in Non-Departmental.	325	-	325	-
Total Maintain Services	3,688	-	3,688	-
Provincial Legislated				
	-	-	-	-
Disposal of road sweepings tippage fees, sweepings have been deemed a hazardous material and must be disposed of at a licensed landfill.	195	-	195	-
Total Provincial Legislated	195	-	195	-

City of Ottawa

Public Works

Roads & Traffic Maintenance - Operating Resource Requirement Explanatory Notes

In Thousands (\$000)

2010 Pressure Category / Explanation	Increase / (Decrease)			FTE Impact
	Exp.	Rev.	Net 2010 Changes	
Growth				
Increased support and maintenance operations resulting from growth: 176.181km of roadways, pavement markings and signage; 25 km of sidewalks/pathways; 20 new TCS signals; 30 video traffic cameras installations; 1,200 street lights from developer-built and City capital works.	858	-	858	7.49
2010 Capital vehicle and equipment acquisitions reference ASC2009-COS-PWS-0019.	330	-	330	-
Transitway expansion of 6 km for roadway maintenance.	30	-	30	0.22
Recovery from Transit Services for Transitway expansion roadway maintenance.	(30)	-	(30)	-
Total Growth	1,188	-	1,188	7.71
New Services / Needs				
Increased Fleet cost as a result of the Green Fleet Plan ACS2009-COS-FLT-0001 Bio-fuels initiative.	30	-	30	-
GPS/AVL Salt Savings (IT investment fund project) - for contract services, software and hardware maintenance for monitoring application (associated salt savings in efficiency section)	150	-	150	-
Increased sign cost resulting from School Speed Zone Program ACS2009-COS-PWS-0021	100	-	100	-
Total New Services / Needs	280	-	280	-
Efficiencies				
GPS/AVL Salt Savings (IT investment fund project) - salt savings (associated contract services, software and hardware maintenance for monitoring application in new needs section).	(1,000)	-	(1,000)	-
Allocation of Service Excellence Initiative - Transform Fleet Management.	(275)	-	(275)	-
Service Excellence Initiative - Casual Labour Pool.	(250)	-	(250)	2.00
Total Efficiencies	(1,525)	-	(1,525)	2.00
Total Budget Changes	3,663	91	3,754	9.71

City of Ottawa
Public Works
Roads & Traffic - Committee Recommendations
In Thousands (\$000)

Strategy Category	Branch	Program / Service Adjustment	2010 Transportation Recommendations			
			Exp	Rev	Net Impact	FTE Impact
4	Roads & Traffic	Recommendation Reduce Traffic Ops Growth Resources	(38)	-	(38)	(0.58)
		Impact on Public / City Departments Reduce Traffic growth requirement - Seasonal Crew leader Signals. The impact will be absorbed within the further realignment of newly reorganized Roads & Traffic Operations and creation of the casual labour pool.				
4	Roads & Traffic	Recommendation Reduce Road Operations Growth resources	(190)	-	(190)	(3.00)
		Impact on Public / City Departments Reduce Road growth requirement - 3 for Roads Crews. The impact will be absorbed within the further realignment of newly reorganized Roads & Traffic Operations and creation of the casual labour pool.				
4	Roads & Traffic	Recommendation Reduce Traffic Operations Growth Vehicles. This option reduced capital by \$25,000 for Fleet acquisitions.	(11)	-	(11)	-
		Impact on Public / City Departments Reduce Traffic growth vehicle requirement - 1/2 Ton Pickup Truck - regular cab c/w 8 ft. box (4x2). The impact will be accommodated within the further realignment of newly reorganized Roads & Traffic Operations utilization of its combined Fleet resources.				
4	Roads & Traffic	Recommendation Reduce Street Lighting Growth Vehicles. This option reduced capital by \$25,000 for Fleet acquisitions.	(8)	-	(8)	-
		Impact on Public / City Departments Reduce Street Lighting growth vehicle requirement - 1/4 Ton Pick-up Truck - regular cab (B1- 4x4).The impact will be accommodated within the further realignment of newly reorganized Roads & Traffic Operations utilization of its combined Fleet resources.				

1 - New Revenue Opportunities

2 - Deferral of Proposed New Service Expenditures

3 - Deferral of Capital Projects

4 Adjustments to Existing Services

City of Ottawa
 Public Works
 Roads & Traffic - Committee Recommendations
 In Thousands (\$000)

Strategy Category	Branch	Program / Service Adjustment	2010 Transportation Recommendations			
			Exp	Rev	Net Impact	FTE Impact
4	Roads & Traffic	Recommendation				
		Reduce Purchase Services resulting from Casual Labour Pool	(154)	-	(154)	-
		Casual Labour Pool in PW	154	-	154	2.00
		Impact on Public / City Departments				
		Savings identified in the creation of the casual labour pool of \$250,000 are identified in the notes section.				
4	Roads & Traffic	Recommendation				
		Contract Service Savings resulting from In-Sourcing Graffiti Removal	(540)	-	(540)	-
		Impact on Public / City Departments				
		Increase sign budget for School Speed Zone Program	100	-	100	-
		Impact on Public / City Departments				
		Improved safety in school zones as noted in Council Report - City of Ottawa Speed Zoning Policy ACS2009- COS-PWS-0021.				
Total Transportation Recommendations			(687)	-	(687)	(1.58)

1 - New Revenue Opportunities	2 - Deferral of Proposed New Service Expenditures	3 - Deferral of Capital Projects	4 Adjustments to Existing Services
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City of Ottawa
Public Works
Roads & Traffic - Committee Recommendations
In Thousands (\$000)

Strategy Category	Branch	Program / Service Adjustment	2010 ABFC Recommendations			
			Exp	Rev	Net Impact	FTE Impact
2	Roads & Traffic	Recommendation Defer provision for Traffic Operations staff to required undertake IMSA training and re-certification on an on-going basis	(35)	-	(35)	-
		Impact on Public / City Departments In order to meet mandatory training requirements Traffic Operations will have to utilize the base budget for provision of service in maintenance activities. This will result in a reduction in maintenance activities in the signage and signals programs as IMSA training is mandatory requirement.				
2	Roads	Recommendation Defer 2010 Fleet acquisitions to service growth operating costs based on Forecast 2010 needs.	(102)	-	(102)	-
		Impact on Public / City Departments Public Works will be undertaking a branch wide review of fleet utilization. It is expected that the operating costs incurred for these new acquisitions to service growth in the traffic operations unit of Roads & Traffic Operations can be accommodated within the existing budgets. The capital acquisition of \$520,000 which are funded through the development charges will proceed subject to Council approval.				
Total ABFC Recommendations			(137)	-	(137)	-
Total Committee Recommendations			(824)	-	(824)	(1.58)

1 - New Revenue Opportunities	2 - Deferral of Proposed New Service Expenditures	3 - Deferral of Capital Projects	4 Adjustments to Existing Services
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City of Ottawa
Public Works
Parking Operations - Operating Resource Requirement

In Thousands (\$000)

Operating Resource Requirement	2008	2009		2010	\$ Change Over		2011	2012
	Actual	Forecast	Budget	Estimate	2009 Budget	2008 Actual	Forecast	
Expenditure by Program								
Parking Operations	1,516	3,890	3,890	3,812	(78)	2,296	3,812	3,812
On-street	769	3,413	3,413	3,423	10	2,654	3,423	3,423
Off-street	2,576	6,723	6,723	6,791	68	4,215	6,791	6,791
Gross Expenditure	4,861	14,026	14,026	14,026	-	9,165	14,026	14,026
Recoveries & Allocations	(69)	(39)	(39)	(39)	-	30	(39)	(39)
Net Expenditure	4,792	13,987	13,987	13,987	-	9,195	13,987	13,987
Expenditure by Type								
Salaries, Wages & Benefits	1,799	2,026	2,026	2,246	220	447	2,311	2,376
Overtime	50	50	50	55	5	5	55	55
Material & Services	930	1,093	1,093	1,288	195	358	1,303	1,318
Transfers/Grants/Financial Charges	485	7,007	7,007	6,551	(456)	6,066	6,471	6,391
Fleet Costs	113	107	107	110	3	(3)	110	110
Program Facility Costs	653	645	645	678	33	25	678	678
Other Internal Costs	831	3,098	3,098	3,098	-	2,267	3,098	3,098
Gross Expenditure	4,861	14,026	14,026	14,026	-	9,165	14,026	14,026
Recoveries & Allocations	(69)	(39)	(39)	(39)	-	30	(39)	(39)
Net Expenditure	4,792	13,987	13,987	13,987	-	9,195	13,987	13,987
Revenue By Type								
Federal	-	-	-	-	-	-	-	-
Provincial	-	-	-	-	-	-	-	-
Municipal	-	-	-	-	-	-	-	-
Own Funds	-	-	-	-	-	-	-	-
Fees and Services	(13,217)	(13,987)	(13,987)	(13,987)	-	(770)	(13,987)	(13,987)
Fines	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Total Revenue	(13,217)	(13,987)	(13,987)	(13,987)	-	(770)	(13,987)	(13,987)
Net Requirement	(8,425)	-	-	-	-	8,425	-	-
Full Time Equivalents	28.01	29.01	29.01	31.01	2.00	3.00	31.01	31.01

City of Ottawa
Public Works
Parking Operations - Operating Resource Requirement Analysis

In Thousands (\$000)

Operating Resource Requirement Analysis	2009 Baseline			2010 Adjustments						2010	\$ Change Over '09 Budget	% of Exp. on Comp./ Benefits
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	New Services / Needs	Efficiencies	User Fees & Charges	Estimate		
Expenditure by Program												
Parking Operations	3,890	3,890	(13)	(65)	-	-	-	-	-	3,812	(78)	24.3%
On-street	3,413	3,413	3	7	-	-	-	-	-	3,423	10	10.0%
Off-street	6,723	6,723	10	58	-	-	-	-	-	6,791	68	15.2%
Gross Expenditure	14,026	14,026	-	-	-	-	-	-	-	14,026	-	16.4%
Recoveries & Allocations	(39)	(39)	-	-	-	-	-	-	-	(39)	-	
Net Expenditure	13,987	13,987	-	-	-	-	-	-	-	13,987	-	
Percent of 2009 Net Expenditure Budget			0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%		
Expenditure by Type												
Salaries, Wages & Benefits	2,026	2,026	20	40	-	-	160	-	-	2,246	220	
Overtime	50	50	-	-	-	-	5	-	-	55	5	
Material & Services	1,093	1,093	-	-	-	-	195	-	-	1,288	195	
Transfers/Grants/Financial Charges	7,007	7,007	(20)	(76)	-	-	(360)	-	-	6,551	(456)	
Fleet Costs	107	107	-	3	-	-	-	-	-	110	3	
Program Facility Costs	645	645	-	33	-	-	-	-	-	678	33	
Other Internal Costs	3,098	3,098	-	-	-	-	-	-	-	3,098	-	
Gross Expenditure	14,026	14,026	-	-	-	-	-	-	-	14,026	-	
Recoveries & Allocations	(39)	(39)	-	-	-	-	-	-	-	(39)	-	
Net Expenditure	13,987	13,987	-	-	-	-	-	-	-	13,987	-	
Revenue By Type												
Federal	-	-	-	-	-	-	-	-	-	-	-	
Provincial	-	-	-	-	-	-	-	-	-	-	-	
Municipal	-	-	-	-	-	-	-	-	-	-	-	
Own Funds	-	-	-	-	-	-	-	-	-	-	-	
Fees and Services	(13,987)	(13,987)	-	-	-	-	-	-	-	(13,987)	-	
Fines	-	-	-	-	-	-	-	-	-	-	-	
Other	-	-	-	-	-	-	-	-	-	-	-	
Total Revenue	(13,987)	(13,987)	-	-	-	-	-	-	-	(13,987)	-	
Percent of 2009 Revenue Budget			0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%		
Net Requirement	-	-	-	-	-	-	-	-	-	-	-	
Percent of 2009 Net Requirement Budget			0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%		
Full Time Equivalents (FTE's)	29.01	29.01	-	-	-	-	2.00	-	-	31.01	2.00	
Percent of 2009 FTE's			0.0%	0.0%	0.0%	0.0%	6.9%	0.0%	0.0%	6.9%		

City of Ottawa

Public Works

Parking Operations - Operating Resource Requirement Explanatory Notes

In Thousands (\$000)

2009 Forecast vs. Budget Variance Explanation	Surplus / (Deficit)		
	Exp.	Rev.	Net
Forecast vs. Budget Variance Explanation			
No change.	-	-	-
Total Surplus / (Deficit)	-	-	-

2009 Baseline Adjustments / Explanations	Increase / (Decrease)			
	Exp.	Rev.	Net 2010 Changes	FTE Impact
Adjustments to Base Budget				
Adjustment for 2009 budget shortfall in Collective Agreement provision.	20	-	20	-
Parking Reserve Contribution.	(20)	-	(20)	-
Total Adjustments to Base Budget	-	-	-	-

2010 Pressure Category / Explanation	Increase / (Decrease)			
	Exp.	Rev.	Net 2010 Changes	FTE Impact
Maintain Services				
All programs include an adjustment for 2010 contract settlements, increments, and benefit adjustments.	40	-	40	-
Inflationary increase on facility costs such as hydro, compensation and leases.	33	-	33	-
Increased Fleet costs due to inflation on fuel and maintenance.	3	-	3	-
Parking Reserve Contribution.	(76)	-	(76)	-
Total Maintain Services	-	-	-	-

City of Ottawa

Public Works

Parking Operations - Operating Resource Requirement Explanatory Notes

In Thousands (\$000)

2010 Pressure Category / Explanation	Increase / (Decrease)			
	Exp.	Rev.	Net 2010 Changes	FTE Impact
New Services / Needs				
Parking Area Studies reference ACS2009-COS-PWS-0009 Municipal Parking Management Strategy.	150	-	150	-
Staffing to prepare and report results of Local Area Parking Studies including program funding for data monitoring and associated program costs.	210	-	210	2.00
Parking Reserve Contribution.	(360)	-	(360)	
Total New Services / Needs	-	-	-	2.00
User Fees & Charges				
See following user fee schedule for details on the specific rates.	-	-	-	-
Total User Fees & Charges	-	-	-	-
Total Budget Changes	-	-	-	2.00

City of Ottawa
Public Works
Parking Operations - User Fees

User Fees	2008 Rate	2009 Rate	2010 Rate	% Change Over		Effective Date	2010 Revenue
	\$	\$	\$	2009	2008	DD-MMM-YY	(\$000)
Department							
<u>Parking Operations</u>							
<u>On-street Parking Permit Fee Schedule plus GST and PST as applicable</u>						01-Apr-10	
Residential parking permit annual	570.00	582.00	594.00	2.1%	4.2%		
Residential parking permit monthly	51.00	52.00	53.00	1.9%	3.9%		
Residential parking permit - minimum processing fee retained on refunds	25.00	26.00	27.00	3.8%	8.0%		
Residential Visitor Parking (no refunds) per week or less	12.75	13.00	13.25	1.9%	3.9%		
Residential Visitor Parking (no refunds) up to 2 weeks	25.50	26.00	26.50	1.9%	3.9%		
Guest Parking per annum	21.00	22.00	22.50	2.3%	7.1%		
Day Care Permit Parking per annum	225.00	230.00	235.00	2.2%	4.4%		
Temporary Consideration Parking Permit per month	51.00	52.00	53.00	1.9%	3.9%		
Special Events Parking Permit per event per area	21.00	22.00	22.50	2.3%	7.1%		
Business Identity Card per vehicle	102.00	104.00	106.00	1.9%	3.9%		
Replacement permit	10.00	10.00	10.00	0.0%	0.0%		
<u>Off-Street Lot Hourly/Monthly Parking Rate - Authority to fluctuate rates on a daily, seasonal, monthly basis up to the approved maximums</u>						in effect no change	
Lots 3, 4,5	179.26	179.26	179.26	0.0%	0.0%		
Lot 4 Monthly Motorcycle Parking in seasonal section			89.00				
Lot 6	172.00	172.00	172.00	0.0%	0.0%		
Lots 10	75.42	75.42	75.42	0.0%	0.0%		
Lot 8	129.80	129.80	129.80	0.0%	0.0%		
Lots 11 & 12	76.65	76.65	76.65	0.0%	0.0%		
Lots 13 (seasonal)	53.74	53.74	53.74	0.0%	0.0%		
Lot 22	42.99	42.99	42.99	0.0%	0.0%		
Lot 14	107.50	107.50	107.50	0.0%	0.0%		
Lot 20	96.42	96.42	96.42	0.0%	0.0%		
Tour Bus Passes	25.00	25.00	25.00	0.0%	0.0%		

City of Ottawa
Public Works
Parking Operations - User Fees

User Fees	2008 Rate	2009 Rate	2010 Rate	% Change Over		Effective Date	2010 Revenue
	\$	\$	\$	2009	2008	DD-MMM-YY	(\$000)
<u>Off Street Lot Hourly Rate</u>							
<u>Lot 3 - 210 Gloucester</u>							
Monday – Friday (8:30 - 21:00)							
- rate	\$0.50 per 12 min	\$0.50 per 12 min	\$0.50 per 12 min				
- per hour	2.50	2.50	2.50	0.0%	0.0%		
- maximum	16.00	16.00	16.00	0.0%	0.0%		
Saturday and Sunday Downtown Zone	no charge	no charge	no charge				
<u>Lot 4 - 70 Clarence</u>							
Monday – Saturday Daily (6:00 - 18:00)							
- rate	\$0.50 per 11 min	\$0.50 per 11 min	\$0.50 per 11 min				
- per hour	2.73	2.73	2.73	0.0%	0.0%		
- maximum	16.00	16.00	16.00	0.0%	0.0%		
Monday - Sunday Evening/Overnight (18:00 - 6:00)							
- rate	\$0.50 per 12 min	\$0.50 per 12 min	\$0.50 per 12 min				
- per hour	2.50	2.50	2.50	0.0%	0.0%		
- maximum	6.50	6.50	6.50	0.0%	0.0%		
Motorcycle Parking Seasonal in designated area			Max. rate will be 50% of max. car rates above				
<u>Sundays/Holidays (6:00 - 18:00)</u>							
- rate	\$0.50 per 12 min	\$0.50 per 12 min	\$0.50 per 12 min				
- per hour	2.50	2.50	2.50	0.0%	0.0%		
- maximum	6.50	6.50	6.50	0.0%	0.0%		
Lost ticket	20.00	20.00	20.00	0.0%	0.0%		
Monday - Friday Morning Special (6:00 - 11:00)	2.00	2.00	2.00	0.0%	0.0%		

City of Ottawa
Public Works
Parking Operations - User Fees

User Fees	2008 Rate	2009 Rate	2010 Rate	% Change Over		Effective Date DD-MMM-YY	2010 Revenue (\$000)
	\$	\$	\$	2009	2008		
<u>Lot 5 - 141 Clarence</u>							
Monday – Saturday Daily (6:00 - 18:00)							
- rate	\$0.50 per 12 min	\$0.50 per 12 min	\$0.50 per 12 min				
- per hour	2.50	2.50	2.50	0.0%	0.0%		
- maximum	11.00	11.00	11.00	0.0%	0.0%		
Monday - Sunday Evening/Overnight (18:00 - 6:00)							
- rate	\$0.50 per 12 min	\$0.50 per 12 min	\$0.50 per 12 min				
- per hour	2.50	2.50	2.50	0.0%	0.0%		
- maximum	6.50	6.50	6.50	0.0%	0.0%		
Sundays/Holidays (6:00 - 18:00)							
- rate	\$0.50 per 12 min	\$0.50 per 12 min	\$0.50 per 12 min				
- per hour	2.50	2.50	2.50	0.0%	0.0%		
- maximum	6.50	6.50	6.50	0.0%	0.0%		
Lost Ticket	15.00	15.00	15.00	0.0%	0.0%		
<u>Lot 6 - 110 Laurier</u>							
Monday - Friday Daily (6:00 - 18:00)							
- rate first half hour	1.25	1.25	1.25	0.0%	0.0%		
- rate for following 1/2 hours	2.75	2.75	2.75	0.0%	0.0%		
- maximum	16.00	16.00	16.00	0.0%	0.0%		
Saturday - Sunday Daily (6:00 - 18:00)							
- rate first half hour	1.25	1.25	1.25	0.0%	0.0%		
- rate for following 1/2 hours	2.50	2.50	2.50	0.0%	0.0%		
- maximum	4.25	4.25	4.25	0.0%	0.0%		
Monday - Sundays Evenings (18:00 - 6:00)							
- rate first half hour	1.25	1.25	1.25	0.0%	0.0%		
- rate for following 1/2 hours	2.50	2.50	2.50	0.0%	0.0%		
- maximum	4.25	4.25	4.25	0.0%	0.0%		
Holidays Flat Rate	6.50	6.50	6.50	0.0%	0.0%		
Lost Ticket	18.50	18.50	18.50	0.0%	0.0%		

City of Ottawa
Public Works
Parking Operations - User Fees

User Fees	2008 Rate	2009 Rate	2010 Rate	% Change Over		Effective Date	2010 Revenue
	\$	\$	\$	2009	2008	DD-MMM-YY	(\$000)
Motorcycle parking seasonal in designated area			Max. rate will be 50% of max. car rates above				
<u>Lot 8 - 170 Second Avenue</u>							
Monday – Saturday (8:30 - 21:00)							
- rate	\$0.50 per 12 min	\$0.50 per 12 min	\$0.50 per 12 min				
- per hour	2.50	2.50	2.50	0.0%	0.0%		
<u>Lot 9 - 234-250 Slater</u>							
Monday - Friday Daily (6:00 - 18:00)							
- rate	\$0.50 - 11 min	\$0.50 - 11 min	\$0.50 - 11 min				
- per hour	2.73	2.73	2.73	0.0%	0.0%		
- maximum	16.00	16.00	16.00	0.0%	0.0%		
Evening/Overnight (18:00 - 6:00)							
- rate	\$0.50 per 13 min	\$0.50 per 13 min	\$0.50 per 13 min				
- per hour	2.31	2.31	2.31	0.0%	0.0%		
- flat rate	6.50	6.50	6.50	0.0%	0.0%		
Saturday and Sunday Downtown Zone	no charge	no charge	no charge				
Holidays (6:00 - 18:00)							
- rate	\$0.50 per 13 min	\$0.50 per 13 min	\$0.50 per 13 min				
- per hour	2.31	2.31	2.31	0.0%	0.0%		
- maximum	6.50	6.50	6.50	0.0%	0.0%		
<u>Lot 10 - 574 Bank Street</u>							
Monday – Saturday (8:30 - 21:00)							
- rate	\$0.50 per 12 min	\$0.50 per 12 min	\$0.50 per 12 min				
- per hour	2.50	2.50	2.50	0.0%	0.0%		

City of Ottawa
Public Works
Parking Operations - User Fees

User Fees	2008 Rate	2009 Rate	2010 Rate	% Change Over		Effective Date DD-MMM-YY	2010 Revenue (\$000)
	\$	\$	\$	2009	2008		
<u>Lot 11 - 687 Somerset Street</u>							
Monday – Sunday (8:30 - 21:00)							
- rate	\$0.50 per 12 min	\$0.50 per 12 min	\$0.50 per 12 min				
- per hour	2.50	2.50	2.50	0.0%	0.0%		
<u>Lot 12 - 760 Somerset Street</u>							
Monday – Sunday (8:30 - 21:00)							
- rate	\$0.50 per 12 min	\$0.50 per 12 min	\$0.50 per 12 min				
- per hour	2.50	2.50	2.50	0.0%	0.0%		
<u>Lot 13 - Parkdale Market</u>							
Monday – Sunday (8:00 - 17:30)							
- rate	\$0.50 per 12 min	\$0.50 per 12 min	\$0.50 per 12 min				
- per hour	2.50	2.50	2.50	0.0%	0.0%		
<u>Lot 14 - 301 Preston Street</u>							
Monday – Sunday (8:30 - 21:00)							
- rate	\$0.50 per 12 min	\$0.50 per 12 min	\$0.50 per 12 min				
- per hour	2.50	2.50	2.50	0.0%	0.0%		
<u>Lot 15 - 531 Albert Street</u>							
Monday - Sunday (8:30 - 21:30)							
- rate		\$0.50 per 12 min	\$0.50 per 12 min				
- per hour		2.50	2.50	0.0%			
- daily max.		10.00	10.00	0.0%			
<u>Lot 20 - 400 River Road</u>							
Monday – Saturday (8:00 - 18:00)							
- rate	\$0.50 per 12 min	\$0.50 per 12 min	\$0.50 per 12 min				
- per hour	2.50	2.50	2.50	0.0%	0.0%		

City of Ottawa
Public Works
Parking Operations - User Fees

User Fees	2008 Rate	2009 Rate	2010 Rate	% Change Over		Effective Date DD-MMM-YY	2010 Revenue (\$000)
	\$	\$	\$	2009	2008		
<u>Lot 22 - 200 Montreal Road</u>							
Monday – Sunday (8:30 - 21:00)							
- rate	\$0.50 per 12 min	\$0.50 per 12 min	\$0.50 per 12 min				
- per hour	2.50	2.50	2.50	0.0%	0.0%		
<u>Lot 23 - 3000 Riverside Drive (Beach Season) managed on behalf of Parks & Rec</u>							
Monday – Sunday (7:00 - 18:00)							
- rate	\$0.50 per 12 min	\$0.50 per 12 min	\$0.50 per 12 min				
- per hour	2.50	2.50	2.50	0.0%	0.0%		
<u>Lot 30 – 795 Trim Rd (Beach Season) - Managed on behalf of Parks & Recreation - rates and operation as established by Parks and Recreation</u>							
<u>On Street Parking Meters Rates - Authority to fluctuate rates on a daily, seasonal, monthly basis up to the approved maximum</u>							
- rate	\$0.25 for 5.0 mins	\$0.25 for 5.0 mins	\$0.25 for 5.0 mins				
- per hour	3.00	3.00	3.00	0.0%	0.0%		
Total Parking Operations							-
Total Department							-

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

Operating Resource Requirement	2008	2009		2010	\$ Change Over		2011	2012
	Actual	Forecast	Budget	Estimate	2009 Budget	2008 Actual	Forecast	
Expenditure by Program								
Fleet Maintenance	20,688	21,156	21,020	21,572	552	884	23,708	25,600
Life Cycle Management	7,014	8,048	7,184	7,174	(10)	160	7,784	8,288
Operations	32,915	29,575	30,131	32,145	2,014	(770)	35,134	37,588
Gross Expenditure	60,617	58,779	58,335	60,891	2,556	274	66,626	71,476
Recoveries & Allocations	(59,925)	(58,012)	(57,681)	(60,237)	(2,556)	(312)	(62,197)	(63,522)
Net Expenditure	692	767	654	654	-	(38)	4,429	7,954
Expenditure by Type								
Salaries, Wages & Benefits	10,910	11,731	11,502	11,114	(388)	204	11,401	11,998
Overtime	426	460	499	499	-	73	512	525
Material & Services	33,118	29,064	28,828	30,543	1,715	(2,575)	35,029	38,291
Transfers/Grants/Financial Charges	16,002	17,356	17,356	18,585	1,229	2,583	19,534	20,512
Fleet Costs	-	-	-	-	-	-	-	-
Program Facility Costs	-	-	-	-	-	-	-	-
Other Internal Costs	161	168	150	150	-	(11)	150	150
Gross Expenditure	60,617	58,779	58,335	60,891	2,556	274	66,626	71,476
Recoveries & Allocations	(59,925)	(58,012)	(57,681)	(60,237)	(2,556)	(312)	(62,197)	(63,522)
Net Expenditure	692	767	654	654	-	(38)	4,429	7,954
Revenue By Type								
Federal	-	-	-	-	-	-	-	-
Provincial	-	-	-	-	-	-	-	-
Municipal	-	-	-	-	-	-	-	-
Own Funds	(37)	-	-	-	-	37	-	-
Fees and Services	(655)	(664)	(654)	(654)	-	1	(654)	(654)
Fines	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Total Revenue	(692)	(664)	(654)	(654)	-	38	(654)	(654)
Net Requirement	-	103	-	-	-	0	3,775	7,300
Full Time Equivalents	144.00	145.00	145.00	145.00	-	1.00	145.00	145.00

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

Operating Resource Requirement Analysis	2009 Baseline			2010 Adjustments						2010	\$ Change Over '09 Budget	% of Exp. on Comp./ Benefits
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	New Services / Needs	Efficiencies	User Fees & Charges	Estimate		
Expenditure by Program												
Fleet Maintenance	21,156	21,020	(251)	821	-	242	-	(260)	-	21,572	552	38.3%
Life Cycle Management	8,048	7,184	(40)	30	-	-	-	-	-	7,174	(10)	18.9%
Operations	29,575	30,131	(58)	1,232	-	810	30	-	-	32,145	2,014	6.2%
Gross Expenditure	58,779	58,335	(349)	2,083	-	1,052	30	(260)	-	60,891	2,556	19.1%
Recoveries & Allocations	(58,012)	(57,681)	349	(2,083)	-	(1,052)	(30)	260	-	(60,237)	(2,556)	
Net Expenditure	767	654	-	-	-	-	-	-	-	654	-	
Percent of 2009 Net Expenditure Budget			0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%		
Expenditure by Type												
Salaries, Wages & Benefits	11,731	11,502	(349)	261	-	-	-	(300)	-	11,114	(388)	
Overtime	460	499	-	-	-	-	-	-	-	499	-	
Material & Services	29,064	28,828	-	593	-	1,052	30	40	-	30,543	1,715	
Transfers/Grants/Financial Charges	17,356	17,356	-	1,229	-	-	-	-	-	18,585	1,229	
Fleet Costs	-	-	-	-	-	-	-	-	-	-	-	
Program Facility Costs	-	-	-	-	-	-	-	-	-	-	-	
Other Internal Costs	168	150	-	-	-	-	-	-	-	150	-	
Gross Expenditure	58,779	58,335	(349)	2,083	-	1,052	30	(260)	-	60,891	2,556	
Recoveries & Allocations	(58,012)	(57,681)	349	(2,083)	-	(1,052)	(30)	260	-	(60,237)	(2,556)	
Net Expenditure	767	654	-	-	-	-	-	-	-	654	-	
Revenue By Type												
Federal	-	-	-	-	-	-	-	-	-	-	-	
Provincial	-	-	-	-	-	-	-	-	-	-	-	
Municipal	-	-	-	-	-	-	-	-	-	-	-	
Own Funds	-	-	-	-	-	-	-	-	-	-	-	
Fees and Services	(664)	(654)	-	-	-	-	-	-	-	(654)	-	
Fines	-	-	-	-	-	-	-	-	-	-	-	
Other	-	-	-	-	-	-	-	-	-	-	-	
Total Revenue	(664)	(654)	-	-	-	-	-	-	-	(654)	-	
Percent of 2009 Revenue Budget			0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%		
Net Requirement	103	-	-	-	-	-	-	-	-	-	-	
Percent of 2009 Net Requirement Budget			0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%		
Full Time Equivalents (FTE's)	145.00	145.00	-	-	-	-	-	-	-	145.00	-	
Percent of 2009 FTE's			0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%		

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

2009 Forecast vs. Budget Variance Explanation	Surplus / (Deficit)		
	Exp.	Rev.	Net
Forecast vs. Budget Variance Explanation			
Deficit due to 2009 budget shortfall in Collective Agreement provision.	(113)	-	(113)
Increased warranties revenue.	-	10	10
Total Surplus / (Deficit)	(113)	10	(103)

2009 Baseline Adjustments / Explanations	Increase / (Decrease)			
	Exp.	Rev.	Net 2010 Changes	FTE Impact
Adjustments to Base Budget				
Adjustment for 2009 budget shortfall in Collective Agreement provision.	106	-	106	-
Corporate Reorganization savings due to implementation of service excellence initiative.	(455)	-	(455)	-
Fleet client recoveries.	349	-	349	-
Total Adjustments to Base Budget	-	-	-	-
Maintain Services				
All programs include an adjustment for 2010 contract settlements, increments, and benefit adjustments.	261	-	261	-
Fuel Inflationary provision blended rate \$0.8906/l	582	-	582	-
Municipal Parts & Commercial Repairs 5% Inflationary provision.	633	-	633	-
PAYG Reserve Fund 3.5 % Inflationary provision.	607	-	607	-
Fleet client recoveries.	(2,083)	-	(2,083)	-
Total Maintain Services	-	-	-	-

City of Ottawa

Public Works

Fleet Services - Operating Resource Requirement Explanatory Notes

In Thousands (\$000)

2009 Baseline Adjustments / Explanations	Increase / (Decrease)			
	Exp.	Rev.	Net 2010 Changes	FTE Impact
Growth				
2010 Municipal Client Growth Vehicles and Equipment Operating Impacts reference ACS2009-COS-PWS-0016, ACS2009-COS-PWS-0017, ACS2009-COS-PWS-0018, ACS2009-COS-PWS-0019.	1,052	-	1,052	-
Fleet client recoveries.	(1,052)	-	(1,052)	-
Total Growth	-	-	-	-
New Services / Needs				
Increased Fleet cost as a result of the Green Fleet Plan ACS2009-COS-FLT-0001 Bio-fuels initiative.	30	-	30	-
Fleet client recoveries.	(30)	-	(30)	-
Total New Services / Needs	-	-	-	-
Efficiencies				
Service Excellence Initiative - Transform Fleet Management.	(300)	-	(300)	-
Roads - Casual Labour Pool	40	-	40	-
Fleet client recoveries.	260	-	260	-
Total Efficiencies	-	-	-	-
Total Budget Changes	-	-	-	-

City of Ottawa
 Public Works
 Fleet Services - Committee Recommendations
 In Thousands (\$000)

Strategy Category	Branch	Program / Service Adjustment	2010 Transportation Recommendations			
			Exp	Rev	Net Impact	FTE Impact
4	Fleet	Recommendation Reduce 2010 Minor Refurbishment budget increase from \$170k to \$100k	(70)	-	(70)	-
		Impact on Public / City Departments The impact of deferring the minor refurbishment is a degradation of fleet vehicles. Many of our vehicles are past their LCCM optimum point and items such as perforation by rust are becoming an issue.				
Total Transportation Recommendations			(70)	-	(70)	-

Strategy Category	Branch	Program / Service Adjustment	2010 ABFC Recommendations			
			Exp	Rev	Net Impact	FTE Impact
4	Fleet	Recommendation Defer remaining increased provision for minor refurbishment.	(100)	-	(100)	-
		Impact on Public / City Departments The impact of deferring the minor refurbishment is a degradation of fleet vehicles. Many of our vehicles are past their LCCM optimum point and items such as perforation by rust are becoming an issue.				
Total ABFC Recommendations			(100)	-	(100)	-

Total Committee Recommendations			(170)	-	(170)	-
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1 - New Revenue Opportunities	2 - Deferral of Proposed New Service Expenditures	3 - Deferral of Capital Projects	4 Adjustments to Existing Services
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City of Ottawa

Transportation Planning - Operating Resource Requirement

In Thousands (\$000)

Operating Resource Requirement	2008	2009		2010	\$ Change Over		2011	2012
	Actual	Forecast	Budget	Estimate	2009 Budget	2008 Actual	Forecast	
Expenditure by Program								
Transportation Planning	2,946	3,244	3,282	3,348	66	402	3,469	3,633
Gross Expenditure	2,946	3,244	3,282	3,348	66	402	3,469	3,633
Recoveries & Allocations	-	-	-	-	-	-	-	-
Net Expenditure	2,946	3,244	3,282	3,348	66	402	3,469	3,633
Expenditure by Type								
Salaries, Wages & Benefits	2,630	2,976	3,011	3,032	21	402	3,153	3,317
Overtime	9	9	9	9	-	-	9	9
Material & Services	307	259	262	307	45	-	307	307
Transfers/Grants/Financial Charges	-	-	-	-	-	-	-	-
Fleet Costs	-	-	-	-	-	-	-	-
Program Facility Costs	-	-	-	-	-	-	-	-
Other Internal Costs	-	-	-	-	-	-	-	-
Gross Expenditure	2,946	3,244	3,282	3,348	66	402	3,469	3,633
Recoveries & Allocations	-	-	-	-	-	-	-	-
Net Expenditure	2,946	3,244	3,282	3,348	66	402	3,469	3,633
Revenue By Type								
Federal	-	-	-	(33)	(33)	(33)	(33)	(33)
Provincial	-	-	-	(33)	(33)	(33)	(33)	(33)
Municipal	-	-	-	-	-	-	-	-
Own Funds	-	(55)	(55)	-	55	-	-	-
Fees and Services	-	-	-	-	-	-	-	-
Fines	-	-	-	-	-	-	-	-
Other	-	-	-	(12)	(12)	(12)	(12)	(12)
Total Revenue	-	(55)	(55)	(78)	(23)	(78)	(78)	(78)
Net Requirement	2,946	3,189	3,227	3,270	43	324	3,391	3,555
Full Time Equivalents	33.00	31.00	31.00	34.00	3.00	1.00	34.00	34.00

City of Ottawa
Transportation Planning - Operating Resource Requirement Analysis

In Thousands (\$000)

Operating Resource Requirement Analysis	2009 Baseline			2010 Adjustments						2010	\$ Change Over '09 Budget	% of Exp. on Comp./ Benefits
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	New Services / Needs	Efficiencies	User Fees & Charges	Estimate		
Expenditure by Program												
Transportation Planning	3,244	3,282	(209)	75	-	200	-	-	-	3,348	66	90.8%
Gross Expenditure	3,244	3,282	(209)	75	-	200	-	-	-	3,348	66	90.8%
Recoveries & Allocations	-	-	-	-	-	-	-	-	-	-	-	-
Net Expenditure	3,244	3,282	(209)	75	-	200	-	-	-	3,348	66	
Percent of 2009 Net Expenditure Budget			-6.4%	2.3%	0.0%	6.1%	0.0%	0.0%	0.0%	2.0%		
Expenditure by Type												
Salaries, Wages & Benefits	2,976	3,011	(254)	75	-	200	-	-	-	3,032	21	
Overtime	9	9	-	-	-	-	-	-	-	9	-	
Material & Services	259	262	45	-	-	-	-	-	-	307	45	
Transfers/Grants/Financial Charges	-	-	-	-	-	-	-	-	-	-	-	
Fleet Costs	-	-	-	-	-	-	-	-	-	-	-	
Program Facility Costs	-	-	-	-	-	-	-	-	-	-	-	
Other Internal Costs	-	-	-	-	-	-	-	-	-	-	-	
Gross Expenditure	3,244	3,282	(209)	75	-	200	-	-	-	3,348	66	
Recoveries & Allocations	-	-	-	-	-	-	-	-	-	-	-	
Net Expenditure	3,244	3,282	(209)	75	-	200	-	-	-	3,348	66	
Revenue By Type												
Federal	-	-	(33)	-	-	-	-	-	-	(33)	(33)	
Provincial	-	-	(33)	-	-	-	-	-	-	(33)	(33)	
Municipal	-	-	-	-	-	-	-	-	-	-	-	
Own Funds	(55)	(55)	55	-	-	-	-	-	-	-	55	
Fees and Services	-	-	-	-	-	-	-	-	-	-	-	
Fines	-	-	-	-	-	-	-	-	-	-	-	
Other	-	-	(12)	-	-	-	-	-	-	(12)	(12)	
Total Revenue	(55)	(55)	(23)	-	-	-	-	-	-	(78)	(23)	
Percent of 2009 Revenue Budget			41.8%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	41.8%		
Net Requirement	3,189	3,227	(232)	75	-	200	-	-	-	3,270	43	
Percent of 2009 Net Requirement Budget			-7.2%	2.3%	0.0%	6.2%	0.0%	0.0%	0.0%	1.3%		
Full Time Equivalents (FTE's)	31.00	31.00	-	-	-	3.00	-	-	-	34.00	3.00	
Percent of 2009 FTE's			0.0%	0.0%	0.0%	9.7%	0.0%	0.0%	0.0%	9.7%		

City of Ottawa

Transportation Planning - Operating Resource Requirement Explanatory Notes

In Thousands (\$000)

2009 Forecast vs. Budget Variance Explanation	Surplus / (Deficit)		
	Exp.	Rev.	Net
Forecast vs. Budget Variance Explanation			
Miscellaneous savings.	38	-	38
Total Surplus / (Deficit)	38	-	38

2009 Baseline Adjustments / Explanations	Increase / (Decrease)			
	Exp.	Rev.	Net 2010 Changes	FTE Impact
Adjustments to Base Budget				
Corporate Reorganization savings due to implementation of service excellence initiative.	(254)	-	(254)	-
Transportation Model transfer from capital - partially funded through revenues (DC funding and cost sharing with the NCC, MTO, MTQ, Gatineau, and STO partners).	100	(78)	22	-
Removal of one-time item for Transportation Model.	(55)	55	-	-
Total Adjustments to Base Budget	(209)	(23)	(232)	-

2010 Pressure Category / Explanation	Exp.	Rev.	Net 2010 Changes	FTE Impact
Maintain Services				
All programs include an adjustment for 2010 contract settlements, increments and benefit adjustments.	75	-	75	-
Total Maintain Services	75	-	75	-

Growth				
FTE to support Transit Priority Unit to accommodate increased transit projects and undertake the planning, design, and implementation of Phase I of the City's Rapid Transit Network.	75	-	75	1.00
Staff resources to support the implementation of the approved Cycling Plan and Pedestrian Plan. The budget pressure reflects the hiring of 2 FTEs in April 2010; the balance of the annualized costs of these positions is \$40K, which is included in the 2011 Forecast.	125	-	125	2.00
Total Growth	200	-	200	3.00
Total Budget Changes	66	(23)	43	3.00

**City of Ottawa
Capital Budget - New Authority
In Thousands (\$000)**

Description	2010	Funding						
	New Authority	Revenues	Tax Supported & Other Reserves	Rate Supported	Develop. Charges	Debt		
						Tax	Rate	DC
Fleet Services								
Renewal of City Assets								
905467 Municipal Garage Equipment Replacement	100	-	100	-	-	-	-	-
905468 Lifecycle Renewal Fleet- General	540	-	540	-	-	-	-	-
	640	-	640	-	-	-	-	-
Strategic Initiatives								
905470 Green Fleet	500	-	-	-	-	500	-	-
	500	-	-	-	-	500	-	-
Total	1,140	-	640	-	-	500	-	-

**City of Ottawa
Capital Budget - New Authority
In Thousands (\$000)**

Description	2010	Funding						
	New Authority	Revenues	Tax Supported & Other Reserves	Rate Supported	Develop. Charges	Debt		
						Tax	Rate	DC
Transportation Services								
Renewal of City Assets								
900552 McIlraith Bridge Rehabilitation	5,000	-	-	-	-	5,000	-	-
903394 Lifecycle Renewal -Salt Storage Facility	250	-	-	-	-	250	-	-
904040 Heron Road Bridge	7,500	-	-	-	-	7,500	-	-
904345 Unplanned Road Repairs	31	-	31	-	-	-	-	-
904902 Lifecycle Renewal - Traffic Control Signals	1,565	-	1,565	-	-	-	-	-
905389 2010 Ped Access - Intersection & Ramping	50	-	50	-	-	-	-	-
905390 Pedestrian missing links studies	1,000	-	-	-	-	1,000	-	-
905398 Fernbank (Terry Fox to Eagleson)	3,400	-	-	-	510	2,890	-	-
905441 Lifecycle Renewal - Traffic Monitoring Sys	291	-	231	-	60	-	-	-
905442 Two-Way Radio Replacement	400	-	400	-	-	-	-	-
905443 Lifecycle Renewal - Ice & Snow Control	121	-	121	-	-	-	-	-
905446 2010 Street Light Major Replacements	2,452	-	-	-	508	1,944	-	-
905447 2010 Parking Studies	50	-	37	-	13	-	-	-
905469 Lifecycle Renewal Fleet- Transportation	3,406	-	3,406	-	-	-	-	-
905522 Guiderail Renewal/Repl/Installations	495	-	495	-	-	-	-	-
905525 Preservation Treatments - 2010	6,530	-	-	-	-	6,530	-	-
905527 Crack Sealing - CW	400	-	-	-	-	400	-	-
905528 Scoping Pre/Post Bridges & Culverts(>3m)	400	-	400	-	-	-	-	-
905529 Structural Inspection/Appraisals	140	-	140	-	-	-	-	-
905532 Structures 2010	350	-	-	-	-	350	-	-
905538 Retaining Walls - 2010	200	-	-	-	-	200	-	-
905539 Noise Barriers Renewal Prgm - 2010	75	-	-	-	-	75	-	-
905541 Bridge Salt Prot./Conc Patching - CW	400	-	-	-	-	400	-	-
905542 Bridge Mgmnt App (SIMS Replacement)	100	-	100	-	-	-	-	-
905543 Sidewalk & Curb Rehabilitation	550	-	-	-	-	550	-	-
905642 Mackenzie King Bridge	820	-	-	-	-	820	-	-
905643 Terminal Ave O/P Riverside Dr	830	-	-	-	-	830	-	-
905650 Carling Ave O/P Stillwater Ck	300	-	-	-	-	300	-	-

**City of Ottawa
Capital Budget - New Authority
In Thousands (\$000)**

Description	2010	Funding						
	New Authority	Revenues	Tax Supported & Other Reserves	Rate Supported	Develop. Charges	Debt		
						Tax	Rate	DC
905656 LCR - Transportation	2,160	-	-	-	-	2,160	-	-
905672 Sustain Survey & Map 2010	146	-	146	-	-	-	-	-
	39,412	-	7,122	-	1,091	31,199	-	-
Growth								
900836 Centrepointe Road Link	1,100	-	-	-	-	1,100	-	-
903170 Ott Rd 174 (Highway 417 Split to Blair)	1,000	-	-	-	900	100	-	-
903171 Greenbank Rd (Malvern to Strandherd)	5,000	-	-	-	4,750	250	-	-
903176 Hunt Club(Russell/Hwy 417 noise Barrier)	5,000	-	38	-	4,597	365	-	-
903196 Campeau Dr (Huntmar to Kanata)	3,000	-	-	-	2,850	150	-	-
903216 Blkburn Hamlet Bypass 10th Line-Trim	1,500	-	-	-	1,425	75	-	-
903217 Trim Road (Innes to BHBP)	6,000	-	-	-	5,700	300	-	-
903219 Tenth Line Road - Innes to Future St 31	4,343	-	-	-	4,126	217	-	-
903233 Collector Rd C (Innes to Fourth Line)	940	-	-	-	892	48	-	-
903242 Chapman Mills Dr(Strandherd-Woodroffe)	1,275	-	-	-	1,211	64	-	-
903249 Road Development Studies Program	400	-	22	-	378	-	-	-
904274 Stittsville Main Street	441	-	22	-	419	-	-	-
904275 Major Collector Roads EA Studies	100	-	5	-	95	-	-	-
904384 Maple Grove Facility Replacement & Expand	7,450	-	-	-	1,993	1,750	-	3,707
904711 Limebank Rd (Spratt to Earl Armstrong)	8,000	-	-	-	5,600	2,400	-	-
905215 Trim Rd (Ott Rd 174 to Innes)	6,000	-	-	-	5,700	300	-	-
905395 Development Sidewalks 2010	316	-	-	-	300	16	-	-
905396 Env. Assess. Studies Arterial Rds 2010	2,500	-	750	-	1,750	-	-	-
905397 Fallowfield Rd (Cedarview to Greenbank)	3,800	-	-	-	3,610	190	-	-
905404 Second Line Road	924	-	-	-	878	46	-	-
905405 Traffic Signals & Int Prog 2010	4,635	-	236	-	4,399	-	-	-
905410 2010 Network Modification Program	4,850	-	-	-	3,831	1,019	-	-
905411 2010 Transportation Demand Management	1,000	-	500	-	500	-	-	-
905445 2010 Vehicle & Equipment Public Works	1,825	-	501	-	1,324	-	-	-
905448 2010 New Traffic Control Signals	3,965	-	833	-	3,132	-	-	-

**City of Ottawa
Capital Budget - New Authority
In Thousands (\$000)**

Description	2010	Funding						
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						Tax	Rate	DC
905449 2010 Safety Improvement Program	1,050	-	-	-	525	525	-	-
905719 Strandherd / Armstrong Bridge	48,000	32,000	-	-	10,913	3,941	-	1,146
	124,414	32,000	2,907	-	71,798	12,856	-	4,853
Strategic Initiatives								
905132 2009 Area Traffic Management	100	-	-	-	-	100	-	-
905412 2010 Cycling Facilities Program	400	-	316	-	84	-	-	-
905413 Bike Share Implementation	500	-	-	-	-	500	-	-
905453 Pedestrian Countdown Signals	100	-	-	-	-	100	-	-
905454 Improvements to Transportation Control System	90	-	90	-	-	-	-	-
905457 2010 Audible Signal Program	45	-	-	-	9	36	-	-
905458 2010 New Street Lighting	300	-	237	-	63	-	-	-
905484 Traffic Incident Mgmt - Variable message	100	-	-	-	-	100	-	-
905710 William Street Pedestrian Area	275	-	45	-	-	230	-	-
905714 SE-Transforming Fleet Management	1,800	-	-	-	-	1,800	-	-
905715 SE-In. Business/mgmt/op practices (PW)	300	-	-	-	-	300	-	-
	4,010	-	688	-	156	3,166	-	-
Transit Services-TTC Growth								
905604 Hunt Club Pedestrian Overpass South Keys	5,000	-	2,105	-	552	2,000	-	343
	5,000	-	2,105	-	552	2,000	-	343
Total	172,836	32,000	12,822	-	73,597	49,221	-	5,196

**City of Ottawa
Capital Budget - New Authority
In Thousands (\$000)**

Description	2010	Funding						
	New Authority	Revenues	Tax Supported & Other Reserves	Rate Supported	Develop. Charges	Debt		
						Tax	Rate	DC
Per the Omnibus motions approved by the ABF Committee, the following projects have been deferred or reduced:								
1) Motion: Decrease contribution to capital for Strategic projects								
905413 Bike Share Implementation	(500)					(500)		
2) Motion: Adjust inflation component of increase in contribution to Capital Fund								
905706 Gateway Features	(100)		(100)					
905525 Preservation Treatments - 2010	(325)					(325)		
905648 Robertson Rd O/P Drain 3km E of Eagleson	(400)					(400)		
905543 Sidewalk & Curb Rehabilitation	(350)					(350)		
900635 Alta Vista Corridor (Riverside-Hospital)	(5,000)				(4,750)	(250)		
900836 Centrepointe Road Link	(400)					(400)		
905445 2010 Vehicle & Equipment Public Works	(495)		(136)		(359)			
905448 2010 New Traffic Control Signals	(639)		(134)		(505)			

**City of Ottawa
Capital Budget - New Authority
In Thousands (\$000)**

Description	2010	Funding						
	New Authority	Revenues	Tax Supported & Other Reserves	Rate Supported	Develop. Charges	Debt		
						Tax	Rate	DC
Integrated Roads, Water & Wastewater								
Renewal of City Assets								
904085 Bank Street (Rideau Canal - Third Ave)	9,910	-	-	4,482	278	5,150	-	-
904209 Infrastructure Mgmt Applications Renewal	10,795	-	-	9,169	-	1,626	-	-
904498 Cave Creek Collect Flood Control Measure	8,090	-	-	6,112	448	1,530	-	-
904891 Hwy 417 Water TransMain - Carling Design	1,790	154	-	-	93	420	1,123	-
904895 Rockcliffe West Design	1,095	406	-	-	20	175	494	-
904896 Somerset W (Wellington - Booth)	4,500	946	-	-	47	1,170	2,337	-
905510 Infrastructure Assmnt & Data Collect-2010	4,060	-	-	-	-	280	3,780	-
905511 Guidelines, Specs, & Engineering Docs - 2010	190	-	85	105	-	-	-	-
905512 Scoping Pre/Post Engineering- 2010	400	-	100	300	-	-	-	-
905513 R-O-W/Easement Adjustments	400	-	100	300	-	-	-	-
905518 Meriman - Dunvegan - Arundel	300	106	-	-	5	70	119	-
905524 Road Resurfacing CW - 2010	14,770	-	-	-	-	12,350	2,420	-
905577 Cordova/Rita (Baseline-Rita/Cordova-Indi	3,760	-	-	-	198	870	2,692	-
905578 Fourth Ave / Chrysler Ave	3,450	-	-	-	163	650	2,637	-
905579 Lafontaine / Levis / Lacasse	5,200	-	-	-	274	1,210	3,716	-
905581 Carling Ave (Bronson - O-Train)	600	-	-	-	32	140	428	-
905582 King George St. / Glynn Ave	340	-	-	-	18	80	242	-
905586 Main St (Echo Dr - Rideau River)	1,380	-	-	-	73	320	987	-
905592 King Edward (Besserer -Laurier)	7,010	2,220	-	-	111	2,540	2,139	-
905594 Harvey St /Concord St N / Havelock	310	114	-	-	6	50	140	-
	78,350	3,946	285	20,468	1,766	28,631	23,254	-
Total	78,350	3,946	285	20,468	1,766	28,631	23,254	-