

# BUDGET 2011 *Ottawa*



## Community and Protective Services Committee

## Draft Operating and Capital Budget

## Tax Supported Programs



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# City of Ottawa

## Community and Protective Services Committee - Summary of Net Operating Requirement

In Thousands (\$000)

Net of Revenues, Recoveries and After Inter-departmental Allocations

Net Operating Requirement	2009	2010		2011	\$ Change Over	
	Actual	Forecast	Budget	Estimate	2010 Forecast	2009 Actual
<b>By Department</b>						
Emergency & Protective Services	141,940	155,409	152,174	163,501	11,327	21,561
Community & Social Services	139,705	123,850	125,820	121,861	(3,959)	(17,844)
Parks, Recreation and Cultural Services	67,667	70,355	68,308	75,053	6,745	7,386
Parks, Buildings & Grounds	49,345	53,656	51,906	53,904	1,998	4,559
<b>Net Requirement</b>	<b>398,657</b>	<b>403,270</b>	<b>398,208</b>	<b>414,319</b>	<b>16,111</b>	<b>15,662</b>
<b>Percentage Change over 2010 Budget</b>					<b>4.0%</b>	
<b>Expenditures by Type</b>						
Salaries, Wages & Benefits	371,082	396,747	387,374	413,429	26,055	42,347
Overtime	7,028	6,040	5,268	5,316	48	(1,712)
Material & Services	154,671	159,892	157,386	170,382	12,996	15,711
Transfers/Grants/Financial Charges	230,669	222,463	221,190	214,243	(6,947)	(16,426)
Fleet Costs	19,683	20,259	20,352	21,154	802	1,471
Program Facility Costs	56,767	57,972	57,891	64,551	6,660	7,784
Other Internal Costs	8,920	7,577	8,687	8,960	273	40
Service Innovation & Efficiency Prog	-	(117)	(207)	(3,277)	(3,070)	(3,277)
<b>Gross Expenditures</b>	<b>848,820</b>	<b>870,833</b>	<b>857,941</b>	<b>894,758</b>	<b>36,817</b>	<b>45,938</b>
Recoveries & Allocations	(78,731)	(77,863)	(77,250)	(83,726)	(6,476)	(4,995)
<b>Net Expenditure</b>	<b>770,088</b>	<b>792,970</b>	<b>780,691</b>	<b>811,032</b>	<b>30,341</b>	<b>40,944</b>
<b>By Revenue Type</b>						
Federal	(436)	(219)	(44)	(44)	-	392
Provincial	(264,714)	(280,164)	(274,440)	(285,844)	(11,404)	(21,130)
Municipal	(71)	-	-	-	-	71
Own Funds	(713)	(75)	(114)	(114)	-	599
Fees and Services	(105,497)	(109,242)	(107,885)	(110,711)	(2,826)	(5,214)
Fines	-	-	-	-	-	-
Other	-	-	-	-	-	-
<b>Total Revenue</b>	<b>(371,431)</b>	<b>(389,700)</b>	<b>(382,483)</b>	<b>(396,713)</b>	<b>(14,230)</b>	<b>(25,282)</b>
<b>Net Requirement</b>	<b>398,657</b>	<b>403,270</b>	<b>398,208</b>	<b>414,319</b>	<b>16,111</b>	<b>15,662</b>

## City of Ottawa

### Community and Protective Services Committee - Summary of Full Time Equivalents

Full Time Equivalents	2009	2010		2011	Change Over	
	Actual	Forecast	Budget	Estimate	2010 Budget	2009 Actual
<b>By Department</b>						
Emergency & Protective Services	1,738.35	1,796.28	1,796.28	1,865.28	69.00	126.93
Community & Social Services	1,313.93	1,317.73	1,317.73	1,339.31	21.58	25.38
Parks, Recreation and Cultural Services	972.22	1,033.22	1,033.22	1,074.31	41.09	102.09
Parks, Buildings & Grounds	804.88	814.79	814.79	829.68	14.89	24.80
<b>Total Full Time Equivalents (FTE's)</b>	<b>4,829.38</b>	<b>4,962.02</b>	<b>4,962.02</b>	<b>5,108.58</b>	<b>146.56</b>	<b>279.20</b>

**City of Ottawa  
 Community & Protective Services Committee  
 Capital Program  
 In Thousands (\$000)**

<b>Service Area</b>	<b>Revenues</b>	<b>Tax Supported/ Dedicated Reserves</b>	<b>Development Charges</b>	<b>Debt</b>	<b>Grand Total</b>
By-Law & Regulatory Services		299			299
Child Care		993			993
Community & Social Services				310	310
Fire Services	100	9,244	270		9,614
Long Term Care	350	1,471			1,821
Paramedic Services		4,885			4,885
Parks, Recreation & Culture		16,226	4,999	4,466	25,691
Security and Emergency Management		245			245
<b>Grand Total</b>	<b>450</b>	<b>33,363</b>	<b>5,269</b>	<b>4,776</b>	<b>43,858</b>

**City of Ottawa  
Community & Protective Services Committee  
Capital Program  
In Thousands (\$000)**

**2011 Draft Budget**

Project	2011
<b>By-Law &amp; Regulatory Services</b>	
905960 Bylaw Equipment Replacement (2011)	125
905962 Bylaw Pound Facility (OHS)	100
906113 Lifecycle Renewal Fleet - By-Law Services	74
	<b>299</b>
<b>Child Care</b>	
905639 Child Care Capital Grants	750
906026 Buildings-Heritage - Child Care Serv	43
905638 Municipal Child Care Infastructure	200
	<b>993</b>
<b>Fire Services</b>	
906122 CBRN Grant-2011	100
903142 Ottawa East Fire Station	300
905407 Fire Nederman Exhaust Systems	150
905969 Fire Tech. Development & Equip-2011	365
905760 Battery Replacement-2011	300
905965 Specialty Fire Equipment Replace - 2011	325
905966 Fire Equipment Replacement Prog - 2011	590
905967 Fire Safety Equipment Replacement-2011	280
905968 Personal Protective Equipment-2011	775
905970 Fire Facility Equip. Replacement-2011	200
905913 Buildings-Heritage - Fire Serv	319
906114 Lifecycle Renewal Fleet - Fire Services	5,910
	<b>9,614</b>

**City of Ottawa  
Community & Protective Services Committee  
Capital Program  
In Thousands (\$000)**

**2011 Draft Budget**

Project	2011
<b>Long Term Care</b>	
905985 2011 Furniture & Equipment LTC	225
905986 2011 Renovations & Equip LTC	125
905987 LTC-Call Bell System Upgrade	500
905988 LTC-Security Alarm Systems	250
906230 LTC-Elevator Card Readers	60
905914 Buildings-Heritage - Long Term Care	576
906039 Accessibility - Long Term Care	85
	<b>1,821</b>
<b>Paramedic Services</b>	
905029 Paramedic Technology & Equipment-2011	1,000
906160 Paramedic Equipment Replacement-2011	480
906231 Paramedic Vehicles & Equipment - 2011	525
906115 Lifecycle Renewal Fleet - Paramedic Svcs	2,880
	<b>4,885</b>
<b>Parks, Recreation &amp; Culture</b>	
904553 2011 Life Cycle Renewal - Park Infrastru	504
906123 2011 Life Cycle Renewal - Small Equipmnt	100
903614 Goulbourn Rec Complex Icepad Twinning	300
906232 Sports Development - Lansdown extra 2011	3,800
906233 Minor Capital Partnership 2011	330
906234 Major Capital Partnership 2011	700
906182 Minor Park Improvement 2011	232
906235 Outdoor Rink Infrastructure 2011	300
906236 Program Facilities Upgrades	1,300
905781 Cultural Services Bulding and Equipment	100
904956 Buildings-Heritage - Parks & Rec	6,202
904961 Accessibility - Cultural Serv	30

**City of Ottawa  
 Community & Protective Services Committee  
 Capital Program  
 In Thousands (\$000)**

**2011 Draft Budget**

<b>Project</b>	<b>2011</b>
906025 Buildings-Heritage - Cultural Serv	128
906035 Parks - Parks & Rec	405
906038 Accessibility - Parks & Rec	1,295
906159 Parks Growth 2011 - Inside GB	150
903685 Centrepointe Theatre Cap Renewal Fund	100
905044 Lifecycle Renewal Fleet-Recreation&Parks	95
905782 Park Redevelopment 2011	175
905898 Parks Growth 2011 - Outside GB	2,515
903624 Barrhaven South Complex	4,800
904697 New Community Bldg	130
902168 Indoor Pools - Growth (OSGB)	2,000
	<b>25,691</b>
<b>Security and Emergency Management</b>	
905916 IPS - Corporate Radio System (2011)	245
	<b>245</b>
<b>Community &amp; Social Services</b>	
905718 SE-Integrating Community & Social Svcs	310
	<b>310</b>
<b>Grand Total</b>	<b>43,858</b>

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

Operating Resource Requirement	2009	2010		2011	\$ Change Over	
	Actual	Forecast	Budget	Estimate	2010 Budget	2009 Actual
<b>Expenditures by Program</b>						
General Manager's Office	283	294	294	302	8	19
Security and Emergency Management	6,206	6,889	7,061	7,079	18	873
Fire Services	119,257	127,041	124,336	132,645	8,309	13,388
Paramedic Service	60,437	66,683	65,138	69,760	4,622	9,323
By-Law & Regulatory Services	16,703	17,703	17,703	18,493	790	1,790
<b>Gross Expenditure</b>	<b>202,886</b>	<b>218,610</b>	<b>214,532</b>	<b>228,279</b>	<b>13,747</b>	<b>25,393</b>
Recoveries & Allocations	(2,640)	(2,447)	(2,337)	(2,337)	-	303
Revenue	(58,306)	(60,754)	(60,021)	(62,441)	(2,420)	(4,135)
<b>Net Requirement</b>	<b>141,940</b>	<b>155,409</b>	<b>152,174</b>	<b>163,501</b>	<b>11,327</b>	<b>21,561</b>
<b>Expenditures by Type</b>						
Salaries, Wages & Benefits	163,736	179,557	177,927	191,274	13,347	27,538
Overtime	5,472	4,444	3,800	3,800	-	(1,672)
Material & Services	14,659	14,738	12,897	13,364	467	(1,295)
Transfers/Grants/Financial Charges	404	676	676	676	-	272
Fleet Costs	11,595	12,174	12,039	12,622	583	1,027
Program Facility Costs	4,081	3,913	3,928	4,326	398	245
Other Internal Costs	2,939	3,108	3,323	3,596	273	657
Service Innovation & Efficiency Prog	-	-	(58)	(1,379)	(1,321)	(1,379)
<b>Gross Expenditures</b>	<b>202,886</b>	<b>218,610</b>	<b>214,532</b>	<b>228,279</b>	<b>13,747</b>	<b>25,393</b>
Recoveries & Allocations	(2,640)	(2,447)	(2,337)	(2,337)	-	303
<b>Net Expenditure</b>	<b>200,246</b>	<b>216,163</b>	<b>212,195</b>	<b>225,942</b>	<b>13,747</b>	<b>25,696</b>
<b>Revenues By Type</b>						
Federal	(225)	-	-	-	-	225
Provincial	(33,575)	(35,826)	(35,681)	(37,551)	(1,870)	(3,976)
Municipal	-	-	-	-	-	-
Own Funds	-	-	-	-	-	-
Fees and Services	(24,506)	(24,928)	(24,340)	(24,890)	(550)	(384)
Fines	-	-	-	-	-	-
Other	-	-	-	-	-	-
<b>Total Revenue</b>	<b>(58,306)</b>	<b>(60,754)</b>	<b>(60,021)</b>	<b>(62,441)</b>	<b>(2,420)</b>	<b>(4,135)</b>
<b>Net Requirement</b>	<b>141,940</b>	<b>155,409</b>	<b>152,174</b>	<b>163,501</b>	<b>11,327</b>	<b>21,561</b>
<b>Full Time Equivalents</b>	<b>1,738.35</b>	<b>1,796.28</b>	<b>1,796.28</b>	<b>1,865.28</b>	<b>69.00</b>	<b>126.93</b>

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

Operating Resource Requirement Analysis	2010 Baseline			2011 Adjustments							2011	\$ Change Over '10 Budget
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	New Services / Needs	Efficiencies	User Fees & Charges	Proposed Budget Changes	Estimate	
<b>Expenditures by Program</b>												
General Manager's Office	294	294	-	10	-	-	-	(2)	-	-	302	8
Security and Emergency Management	6,889	7,061	(30)	80	-	-	-	(32)	-	-	7,079	18
Fire Services	127,041	124,336	(175)	4,504	35	4,533	275	(863)	-	-	132,645	8,309
Paramedic Service	66,683	65,138	383	2,396	25	2,290	-	(472)	-	-	69,760	4,622
By-Law & Regulatory Services	17,703	17,703	(11)	620	5	300	-	(124)	-	-	18,493	790
<b>Gross Expenditure</b>	<b>218,610</b>	<b>214,532</b>	<b>167</b>	<b>7,610</b>	<b>65</b>	<b>7,123</b>	<b>275</b>	<b>(1,493)</b>	<b>-</b>	<b>-</b>	<b>228,279</b>	<b>13,747</b>
Recoveries & Allocations	(2,447)	(2,337)	-	-	-	-	-	-	-	-	(2,337)	-
Revenue	(60,754)	(60,021)	(610)	(380)	(560)	(705)	-	-	(165)	-	(62,441)	(2,420)
<b>Net Requirement</b>	<b>155,409</b>	<b>152,174</b>	<b>(443)</b>	<b>7,230</b>	<b>(495)</b>	<b>6,418</b>	<b>275</b>	<b>(1,493)</b>	<b>(165)</b>	<b>-</b>	<b>163,501</b>	<b>11,327</b>
<b>Expenditures by Type</b>												
Salaries, Wages & Benefits	179,557	177,927	527	6,665	-	6,155	-	-	-	-	191,274	13,347
Overtime	4,444	3,800	-	-	-	-	-	-	-	-	3,800	-
Material & Services	14,738	12,897	(328)	180	-	615	-	-	-	-	13,364	467
Transfers/Grants/Financial Charges	676	676	-	-	-	-	-	-	-	-	676	-
Fleet Costs	12,174	12,039	(71)	489	65	270	-	(170)	-	-	12,622	583
Program Facility Costs	3,913	3,928	39	276	-	83	-	-	-	-	4,326	398
Other Internal Costs	3,108	3,323	-	-	-	-	275	(2)	-	-	3,596	273
Service Innovation & Efficiency Prog	-	(58)	-	-	-	-	-	(1,321)	-	-	(1,379)	(1,321)
<b>Gross Expenditures</b>	<b>218,610</b>	<b>214,532</b>	<b>167</b>	<b>7,610</b>	<b>65</b>	<b>7,123</b>	<b>275</b>	<b>(1,493)</b>	<b>-</b>	<b>-</b>	<b>228,279</b>	<b>13,747</b>
Recoveries & Allocations	(2,447)	(2,337)	-	-	-	-	-	-	-	-	(2,337)	-
<b>Net Expenditure</b>	<b>216,163</b>	<b>212,195</b>	<b>167</b>	<b>7,610</b>	<b>65</b>	<b>7,123</b>	<b>275</b>	<b>(1,493)</b>	<b>-</b>	<b>-</b>	<b>225,942</b>	<b>13,747</b>
<b>Percent of 2010 Net Expenditure Budget</b>			<b>0.1%</b>	<b>3.6%</b>	<b>0.0%</b>	<b>3.4%</b>	<b>0.1%</b>	<b>-0.7%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>6.5%</b>	
<b>Revenues By Type</b>												
Federal	-	-	-	-	-	-	-	-	-	-	-	-
Provincial	(35,826)	(35,681)	(610)	(200)	(560)	(500)	-	-	-	-	(37,551)	(1,870)
Municipal	-	-	-	-	-	-	-	-	-	-	-	-
Own Funds	-	-	-	-	-	-	-	-	-	-	-	-
Fees and Services	(24,928)	(24,340)	-	(180)	-	(205)	-	-	(165)	-	(24,890)	(550)
Fines	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Revenue</b>	<b>(60,754)</b>	<b>(60,021)</b>	<b>(610)</b>	<b>(380)</b>	<b>(560)</b>	<b>(705)</b>	<b>-</b>	<b>-</b>	<b>(165)</b>	<b>-</b>	<b>(62,441)</b>	<b>(2,420)</b>
<b>Percent of 2010 Revenue Budget</b>			<b>1.0%</b>	<b>0.6%</b>	<b>0.9%</b>	<b>1.2%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.3%</b>	<b>0.0%</b>	<b>4.0%</b>	
<b>Net Requirement</b>	<b>155,409</b>	<b>152,174</b>	<b>(443)</b>	<b>7,230</b>	<b>(495)</b>	<b>6,418</b>	<b>275</b>	<b>(1,493)</b>	<b>(165)</b>	<b>-</b>	<b>163,501</b>	<b>11,327</b>
<b>Percent of 2010 Net Requirement Budget</b>			<b>-0.3%</b>	<b>4.8%</b>	<b>-0.3%</b>	<b>4.2%</b>	<b>0.2%</b>	<b>-1.0%</b>	<b>-0.1%</b>	<b>0.0%</b>	<b>7.4%</b>	
<b>Full Time Equivalents (FTE's)</b>	1,796.28	1,796.28	-	-	-	69.00	-	-	-	-	1,865.28	69
<b>Percent of 2010 FTE's</b>			<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>3.8%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>3.8%</b>	



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

Operating Resource Requirement	2009	2010		2011	\$ Change Over	
	Actual	Forecast	Budget	Estimate	2010 Budget	2009 Actual
<b>Expenditures by Program</b>						
General Manager's Office	283	294	294	304	10	21
Service Innovation & Efficiency Prog	-	-	-	(2)	(2)	(2)
<b>Gross Expenditure</b>	<b>283</b>	<b>294</b>	<b>294</b>	<b>302</b>	<b>8</b>	<b>19</b>
Recoveries & Allocations	-	-	-	-	-	-
Revenue	-	-	-	-	-	-
<b>Net Requirement</b>	<b>283</b>	<b>294</b>	<b>294</b>	<b>302</b>	<b>8</b>	<b>19</b>
<b>Expenditures by Type</b>						
Salaries, Wages & Benefits	272	285	285	295	10	23
Overtime	-	-	-	-	-	-
Material & Services	11	9	9	9	-	(2)
Transfers/Grants/Financial Charges	-	-	-	-	-	-
Fleet Costs	-	-	-	-	-	-
Program Facility Costs	-	-	-	-	-	(2)
Other Internal Costs	-	-	-	(2)	(2)	(2)
Service Innovation & Efficiency Prog	-	-	-	-	-	-
<b>Gross Expenditures</b>	<b>283</b>	<b>294</b>	<b>294</b>	<b>302</b>	<b>8</b>	<b>19</b>
Recoveries & Allocations	-	-	-	-	-	-
<b>Net Expenditure</b>	<b>283</b>	<b>294</b>	<b>294</b>	<b>302</b>	<b>8</b>	<b>19</b>
<b>Revenues By Type</b>						
Federal	-	-	-	-	-	-
Provincial	-	-	-	-	-	-
Municipal	-	-	-	-	-	-
Own Funds	-	-	-	-	-	-
Fees and Services	-	-	-	-	-	-
Fines	-	-	-	-	-	-
Other	-	-	-	-	-	-
<b>Total Revenue</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Requirement</b>	<b>283</b>	<b>294</b>	<b>294</b>	<b>302</b>	<b>8</b>	<b>19</b>
<b>Full Time Equivalents</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>-</b>	<b>-</b>

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

In Thousands (\$000)

Operating Resource Requirement Analysis	2010 Baseline			2011 Adjustments							2011	\$ Change Over '10 Budget
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	New Services / Needs	Efficiencies	User Fees & Charges	Proposed Budget Changes	Estimate	
<b>Expenditures by Program</b>												
General Manager's Office	294	294	-	10	-	-	-	-	-	-	304	10
Service Innovation & Efficiency Prog	-	-	-	-	-	-	-	(2)	-	-	(2)	(2)
<b>Gross Expenditure</b>	<b>294</b>	<b>294</b>	<b>-</b>	<b>10</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(2)</b>	<b>-</b>	<b>-</b>	<b>302</b>	<b>8</b>
Recoveries & Allocations	-	-	-	-	-	-	-	-	-	-	-	-
Revenue	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Requirement</b>	<b>294</b>	<b>294</b>	<b>-</b>	<b>10</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(2)</b>	<b>-</b>	<b>-</b>	<b>302</b>	<b>8</b>
<b>Expenditures by Type</b>												
Salaries, Wages & Benefits	285	285	-	10	-	-	-	-	-	-	295	10
Overtime	-	-	-	-	-	-	-	-	-	-	-	-
Material & Services	9	9	-	-	-	-	-	-	-	-	9	-
Transfers/Grants/Financial Charges	-	-	-	-	-	-	-	-	-	-	-	-
Fleet Costs	-	-	-	-	-	-	-	-	-	-	-	-
Program Facility Costs	-	-	-	-	-	-	-	-	-	-	-	-
Other Internal Costs	-	-	-	-	-	-	-	(2)	-	-	(2)	(2)
Service Innovation & Efficiency Prog	-	-	-	-	-	-	-	-	-	-	-	-
<b>Gross Expenditures</b>	<b>294</b>	<b>294</b>	<b>-</b>	<b>10</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(2)</b>	<b>-</b>	<b>-</b>	<b>302</b>	<b>8</b>
Recoveries & Allocations	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Expenditure</b>	<b>294</b>	<b>294</b>	<b>-</b>	<b>10</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(2)</b>	<b>-</b>	<b>-</b>	<b>302</b>	<b>8</b>
<b>Percent of 2010 Net Expenditure Budget</b>			<b>0.0%</b>	<b>3.4%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>-0.7%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>2.7%</b>	
<b>Revenues By Type</b>												
Federal	-	-	-	-	-	-	-	-	-	-	-	-
Provincial	-	-	-	-	-	-	-	-	-	-	-	-
Municipal	-	-	-	-	-	-	-	-	-	-	-	-
Own Funds	-	-	-	-	-	-	-	-	-	-	-	-
Fees and Services	-	-	-	-	-	-	-	-	-	-	-	-
Fines	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Revenue</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Percent of 2010 Revenue Budget</b>			<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	
<b>Net Requirement</b>	<b>294</b>	<b>294</b>	<b>-</b>	<b>10</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(2)</b>	<b>-</b>	<b>-</b>	<b>302</b>	<b>8</b>
<b>Percent of 2010 Net Requirement Budget</b>			<b>0.0%</b>	<b>3.4%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>-0.7%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>2.7%</b>	
<b>Full Time Equivalents (FTE's)</b>	<b>2.00</b>	<b>2.00</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2.00</b>	<b>-</b>
<b>Percent of 2010 FTE's</b>			<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	

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

2011 Pressure Category / Explanation	Exp.	Rev.	Net 2011 Changes	FTE Impact
<b>Maintain Services</b> All programs include an adjustment for contract settlements, increments and benefit adjustments.	10	-	10	-
<b>Total Maintain Services</b>	<b>10</b>	<b>-</b>	<b>10</b>	<b>-</b>
<b>Efficiencies</b> Allocation of Service Innovation & Efficiency Initiative	(2)	-	(2)	-
<b>Total Efficiencies</b>	<b>(2)</b>	<b>-</b>	<b>(2)</b>	<b>-</b>
<b>Total Budget Changes</b>	<b>8</b>	<b>-</b>	<b>8</b>	<b>-</b>

# EPS Department – 2011 Budget Briefing Note

## Description

### Security and Emergency Management - Mandate

- Work to create a secure work environment through training, assessment, monitoring and response.
- Leading corporate emergency preparedness and planning activities and the proactive monitoring and coordination of response activities.

## Programs / Services Offered

### Office of Emergency Management

- Emergency Management Program (EMP)
  - City of Ottawa Emergency Plan
  - Public Emergency Preparedness Education Program “Are You Ready”
  - Emergency Management Training and Exercise Program
- Notification and Escalation Incidents to Corporate Duty Officer Network
- Coordination of Major Events and Emergencies

### Corporate Security

- Security Operations Centre and By-law and Regulatory Services Dispatch
- Management of Corporate Public Safety Radio System
- Security Audits and Assessments
- Security Training and Procedures
- Security Systems
- Incident Response and Investigation

### Service Integration & Assessment Unit

- Strategic Planning
- Shared Services
- Customer Service & Integration
- Performance Management
- Organizational Effectiveness

### 9-1-1 Service level agreement

- Management of Service Level Agreement (SLA) with Ottawa Police
- Funding
- Governance and performance oversight

# EPS Department – 2011 Budget Briefing Note

## Re-Organizations

- There have been no major organizational and related changes.

## Performance / Outcome Measures

### Key Outcomes

- Establishment of a critical information escalation protocol to ensure a timely and coordinated response by all City Departments
  - Enhancement of notification procedures and protocols
  - Training provided to 142 staff.
- Conducted 5 exercises for emergency preparedness.
- Participated in the National Urban Search and Rescue Exercise.
- Activation Emergency Operations Control Centre
  - Haiti repatriation (5 flights and 350 individuals)
  - Earthquake
  - Funeral of OPS officer
  - Chinese Presidential Visit.
- Integration of entire OTranspo fleet and dispatch center onto the City's radio network.
- Completion of Threat and Risk Analysis and development of the Ottawa Public Library Security Plan.

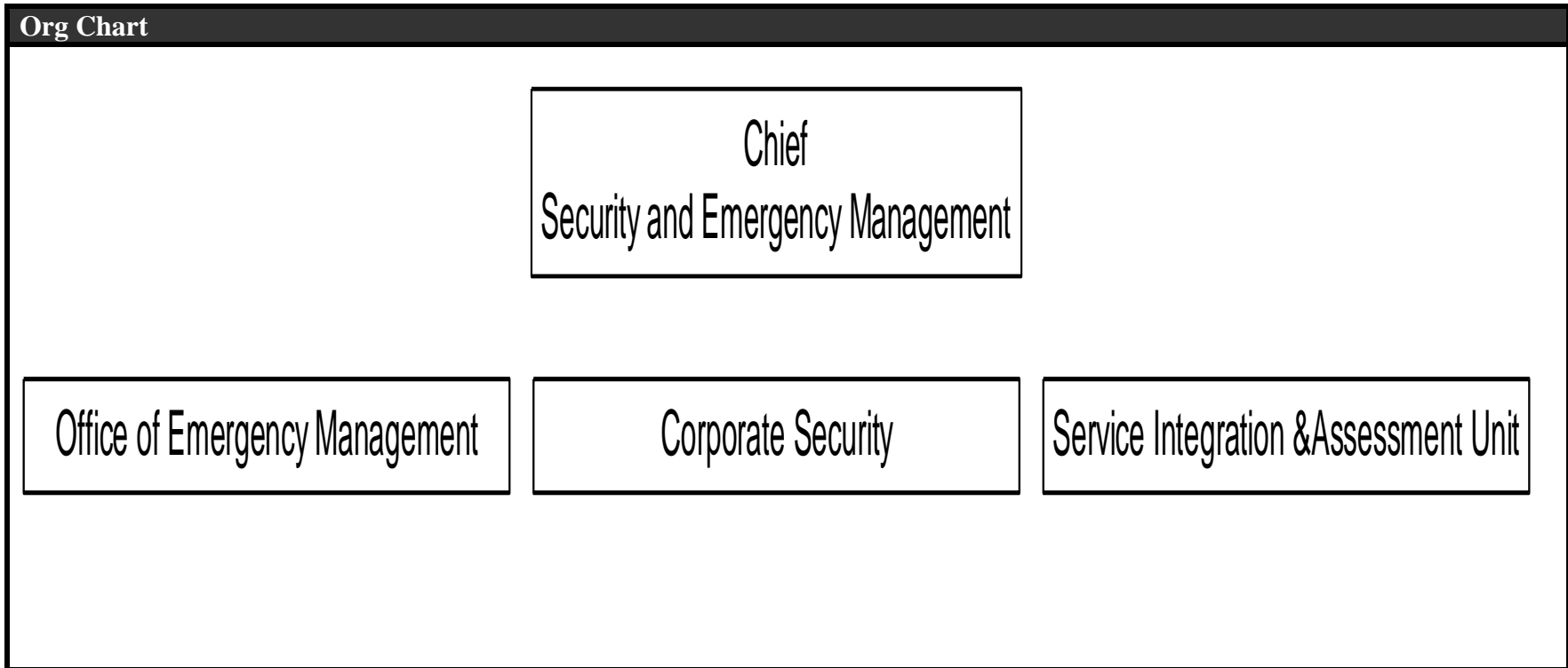
### Performance

- Corporate Security recognized by independent a review and ranked and published on the reviews top 500 list.
- Annual legislative reporting and performance requirements met.

## 2011 Budget Risks / Other Considerations

- Cost impact of major emergencies and planned events not covered by other levels of government.
- Unforeseen costs due to public safety radio system infrastructure equipment failure of not covered by existing maintenance agreements.
- Increase/unforeseen costs in security investigations and response.

# EPS Department – 2011 Budget Briefing Note



**City of Ottawa**  
**Emergency & Protective Services**  
**Security and Emergency Management - Operating Resource Requirement**  
**In Thousands (\$000)**

Operating Resource Requirement	2009	2010		2011	\$ Change Over	
	Actual	Forecast	Budget	Estimate	2010 Budget	2009 Actual
<b>Expenditures by Program</b>						
Integrated Public Safety Unit	507	562	563	578	15	71
9.1.1.	1,468	1,542	1,542	1,542	-	74
Office of Emergency Management	570	924	924	946	22	376
Corporate Security & Communications	3,661	3,861	4,033	4,046	13	385
Service Innovation & Efficiency Prog	-	-	(1)	(33)	(32)	(33)
<b>Gross Expenditure</b>	<b>6,206</b>	<b>6,889</b>	<b>7,061</b>	<b>7,079</b>	<b>18</b>	<b>873</b>
Recoveries & Allocations	(1,883)	(2,048)	(2,048)	(2,048)	-	(165)
Revenue	(155)	(165)	(97)	(97)	-	58
<b>Net Requirement</b>	<b>4,168</b>	<b>4,676</b>	<b>4,916</b>	<b>4,934</b>	<b>18</b>	<b>766</b>
<b>Expenditures by Type</b>						
Salaries, Wages & Benefits	2,409	2,870	2,870	2,950	80	541
Overtime	20	23	23	23	-	3
Material & Services	2,170	2,462	2,634	2,604	(30)	434
Transfers/Grants/Financial Charges	-	-	-	-	-	-
Fleet Costs	-	-	-	-	-	-
Program Facility Costs	-	-	-	-	-	-
Other Internal Costs	1,607	1,534	1,535	1,535	-	(72)
Service Innovation & Efficiency Prog	-	-	(1)	(33)	(32)	(33)
<b>Gross Expenditures</b>	<b>6,206</b>	<b>6,889</b>	<b>7,061</b>	<b>7,079</b>	<b>18</b>	<b>873</b>
Recoveries & Allocations	(1,883)	(2,048)	(2,048)	(2,048)	-	(165)
<b>Net Expenditure</b>	<b>4,323</b>	<b>4,841</b>	<b>5,013</b>	<b>5,031</b>	<b>18</b>	<b>708</b>
<b>Revenues By Type</b>						
Federal	(1)	-	-	-	-	1
Provincial	-	-	-	-	-	-
Municipal	-	-	-	-	-	-
Own Funds	-	-	-	-	-	-
Fees and Services	(154)	(165)	(97)	(97)	-	57
Fines	-	-	-	-	-	-
Other	-	-	-	-	-	-
<b>Total Revenue</b>	<b>(155)</b>	<b>(165)</b>	<b>(97)</b>	<b>(97)</b>	<b>-</b>	<b>58</b>
<b>Net Requirement</b>	<b>4,168</b>	<b>4,676</b>	<b>4,916</b>	<b>4,934</b>	<b>18</b>	<b>766</b>
<b>Full Time Equivalents</b>	<b>34.33</b>	<b>35.33</b>	<b>35.33</b>	<b>35.33</b>	<b>-</b>	<b>1.00</b>

**City of Ottawa**  
**Emergency & Protective Services**  
**Security and Emergency Management - Operating Resource Requirement Analysis**  
In Thousands (\$000)

Operating Resource Requirement Analysis	2010 Baseline			2011 Adjustments							2011	\$ Change Over '10 Budget
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	New Services / Needs	Efficiencies	User Fees & Charges	Proposed Budget Changes	Estimate	
<b>Expenditures by Program</b>												
Integrated Public Safety Unit	562	563	-	15	-	-	-	-	-	-	578	15
9.1.1.	1,542	1,542	-	-	-	-	-	-	-	-	1,542	-
Office of Emergency Management	924	924	-	22	-	-	-	-	-	-	946	22
Corporate Security & Communications	3,861	4,033	(30)	43	-	-	-	-	-	-	4,046	13
Service Innovation & Efficiency Prog	-	(1)	-	-	-	-	-	(32)	-	-	(33)	(32)
<b>Gross Expenditure</b>	<b>6,889</b>	<b>7,061</b>	<b>(30)</b>	<b>80</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(32)</b>	<b>-</b>	<b>-</b>	<b>7,079</b>	<b>18</b>
Recoveries & Allocations	(2,048)	(2,048)	-	-	-	-	-	-	-	-	(2,048)	-
Revenue	(165)	(97)	-	-	-	-	-	-	-	-	(97)	-
<b>Net Requirement</b>	<b>4,676</b>	<b>4,916</b>	<b>(30)</b>	<b>80</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(32)</b>	<b>-</b>	<b>-</b>	<b>4,934</b>	<b>18</b>
<b>Expenditures by Type</b>												
Salaries, Wages & Benefits	2,870	2,870	-	80	-	-	-	-	-	-	2,950	80
Overtime	23	23	-	-	-	-	-	-	-	-	23	-
Material & Services	2,462	2,634	(30)	-	-	-	-	-	-	-	2,604	(30)
Transfers/Grants/Financial Charges	-	-	-	-	-	-	-	-	-	-	-	-
Fleet Costs	-	-	-	-	-	-	-	-	-	-	-	-
Program Facility Costs	-	-	-	-	-	-	-	-	-	-	-	-
Other Internal Costs	1,534	1,535	-	-	-	-	-	-	-	-	1,535	-
Service Innovation & Efficiency Prog	-	(1)	-	-	-	-	-	(32)	-	-	(33)	(32)
<b>Gross Expenditures</b>	<b>6,889</b>	<b>7,061</b>	<b>(30)</b>	<b>80</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(32)</b>	<b>-</b>	<b>-</b>	<b>7,079</b>	<b>18</b>
Recoveries & Allocations	(2,048)	(2,048)	-	-	-	-	-	-	-	-	(2,048)	-
<b>Net Expenditure</b>	<b>4,841</b>	<b>5,013</b>	<b>(30)</b>	<b>80</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(32)</b>	<b>-</b>	<b>-</b>	<b>5,031</b>	<b>18</b>
<b>Percent of 2010 Net Expenditure Budget</b>			<b>-0.6%</b>	<b>1.6%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>-0.6%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.4%</b>	
<b>Revenues By Type</b>												
Federal	-	-	-	-	-	-	-	-	-	-	-	-
Provincial	-	-	-	-	-	-	-	-	-	-	-	-
Municipal	-	-	-	-	-	-	-	-	-	-	-	-
Own Funds	-	-	-	-	-	-	-	-	-	-	-	-
Fees and Services	(165)	(97)	-	-	-	-	-	-	-	-	(97)	-
Fines	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Revenue</b>	<b>(165)</b>	<b>(97)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(97)</b>	<b>-</b>
<b>Percent of 2010 Revenue Budget</b>			<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	
<b>Net Requirement</b>	<b>4,676</b>	<b>4,916</b>	<b>(30)</b>	<b>80</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(32)</b>	<b>-</b>	<b>-</b>	<b>4,934</b>	<b>18</b>
<b>Percent of 2010 Net Requirement Budget</b>			<b>-0.6%</b>	<b>1.6%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>-0.7%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.4%</b>	
<b>Full Time Equivalents (FTE's)</b>	35.33	35.33	-	-	-	-	-	-	-	-	35.33	-
<b>Percent of 2010 FTE's</b>			<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	



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

2010 Forecast vs. Budget Variance Explanation	Surplus / (Deficit)		
	Exp.	Rev.	Net
<b>Forecast vs. Budget Variance Explanation</b>			
Savings in Corporate Radio System repairs and maintenance and equipment/supplies due to deferral of upgrades.	172	-	172
Additional revenue received from increased external clients (Department of National Defence, CATS) on the corporate radio system.	-	68	68
<b>Total Surplus / (Deficit)</b>	<b>172</b>	<b>68</b>	<b>240</b>

2010 Baseline Adjustments / Explanations	Increase / (Decrease)			
	Exp.	Rev.	Net 2011 Changes	FTE Impact
<b>Adjustments to Base Budget</b>				
Adjustment for impact of Harmonized Sales Tax.	(30)	-	(30)	-
<b>Total Adjustments to Base Budget</b>	<b>(30)</b>	<b>-</b>	<b>(30)</b>	<b>-</b>
<b>Maintain Services</b>				
All programs include an adjustment for contract settlements, increments and benefit adjustments.	80	-	80	-
<b>Total Maintain Services</b>	<b>80</b>	<b>-</b>	<b>80</b>	<b>-</b>
<b>Efficiencies</b>				
Allocation of Service Innovation & Efficiency Initiative	(32)	-	(32)	-
<b>Total Efficiencies</b>	<b>(32)</b>	<b>-</b>	<b>(32)</b>	<b>-</b>
<b>Total Budget Changes</b>	<b>18</b>	<b>-</b>	<b>18</b>	<b>-</b>

**City of Ottawa  
Community & Protective Services Committee  
Capital Program  
In Thousands (\$000)**

**2011 Draft Budget**

<b>Service Area: Security and Emergency Management</b>							
<b>Category</b>	<b>2011 Draft Capital Budget</b>	<b>Revenues</b>	<b>Tax Supported/ Dedicated Reserves</b>	<b>Gas Tax</b>	<b>Rate Supported Reserves</b>	<b>Development Charges</b>	<b>Debt</b>
Renewal of City Assets	<b>245</b>	-	245	-	-	-	-
Growth	-	-	-	-	-	-	-
Regulatory	-	-	-	-	-	-	-
Strategic Initiatives	-	-	-	-	-	-	-
<b>Total</b>	<b>245</b>	-	<b>245</b>	-	-	-	-

Project Information		Financial Details			
<b>905916 IPS - Corporate Radio System (2011)</b>					
Dept:	Emergency & Protective Services	Category: Renewal of City Assets	Ward: CW	Year of Completion:	2013
<p>The Corporate Radio System Program, implemented in 1997 at a cost of \$24M, is a public safety radio system and is the primary voice communication system utilized during day to day operations for approx. 4,000 users such as Police, Paramedic, Fire, Public Works &amp; By-law. External partners (DND, military police and RCMP) utilize the system on a fee for service agreement. The radio infrastructure is comprised of 17 antenna sites and since installation, no major upgrades have occurred. Many of the system components are at, or near the end of their lifecycle. To ensure the reliability of the system for its users, a multi year upgrade plan was developed. Maintenance of the radio system is conducted through a service contract. Failure to progress on the upgrade will result in the omission of system components from the maintenance contract increasing the probability of failure. The completion of this upgrade is anticipated to prolong the life of the radio system by 15 years.</p>	<b>2011 Request</b>	<b>245</b>	Unspent Previous Authority		1,039
	Revenues	-	Rate Supported		-
	Tax Supported/ Dedicated	245	Development Charges		-
	Gas Tax	-	Debt		-
	<b>Forecast</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>
	Authority	245	245	245	245
	Spending Plan	245	245	245	245
	FTE's	-	-	-	-
	Operating Impact	-	1,050	125	90

# EPS Department – 2011 Budget Briefing Note

## Description

### Ottawa Fire Service

The goal of Ottawa Fire Services is to reduce or eliminate loss of life and property. In order to meet this goal, Ottawa Fire Services:

- Encourages a culture of promoting public fire safety to significantly empower members of the Ottawa community to find local solutions to these challenges.
- Enhances emergency response through use of technology and additional training programs.
- Has engaged in a service review and is moving to introduce an accreditation process to enhance its ability to validate and measure performance indicators.

## Programs / Services Offered

- Public fire safety education;
- Application of fire safety standards and enforcement, including thorough fire cause, origin and circumstance evaluations, Fire Code compliance, investigations, fire inspections and risk assessments.
- Effective emergency response, including fire emergency calls, fire suppression and rescue operations (e.g. water rescue and automobile extrication) and special operations such as responding to hazardous materials' calls.
- Recruitment outreach and community engagement campaigns such as Camp FFIT (Female Firefighters in Training).

## Re-Organizations

- Ottawa Fire Services is presently conducting a review of its Business Services Unit, the recommendations of the review will be implemented in 2011. In addition, a Uniform Business Review process has been initiated and will be completed in 2011. These reviews will validate the operational and managerial structure that will advance the vision of the Ottawa Fire Services.

## EPS Department – 2011 Budget Briefing Note

### Performance / Outcome Measures

#### INCIDENT RESPONSES

Year	Incident Responses	% Increase	Residential Fire related Fatalities / Injuries
2006	24,437		6 / 39
2007	24,731	1.2%	5 / 51
2008	25,760	4.2%	2 / 39
2009	26,439	2.6%	6 / 42

Source: FDM/RMS, December 2010 and OMBI yearly results

#### Incident volume

Since 2006, Ottawa Fire Services has experienced consistent, year-to-year increases in incident responses. The total increase in response volume from 2006 to 2009 is 8.2%. The total response volume reached 26,439 in 2009, representing an increase of 2.6% from 2008. The increase in incident volume is expected to continue and potentially impact service delivery in the future, which is why Fire Services has utilized its' Station location study findings and is in the process of building new fire stations to keep up with the population and development growth.

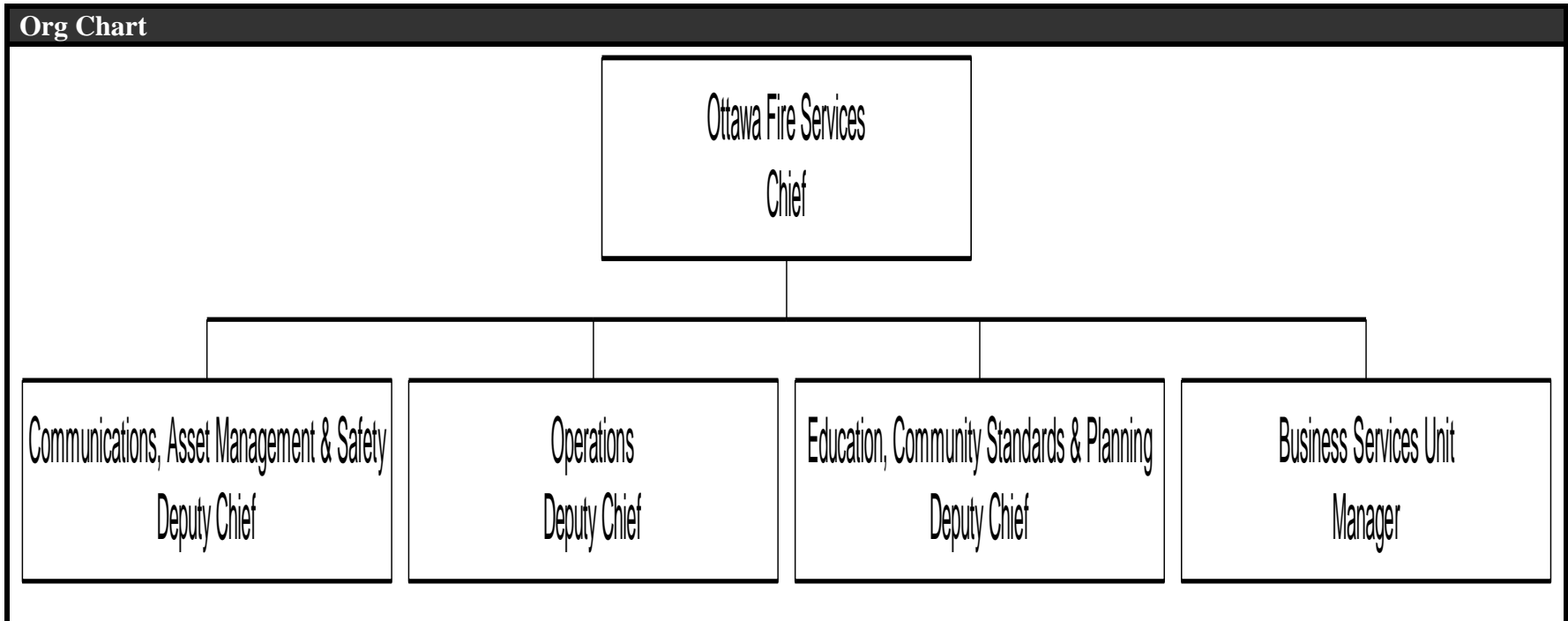
#### Fire prevention and education

Fire Prevention activities have included distribution of 1319 Smoke alarms through the 'Wake Up and get a Working Smoke Alarm' program, also Ottawa Fire Services has conducted more than 668 community and public education events to inform and educate the public about fire awareness and preparedness.

### 2011 Budget Risks / Other Considerations

- 20 % of OFS senior staff are eligible for retirement in the next 3 years. This will have a significant impact on experiential knowledge and will result in a greater need for training.
- The delayed introduction of technology in emergency responses will contribute to an increase in losses and may result in additional risks to public and firefighter safety.
- Accreditation and performance measurement framework are essential for furthering the strategic planning and decision making of OFS

# EPS Department – 2011 Budget Briefing Note



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

Operating Resource Requirement	2009	2010		2011	\$ Change Over	
	Actual	Forecast	Budget	Estimate	2010 Budget	2009 Actual
<b>Expenditures by Program</b>						
Chief's Office	316	378	378	390	12	74
Operations	104,725	112,095	112,071	119,563	7,492	14,838
Prevention	5,163	5,430	5,430	5,672	242	509
Communications	4,443	4,643	4,643	5,082	439	639
Operational Support	4,610	4,530	4,530	4,624	94	14
Service Innovation & Efficiency Prog	-	(35)	(2,716)	(2,686)	30	(2,686)
<b>Gross Expenditure</b>	<b>119,257</b>	<b>127,041</b>	<b>124,336</b>	<b>132,645</b>	<b>8,309</b>	<b>13,388</b>
Recoveries & Allocations	(159)	-	-	-	-	159
Revenue	(739)	(698)	(673)	(688)	(15)	51
<b>Net Requirement</b>	<b>118,359</b>	<b>126,343</b>	<b>123,663</b>	<b>131,957</b>	<b>8,294</b>	<b>13,598</b>
<b>Expenditures by Type</b>						
Salaries, Wages & Benefits	104,192	112,516	110,905	119,190	8,285	14,998
Overtime	2,662	2,243	1,630	1,630	-	(1,032)
Material & Services	3,089	2,895	2,497	2,436	(61)	(653)
Transfers/Grants/Financial Charges	-	-	-	-	-	-
Fleet Costs	6,383	6,624	6,369	6,744	375	361
Program Facility Costs	2,315	2,207	2,222	2,430	208	115
Other Internal Costs	616	556	748	1,023	275	407
Service Innovation & Efficiency Prog	-	-	(35)	(808)	(773)	(808)
<b>Gross Expenditures</b>	<b>119,257</b>	<b>127,041</b>	<b>124,336</b>	<b>132,645</b>	<b>8,309</b>	<b>13,388</b>
Recoveries & Allocations	(159)	-	-	-	-	159
<b>Net Expenditure</b>	<b>119,098</b>	<b>127,041</b>	<b>124,336</b>	<b>132,645</b>	<b>8,309</b>	<b>13,547</b>
<b>Revenues By Type</b>						
Federal	(100)	-	-	-	-	100
Provincial	-	-	-	-	-	-
Municipal	-	-	-	-	-	-
Own Funds	-	-	-	-	-	-
Fees and Services	(639)	(698)	(673)	(688)	(15)	(49)
Fines	-	-	-	-	-	-
Other	-	-	-	-	-	-
<b>Total Revenue</b>	<b>(739)</b>	<b>(698)</b>	<b>(673)</b>	<b>(688)</b>	<b>(15)</b>	<b>51</b>
<b>Net Requirement</b>	<b>118,359</b>	<b>126,343</b>	<b>123,663</b>	<b>131,957</b>	<b>8,294</b>	<b>13,598</b>
<b>Full Time Equivalents</b>	<b>983.00</b>	<b>1,003.00</b>	<b>1,003.00</b>	<b>1,048.00</b>	<b>45.00</b>	<b>65.00</b>

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

Operating Resource Requirement Analysis	2010 Baseline			2011 Adjustments							2011	\$ Change Over '10 Budget
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	New Services / Needs	Efficiencies	User Fees & Charges	Proposed Budget Changes	Estimate	
<b>Expenditures by Program</b>												
Chief's Office	378	378	-	12	-	-	-	-	-	-	390	12
Operations	112,095	112,071	(163)	3,980	35	3,640	-	-	-	-	119,563	7,492
Prevention	5,430	5,430	-	242	-	-	-	-	-	-	5,672	242
Communications	4,643	4,643	-	164	-	-	275	-	-	-	5,082	439
Operational Support	4,530	4,530	(12)	106	-	-	-	-	-	-	4,624	94
Service Innovation & Efficiency Prog	(35)	(2,716)	-	-	-	893	-	(863)	-	-	(2,686)	30
<b>Gross Expenditure</b>	<b>127,041</b>	<b>124,336</b>	<b>(175)</b>	<b>4,504</b>	<b>35</b>	<b>4,533</b>	<b>275</b>	<b>(863)</b>	<b>-</b>	<b>-</b>	<b>132,645</b>	<b>8,309</b>
Recoveries & Allocations	-	-	-	-	-	-	-	-	-	-	-	-
Revenue	(698)	(673)	-	-	-	-	-	-	(15)	-	(688)	(15)
<b>Net Requirement</b>	<b>126,343</b>	<b>123,663</b>	<b>(175)</b>	<b>4,504</b>	<b>35</b>	<b>4,533</b>	<b>275</b>	<b>(863)</b>	<b>(15)</b>	<b>-</b>	<b>131,957</b>	<b>8,294</b>
<b>Expenditures by Type</b>												
Salaries, Wages & Benefits	112,516	110,905	(20)	4,140	-	4,165	-	-	-	-	119,190	8,285
Overtime	2,243	1,630	-	-	-	-	-	-	-	-	1,630	-
Material & Services	2,895	2,497	(136)	-	-	75	-	-	-	-	2,436	(61)
Transfers/Grants/Financial Charges	-	-	-	-	-	-	-	-	-	-	-	-
Fleet Costs	6,624	6,369	(40)	260	35	210	-	(90)	-	-	6,744	375
Program Facility Costs	2,207	2,222	21	104	-	83	-	-	-	-	2,430	208
Other Internal Costs	556	748	-	-	-	-	275	-	-	-	1,023	275
Service Innovation & Efficiency Prog	-	(35)	-	-	-	-	-	(773)	-	-	(808)	(773)
<b>Gross Expenditures</b>	<b>127,041</b>	<b>124,336</b>	<b>(175)</b>	<b>4,504</b>	<b>35</b>	<b>4,533</b>	<b>275</b>	<b>(863)</b>	<b>-</b>	<b>-</b>	<b>132,645</b>	<b>8,309</b>
Recoveries & Allocations	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Expenditure</b>	<b>127,041</b>	<b>124,336</b>	<b>(175)</b>	<b>4,504</b>	<b>35</b>	<b>4,533</b>	<b>275</b>	<b>(863)</b>	<b>-</b>	<b>-</b>	<b>132,645</b>	<b>8,309</b>
<b>Percent of 2010 Net Expenditure Budget</b>			<b>-0.1%</b>	<b>3.6%</b>	<b>0.0%</b>	<b>3.6%</b>	<b>0.2%</b>	<b>-0.7%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>6.7%</b>	
<b>Revenues By Type</b>												
Federal	-	-	-	-	-	-	-	-	-	-	-	-
Provincial	-	-	-	-	-	-	-	-	-	-	-	-
Municipal	-	-	-	-	-	-	-	-	-	-	-	-
Own Funds	-	-	-	-	-	-	-	-	-	-	-	-
Fees and Services	(698)	(673)	-	-	-	-	-	-	(15)	-	(688)	(15)
Fines	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Revenue</b>	<b>(698)</b>	<b>(673)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(15)</b>	<b>-</b>	<b>(688)</b>	<b>(15)</b>
<b>Percent of 2010 Revenue Budget</b>			<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>2.2%</b>	<b>0.0%</b>	<b>2.2%</b>	
<b>Net Requirement</b>	<b>126,343</b>	<b>123,663</b>	<b>(175)</b>	<b>4,504</b>	<b>35</b>	<b>4,533</b>	<b>275</b>	<b>(863)</b>	<b>(15)</b>	<b>-</b>	<b>131,957</b>	<b>8,294</b>
<b>Percent of 2010 Net Requirement Budget</b>			<b>-0.1%</b>	<b>3.6%</b>	<b>0.0%</b>	<b>3.7%</b>	<b>0.2%</b>	<b>-0.7%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>6.7%</b>	
<b>Full Time Equivalents (FTE's)</b>	1,003.00	1,003.00	-	-	-	45.00	-	-	-	-	1,048.00	45
<b>Percent of 2010 FTE's</b>			<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>4.5%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>4.5%</b>	



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

2010 Forecast vs. Budget Variance Explanation	Surplus / (Deficit)		
	Exp.	Rev.	Net
<b>Forecast vs. Budget Variance Explanation</b>			
Compensation is over budget due to unrealized productivity improvement savings which was not achieved in 2010 as it relates to the opening of the Barrhaven South Fire Station which will only occur in 2011, and vacancies which are offset by increased overtime and Workplace Safety and Insurance Board (WSIB).	(2,223)	-	(2,223)
Materials and services are over budget as a result of the increased cost of fire paging repairs & maintenance, uniform cleaning & repairs, and parts which are partially offset by savings in advertising/promotion, non professional services, and program supplies.	(227)	-	(227)
Increased cost of Fleet Services due to higher management fees & maintenance	(255)	-	(255)
Increased revenue from Ministry of Transportation (MTO) highway claims, and facility tenant rent.	-	25	25
<b>Total Surplus / (Deficit)</b>	<b>(2,705)</b>	<b>25</b>	<b>(2,680)</b>

2010 Baseline Adjustments / Explanations	Increase / (Decrease)			
	Exp.	Rev.	Net 2011 Changes	FTE Impact
<b>Adjustments to Base Budget</b>				
Adjustment for impact of Harmonized Sales Tax.	(155)	-	(155)	-
Removal of one-time Management Professional Exempt performance pay.	(20)	-	(20)	-
<b>Total Adjustments to Base Budget</b>	<b>(175)</b>	<b>-</b>	<b>(175)</b>	<b>-</b>

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

2011 Pressure Category / Explanation	Increase / (Decrease)			
	Exp.	Rev.	Net 2011 Changes	FTE Impact
<b>Maintain Services</b>				
All programs include an adjustment for contract settlements, increments and benefit adjustments.	4,140	-	4,140	-
Increase in facility cost related to inflation on compensation contracts, contractual contracts for janitorial, security, hydro and other maintenance.	104	-	104	-
Increase in fleet cost related to inflation on compensation contracts, parts, fuel, Pay-As-You-Go reserve contribution and maintenance.	260	-	260	-
<b>Total Maintain Services</b>	<b>4,504</b>	-	<b>4,504</b>	-
<b>Provincial Legislated</b>				
Increase in fleet cost related to legislated provincial training requirements.	35	-	35	-
<b>Total Provincial Legislated</b>	<b>35</b>	-	<b>35</b>	-

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

2011 Pressure Category / Explanation	Increase / (Decrease)			
	Exp.	Rev.	Net 2011 Changes	FTE Impact
<b>Growth</b>				
Annualization of 20 Full Time Equivalent (FTEs) and fleet operating cost approved in 2010 for Ottawa West Fire Station (#46). Eight months of salary, benefits, and station supplies and full year pumper vehicle costs.	1,470	-	1,470	
Additional Fire FTEs due to growth - staffing of Aerial for Ottawa West Fire Station (#46). Six months of funding.	1,050	-	1,050	20.00
Additional Fire FTEs due to growth - Ottawa South Fire Station (#47). 45 new FTEs of which efficiency savings of 20 FTEs will be realized by transferring FTEs from existing station(s). Station operational as of September 2011, four months salary, benefits, station supplies, vehicle cost and efficiency savings.	1,930	-	1,930	25.00
New facility prorated cost related to new facilities and equipment to be in operation for Fire Services as a result of the capital program. The facilities & equipment include Barrhaven Fire Station #47, Carp Fire Station #64, emergency power generators at Stations 71/93 and Nederman Exhaust Systems in various stations.	83	-	83	-
<b>Total Growth</b>	<b>4,533</b>	<b>-</b>	<b>4,533</b>	<b>45.00</b>
<b>New Services / Needs</b>				
Police chargeback for Communication Aided Dispatch (CAD) and Charlemagne CAD Back-Up.	275	-	275	-
<b>Total New Services / Needs</b>	<b>275</b>	<b>-</b>	<b>275</b>	<b>-</b>
<b>Efficiencies</b>				
Allocation of Service Innovation and Efficiency Initiative.	(773)	-	(773)	
Savings from Departmental Service Innovation & Efficiency - Transform Municipal Fleet.	(90)	-	(90)	-
<b>Total Efficiencies</b>	<b>(863)</b>	<b>-</b>	<b>(863)</b>	<b>-</b>
<b>User Fees &amp; Charges</b>				
See following user fee schedule for details on the specific rates.		(15)	(15)	-
<b>Total User Fees &amp; Charges</b>	<b>-</b>	<b>(15)</b>	<b>(15)</b>	<b>-</b>
<b>Total Budget Changes</b>	<b>8,309</b>	<b>(15)</b>	<b>8,294</b>	<b>45.00</b>

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

User Fees	2009 Rate	2010 Rate	2011 Rate	% Change Over		Effective Date	2011 Revenue
	\$	\$	\$	2010	2009	DD-MMM-YY	(\$000)
<b>Ottawa Fire Services</b>							
<b><u>Hazmat Fees and Charges</u></b> <b>(minimum charge of 1 hour)</b>							(3)
Hazmat Vehicle & Techs	534.00	554.00	586.00	5.8%	9.7%	01-Apr-11	
Pump & Crew	680.00	706.00	747.00	5.8%	9.9%	01-Apr-11	
Ladder, Aerial, Platform & Crew	505.00	524.00	554.00	5.7%	9.7%	01-Apr-11	
Incident Commander & Vehicle	340.00	353.00	373.00	5.7%	9.7%	01-Apr-11	
Safety Officer & Vehicle	307.00	319.00	337.00	5.6%	9.8%	01-Apr-11	
Water Rescue & Vehicle	264.00	274.00	290.00	5.8%	9.8%	01-Apr-11	
Hose Tender	425.00	441.00	466.00	5.7%	9.6%	01-Apr-11	
Supply Tender	252.00	261.00	276.00	5.7%	9.5%	01-Apr-11	
Foam Tender	252.00	261.00	276.00	5.7%	9.5%	01-Apr-11	
Heavy Rescue	505.00	524.00	554.00	5.7%	9.7%	01-Apr-11	
Tanker	252.00	261.00	276.00	5.7%	9.5%	01-Apr-11	
Command RV Vehicle	252.00	261.00	276.00	5.7%	9.5%	01-Apr-11	
Service Vehicle	126.00	131.00	139.00	6.1%	10.3%	01-Apr-11	
Maintenance Vehicle	126.00	131.00	139.00	6.1%	10.3%	01-Apr-11	
Hazmat Support Vehicle	126.00	131.00	139.00	6.1%	10.3%	01-Apr-11	
Rehab Vehicle	126.00	131.00	139.00	6.1%	10.3%	01-Apr-11	

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

User Fees	2009 Rate	2010 Rate	2011 Rate	% Change Over		Effective Date	2011 Revenue
	\$	\$	\$	2010	2009	DD-MMM-YY	(\$000)
<b>Ottawa Fire Services (Cont.)</b>							
<b>Fire Prevention</b>							
1) File Search (only) Fees							(3)
Residential	79.00	82.00	87.00	6.1%	10.1%	01-Apr-11	
Non-Residential	159.00	165.00	175.00	6.1%	10.1%	01-Apr-11	
2) General Fire Inspections Fees							(7)
Maintenance Inspections: less than 3 storeys, warehouses and other industrial buildings under 5,000 sq. ft.	257.00	267.00	282.00	5.6%	9.7%	01-Apr-11	
Retrofit Inspections: less than 3 storeys, warehouses and other industrial buildings under 5,000 sq. ft.	386.00	401.00	424.00	5.7%	9.8%	01-Apr-11	
Maintenance Inspections: for 4-6 storeys, warehouses and other industrial buildings between 5,000 - 15,000 sq. ft.	386.00	401.00	424.00	5.7%	9.8%	01-Apr-11	
Retrofit Inspections: for 4-6 storeys, warehouses and other industrial buildings between 5,000 - 15,000 sq. ft.	643.00	667.00	705.00	5.7%	9.6%	01-Apr-11	
Maintenance Inspections: for 7-12 storeys, warehouses and other industrial buildings over 15,000 sq. ft.	514.00	533.00	564.00	5.8%	9.7%	01-Apr-11	
Retrofit Inspections: for 7-12 storeys, warehouses and other industrial buildings over 15,000 sq. ft.	771.00	800.00	846.00	5.8%	9.7%	01-Apr-11	
Maintenance Inspections: for 13 storeys or higher, or an especially large complex.	643.00	667.00	705.00	5.7%	9.6%	01-Apr-11	
Retrofit Inspections: for 13 storeys or higher, or an especially large complex.	1,028.00	1,067.00	1,128.00	5.7%	9.7%	01-Apr-11	
Open Air Fire Permits	12.00	12.00	13.00	8.3%	8.3%	01-Apr-11	(2)
<b>Total Departmental</b>							<b>(15)</b>

**City of Ottawa  
Community & Protective Services Committee  
Capital Program  
In Thousands (\$000)**

**2011 Draft Budget**

<b>Service Area: Fire Services</b>							
<b>Category</b>	<b>2011 Draft Capital Budget</b>	<b>Revenues</b>	<b>Tax Supported/ Dedicated Reserves</b>	<b>Gas Tax</b>	<b>Rate Supported Reserves</b>	<b>Development Charges</b>	<b>Debt</b>
Renewal of City Assets	<b>9,064</b>	-	9,064	-	-	-	-
Growth	<b>300</b>	-	30	-	-	270	-
Regulatory	-	-	-	-	-	-	-
Strategic Initiatives	<b>250</b>	100	150	-	-	-	-
<b>Total</b>	<b>9,614</b>	<b>100</b>	<b>9,244</b>	-	-	<b>270</b>	

Project Information		Financial Details				
<b>905760 Battery Replacement-2011</b>						
Dept:	Emergency & Protective Services	Category: Renewal of City Assets	Ward: CW	Year of Completion:	2012	
<p>The battery conditioning program has extended the useful life of radio batteries, however, all new radio's no longer accomodate the existing battery model and additional stock must be maintained. Ottawa Fire Services (OFS) is also required to replace existing NiCad batteries with Lithium for industry safety standards.</p>		<b>2011 Request</b>	<b>300</b>	Unspent Previous Authority		-
		Revenues	-	Rate Supported		-
		Tax Supported/ Dedicated	300	Development Charges		-
		Gas Tax	-	Debt		-
		<b>Forecast</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>
		Authority	300	-	-	-
		Spending Plan	300	-	-	-
		FTE's	-	-	-	-
		Operating Impact	-	-	-	-
		<b>905965 Specialty Fire Equipment Replace - 2011</b>				
Dept:	Emergency & Protective Services	Category: Renewal of City Assets	Ward: CW	Year of Completion:	2012	
<p>The scope of this project covers an annual replacement program relating to specialty fire equipment such as, ice rescue, water rescue, technical rescues, infra red cameras, auto extrication, hazardous materials response equipment, other specialty equipment etc. The program includes testing and replacement based on the life cycle of the asset and unexpected loss due to operational incidents. The assets supported by this program total approximately \$10 million. Effective replacement programs provide Fire Services with equipment that is both current and reliable which reduces the possibility of failure during operations. This allows for continued quality and reliable services in the area of emergency response while providing due consideration to the safety of fire personnel, the general public and the protection of property.</p>		<b>2011 Request</b>	<b>325</b>	Unspent Previous Authority		117
		Revenues	-	Rate Supported		-
		Tax Supported/ Dedicated	325	Development Charges		-
		Gas Tax	-	Debt		-
		<b>Forecast</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>
		Authority	325	325	325	325
		Spending Plan	325	325	325	325
		FTE's	-	-	-	-
		Operating Impact	-	-	-	-

Project Information		Financial Details				
<b>905966 Fire Equipment Replacement Prog - 2011</b>						
Dept: Emergency & Protective Services		Category: Renewal of City Assets		Ward: CW	Year of Completion: 2012	
<p>The scope of this project covers an annual replacement program relating to fire equipment such as hand tools, ladders, chain saws, pumps, accessory equipment, generators, hose equipment, hoses and nozzles. The program includes testing and replacement based on the life cycle of the asset and unexpected loss due to operational incidents. The assets supported by this program total approximately \$20 million. Effective replacement programs provide Fire Services with equipment that is both current and reliable which reduces the possibility of failure during operations. This allows for the continued quality and reliable services in the area of emergency response while providing due consideration to the safety of fire personnel, the general public and the protection of property.</p>	<b>2011 Request</b>		<b>590</b>		Unspent Previous Authority	360
	Revenues			-	Rate Supported	-
	Tax Supported/ Dedicated			590	Development Charges	-
	Gas Tax			-	Debt	-
	<b>Forecast</b>		<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>
	Authority	590	590	590	590	
	Spending Plan	590	590	590	590	
	FTE's	-	-	-	-	
	Operating Impact	-	-	-	-	
	<b>905967 Fire Safety Equipment Replacement-2011</b>					
Dept: Emergency & Protective Services		Category: Renewal of City Assets		Ward: CW	Year of Completion: 2012	
<p>This project is intended to enhance employee and public safety. The scope of this project covers a replacement program relating to fire safety equipment. The types of equipment requested: Radios and batteries, Repeaters, Resuscitator trauma bags. The assets supported by this program total approximately \$15 million. This program includes funds that will be utilized for Rapid Intervention Team (RIT) training and Occupational Health and Safety issues. Effective replacement programs provide Fire Services with equipment that is both current and reliable which reduces the possibility of failure during operations. This allows for continued quality and reliable services in the area of emergency response while providing due consideration to the safety of fire personnel (in satisfying the provisions of the Occupational Health and Safety Act), the general public and the protection of property.</p>	<b>2011 Request</b>		<b>280</b>		Unspent Previous Authority	273
	Revenues			-	Rate Supported	-
	Tax Supported/ Dedicated			280	Development Charges	-
	Gas Tax			-	Debt	-
	<b>Forecast</b>		<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>
	Authority	280	730	880	875	
	Spending Plan	280	730	880	875	
	FTE's	-	-	-	-	
	Operating Impact	-	-	-	-	



Project Information		Financial Details				
<b>905968 Personal Protective Equipment-2011</b>						
Dept:	Emergency & Protective Services	Category:	Renewal of City Assets	Ward:	CW	
				Year of Completion:	2012	
<p>Personal protective equipment includes the bunker gear suits, helmets, gloves and boots that fire fighters are required to wear when delivering service. This program supports the replacement of individual bunker gear suits, bunker suit liner replacement, new bunker gear for recruits and any complete replacement of boots, helmets and gloves. Bunker gear is specialized equipment that meets existing standards for firefighting workwear, i.e. that no part of the uniform garment ignite, melt, drip, or separate when exposed to a heat of 500° F for 5 minutes as per National Fire Protection Association (NFPA) standard 1971. Currently the Ottawa Fire Service owns 2,000 suits each costing \$1,350 with an average useful life of 7 -10 years and ongoing replacement of these suits is required.</p>	<b>2011 Request</b>	<b>775</b>	Unspent Previous Authority		23	
	Revenues	-	Rate Supported	-		
	Tax Supported/ Dedicated	775	Development Charges	-		
	Gas Tax	-	Debt	-		
	<b>Forecast</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	
	Authority	775	650	500	555	
	Spending Plan	775	650	500	555	
	FTE's	-	-	-	-	
	Operating Impact	-	-	-	-	
	<b>905969 Fire Tech. Development &amp; Equip-2011</b>					
Dept:	Emergency & Protective Services	Category:	Renewal of City Assets	Ward:	CW	
				Year of Completion:	2012	
<p>This project is to establish a source of funds to support the Ottawa Fire Services' technological requirements, as current equipment is obsolete. Ottawa Fire Service has 7 large technological systems; Computer Aided Dispatch, Radio, Paging, Station Alerting, Records management for incident data collection, in-station training systems, and Rostering. All of these systems require ongoing capital funding to support replacement of equipment, maintenance and development of systems to ensure day to day operations are not jeopardized should any system failures occur.</p>	<b>2011 Request</b>	<b>365</b>	Unspent Previous Authority		293	
	Revenues	-	Rate Supported	-		
	Tax Supported/ Dedicated	365	Development Charges	-		
	Gas Tax	-	Debt	-		
	<b>Forecast</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	
	Authority	365	315	315	315	
	Spending Plan	365	315	315	315	
	FTE's	-	-	-	-	
	Operating Impact	-	-	-	-	

Project Information		Financial Details			
<b>905970 Fire Facility Equip. Replacement-2011</b>					
Dept:	Emergency & Protective Services	Category:	Renewal of City Assets	Ward:	CW
				Year of Completion:	2012
<p>This replacement project supports the on-going replacement of tables &amp; chairs for training purposes, appliances, blinds, fitness equipment, etc. Continued capital funding is allocated to support required replacement of station facility equipment in 43 fire stations and the 10 support facilities (Training centre, Communications centre, 3 Prevention offices, 4 rural admin offices &amp; Headquarters).</p>	<b>2011 Request</b>	<b>200</b>	Unspent Previous Authority		170
	Revenues	-	Rate Supported	-	
	Tax Supported/ Dedicated	200	Development Charges	-	
	Gas Tax	-	Debt	-	
	<b>Forecast</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>
	Authority	200	200	200	200
	Spending Plan	200	200	200	200
	FTE's	-	-	-	-
	Operating Impact	-	-	-	-

**City of Ottawa**  
**Service Area: Fire Services**  
**In Thousands (\$000)**

**2011 Draft Budget**

Program Information	Financial Details
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**Buildings and Parks- Fire**

Dept: Infrastructure Services	Category: Renewal of City Assets	Ward: Multiple	Year of Completion: Various
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The Buildings and Parks Program provides for life cycle renewal and replacement works to existing building and park assets. Detailed scope of work for specific projects extends to a wide assortment of work such as roof replacement, building preservation, building mechanical and electrical systems, park play structures, hard landscaping, arena and pool equipment and unplanned emergency work. Annual programming provides allocations as required to core project cost groupings - buildings and parks - for each of the ten service areas as follows:

Service Area	Project Cost Groupings	Service Area	
Parks & Recreation	Buildings Parks		\$ 6,607
Long Term Care	Buildings		\$ 576
Fire Services	Buildings		\$ 319
Social Housing	Buildings		\$ 128
Cultural Services	Buildings		\$ 128
Child Care Services	Buildings		\$ 43
General Government	Buildings Condition Assessment		\$ 767
Library Services	Buildings		\$ 470
Transit Services	Buildings		\$ 6,550
Transportation Services	Buildings		\$ 807
<b>2011 Authority Request</b>	<b>\$15,690 \$405 \$300</b>		<b>\$16,395</b>

Program funding requirements to support project needs are defined in the upcoming Long Range Financial Plan. Actual budget allocations for these programs are adjusted to reflect change in need and affordability. Forecasts are based on bulk allocations that will be detailed in future budget submissions. Project Cost Group Summaries are provided following this program summary.

<b>2011</b>	<b>319</b>	Unspent Previous Authority	857
Revenues	-	Rate Supported	-
Tax Supported/ Dedicated	319	Development Charges	-
Gas Tax	-	Debt	-
<b>Forecast</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>
Authority	319	300	300
Spending Plan	319	300	300
FTE's	-	-	-
Operating Impact	-	-	-

**City of Ottawa**  
**Service Area: Fire Services**  
**In Thousands (\$000)**

**2011 Draft Budget**

Project	Ward	Location/Description	\$000's
<b>905913 Buildings-Heritage - Fire Serv</b>		<b>CW</b>	<b>319</b>
The 2011 Fire Services – Buildings budget allocation has been adjusted to reflect change in need and affordability. Detailed information and costs associated with specific components and projects are as follows.			
Fire Services	CW	Internal Project Management	31
Fire Services	CW	Contingency: Fire Services Buildings	25
Fire Station 22 - Lincoln Heights	7	Replace Fire Alarm System	17
Fire Station 51 - Carson Grove	13	Replace Fire Alarm System	47
Fire Station 53 - Fallingbrook	19	Replace Fire Alarm System	49
Fire Station 54 - Blackburn Hamlet	2	Replace Fire Alarm Panel and Initiating Circuits	62
Fire Station 55 - Blair Road	11	Replace Fire Alarm System	60
Fire Station 56 - Overbrook	13	Replace Fire Alarm Panel and Wiring Devices	28

**City of Ottawa**  
**Service Area: Fire Services**  
**In Thousands (\$000)**

**2011 Draft Budget**

Program Information		Financial Details			
<b>906114 Lifecycle Renewal Fleet - Fire Services</b>					
Dept: Public Works	Category: Renewal of City Assets	Ward: Multiple	Year of Completion: Various		
<p>This program provides funding authority for Municipal vehicle and equipment scheduled for replacement, life extension, modification, or major repair. The timely replacement of vehicles and equipment that have reached their life expectancy, or are no longer suitable or economical to operate, helps ensure the provision of a cost-effective fleet service. Vehicles and equipment replacement decisions are guided by the ongoing study of the condition of each vehicle, its application, its safety, and an assessment of its remaining useful life. All vehicles and equipment scheduled for replacement are inspected and evaluated to confirm the requirement. Commitments for vehicle purchases must be made at least one year prior to delivery. Further information on the replacement plan is contained in the 2011 Municipal Fleet Replacement Plan report ACS2011-COS-PWS-0002 which will be considered by Finance Economic Development Committee on February 1st . The initial Fleet Replacement report ACS2010-COS-PWS-0010 advanced \$3,000,000 of the 2011 funding into 2010 to meet award requirement for unit deliveries.</p> <p>This project is part of a program that flows across Service Areas which consists of the following:</p> <p><b>Fire Services</b> <b>\$5,910</b></p> <p>Paramedic Services \$2,880</p> <p>By-Law Services \$74</p> <p>Transportation Services - Roadways \$12,696 - \$3.0 M advanced</p> <p>Parks &amp; Recreation \$95</p> <p>Fleet Services \$914</p> <p>Solid Waste \$1,100</p> <p>Wastewater Services \$245</p> <p>Water Services \$219</p>	<b>2011</b>	<b>5,910</b>	Unspent Previous Authority		-
	Revenues	-	Rate Supported		-
	Tax Supported/ Dedicated	5,910	Development Charges		-
	Gas Tax	-	Debt		-
	<b>Forecast</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>
	Authority	5,910	5,611	5,001	4,300
	Spending Plan	5,910	5,611	5,001	4,300
	FTE's	-	-	-	-
	Operating Impact	-	-	-	-

Project Information		Financial Details				
<b>903142 Ottawa East Fire Station</b>						
Dept:	Emergency & Protective Services	Category:	Growth	Ward:	2	
				Year of Completion:	2016	
<p>To meet the growth demands of the eastern suburban portion of the City, increased fire facilities are needed to maintain the same level of fire service for these ratepayers. The optimal location has been determined through the completion of the station location study in 2009. The funds requested are to be put towards the purchase of land for this station. The site has not been identified at this time. A number of sites are under review based on the growth projections and through the use of the station location study criteria. Finalizing a location and proceeding to purchase will ensure the most viable location for future construction.</p>		<b>2011 Request</b>	<b>300</b>	Unspent Previous Authority		300
		Revenues	-	Rate Supported		-
		Tax Supported/ Dedicated	30	Development Charges		270
		Gas Tax	-	Debt		-
		<b>Forecast</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>
		Authority	300	300	300	300
		Spending Plan	300	300	300	300
		FTE's	-	-	-	-
		Operating Impact	-	-	-	-
		<b>905407 Fire Nederman Exhaust Systems</b>				
Dept:	Emergency & Protective Services	Category:	Strategic Initiatives	Ward:	CW	
				Year of Completion:	2011	
<p>The Nederman Diesel Exhaust System attaches to the exhaust of the diesel vehicles in the stations and automatically releases when the vehicles leave the station. It is well known that diesel particulates are a known carcinogen, extremely toxic and a health and safety issue. This is a continuation of a program that was initiated prior to amalgamation whereby this exhaust system is installed in all fire stations across the City.</p>		<b>2011 Request</b>	<b>150</b>	Unspent Previous Authority		125
		Revenues	-	Rate Supported		-
		Tax Supported/ Dedicated	150	Development Charges		-
		Gas Tax	-	Debt		-
		<b>Forecast</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>
		Authority	150	150	-	-
		Spending Plan	150	150	-	-
		FTE's	-	-	-	-
		Operating Impact	-	-	-	-

Project Information		Financial Details			
<b>906122 Fire CBRN Grant - 2011</b>					
Dept:	Emergency & Protective Services	Category:	Strategic Initiatives	Ward:	CW
				Year of Completion:	2012
<p>This project is 100% Provincially funded for specialized equipment and training required for incidents involving Chemical, Biological, Radiological and Nuclear (CBRN) hazardous materials.</p>	<b>2011 Request</b>	<b>100</b>	Unspent Previous Authority		
	Revenues	100	Rate Supported		-
	Tax Supported/ Dedicated	-	Development Charges		-
	Gas Tax	-	Debt		-
	<b>Forecast</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>
	Authority	100	100	100	100
	Spending Plan	100	100	100	100
	FTE's	-	-	-	-
	Operating Impact	-	-	-	-

# EPS Department – 2011 Budget Briefing Note

## Description

### Ottawa Paramedic Service

The Ottawa Paramedic Service's integrated high performance system efficiently provides clinical excellence to bring residents and visitors the most sophisticated pre-hospital medicine in the country. The Ottawa Paramedic Service also provides specialty service such as marine paramedics for waterways, tactical paramedics for police operations, and bike paramedics for high population special events such as Ottawa's many festivals and events.

The Service also provides public education and injury prevention programs for the community and manages all medical equipment purchases for the City of Ottawa and oversees the defibrillator program for all City departments including the Police Service and Fire Service.

## Programs / Services Offered

- Street Operations (*50/50 cost sharing program with Ministry of Health and Long-Term Care (MHOLTC)*).
- Paramedic Communications Centre for Eastern Ontario (*100% funded by Ministry of Health and Long-Term Care (MOHLTC)*).
- Special Operations - ensure public safety by providing medical coverage and response at all special events in the City (e.g. Canada Day, international dignitary visits, conferences, special events and festivals) (*The majority of special events are on a cost recovery basis*).
- Community Medicine Programs - promote a safe and healthy community by developing programs for public awareness. (*Training is run on a 100% cost recovery basis*).

## Mandatory Requirements

- The *Ambulance Act of Ontario* and regulations dictates to the City the mandatory requirements of the provision of street operations.
- The City under agreement with the province runs the Communications Centre for Eastern Ontario.
- Provision of training to the public, city staff, Police and Fire for first aid / CPR / and mandatory medical supervision of defibrillator programs.



# EPS Department – 2011 Budget Briefing Note

## Re-Organizations

- There have been no major organizational and related changes.

## Performance / Outcome Measures

Call Volume	2001	2002	2003	2004	2005	2006	2007	2008	2009
Total # of calls	72,450	79,856	82,803	90,058	90,140	92,554	98,505	103,871	109,278
# Code 3-4 Emergency calls	57,415	65,516	70,852	76,864	79,426	82,188	86,468	94,336	103,215
Life Threatening calls as % of total Emerg calls	64% Emergency Responses	66% Emergency Responses	70% Emergency Responses	73% Emergency Responses	72% Emergency Responses	85% Emergency Responses	85% Emergency Responses	84% Emergency Responses	77% Emergency Responses

Response Times	2001	2002	2003	2004	2005	2006	2007	2008	2009
*T0-T4 90 <sup>th</sup> Percentile	High: 12:24	High: 10:50	High: 11:05	High: 12:06	High: 12:00	High: 12:32	High: 12:49	High: 13:13	High: 12:50
Response times (high & low density)	Low: 17:25	Low: 16:30	Low: 17:16	Low: 19:14	Low: 18:18	Low: 18:46	Low: 21:15	Low: 21:38	Low: 21:38
*T0-T4 Average	N/A	N/A	N/A	N/A	N/A	8:39	8:19	8:31	8:23
Response times (high density)									

\*T0 – receipt of call at 911

\*T4 – arrival of Paramedics at scene

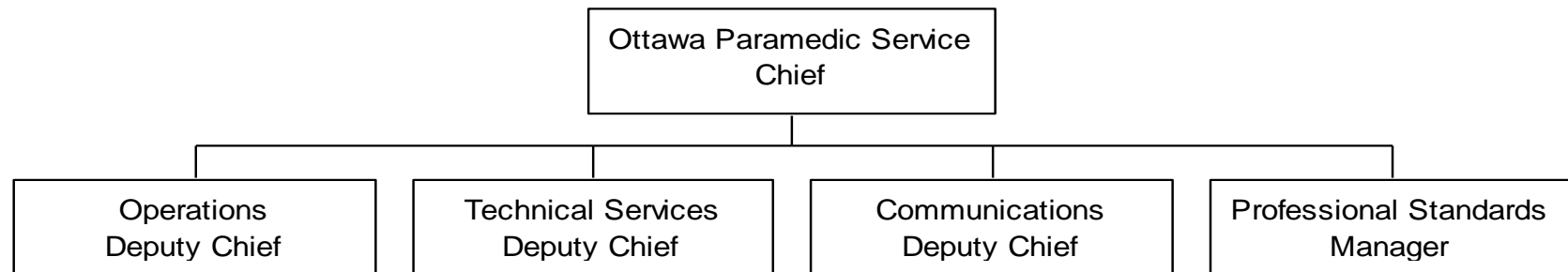
Since 2001, the Paramedic Service has experienced consistent, year-over-year increases in call demand and responses. As has been the trend, the Paramedic Service is projecting that the 5% increase in response volume will continue year over year and therefore impact service delivery in the future. This is a result of not only population growth, but more importantly, aging and paramedic service requirements. The critical challenge is to maintain staffing to respond to the need of the community.

# EPS Department – 2011 Budget Briefing Note

## 2010 Budget Risks / Other Considerations

- Response volume increases
- Staff growth to respond to demand
- Inter-municipal billing costs
- Provincial funding levels

## Org Chart



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

Operating Resource Requirement	2009	2010		2011	\$ Change Over	
	Actual	Forecast	Budget	Estimate	2010 Budget	2009 Actual
<b>Expenditures by Program</b>						
Paramedic Chief's Office	331	353	353	354	1	23
Paramedic Service (excl. CACC)	54,024	59,610	58,595	62,360	3,765	8,336
CACC (Dispatch) Contract	6,082	6,720	6,207	7,470	1,263	1,388
Service Innovation & Efficiency Prog	-	-	(17)	(424)	(407)	(424)
<b>Gross Expenditure</b>	<b>60,437</b>	<b>66,683</b>	<b>65,138</b>	<b>69,760</b>	<b>4,622</b>	<b>9,323</b>
Recoveries & Allocations	(194)	(110)	-	-	-	194
Revenue	(34,598)	(36,761)	(35,961)	(37,831)	(1,870)	(3,233)
<b>Net Requirement</b>	<b>25,645</b>	<b>29,812</b>	<b>29,177</b>	<b>31,929</b>	<b>2,752</b>	<b>6,284</b>
<b>Expenditures by Type</b>						
Salaries, Wages & Benefits	44,805	51,148	51,129	55,412	4,283	10,607
Overtime	2,473	1,922	1,891	1,891	-	(582)
Material & Services	6,595	6,737	5,122	5,500	378	(1,095)
Transfers/Grants/Financial Charges	-	-	-	-	-	-
Fleet Costs	4,273	4,511	4,631	4,809	178	536
Program Facility Costs	1,766	1,706	1,706	1,896	190	130
Other Internal Costs	525	659	676	676	-	151
Service Innovation & Efficiency Prog	-	-	(17)	(424)	(407)	(424)
<b>Gross Expenditures</b>	<b>60,437</b>	<b>66,683</b>	<b>65,138</b>	<b>69,760</b>	<b>4,622</b>	<b>9,323</b>
Recoveries & Allocations	(194)	(110)	-	-	-	194
<b>Net Expenditure</b>	<b>60,243</b>	<b>66,573</b>	<b>65,138</b>	<b>69,760</b>	<b>4,622</b>	<b>9,517</b>
<b>Revenues By Type</b>						
Federal	(122)	-	-	-	-	122
Provincial	(33,575)	(35,826)	(35,681)	(37,551)	(1,870)	(3,976)
Municipal	-	-	-	-	-	-
Own Funds	-	-	-	-	-	-
Fees and Services	(901)	(935)	(280)	(280)	-	621
Fines	-	-	-	-	-	-
Other	-	-	-	-	-	-
<b>Total Revenue</b>	<b>(34,598)</b>	<b>(36,761)</b>	<b>(35,961)</b>	<b>(37,831)</b>	<b>(1,870)</b>	<b>(3,233)</b>
<b>Net Requirement</b>	<b>25,645</b>	<b>29,812</b>	<b>29,177</b>	<b>31,929</b>	<b>2,752</b>	<b>6,284</b>
<b>Full Time Equivalents</b>	<b>553.45</b>	<b>576.45</b>	<b>576.45</b>	<b>600.45</b>	<b>24.00</b>	<b>47.00</b>

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

In Thousands (\$000)

Operating Resource Requirement Analysis	2010 Baseline			2011 Adjustments							2011	\$ Change Over '10 Budget
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	New Services / Needs	Efficiencies	User Fees & Charges	Proposed Budget Changes	Estimate	
<b>Expenditures by Program</b>												
Paramedic Chief's Office	353	353	(10)	11	-	-	-	-	-	-	354	1
Paramedic Service (excl. CACC)	59,610	58,595	(170)	2,185	25	1,790	-	(65)	-	-	62,360	3,765
CACC (Dispatch) Contract	6,720	6,207	563	200	-	500	-	-	-	-	7,470	1,263
Service Innovation & Efficiency Prog	-	(17)	-	-	-	-	-	(407)	-	-	(424)	(407)
<b>Gross Expenditure</b>	<b>66,683</b>	<b>65,138</b>	<b>383</b>	<b>2,396</b>	<b>25</b>	<b>2,290</b>	<b>-</b>	<b>(472)</b>	<b>-</b>	<b>-</b>	<b>69,760</b>	<b>4,622</b>
Recoveries & Allocations	(110)	-	-	-	-	-	-	-	-	-	-	-
Revenue	(36,761)	(35,961)	(610)	(200)	(560)	(500)	-	-	-	-	(37,831)	(1,870)
<b>Net Requirement</b>	<b>29,812</b>	<b>29,177</b>	<b>(227)</b>	<b>2,196</b>	<b>(535)</b>	<b>1,790</b>	<b>-</b>	<b>(472)</b>	<b>-</b>	<b>-</b>	<b>31,929</b>	<b>2,752</b>
<b>Expenditures by Type</b>												
Salaries, Wages & Benefits	51,148	51,129	553	2,040	-	1,690	-	-	-	-	55,412	4,283
Overtime	1,922	1,891	-	-	-	-	-	-	-	-	1,891	-
Material & Services	6,737	5,122	(162)	-	-	540	-	-	-	-	5,500	378
Transfers/Grants/Financial Charges	-	-	-	-	-	-	-	-	-	-	-	-
Fleet Costs	4,511	4,631	(26)	184	25	60	-	(65)	-	-	4,809	178
Program Facility Costs	1,706	1,706	18	172	-	-	-	-	-	-	1,896	190
Other Internal Costs	659	676	-	-	-	-	-	-	-	-	676	-
Service Innovation & Efficiency Prog	-	(17)	-	-	-	-	-	(407)	-	-	(424)	(407)
<b>Gross Expenditures</b>	<b>66,683</b>	<b>65,138</b>	<b>383</b>	<b>2,396</b>	<b>25</b>	<b>2,290</b>	<b>-</b>	<b>(472)</b>	<b>-</b>	<b>-</b>	<b>69,760</b>	<b>4,622</b>
Recoveries & Allocations	(110)	-	-	-	-	-	-	-	-	-	-	-
<b>Net Expenditure</b>	<b>66,573</b>	<b>65,138</b>	<b>383</b>	<b>2,396</b>	<b>25</b>	<b>2,290</b>	<b>-</b>	<b>(472)</b>	<b>-</b>	<b>-</b>	<b>69,760</b>	<b>4,622</b>
<b>Percent of 2010 Net Expenditure Budget</b>			<b>0.6%</b>	<b>3.7%</b>	<b>0.0%</b>	<b>3.5%</b>	<b>0.0%</b>	<b>-0.7%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>7.1%</b>	
<b>Revenues By Type</b>												
Federal	-	-	-	-	-	-	-	-	-	-	-	-
Provincial	(35,826)	(35,681)	(610)	(200)	(560)	(500)	-	-	-	-	(37,551)	(1,870)
Municipal	-	-	-	-	-	-	-	-	-	-	-	-
Own Funds	-	-	-	-	-	-	-	-	-	-	-	-
Fees and Services	(935)	(280)	-	-	-	-	-	-	-	-	(280)	-
Fines	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Revenue</b>	<b>(36,761)</b>	<b>(35,961)</b>	<b>(610)</b>	<b>(200)</b>	<b>(560)</b>	<b>(500)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(37,831)</b>	<b>(1,870)</b>
<b>Percent of 2010 Revenue Budget</b>			<b>1.7%</b>	<b>0.6%</b>	<b>1.6%</b>	<b>1.4%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>5.2%</b>	
<b>Net Requirement</b>	<b>29,812</b>	<b>29,177</b>	<b>(227)</b>	<b>2,196</b>	<b>(535)</b>	<b>1,790</b>	<b>-</b>	<b>(472)</b>	<b>-</b>	<b>-</b>	<b>31,929</b>	<b>2,752</b>
<b>Percent of 2010 Net Requirement Budget</b>			<b>-0.8%</b>	<b>7.5%</b>	<b>-1.8%</b>	<b>6.1%</b>	<b>0.0%</b>	<b>-1.6%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>9.4%</b>	
<b>Full Time Equivalents (FTE's)</b>	576.45	576.45	-	-	-	24.00	-	-	-	-	600.45	<b>24.00</b>
<b>Percent of 2010 FTE's</b>			<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>4.2%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>4.2%</b>	

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

2010 Forecast vs. Budget Variance Explanation	Surplus / (Deficit)		
	Exp.	Rev.	Net
<b>Forecast vs. Budget Variance Explanation</b>			
Increased compensation in support of one-time events (G8 Summit Secondment, first aid, etc.) which is recovered.	(50)	-	(50)
Materials and services are overspent primarily in support of one-time initiatives (i.e.. Nurse Off-load, Chemical, Biological, Radiological and Nuclear (CBRN), G8 Secondment, first aid, etc.) and the new Central Ambulance Communication Centre (CACC) property management contract cost which is funded/recovered.	(1,615)	-	(1,615)
Increased provincial revenue due to additional one-time provincial funding for Nurse Offload, G8 Summit, and CBRN training projects.	-	1,155	1,155
Increased provincial revenue due to assumed additional funding for the Paramedic CACC to reflect 100% funding by the Ministry of Health & Long Term Care (MOHLTC).	-	555	555
Savings in Fleet maintenance cost.	120	-	120
Increased recoveries from increased first aid training for city staff.	110	-	110
Increased fees and services revenue from additional standby services, secondments and first aid training provided to external agencies.	-	655	655
Shortfall in provincial revenue, Province is not currently funding the City's ambulance services on a 50/50 basis as the MOHLTC did not fully fund their share of the growth paramedics for 2009 and 2010.	-	(1,565)	(1,565)
<b>Total Surplus / (Deficit)</b>	<b>(1,435)</b>	<b>800</b>	<b>(635)</b>

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

2010 Baseline Adjustments / Explanations	Increase / (Decrease)			FTE Impact
	Exp.	Rev.	Net 2011 Changes	
<b>Adjustments to Base Budget</b>				
Increase in compensation budget relating to 71.45 FTEs in Central Ambulance Communication Centre (CACC) previously absorbed by the City as per terms of the CACC contract, which ended November 30, 2009. To be 100% funded by the Ministry of Health & Long Term Care (MOHLTC).	570	(570)	-	-
Increase in revenue budget for CACC to reflect 100% funding by the MOHLTC.	-	(40)	(40)	-
Removal of one-time Management Professional Exempt performance pay.	(17)	-	(17)	-
Adjustment for impact of the Harmonized Sales Tax.	(170)	-	(170)	-
<b>Total Adjustments to Base Budget</b>	<b>383</b>	<b>(610)</b>	<b>(227)</b>	<b>-</b>

2011 Pressure Category / Explanation	Increase / (Decrease)			FTE Impact
	Exp.	Rev.	Net 2011 Changes	
<b>Maintain Services</b>				
All programs include an adjustment for contract settlements, increments and benefit adjustments. Paramedic CACC portion is 100% funded by the MOHLTC.	2,040	(200)	1,840	-
Increase in Fleet cost related to inflation on compensation contracts, parts, fuel, Pay-As-You-Go reserve contribution and maintenance.	184	-	184	-
Increase in facility cost related to inflation on compensation contracts, contractual contracts for janitorial, security, hydro and other maintenance.	172	-	172	-
<b>Total Maintain Services</b>	<b>2,396</b>	<b>(200)</b>	<b>2,196</b>	<b>-</b>

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

2011 Pressure Category / Explanation	Increase / (Decrease)			FTE Impact
	Exp.	Rev.	Net 2011 Changes	
<b>Provincial Legislated</b>				
2% inflationary increase in ambulance provincial funding per MOHLTC guidelines.	-	(560)	(560)	-
Increase in Fleet cost related to legislated provincial training requirements.	25	-	25	-
<b>Total Provincial Legislated</b>	<b>25</b>	<b>(560)</b>	<b>(535)</b>	<b>-</b>
<b>Growth</b>				
Additional Paramedic FTEs due to growth. The budget pressure reflects the hiring of 24 FTEs, which are phased-in as follows: 12 FTEs in May 2011 and 12 FTEs in October 2011. The balance of the annualized costs is \$1,220K, which will be included in the 2012 Budget.	1,040	-	1,040	24.00
New Fleet cost associated with fleet growth for Paramedic Service, detailed report ACS-2010-COS-PWS-0011 tabled with CPS Committee.	60	-	60	-
Annualization of the 23 FTEs approved in 2010.	690	-	690	-
Property management services provided by external vendor and facility interdepartmental charges relating to the new CACC facility at 2475 Don Reid. 100% funded by the MOHLTC.	500	(500)	-	-
<b>Total Growth</b>	<b>2,290</b>	<b>(500)</b>	<b>1,790</b>	<b>24.00</b>
<b>Efficiencies</b>				
Allocation of Service Innovation & Efficiency Initiative.	(407)	-	(407)	-
Savings from Departmental Service Innovation & Efficiency - Transform Municipal Fleet.	(65)	-	(65)	-
<b>Total Efficiencies</b>	<b>(472)</b>	<b>-</b>	<b>(472)</b>	<b>-</b>
<b>Total Budget Changes</b>	<b>4,622</b>	<b>(1,870)</b>	<b>2,752</b>	<b>24.00</b>

**City of Ottawa  
 Community & Protective Services Committee  
 Capital Program  
 In Thousands (\$000)**

**2011 Draft Budget**

<b>Service Area: Paramedic Services</b>							
<b>Category</b>	<b>2011 Draft Capital Budget</b>	<b>Revenues</b>	<b>Tax Supported/ Dedicated Reserves</b>	<b>Gas Tax</b>	<b>Rate Supported Reserves</b>	<b>Development Charges</b>	<b>Debt</b>
Renewal of City Assets	<b>4,360</b>	-	4,360	-	-	-	-
Growth	-	-	-	-	-	-	-
Regulatory	-	-	-	-	-	-	-
Strategic Initiatives	<b>525</b>	-	525	-	-	-	-
<b>Total</b>	<b>4,885</b>	-	<b>4,885</b>	-	-	-	-



Project Information		Financial Details			
<b>905029 Paramedic Technology &amp; Equipment-2011</b>					
Dept:	Emergency & Protective Services	Category: Renewal of City Assets	Ward: CW	Year of Completion:	2012
<p>This project covers an annual life cycle replacement of technology and infrastructure relating to Paramedic Service. The program includes but is not limited to technology equipment including: mobile and portable radios, in-vehicle laptops, automated vehicle locator (AVL) system, staff scheduling system (Telestaff), and asset and preventative maintenance tracking system (FDM);</p> <p>Effective replacement programs provides the branch with equipment that is current, safe and reliable which reduces the possibility of failure during the provision of service.</p>	<b>2011 Request</b>	<b>1,000</b>	Unspent Previous Authority		
	Revenues	-	Rate Supported		-
	Tax Supported/ Dedicated	1,000	Development Charges		-
	Gas Tax	-	Debt		-
	<b>Forecast</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>
	Authority	1,000	1,230	1,230	780
	Spending Plan	1,000	1,230	1,230	780
	FTE's	-	-	-	-
	Operating Impact	-	-	-	-
	<b>906160 Paramedic Equipment Replacement-2011</b>				
Dept:	Emergency & Protective Services	Category: Renewal of City Assets	Ward: CW	Year of Completion:	2012
<p>This project covers an annual life cycle replacement of the assets relating to Paramedic Service equipment . The program includes but is not limited to:</p> <ul style="list-style-type: none"> <li>• medical equipment including: cardiac monitors, stretchers, back boards, ventilators;</li> <li>• Paramedic Posts, and Headquarters equipment including: clinical diagnostic tools, shop equipment, and office furniture.</li> </ul> <p>Effective replacement programs provides the branch with equipment that is current, safe and reliable which reduces the possibility of failure during the provision of service.</p>	<b>2011 Request</b>	<b>480</b>	Unspent Previous Authority		
	Revenues	-	Rate Supported		-
	Tax Supported/ Dedicated	480	Development Charges		-
	Gas Tax	-	Debt		-
	<b>Forecast</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>
	Authority	480	250	325	775
	Spending Plan	480	250	325	775
	FTE's	-	-	-	-
	Operating Impact	-	-	-	-

**City of Ottawa**  
**Service Area: Paramedic Services**  
**In Thousands (\$000)**

**2011 Draft Budget**

Program Information		Financial Details																					
<b>906115 Lifecycle Renewal Fleet - Paramedic Svcs</b>																							
Dept: Public Works	Category: Renewal of City Assets	Ward: Multiple	Year of Completion: Various																				
<p>This program provides funding authority for Municipal vehicle and equipment scheduled for replacement, life extension, modification, or major repair. The timely replacement of vehicles and equipment that have reached their life expectancy, or are no longer suitable or economical to operate, helps ensure the provision of a cost-effective fleet service. Vehicles and equipment replacement decisions are guided by the ongoing study of the condition of each vehicle, its application, its safety, and an assessment of its remaining useful life. All vehicles and equipment scheduled for replacement are inspected and evaluated to confirm the requirement. Commitments for vehicle purchases must be made at least one year prior to delivery. Further information on the replacement plan is contained in the 2011 Municipal Fleet Replacement Plan report ACS2011-COS-PWS-0002 which will be considered by Finance Economic Development Committee on February 1st . The initial Fleet Replacement report ACS2010-COS-PWS-0010 advanced \$3,000,000 of the 2011 funding into 2010 to meet award requirement for unit deliveries.</p> <p>This project is part of a program that flows across Service Areas which consists of the following:</p> <table border="0" style="margin-left: 20px;"> <tr> <td>Fire Services</td> <td>\$ 5,910</td> </tr> <tr> <td><b>Paramedic Services</b></td> <td><b>\$ 2,880</b></td> </tr> <tr> <td>By-Law Services</td> <td>\$ 74</td> </tr> <tr> <td>Transportation Services - Roadways</td> <td>\$ 12,696 - \$3.0 M advanced</td> </tr> <tr> <td>Parks &amp; Recreation</td> <td>\$ 95</td> </tr> <tr> <td>Fleet Services</td> <td>\$ 914</td> </tr> <tr> <td>Solid Waste</td> <td>\$ 1,100</td> </tr> <tr> <td>Wastewater Services</td> <td>\$245</td> </tr> <tr> <td>Water Services</td> <td>\$219</td> </tr> </table>	Fire Services	\$ 5,910	<b>Paramedic Services</b>	<b>\$ 2,880</b>	By-Law Services	\$ 74	Transportation Services - Roadways	\$ 12,696 - \$3.0 M advanced	Parks & Recreation	\$ 95	Fleet Services	\$ 914	Solid Waste	\$ 1,100	Wastewater Services	\$245	Water Services	\$219	<b>2011</b>	<b>2,880</b>	Unspent Previous Authority		-
	Fire Services	\$ 5,910																					
	<b>Paramedic Services</b>	<b>\$ 2,880</b>																					
	By-Law Services	\$ 74																					
	Transportation Services - Roadways	\$ 12,696 - \$3.0 M advanced																					
	Parks & Recreation	\$ 95																					
	Fleet Services	\$ 914																					
	Solid Waste	\$ 1,100																					
	Wastewater Services	\$245																					
	Water Services	\$219																					
Revenues	-	Rate Supported		-																			
Tax Supported/ Dedicated	2,880	Development Charges		-																			
Gas Tax	-	Debt		-																			
<b>Forecast</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>																			
Authority	2,880	2,553	2,325	2,292																			
Spending Plan	2,880	2,553	2,325	2,292																			
FTE's	-	-	-	-																			
Operating Impact	-	-	-	-																			

Project Information		Financial Details				
<b>906231 Paramedic Vehicles and Equipment - 2011</b>						
Dept:	Emergency & Protective Services	Category:	Strategic Initiatives	Ward:	CW	
				Year of Completion:	2012	
<p>This project covers the growth in call volume and the required physical assets to support the request for 24 additional staff. The October 16, 2008, Community and Protective Services Committee meeting received information regarding the Paramedic Service operational need for additional staff and equipment as per Report ACS2008-CPS-OPS-0003 Ottawa Paramedic Service – 2008 Trends Report.</p> <p>Paramedics and Paramedic Superintendants provide direct patient care and are deployed and respond to calls for service in emergency response vehicles. This project requires the purchase of emergency response vehicles (cost \$310K) and required equipment (\$215K). Provincial legislation stipulates stringent vehicle standards and equipment requirements.</p>	<b>2011 Request</b>	<b>525</b>	Unspent Previous Authority			
	Revenues	-	Rate Supported			-
	Tax Supported/ Dedicated	525	Development Charges			-
	Gas Tax	-	Debt			-
	<b>Forecast</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	
	Authority	525	-	-	-	-
	Spending Plan	525	-	-	-	-
	FTE's	24	-	-	-	-
	Operating Impact	1,100	1,220	-	-	-

# EPS Department – 2011 Budget Briefing Note

## Description

### **By-law and Regulatory Services**

The mandate of By-law and Regulatory Services is to protect and serve residents, businesses and visitors through effective and enforceable regulatory by-laws that address public health and safety, consumer protection and nuisance control. By-law and Regulatory Services accomplishes this through:

- Animal care and control
- Noise control
- Parking control
- Property Standards enforcement
- Smoke Free Ontario enforcement
- Zoning enforcement
- Graffiti enforcement
- Animal Registration
- Business Licensing (including: food premises, taxis and tobacco vending)
- Lottery Licensing
- Temporary Sign Permits
- Management of the Spay/Neuter Clinic
- Management of the ByWard and Parkdale Markets
- Management of various purchase-of-service agreements
- Development and promotion of by-laws, policies and procedures

## Programs / Services Offered

### **By-law and Regulatory Services provides the following programs and services:**

- Animal Registration (information, issuance, renewal & compliance)
- Business Licensing (information, issuance, renewal & compliance)
- Enforcement & Inspection (including noise, property standards, tobacco, zoning and animal care & control)
- Parking Enforcement (information, traffic control & enforcement)
- Management of the Spay/Neuter Clinic
- Management of the ByWard and Parkdale Markets
- Management of various purchase-of-service agreements (including Municipal Animal Shelter Services and Large Wild Mammal Response)

## EPS Department – 2011 Budget Briefing Note

- Development and promotion of by-laws, policies and procedures

### Re-Organizations

Not applicable.

### Performance / Outcome Measures

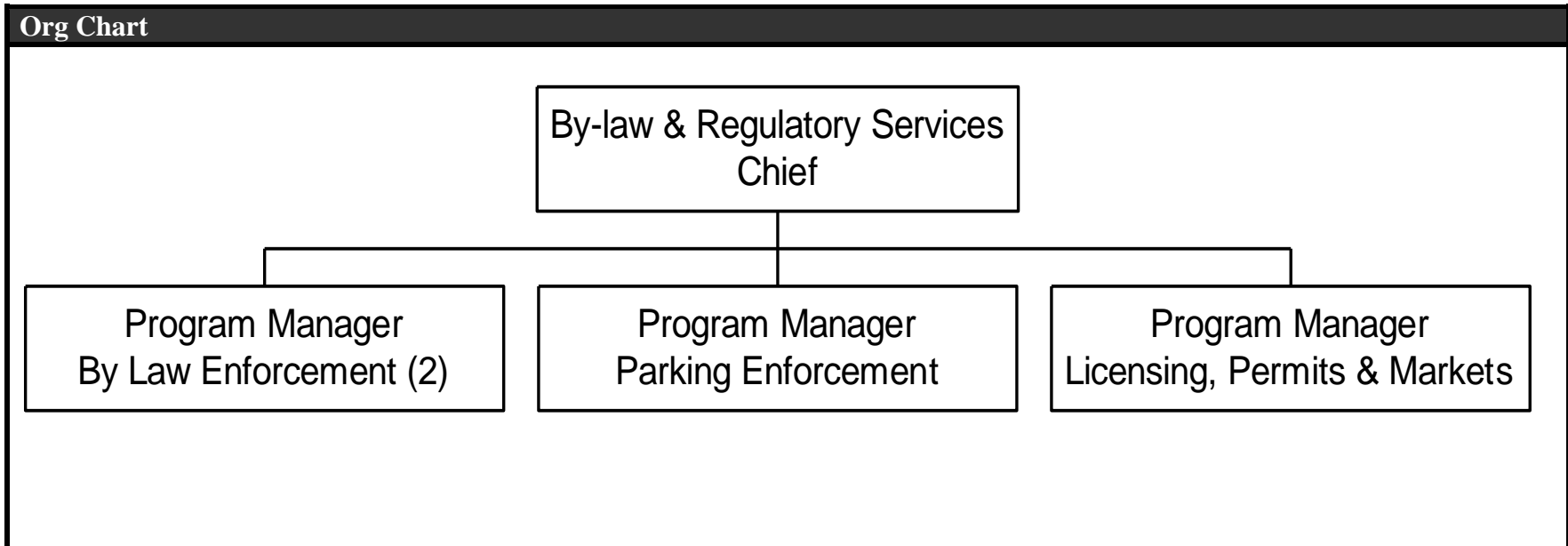
- City of Ottawa-reported OMBI measures for 2008 are attached as Appendix C

**Other Considerations** Quarterly Activity Report for 2010 are attached as Appendices D(1).

### 2011 Budget Risks / Other Considerations

Potential shortfall in parking ticket revenues due to significantly less snowfall and increased on-street parking payment compliance as a result of the replacement of parking meters by Pay and Display machines.

## EPS Department – 2011 Budget Briefing Note



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

Operating Resource Requirement	2009	2010		2011	\$ Change Over	
	Actual	Forecast	Budget	Estimate	2010 Budget	2009 Actual
<b>Expenditures by Program</b>						
By-Law Administration	312	317	322	337	15	25
Operations	15,274	16,210	16,210	16,924	714	1,650
Other By-Law Programs	307	354	354	364	10	57
Grants/Purchase of Service	810	822	822	997	175	187
Service Innovation & Efficiency Prog	-	-	(5)	(129)	(124)	(129)
<b>Gross Expenditure</b>	<b>16,703</b>	<b>17,703</b>	<b>17,703</b>	<b>18,493</b>	<b>790</b>	<b>1,790</b>
Recoveries & Allocations	(404)	(289)	(289)	(289)	-	115
Revenue	(22,814)	(23,130)	(23,290)	(23,825)	(535)	(1,011)
<b>Net Requirement</b>	<b>(6,515)</b>	<b>(5,716)</b>	<b>(5,876)</b>	<b>(5,621)</b>	<b>255</b>	<b>894</b>
<b>Expenditures by Type</b>						
Salaries, Wages & Benefits	12,058	12,738	12,738	13,427	689	1,369
Overtime	317	256	256	256	-	(61)
Material & Services	2,794	2,635	2,635	2,815	180	21
Transfers/Grants/Financial Charges	404	676	676	676	-	272
Fleet Costs	939	1,039	1,039	1,069	30	130
Program Facility Costs	-	-	-	-	-	-
Other Internal Costs	191	359	364	364	-	173
Service Innovation & Efficiency Prog	-	-	(5)	(114)	(109)	(114)
<b>Gross Expenditures</b>	<b>16,703</b>	<b>17,703</b>	<b>17,703</b>	<b>18,493</b>	<b>790</b>	<b>1,790</b>
Recoveries & Allocations	(404)	(289)	(289)	(289)	-	115
<b>Net Expenditure</b>	<b>16,299</b>	<b>17,414</b>	<b>17,414</b>	<b>18,204</b>	<b>790</b>	<b>1,905</b>
<b>Revenues By Type</b>						
Federal	(2)	-	-	-	-	2
Provincial	-	-	-	-	-	-
Municipal	-	-	-	-	-	-
Own Funds	-	-	-	-	-	-
Fees and Services	(22,812)	(23,130)	(23,290)	(23,825)	(535)	(1,013)
Fines	-	-	-	-	-	-
Other	-	-	-	-	-	-
<b>Total Revenue</b>	<b>(22,814)</b>	<b>(23,130)</b>	<b>(23,290)</b>	<b>(23,825)</b>	<b>(535)</b>	<b>(1,011)</b>
<b>Net Requirement</b>	<b>(6,515)</b>	<b>(5,716)</b>	<b>(5,876)</b>	<b>(5,621)</b>	<b>255</b>	<b>894</b>
<b>Full Time Equivalents</b>	<b>165.57</b>	<b>179.50</b>	<b>179.50</b>	<b>179.50</b>	<b>-</b>	<b>13.93</b>

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

In Thousands (\$000)

Operating Resource Requirement Analysis	2010 Baseline			2011 Adjustments						2011	\$ Change Over '10 Budget	
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	New Services / Needs	Efficiencies	User Fees & Charges	Proposed Budget Changes		Estimate
<b>Expenditures by Program</b>												
By-Law Administration	317	322	-	15	-	-	-	-	-	-	337	15
Operations	16,210	16,210	(11)	420	5	300	-	-	-	-	16,924	714
Other By-Law Programs	354	354	-	10	-	-	-	-	-	-	364	10
Grants/Purchase of Service	822	822	-	175	-	-	-	-	-	-	997	175
Service Innovation & Efficiency Prog	-	(5)	-	-	-	-	-	(124)	-	-	(129)	(124)
<b>Gross Expenditure</b>	<b>17,703</b>	<b>17,703</b>	<b>(11)</b>	<b>620</b>	<b>5</b>	<b>300</b>	<b>-</b>	<b>(124)</b>	<b>-</b>	<b>-</b>	<b>18,493</b>	<b>790</b>
Recoveries & Allocations	(289)	(289)	-	-	-	-	-	-	-	-	(289)	-
Revenue	(23,130)	(23,290)	-	(180)	-	(205)	-	-	(150)	-	(23,825)	(535)
<b>Net Requirement</b>	<b>(5,716)</b>	<b>(5,876)</b>	<b>(11)</b>	<b>440</b>	<b>5</b>	<b>95</b>	<b>-</b>	<b>(124)</b>	<b>(150)</b>	<b>-</b>	<b>(5,621)</b>	<b>255</b>
<b>Expenditures by Type</b>												
Salaries, Wages & Benefits	12,738	12,738	(6)	395	-	300	-	-	-	-	13,427	689
Overtime	256	256	-	-	-	-	-	-	-	-	256	-
Material & Services	2,635	2,635	-	180	-	-	-	-	-	-	2,815	180
Transfers/Grants/Financial Charges	676	676	-	-	-	-	-	-	-	-	676	-
Fleet Costs	1,039	1,039	(5)	45	5	-	-	(15)	-	-	1,069	30
Program Facility Costs	-	-	-	-	-	-	-	-	-	-	-	-
Other Internal Costs	359	364	-	-	-	-	-	-	-	-	364	-
Service Innovation & Efficiency Prog	-	(5)	-	-	-	-	-	(109)	-	-	(114)	(109)
<b>Gross Expenditures</b>	<b>17,703</b>	<b>17,703</b>	<b>(11)</b>	<b>620</b>	<b>5</b>	<b>300</b>	<b>-</b>	<b>(124)</b>	<b>-</b>	<b>-</b>	<b>18,493</b>	<b>790</b>
Recoveries & Allocations	(289)	(289)	-	-	-	-	-	-	-	-	(289)	-
<b>Net Expenditure</b>	<b>17,414</b>	<b>17,414</b>	<b>(11)</b>	<b>620</b>	<b>5</b>	<b>300</b>	<b>-</b>	<b>(124)</b>	<b>-</b>	<b>-</b>	<b>18,204</b>	<b>790</b>
<b>Percent of 2010 Net Expenditure Budget</b>			<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	
<b>Revenues By Type</b>												
Federal	-	-	-	-	-	-	-	-	-	-	-	-
Provincial	-	-	-	-	-	-	-	-	-	-	-	-
Municipal	-	-	-	-	-	-	-	-	-	-	-	-
Own Funds	-	-	-	-	-	-	-	-	-	-	-	-
Fees and Services	(23,130)	(23,290)	-	(180)	-	(205)	-	-	(150)	-	(23,825)	(535)
Fines	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Revenue</b>	<b>(23,130)</b>	<b>(23,290)</b>	<b>-</b>	<b>(180)</b>	<b>-</b>	<b>(205)</b>	<b>-</b>	<b>-</b>	<b>(150)</b>	<b>-</b>	<b>(23,825)</b>	<b>(535)</b>
<b>Percent of 2010 Revenue Budget</b>			<b>0.0%</b>	<b>0.8%</b>	<b>0.0%</b>	<b>0.9%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.6%</b>	<b>0.0%</b>	<b>2.3%</b>	
<b>Net Requirement</b>	<b>(5,716)</b>	<b>(5,876)</b>	<b>(11)</b>	<b>440</b>	<b>5</b>	<b>95</b>	<b>-</b>	<b>(124)</b>	<b>(150)</b>	<b>-</b>	<b>(5,621)</b>	<b>255</b>
<b>Percent of 2010 Net Requirement Budget</b>			<b>0.2%</b>	<b>-7.5%</b>	<b>-0.1%</b>	<b>-1.6%</b>	<b>0.0%</b>	<b>2.1%</b>	<b>2.6%</b>	<b>0.0%</b>	<b>-4.3%</b>	
<b>Full Time Equivalents (FTE's)</b>	179.50	179.50	-	-	-	-	-	-	-	-	179.50	-
<b>Percent of 2010 FTE's</b>			<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	



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

2010 Forecast vs. Budget Variance Explanation	Surplus / (Deficit)		
	Exp.	Rev.	Net
<b>Forecast vs. Budget Variance Explanation</b>			
Shortfall in revenue due to reduced Parking Fines attributable to reduced overnight parking bans due to mild winter conditions.	-	(160)	(160)
<b>Total Surplus / (Deficit)</b>	-	<b>(160)</b>	<b>(160)</b>

2010 Baseline Adjustments / Explanations	Increase / (Decrease)			
	Exp.	Rev.	Net 2011 Changes	FTE Impact
<b>Adjustments to Base Budget</b>				
Removal of one-time Management Professional Exempt performance pay.	(6)	-	(6)	-
Adjustment for implementation of Harmonized Sales Tax.	(5)	-	(5)	-
<b>Total Adjustments to Base Budget</b>	<b>(11)</b>	-	<b>(11)</b>	-

2011 Pressure Category / Explanation	Increase / (Decrease)			
	Exp.	Rev.	Net 2011 Changes	FTE Impact
<b>Maintain Services</b>				
All programs include an adjustment for contract settlements, increments and benefit adjustments.	395	-	395	-
Contract increase for the Ottawa Humane Society Municipal Animal Shelter Service Agreement and the Spay/Neuter Clinic veterinarian offset by revenue.	180	(180)	-	-
Increase in Fleet cost related to inflation on compensation contracts, parts, fuel, Pay-As-You-Go reserve contribution and maintenance.	45	-	45	-
<b>Total Maintain Services</b>	<b>620</b>	<b>(180)</b>	<b>440</b>	-

<b>Provincial Legislated</b>				
Increase in Fleet cost related to legislated provincial training requirements.	5	-	5	-
<b>Total Provincial Legislated</b>	<b>5</b>	-	<b>5</b>	-

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

2011 Pressure Category / Explanation	Increase / (Decrease)			
	Exp.	Rev.	Net 2011 Changes	FTE Impact
<b>Growth</b>				
Annualization of the 7 FTEs approved in 2010.	300	(205)	95	-
<b>Total Growth</b>	<b>300</b>	<b>(205)</b>	<b>95</b>	<b>-</b>
<b>Efficiencies</b>				
Allocation of Service Innovation & Efficiency Initiative	(109)	-	(109)	-
Savings from Departmental Service Innovation & Efficiency - Transform Municipal Fleet.	(15)	-	(15)	-
<b>Total Efficiencies</b>	<b>(124)</b>	<b>-</b>	<b>(124)</b>	<b>-</b>
<b>User Fees &amp; Charges</b>				
See following user fee schedule for details on the specific rates.	-	(150)	(150)	-
<b>Total User Fees &amp; Charges</b>	<b>-</b>	<b>(150)</b>	<b>(150)</b>	<b>-</b>
<b>Total Budget Changes</b>	<b>790</b>	<b>(535)</b>	<b>255</b>	<b>-</b>

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

User Fees	2009 Rate	2010 Rate	2011 Rate	% Change Over		Effective Date	2011 Revenue
	\$	\$	\$	2010	2009	DD-MMM-YY	(\$000)
<b>By-law &amp; Regulatory Services</b>							
<b>Business Licensing</b>							(62)
Adult Entertainment Parlour (Owner)	2,850.00	2,933.00	3,006.00	2.5%	5.5%	01-Apr-11	
Adult Entertainment Parlour (Operator)	540.00	556.00	570.00	2.5%	5.6%	01-Apr-11	
Adult Entertainment Stores A	540.00	556.00	570.00	2.5%	5.6%	01-Apr-11	
Adult Entertainment Stores B	55.00	57.00	58.00	1.8%	5.5%	01-Apr-11	
All Night Dance Events	215.00	221.00	227.00	2.7%	5.6%	01-Apr-11	
Amusement Places	150.00	154.00	158.00	2.6%	5.3%	01-Apr-11	
Auctioneer A (annual)	365.00	376.00	385.00	2.4%	5.5%	01-Apr-11	
Auctioneer B (Per Event)	125.00	125.00	130.00	4.0%	4.0%	01-Apr-11	
Body Rub Parlour	540.00	556.00	570.00	2.5%	5.6%	01-Apr-11	
Driving School (Owner/Operator)	360.00	370.00	379.00	2.4%	5.3%	01-Apr-11	
Driving School (Instructor)	130.00	134.00	137.00	2.2%	5.4%	01-Apr-11	
Exhibitions (day)	220.00	226.00	232.00	2.7%	5.5%	01-Apr-11	
Exotic Animal Entertainment	220.00	226.00	232.00	2.7%	5.5%	01-Apr-11	
Exotic Animal Rescue Establishments	110.00	113.00	116.00	2.7%	5.5%	01-Apr-11	
Flea Markets (C-Annual)	3,215.00	3,308.00	3,391.00	2.5%	5.5%	01-Apr-11	
Flea Markets (A-day)	220.00	226.00	232.00	2.7%	5.5%	01-Apr-11	
Food Premises	160.00	165.00	170.00	3.0%	6.3%	01-Apr-11	
Group Home Old Nepean and Old Gloucester	105.00	108.00	111.00	2.8%	5.7%	01-Apr-11	
Group Home Cumberland (New)	100.00	100.00	103.00	3.0%	3.0%	01-Apr-11	
Group Home Cumberland (Renewal)	25.00	25.00	26.00	4.0%	4.0%	01-Apr-11	
Kennels	70.00	72.00	74.00	2.8%	5.7%	01-Apr-11	
Limousine (Owner/ Operator)	800.00	823.00	844.00	2.6%	5.5%	01-Apr-11	
Limousine (Vehicle)	465.00	478.00	490.00	2.5%	5.4%	01-Apr-11	
Public Garage	160.00	165.00	169.00	2.4%	5.6%	01-Apr-11	
Rooming House Owner 4-10 rooming units	155.00	159.00	163.00	2.5%	5.2%	01-Apr-11	
Rooming House Owner 11-20 rooming units	205.00	211.00	216.00	2.4%	5.4%	01-Apr-11	
Rooming House Owner 21-30 rooming units	260.00	268.00	275.00	2.6%	5.8%	01-Apr-11	
Rooming House Owner 31-40 rooming units	310.00	319.00	327.00	2.5%	5.5%	01-Apr-11	
Rooming House Owner 41-50 rooming units	365.00	376.00	385.00	2.4%	5.5%	01-Apr-11	
Rooming House Owner 51-60 rooming units	415.00	427.00	438.00	2.6%	5.5%	01-Apr-11	
Salvage Yards	135.00	139.00	143.00	2.9%	5.9%	01-Apr-11	
Second-hand Goods Shops	135.00	139.00	143.00	2.9%	5.9%	01-Apr-11	

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

User Fees	2009 Rate	2010 Rate	2011 Rate	% Change Over		Effective Date	2011 Revenue
	\$	\$	\$	2010	2009	DD-MMM-YY	(\$000)
<b>By-law &amp; Regulatory Services (Cont.):</b>							
<b>Business Licensing (Cont.)</b>							
Snow Plow Contractors	155.00	159.00	163.00	2.5%	5.2%	01-Apr-11	
Snow Plow Vehicles	15.00	20.00	21.00	5.0%	40.0%	01-Apr-11	
Temporary Sign Lessors	320.00	329.00	338.00	2.7%	5.6%	01-Apr-11	
Tobacco Vendors	350.00	360.00	369.00	2.5%	5.4%	01-Apr-11	
Rickshaw Operators	40.00	41.00	42.00	2.4%	5.0%	01-Apr-11	
Rickshaw Owners	75.00	77.00	79.00	2.6%	5.3%	01-Apr-11	
<u>Refreshment Vendors</u>							
<u>Mobile Refreshment Vehicle - Urban</u>							
Licence "A" Annual	2,645.00	2,722.00	2,790.00	2.5%	5.5%	01-Apr-11	
Licence "B" six months	1,710.00	1,760.00	1,804.00	2.5%	5.5%	01-Apr-11	
Licence "C" monthly	260.00	268.00	275.00	2.6%	5.8%	01-Apr-11	
Licence "D" special event (1-21 days)	205.00	211.00	216.00	2.4%	5.4%	01-Apr-11	
Licence "E" special event per day (1-4 days)	155.00	160.00	164.00	2.5%	5.8%	01-Apr-11	
Licence "F" roadway annual	2,645.00	2,722.00	2,790.00	2.5%	5.5%	01-Apr-11	
Licence "G" roadway six months	1,710.00	1,760.00	1,804.00	2.5%	5.5%	01-Apr-11	
Licence "H" roadway monthly	260.00	268.00	275.00	2.6%	5.8%	01-Apr-11	
Licence "I" Canada Day	135.00	135.00	140.00	3.7%	3.7%	01-Apr-11	
<u>Mobile Canteen - Urban</u>							
Licence "A" Annual	570.00	587.00	602.00	2.6%	5.6%	01-Apr-11	
Licence "B" six months	415.00	427.00	438.00	2.6%	5.5%	01-Apr-11	
Licence "C" monthly	205.00	211.00	216.00	2.4%	5.4%	01-Apr-11	
Licence "D" special event (1-21 days)	180.00	185.00	190.00	2.7%	5.6%	01-Apr-11	
Licence "E" special event per day (1-4 days)	155.00	159.00	163.00	2.5%	5.2%	01-Apr-11	
<u>Mobile Refreshment Cart - Urban</u>							
Licence "A" Annual	465.00	478.00	490.00	2.5%	5.4%	01-Apr-11	
Licence "B" six months	310.00	319.00	327.00	2.5%	5.5%	01-Apr-11	
Licence "C" monthly	205.00	211.00	216.00	2.4%	5.4%	01-Apr-11	
Licence "D" special event (1-21 days)	180.00	185.00	190.00	2.7%	5.6%	01-Apr-11	
Licence "E" special event per day (1-4 days)	155.00	159.00	163.00	2.5%	5.2%	01-Apr-11	

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

User Fees	2009 Rate	2010 Rate	2011 Rate	% Change Over		Effective Date	2011 Revenue
	\$	\$	\$	2010	2009	DD-MMM-YY	(\$000)
<b>By-law &amp; Regulatory Services (Cont.):</b>							
<b>Business Licensing (Cont.)</b>							
Licence "F" sidewalk annual	465.00	478.00	490.00	2.5%	5.4%	01-Apr-11	
Licence "G" sidewalk six months	310.00	319.00	327.00	2.5%	5.5%	01-Apr-11	
Licence "H" sidewalk monthly	205.00	211.00	216.00	2.4%	5.4%	01-Apr-11	
Licence "I" Canada Day	135.00	135.00	140.00	3.7%	3.7%	01-Apr-11	
<u>Refreshment Stand - Urban</u>							
Licence "A" Annual	620.00	638.00	654.00	2.5%	5.5%	01-Apr-11	
Licence "B" Six Months	415.00	427.00	438.00	2.6%	5.5%	01-Apr-11	
Licence "C" Monthly	205.00	211.00	216.00	2.4%	5.4%	01-Apr-11	
Licence "D" Special Event (1-21 days)	180.00	185.00	190.00	2.7%	5.6%	01-Apr-11	
Licence "E" Special Event per day (1-4 days)	135.00	139.00	142.00	2.2%	5.2%	01-Apr-11	
<u>Itinerant Seller - Urban</u>							
Licence "A" Annual	415.00	427.00	438.00	2.6%	5.5%	01-Apr-11	
Licence "B" Six Months	260.00	268.00	275.00	2.6%	5.8%	01-Apr-11	
Licence "C" Monthly	230.00	237.00	243.00	2.5%	5.7%	01-Apr-11	
Licence "D" special event (1-21 days)	205.00	211.00	216.00	2.4%	5.4%	01-Apr-11	
Licence "E" Special Event per day (1-4 days)	135.00	139.00	142.00	2.2%	5.2%	01-Apr-11	
Licence "F" Sidewalk Annual	415.00	427.00	438.00	2.6%	5.5%	01-Apr-11	
Licence "G" Sidewalk Six Months	260.00	268.00	275.00	2.6%	5.8%	01-Apr-11	
Licence "H" Sidewalk Monthly	230.00	237.00	243.00	2.5%	5.7%	01-Apr-11	
Licence "I" Canada Day	135.00	135.00	140.00	3.7%	3.7%	01-Apr-11	
<u>Mobile Refreshment Vehicle - Rural</u>							
Licence "A" Annual	400.00	400.00	410.00	2.5%	2.5%	01-Apr-11	
Licence "B" Monthly	250.00	250.00	257.00	2.8%	2.8%	01-Apr-11	
Licence "C" Special Event (30 days)	100.00	100.00	103.00	3.0%	3.0%	01-Apr-11	
<u>Itinerant Seller - Rural</u>							
Licence "A" Annual	300.00	300.00	308.00	2.7%	2.7%	01-Apr-11	
Licence "B" Monthly	200.00	200.00	205.00	2.5%	2.5%	01-Apr-11	
Licence "C" Special Event (30 days)	100.00	100.00	103.00	3.0%	3.0%	01-Apr-11	

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

User Fees	2009 Rate	2010 Rate	2011 Rate	% Change Over		Effective Date	2011 Revenue
	\$	\$	\$	2010	2009	DD-MMM-YY	(\$000)
<b>By-law &amp; Regulatory Services (Cont.):</b>							
<b>Portable Signs</b>							(7)
Temporary Sign (30 day)	100.00	105.00	108.00	2.9%	8.0%	01-Apr-11	
Temporary Sign Inflatable (7 days)	65.00	65.00	67.00	3.1%	3.1%	01-Apr-11	
<b>Taxi Licensing</b>							(25)
<b>New Application</b>							
Taxicab Driver <sup>1</sup>	145.00	149.00	153.00	2.7%	5.5%	01-Apr-11	
Taxi Plate Holder - Standard Taxicab <sup>1</sup>	465.00	469.00	481.00	2.6%	3.4%	01-Apr-11	
Taxi Plate Holder - Accessible Taxicab <sup>1</sup>	465.00	469.00	481.00	2.6%	3.4%	01-Apr-11	
Taxicab Broker - 1 to 24 taxicabs <sup>2</sup>	685.00	705.00	723.00	2.6%	5.5%	01-Apr-11	
Taxicab Broker - 25 to 99 taxicabs <sup>3</sup>	2,100.00	2,161.00	2,215.00	2.5%	5.5%	01-Apr-11	
Taxicab Broker - 100 or more taxicabs <sup>4</sup>	6,170.00	6,349.00	6,508.00	2.5%	5.5%	01-Apr-11	
<b>Renewal Application</b>							
Taxicab Driver <sup>1</sup>	145.00	149.00	153.00	2.7%	5.5%	01-Apr-11	
Taxi Plate Holder - Standard Taxicab <sup>1</sup>	465.00	478.00	490.00	2.5%	5.4%	01-Apr-11	
Taxi Plate Holder - Accessible Taxicab <sup>1</sup>	465.00	478.00	490.00	2.5%	5.4%	01-Apr-11	
Taxicab Broker - 1 to 24 taxicabs <sup>2</sup>	685.00	705.00	723.00	2.6%	5.5%	01-Apr-11	
Taxicab Broker - 25 to 99 taxicabs <sup>3</sup>	2,100.00	2,161.00	2,215.00	2.5%	5.5%	01-Apr-11	
Taxicab Broker - 100 or more taxicabs <sup>4</sup>	6,170.00	6,349.00	6,508.00	2.5%	5.5%	01-Apr-11	
Transfer - taxi plate holder to taxi plate holder <sup>5</sup>	4,800.00	4,939.00	5,063.00	2.5%	5.5%	01-Apr-11	
<sup>1</sup> \$35.00 In-cab camera surcharge to be levied in 2009, 2010 & 2011 only							
<sup>2</sup> \$140.00 In-cab camera surcharge to be levied in 2009, 2010 & 2011 only							
<sup>3</sup> \$1,000.00 In-cab camera surcharge to be levied in 2009, 2010 & 2011 only							
<sup>4</sup> \$7,255.00 In-cab camera surcharge to be levied in 2009, 2010 & 2011 only							
<sup>5</sup> Increased transfer fee in effect for 3 yrs or until cost recovery achieved							
<b>Animal Control</b>							(56)
<b>Dog/Cat Registration</b>							
Dog - neither sterilized nor microchipped	35.00	38.00	40.00	5.3%	14.3%	01-Apr-11	
Dog - microchipped or sterilized	20.00	22.00	23.00	4.5%	15.0%	01-Apr-11	
Dog - microchipped and sterilized	16.00	16.00	17.00	6.3%	6.3%	01-Apr-11	

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

User Fees	2009 Rate	2010 Rate	2011 Rate	% Change Over		Effective Date	2011 Revenue
	\$	\$	\$	2010	2009	DD-MMM-YY	(\$000)
<b>By-law &amp; Regulatory Services (Cont.):</b>							
<b>Animal Control (Cont.)</b>							
Puppy - under 6 mos. - not microchipped	20.00	22.00	23.00	4.5%	15.0%	01-Apr-11	
Cat - neither sterilized nor microchipped	35.00	38.00	40.00	5.3%	14.3%	01-Apr-11	
Cat - microchipped or sterilized	20.00	22.00	23.00	4.5%	15.0%	01-Apr-11	
Cat - microchipped and sterilized	16.00	16.00	17.00	6.3%	6.3%	01-Apr-11	
Kitten - under 6 mos. - not microchipped	20.00	22.00	23.00	4.5%	15.0%	01-Apr-11	
Convicted Biter	100.00	100.00	103.00	3.0%	3.0%	01-Apr-11	
<u>Pound Redemption Fees</u>							
Dog Redeemed	45.00	45.00	50.00	11.1%	11.1%	01-Apr-11	
Cat Redeemed	35.00	35.00	40.00	14.3%	14.3%	01-Apr-11	
<u>Spay/Neuter Clinic</u>							
<u>Female Dogs:</u>							
10 pounds or less	150.00	150.00	155.00	3.3%	3.3%	01-Apr-11	
11-30 pounds	165.00	165.00	170.00	3.0%	3.0%	01-Apr-11	
31-50 pounds	175.00	175.00	180.00	2.9%	2.9%	01-Apr-11	
51-70 pounds	195.00	195.00	200.00	2.6%	2.6%	01-Apr-11	
71-90 pounds	215.00	215.00	220.00	2.3%	2.3%	01-Apr-11	
Over 90 pounds <sup>6</sup>	215.00	215.00	250.00	16.3%	16.3%	01-Apr-11	
<u>Male Dogs:</u>							
10 pounds or less	135.00	135.00	140.00	3.7%	3.7%	01-Apr-11	
11-30 pounds	145.00	145.00	150.00	3.4%	3.4%	01-Apr-11	
31-50 pounds	155.00	155.00	160.00	3.2%	3.2%	01-Apr-11	
51-70 pounds	165.00	165.00	170.00	3.0%	3.0%	01-Apr-11	
71-90 pounds	175.00	175.00	180.00	2.9%	2.9%	01-Apr-11	
Over 90 pounds <sup>6</sup>	175.00	175.00	190.00	8.6%	8.6%	01-Apr-11	
Surgery Deposit Dog	50.00	50.00	50.00	0.0%	0.0%	01-Apr-11	
Surgery Deposit Cat <sup>7</sup>	50.00	20.00	20.00	0.0%	-60.0%	01-Apr-11	
Surcharge for Non-Resident Female Cat or Dog	15.00	15.00	25.00	66.7%	66.7%	01-Apr-11	
Surcharge for Non-Resident Male Cat or Dog	10.00	10.00	25.00	150.0%	150.0%	01-Apr-11	
<sup>6</sup> New Category recognizing larger dogs							
<sup>7</sup> Separate Cat Deposit fee							
<b>Total Department</b>							<b>(150)</b>

**City of Ottawa**  
**Community & Protective Services Committee**  
**Capital Program**  
**In Thousands (\$000)**

**2011 Draft Budget**

Service Area: By-Law & Regulatory Services							
Category	2011 Draft Capital Budget	Revenues	Tax Supported/ Dedicated Reserves	Gas Tax	Rate Supported Reserves	Development Charges	Debt
Renewal of City Assets	<b>199</b>	-	199	-	-	-	-
Growth	-	-	-	-	-	-	-
Regulatory	-	-	-	-	-	-	-
Strategic Initiatives	<b>100</b>	-	100	-	-	-	-
<b>Total</b>	<b>299</b>	-	<b>299</b>	-	-	-	-



Project Information		Financial Details					
<b>905960 Bylaw Equipment Replacement (2011)</b>							
Dept:	Emergency & Protective Services	Category:	Renewal of City Assets	Ward:	CW		
				Year of Completion:	2013		
<p>The scope of this project covers an annual replacement program, based on the life cycle of the asset, relating to By-law &amp; Regulatory Services equipment.</p> <p>The program includes communication equipment such as mobile and portable radios, technology equipment such as computer-aided dispatch devices and operational equipment such as noise meters and cages. Effective replacement programs provide By-law &amp; Regulatory Services with equipment that is reliable and safe. Costs for regular equipment maintenance are included in the branch operating budget.</p>		<b>2011 Request</b>	<b>125</b>	Unspent Previous Authority		56	
		Revenues	-	Rate Supported			-
		Tax Supported/ Dedicated	125	Development Charges			-
		Gas Tax	-	Debt			-
		<b>Forecast</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	
		Authority	125	125	50	50	
		Spending Plan	125	125	50	50	
		FTE's	-	-	-	-	
		Operating Impact	-	-	-	-	

**City of Ottawa**

**Service Area: By-Law & Regulatory Services**

**2011 Draft Budget**

**In Thousands (\$000)**

Program Information		Financial Details																					
<b>906113 Lifecycle Renewal Fleet - By-Law Services</b>																							
Dept: Public Works	Category: Renewal of City Assets	Ward: Multiple	Year of Completion: Various																				
<p>This program provides funding authority for Municipal vehicle and equipment scheduled for replacement, life extension, modification, or major repair. The timely replacement of vehicles and equipment that have reached their life expectancy, or are no longer suitable or economical to operate, helps ensure the provision of a cost-effective fleet service. Vehicles and equipment replacement decisions are guided by the ongoing study of the condition of each vehicle, its application, its safety, and an assessment of its remaining useful life. All vehicles and equipment scheduled for replacement are inspected and evaluated to confirm the requirement. Commitments for vehicle purchases must be made at least one year prior to delivery. Further information on the replacement plan is contained in the 2011 Municipal Fleet Replacement Plan report ACS2011-COS-PWS-0002 which will be considered by Finance Economic Development Committee on February 1st . The initial Fleet Replacement report ACS2010-COS-PWS-0010 advanced \$3,000,000 of the 2011 funding into 2010 to meet award requirement for unit deliveries.</p> <p>This project is part of a program that flows across Service Areas which consists of the following:</p> <table border="0"> <tr> <td>Fire Services</td> <td>\$ 5,910</td> </tr> <tr> <td>Paramedic Services</td> <td>\$2,880</td> </tr> <tr> <td>By-Law Services</td> <td>\$74</td> </tr> <tr> <td>Transportation Services - Roadways</td> <td>\$ 12,696 - \$3.0 M advanced</td> </tr> <tr> <td>Parks &amp; Recreation</td> <td>\$95</td> </tr> <tr> <td>Fleet Services</td> <td>\$914</td> </tr> <tr> <td>Solid Waste</td> <td>\$1,100</td> </tr> <tr> <td>Wastewater Services</td> <td>\$ 245</td> </tr> <tr> <td>Water Services</td> <td>\$219</td> </tr> </table>	Fire Services	\$ 5,910	Paramedic Services	\$2,880	By-Law Services	\$74	Transportation Services - Roadways	\$ 12,696 - \$3.0 M advanced	Parks & Recreation	\$95	Fleet Services	\$914	Solid Waste	\$1,100	Wastewater Services	\$ 245	Water Services	\$219	<b>2011</b>	<b>74</b>	Unspent Previous Authority		-
	Fire Services	\$ 5,910																					
	Paramedic Services	\$2,880																					
	By-Law Services	\$74																					
	Transportation Services - Roadways	\$ 12,696 - \$3.0 M advanced																					
	Parks & Recreation	\$95																					
	Fleet Services	\$914																					
	Solid Waste	\$1,100																					
	Wastewater Services	\$ 245																					
	Water Services	\$219																					
Revenues	-	Rate Supported		-																			
Tax Supported/ Dedicated	74	Development Charges		-																			
Gas Tax	-	Debt		-																			
<b>Forecast</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>																			
Authority	74	167	-	-																			
Spending Plan	74	167	-	-																			
FTE's	-	-	-	-																			
Operating Impact	-	-	-	-																			

Project Information		Financial Details				
<b>905962 By-law Municipal Animal Shelter (Pound) Facility</b>						
Dept:	Emergency & Protective Services	Category:	Strategic Initiatives	Ward:	CW	
				Year of Completion:	2012	
<p>The current outsourced municipal animal shelter (MAS) facility has reached the end of its lifecycle and the Ottawa Humane Society (OHS), to which it is outsourced, requires an additional \$550K for the new MAS facility that is currently being constructed.</p> <p>The City initially provided a grant of \$1.8M on pre-design estimated construction cost of \$12.5M, final design drawings now estimate cost at \$17M. Although the City has no legal obligation to increase the grant, this increased grant will maintain the City's funding share at 14%. The amount will be phased-in over the next 4 years with \$100K being contributed each year in 2011, 2012 and 2013 and \$250K in 2014.</p> <p>The OHS provides excellent value for money for the City as, if the City were to have to provide the animal shelter services itself as other municipalities do, there would be duplication and the cost would be prohibitive. If the City had to construct its own facility, the cost would be in excess of \$10M.</p>		<b>2011 Request</b>	<b>100</b>	Unspent Previous Authority		-
		Revenues	-	Rate Supported		-
		Tax Supported/ Dedicated	100	Development Charges		-
		Gas Tax	-	Debt		-
		<b>Forecast</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>
		Authority	100	100	100	250
		Spending Plan	100	100	100	250
FTE's	-	-	-	-		
Operating Impact	-	-	-	-		

# Community and Social Services Department – 2011 Budget Briefing Note

## Description

The mandate of the Department is to ensure an integrated continuum of support that includes Long Term Care, housing/homelessness prevention, financial, child-care; employment services and funding to community agencies providing services and programs that are responsive to the needs of our community and that foster self-sufficiency and strive for improved quality of life.

The majority of services and programs are governed by specific or provincial legislation (e.g. Homes for the Aged and Rest Homes Act, Homemakers and Nurses Act, Social Housing Reform Act (SHRA), Ontario Works Act and the Day Nurseries Act) and are cost shared at various levels i.e. 50%, 80% 100% or block funding.

## Programs / Services Offered

### 1. Nursing & Personal Support

- *Long Term Care (LTC) Homes*

Four LTC homes operate 711 beds that represent 15% of the total 4,694 long-term care beds operating in the City. Services include nursing and personal care, medical services housekeeping, nutrition and food preparation, facility maintenance and program & support.

- *Outreach Programs*

- Two seniors day program to support seniors to continue living in the community

- *Home Support Services*

- Home Help Program purchases homemaking services of 2.5 hours per week on average that is provided to 1200 social assistance and low-income residents yearly who need support to maintain independent living arrangements
- Home Management counsellors provide support and training to social assistance and low-income residents related to basic home management skills (e.g. budget counselling, nutrition, cooking, parenting, life skills). Counsellors also supervise a team of Home Helpers (trained social assistance clients) who provide housekeeping and respite child-care services.

### 2. Housing Services and Supports

- *Emergency Shelters and Support s*

Supports residents experiencing or at risk of homelessness, assisting with housing search, stabilization and housing loss prevention.

- Administers eight contracts for purchase of services for 983 community emergency shelter based beds
- Administer 60 service contracts with 46 capital and capacity building contacts with 32 community agencies providing housing support and homelessness prevention initiatives
- Operates two emergency family shelters (64 units) and overflow (avg. of 775 families per year based on 2009 statistics)
- Administers 27 contracts and determines eligibility for 970 domiciliary hostel clients

## Community and Social Services Department – 2011 Budget Briefing Note

- Provides an interdepartmental, coordinated response to issues in rooming houses, including links between the private landlords, tenants, and community groups
- *Social Housing*
  - Oversee the funding, administration and monitoring of social housing assets, including determination of eligibility to rent-geared-to-income subsidized housing, provider subsidies and management and maintenance of over 20,544 units in partnership with 55 local housing providers and more than 60 private landlords
  - Oversee the administration of the Centralized Wait List for social housing with an average of 10,000 applicant households per year
- *Affordable Housing*
  - Administration, delivery and monitoring of public funding and incentives (Action Ottawa, Canada/Ontario Affordable Housing Program) to invest in the creation of low-income affordable and/or supportive housing
  - Administration, delivery and monitoring of Provincial Homeownership Assistance Program

### 3. Financial Supports

Four Social Service Centres assess, issue, monitor and evaluate client's eligibility for one time or ongoing financial assistance and benefits to meet basic needs including basic living expenses (food and accommodation), mandatory benefits (e.g. prescription drugs), and Essential Health and Social Supports.

- *Ontario Works*

Approximately 15,000 families or individuals (representing almost 30,000 family members) are in receipt of social assistance in any given time with an average of 1,200 recipients leaving and 1,200 recipients applying for assistance monthly. The 80/20 cost sharing for social assistance benefits is gradually being uploaded and will reach 6% in 2011, 43% by 2014 and 100% by 2018. The cost of administration for the delivery of social assistance will remain at 50%.

- *Essential Health and Social Supports (EHSS)*

Supports residents with the purchase of essential health items or services such as dental and vision care for adults, prosthetic appliances, accommodation arrears, hearing aids, mobility devices, incontinent supplies, bathroom aids, respiratory supplies and funerals and burials.

- EHSS for Ontario Works and Ontario Disability Support Program recipients cost shared 80/20
- EHSS for Low Income Residents 100% city

- *Ontario Disability Support Program (ODSP)*

Historically, the Ministry of Community and Social Service delivered ODSP and billed the City for 20% of the cost of benefits and 50% of the cost of administration. The costs associated with this program are being uploaded with half of the cost of benefits uploaded in 2010 and the balance in 2011.

## Community and Social Services Department – 2011 Budget Briefing Note

### 4. Child Care Services

Local service planning for children services. This includes the management of fee subsidies for 4,950 parents and 5,640 children who qualify according to provincial criteria, wage subsidy and pay equity funding and special needs resources.

- Purchase of service from 93 non-profit community childcare agencies representing 200 programs
- Operates 17 municipal childcare centres and a licensed home childcare program
- Administers the Ontario Works Child Care informal and formal programs

### 5. Employment Supports and Programs

Ensure the availability of a range of employment services that fall into 4 main categories: community placements, employment placements, training/education/workshops and self-employment. The intent is to reduce reliance on social assistance by assisting clients in becoming job ready so that they may find and maintain employment, thereby reducing the cost of social assistance programs. Delivery and contract management of employment services includes assessment, contracting and monitoring of employment plans and activities, referring and matching to opportunities, determining and verifying eligibility for employment supports.

1. *Ontario Works* recipients, their spouse and adult family members who do not have medical restrictions or temporary deferrals are required to participate in employment activities as a condition of eligibility for financial assistance
2. *Ontario Disability Support Program* participants includes the referred spouse of the disabled ODSP recipients and adult family members

### 6. Community Development and Funding

Provide social policy analysis , planning support and community consultation to respond to emerging community issues and needs. Provide support for the Poverty Reduction Strategy Committee (PRS); implement and report on the status of the Council approved PRS recommendations and initiatives. Provide funding and support to community agencies delivering a range of social services on behalf of the City to marginalized and low income households. Provide contract management and monitoring of social services funding agreements with community agencies. Provide support and assistance to community agencies to strengthen agency capacity. These funded community services include: Food Programs; Day Programs; Counselling and Support Services; Community Health and Resource Centre Services; Community Houses ; Seniors Services etc. Review and update community plans such as the Departmental Human Services Plan.

### Re-Organizations

The re-alignment of Employment and Financial Assistance, Children's Services, Housing Services and Long-Term Care resulted in

## Community and Social Services Department – 2011 Budget Briefing Note

the creation of the new Community and Social Services Department (CSSD). CSSD is comprised of 10 branches: 5 are responsible for direct front line delivery of social services and 5 are responsible for program/contract/provider management and supports.

Once fully integrated, the CSSD will offer one point of service for applicants and clients in a consistent and coordinated service delivery framework that will result in efficiencies. This cross-disciplinary approach will be more responsive to the multiple needs of our community. The four Social Service Centres will be the access point for delivery and case management of Ontario Works, Employment Services, Home Support Services, Essential Health and Social Supports, Children's Services and Housing Services.

### Performance / Outcome Measures

#### Provincial Outcome Measures include:

- Prevent Evictions and Homelessness by providing Provincial Rent Bank Funding (274 households)
- Percentage of Ontario Works caseload exiting to employment actual 28.11% (target 23.65%)
- Average length of time on OW assistance to exit due to employment actual 12.13 months (target 14.58 months)
- Number of rent geared to income housing units as set out in the SHRA as of 2008 16,273 (target 16,502)

#### Community and Social Services reports on a total of 40 OMBI measures including:

- LTC Resident Satisfaction 93.8% (median 93.9%)
- Number of nursing staffed hours per resident per day 2.65 (median 2.79)
- Number of Municipal LTC Beds/100,000 population 79.8% (median 96.4%)
- Percentage of Social Housing Waiting List Placed Annually 19.6% (median 18.1%)
- Number of Social Housing/100,000 population 59.6% (median 41.9%)
- Emergency Hostel Average Length of Stay (Days) 8.3 (median 10.8)
- Average number of Emergency Shelter Beds Available/100,000 population 107.6 (median 35.1)
- Fee subsidy child care spaces / 1,000 LICO children 305.42 (median 200.67)
- Size of Wait List for Subsidized Child Care Spaces 30.1% (median 30.1%)
- Percentage of Social Assistance Cases on less than 12 Months 57.1% (median 61.6%)
- Social Assistance Response Time to Client Eligibility (Days) 4.4 (median 6.6)\*  
\*Provincial standard is 4 days

The above OMBI numbers are from the OMBI report released November 04, 2009.

The department also provides data for 7 result areas in the Quarterly Report to Council.

## Community and Social Services Department – 2011 Budget Briefing Note

### 2010 Budget Risks / Other Considerations

#### Economy

Increasing unemployment rate and number of Employment Insurance exhaustees increasing demand on services and programs e.g. OW caseload increase of 5% Jan-Sept 2009, 119% demand for emergency shelter

#### Inflation

The existing federal contribution for social housing subsidy will continue to decrease over time.

#### Interest Rates

Current and future mortgage renewals are not projected to generate the same level of savings as in the past few years and will result in pressures for social housing subsidies.

#### Capacity

- The Federal/Provincial Stimulus funding for the years 2009-2011 of \$46,847,212 for *Social Housing Repair and Renovation Program*), the additional \$40M for new affordable housing development, and the \$6.1M for Renewable Energy Program have been very beneficial in improving the quality of the social housing stock and in creating more affordable housing units. It has also created significant pressure on staff to balance the ongoing administrative and oversight responsibility of existing programs while administering these new one time programs.
- Increase in complexity of resident care needs coupled with emerging shortage of skilled health care workers in the province and country.
- Despite increase in OW caseload in 2009 and projected increase in 2010, there is no increase in program delivery. This will not be sustainable where there is a significant increase in the OW caseload or where the increase continues for an extended period of time.

#### Provincial Changes

- "With Our Future in Mind: Implementing Early Learning in Ontario" recommends the implementation of full day learning based on a new integrated child and family service system to replace the current system. The current government committed to invest \$200M in 2010/11 and \$300M in 2011/2012 for full-day learning. Awaiting the Premier's announcement to determine level of effort and impact to the funding formula and the planning requirements.
- The Province is presently moving LTC Homes to a new system for determining resident care levels, the Resident Assessment Instrument-Minimum Data Set (RAI-MDS). This system does not have an accompanying funding formula.



## Community and Social Services Department – 2011 Budget Briefing Note

- New Long Term Care Homes Act regulatory changes, particular to documentation, staff training qualification and volunteer coordination, will result in additional costs without an increase in provincial funding.
- The Long Term Affordable Housing Strategy was introduced to the Ontario Parliament on November 29<sup>th</sup>, 2010.
- This enabling legislation will have a significant impact in creating a more integrated housing and homelessness system.



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

Operating Resource Requirement	2009	2010		2011	\$ Change Over	
	Actual	Forecast	Budget	Estimate	2010 Budget	2009 Actual
<b>Expenditures by Program</b>						
General Manager's Office	241	405	405	10,215	9,810	9,974
Employment & Financial Assistance	229,784	219,775	219,430	208,999	(10,431)	(20,785)
Child Care Services	93,662	97,282	96,807	97,774	967	4,112
Long Term Care	50,287	52,341	49,493	54,279	4,786	3,992
Community Development & Funding	20,211	21,359	21,449	22,203	754	1,992
<b>Gross Expenditure</b>	<b>394,185</b>	<b>391,162</b>	<b>387,584</b>	<b>393,470</b>	<b>5,886</b>	<b>(715)</b>
Recoveries & Allocations	(2,714)	(2,381)	(2,381)	(2,381)	-	333
Revenue	(251,765)	(264,931)	(259,383)	(269,228)	(9,845)	(17,463)
<b>Net Requirement</b>	<b>139,705</b>	<b>123,850</b>	<b>125,820</b>	<b>121,861</b>	<b>(3,959)</b>	<b>(17,844)</b>
<b>Expenditures by Type</b>						
Salaries, Wages & Benefits	101,196	104,432	102,539	108,516	5,977	7,320
Overtime	92	79	75	75	-	(17)
Material & Services	64,057	65,944	65,795	72,510	6,715	8,453
Transfers/Grants/Financial Charges	218,139	209,277	208,160	201,351	(6,809)	(16,788)
Fleet Costs	59	30	30	30	-	(29)
Program Facility Costs	7,737	8,041	7,945	8,502	557	765
Other Internal Costs	2,905	3,460	3,141	3,141	-	236
Service Innovation & Efficiency Prog	-	(101)	(101)	(655)	(554)	(655)
<b>Gross Expenditures</b>	<b>394,185</b>	<b>391,162</b>	<b>387,584</b>	<b>393,470</b>	<b>5,886</b>	<b>(715)</b>
Recoveries & Allocations	(2,714)	(2,381)	(2,381)	(2,381)	-	333
<b>Net Expenditure</b>	<b>391,470</b>	<b>388,781</b>	<b>385,203</b>	<b>391,089</b>	<b>5,886</b>	<b>(381)</b>
<b>Revenues By Type</b>						
Federal	-	-	-	-	-	-
Provincial	(230,108)	(243,092)	(237,830)	(247,289)	(9,459)	(17,181)
Municipal	(71)	-	-	-	-	71
Own Funds	-	-	-	-	-	-
Fees and Services	(21,586)	(21,839)	(21,553)	(21,939)	(386)	(353)
Fines	-	-	-	-	-	-
Other	-	-	-	-	-	-
<b>Total Revenue</b>	<b>(251,765)</b>	<b>(264,931)</b>	<b>(259,383)</b>	<b>(269,228)</b>	<b>(9,845)</b>	<b>(17,463)</b>
<b>Net Requirement</b>	<b>139,705</b>	<b>123,850</b>	<b>125,820</b>	<b>121,861</b>	<b>(3,959)</b>	<b>(17,844)</b>
<b>Full Time Equivalents</b>	<b>1,313.93</b>	<b>1,317.73</b>	<b>1,317.73</b>	<b>1,339.31</b>	<b>21.58</b>	<b>25.38</b>

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

Operating Resource Requirement Analysis	2010 Baseline			2011 Adjustments							2011	\$
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	New Services / Needs	Efficiencies	User Fees & Charges	Proposed Budget Changes	Estimate	Change Over '10 Budget
<b>Expenditures by Program</b>												
General Manager's Office	405	405	-	15	-	-	10,000	(205)	-	-	10,215	9,810
Employment & Financial Assistance	219,775	219,430	6,450	1,433	(18,486)	-	370	(198)	-	-	208,999	(10,431)
Child Care Services	97,282	96,807	(1,061)	1,916	-	201	-	(89)	-	-	97,774	967
Long Term Care	52,341	49,493	1,227	1,478	1,905	-	220	(44)	-	-	54,279	4,786
Community Development & Funding	21,359	21,449	(6)	425	-	-	700	(18)	-	(347)	22,203	754
<b>Gross Expenditure</b>	<b>391,162</b>	<b>387,584</b>	<b>6,610</b>	<b>5,267</b>	<b>(16,581)</b>	<b>201</b>	<b>11,290</b>	<b>(554)</b>	<b>-</b>	<b>(347)</b>	<b>393,470</b>	<b>5,886</b>
Recoveries & Allocations	(2,381)	(2,381)	-	-	-	-	-	-	-	-	(2,381)	-
Revenue	(264,931)	(259,383)	(1,370)	-	(8,250)	-	(165)	-	(60)	-	(269,228)	(9,845)
<b>Net Requirement</b>	<b>123,850</b>	<b>125,820</b>	<b>5,240</b>	<b>5,267</b>	<b>(24,831)</b>	<b>201</b>	<b>11,125</b>	<b>(554)</b>	<b>(60)</b>	<b>(347)</b>	<b>121,861</b>	<b>(3,959)</b>
<b>Expenditures by Type</b>												
Salaries, Wages & Benefits	104,432	102,539	1,171	3,020	1,428	138	220	-	-	-	108,516	5,977
Overtime	79	75	-	-	-	-	-	-	-	-	75	-
Material & Services	65,944	65,795	4,825	1,405	477	8	-	-	-	-	72,510	6,715
Transfers/Grants/Financial Charges	209,277	208,160	539	415	(18,486)	-	11,070	-	-	(347)	201,351	(6,809)
Fleet Costs	30	30	-	-	-	-	-	-	-	-	30	-
Program Facility Costs	8,041	7,945	75	427	-	55	-	-	-	-	8,502	557
Other Internal Costs	3,460	3,141	-	-	-	-	-	-	-	-	3,141	-
Service Innovation & Efficiency Prog	(101)	(101)	-	-	-	-	-	(554)	-	-	(655)	(554)
<b>Gross Expenditures</b>	<b>391,162</b>	<b>387,584</b>	<b>6,610</b>	<b>5,267</b>	<b>(16,581)</b>	<b>201</b>	<b>11,290</b>	<b>(554)</b>	<b>-</b>	<b>(347)</b>	<b>393,470</b>	<b>5,886</b>
Recoveries & Allocations	(2,381)	(2,381)	-	-	-	-	-	-	-	-	(2,381)	-
<b>Net Expenditure</b>	<b>388,781</b>	<b>385,203</b>	<b>6,610</b>	<b>5,267</b>	<b>(16,581)</b>	<b>201</b>	<b>11,290</b>	<b>(554)</b>	<b>-</b>	<b>(347)</b>	<b>391,089</b>	<b>5,886</b>
<b>Percent of 2010 Net Expenditure Budget</b>			<b>1.7%</b>	<b>1.4%</b>	<b>-4.3%</b>	<b>0.1%</b>	<b>2.9%</b>	<b>-0.1%</b>	<b>0.0%</b>	<b>-0.1%</b>	<b>1.5%</b>	
<b>Revenues By Type</b>												
Federal	-	-	-	-	-	-	-	-	-	-	-	-
Provincial	(243,092)	(237,830)	(1,285)	-	(8,009)	-	(165)	-	-	-	(247,289)	(9,459)
Municipal	-	-	-	-	-	-	-	-	-	-	-	-
Own Funds	-	-	-	-	-	-	-	-	-	-	-	-
Fees and Services	(21,839)	(21,553)	(85)	-	(241)	-	-	-	(60)	-	(21,939)	(386)
Fines	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Revenue</b>	<b>(264,931)</b>	<b>(259,383)</b>	<b>(1,370)</b>	<b>-</b>	<b>(8,250)</b>	<b>-</b>	<b>(165)</b>	<b>-</b>	<b>(60)</b>	<b>-</b>	<b>(269,228)</b>	<b>(9,845)</b>
<b>Percent of 2010 Revenue Budget</b>			<b>0.5%</b>	<b>0.0%</b>	<b>3.2%</b>	<b>0.0%</b>	<b>0.1%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>3.8%</b>	
<b>Net Requirement</b>	<b>123,850</b>	<b>125,820</b>	<b>5,240</b>	<b>5,267</b>	<b>(24,831)</b>	<b>201</b>	<b>11,125</b>	<b>(554)</b>	<b>(60)</b>	<b>(347)</b>	<b>121,861</b>	<b>(3,959)</b>
<b>Percent of 2010 Net Requirement Budget</b>			<b>4.2%</b>	<b>4.2%</b>	<b>-19.7%</b>	<b>0.2%</b>	<b>8.8%</b>	<b>-0.4%</b>	<b>0.0%</b>	<b>-0.3%</b>	<b>-3.1%</b>	
<b>Full Time Equivalents (FTE's)</b>	<b>1,317.73</b>	<b>1,317.73</b>	<b>-</b>	<b>-</b>	<b>17.28</b>	<b>2.30</b>	<b>2.00</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,339.31</b>	<b>21.58</b>
<b>Percent of 2010 FTE's</b>			<b>0.0%</b>	<b>0.0%</b>	<b>1.3%</b>	<b>0.2%</b>	<b>0.2%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>1.6%</b>	

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

Operating Resource Requirement	2009	2010		2011	\$ Change Over	
	Actual	Forecast	Budget	Estimate	2010 Budget	2009 Actual
<b>By Program</b>						
General Manager's Office	241	405	405	420	15	179
Service Innovation & Efficiency Prog	-	-	-	(205)	(205)	(205)
<b>Gross Expenditure</b>	<b>241</b>	<b>405</b>	<b>405</b>	<b>215</b>	<b>(190)</b>	<b>(26)</b>
Recoveries & Allocations	-	-	-	-	-	-
Revenue	-	-	-	-	-	-
<b>Net Requirement</b>	<b>241</b>	<b>405</b>	<b>405</b>	<b>215</b>	<b>(190)</b>	<b>(26)</b>
<b>Expenditures by Type</b>						
Salaries, Wages & Benefits	232	384	384	399	15	167
Overtime	-	-	-	-	-	-
Material & Services	9	21	21	21	-	12
Transfers/Grants/Financial Charges	-	-	-	10,000	10,000	10,000
Fleet Costs	-	-	-	-	-	-
Program Facility Costs	-	-	-	-	-	-
Other Internal Costs	-	-	-	-	-	-
Service Innovation & Efficiency Prog	-	-	-	(205)	(205)	(205)
<b>Gross Expenditures</b>	<b>241</b>	<b>405</b>	<b>405</b>	<b>10,215</b>	<b>9,810</b>	<b>9,974</b>
Recoveries & Allocations	-	-	-	-	-	-
<b>Net Expenditure</b>	<b>241</b>	<b>405</b>	<b>405</b>	<b>10,215</b>	<b>9,810</b>	<b>9,974</b>
<b>Revenues By Type</b>						
Federal	-	-	-	-	-	-
Provincial	-	-	-	-	-	-
Municipal	-	-	-	-	-	-
Own Funds	-	-	-	-	-	-
Fees and Services	-	-	-	-	-	-
Fines	-	-	-	-	-	-
Other	-	-	-	-	-	-
<b>Total Revenue</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Requirement</b>	<b>241</b>	<b>405</b>	<b>405</b>	<b>10,215</b>	<b>9,810</b>	<b>9,974</b>
<b>Full Time Equivalents</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>-</b>	<b>-</b>

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

In Thousands (\$000)

Operating Resource Requirement Analysis	2010 Baseline			2011 Adjustments							2011	\$ Change Over '10 Budget
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	New Services / Needs	Efficiencies	User Fees & Charges	Proposed Budget Changes	Estimate	
<b>By Program</b>												
General Manager's Office	405	405	-	15	-	-	-	-	-	-	420	15
Poverty Reduction Strategy	-	-	-	-	-	-	10,000	-	-	-	10,000	10,000
Service Innovation & Efficiency Prog	-	-	-	-	-	-	-	(205)	-	-	(205)	(205)
<b>Gross Expenditure</b>	<b>405</b>	<b>405</b>	<b>-</b>	<b>15</b>	<b>-</b>	<b>-</b>	<b>10,000</b>	<b>(205)</b>	<b>-</b>	<b>-</b>	<b>10,215</b>	<b>9,810</b>
Recoveries & Allocations	-	-	-	-	-	-	-	-	-	-	-	-
Revenue	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Requirement</b>	<b>405</b>	<b>405</b>	<b>-</b>	<b>15</b>	<b>-</b>	<b>-</b>	<b>10,000</b>	<b>(205)</b>	<b>-</b>	<b>-</b>	<b>10,215</b>	<b>9,810</b>
<b>Expenditures by Type</b>												
Salaries, Wages & Benefits	384	384	-	15	-	-	-	-	-	-	399	15
Overtime	-	-	-	-	-	-	-	-	-	-	-	-
Material & Services	21	21	-	-	-	-	-	-	-	-	21	-
Transfers/Grants/Financial Charges	-	-	-	-	-	-	10,000	-	-	-	10,000	10,000
Fleet Costs	-	-	-	-	-	-	-	-	-	-	-	-
Program Facility Costs	-	-	-	-	-	-	-	-	-	-	-	-
Other Internal Costs	-	-	-	-	-	-	-	-	-	-	-	-
Service Innovation & Efficiency Prog	-	-	-	-	-	-	-	(205)	-	-	(205)	(205)
<b>Gross Expenditures</b>	<b>405</b>	<b>405</b>	<b>-</b>	<b>15</b>	<b>-</b>	<b>-</b>	<b>10,000</b>	<b>(205)</b>	<b>-</b>	<b>-</b>	<b>10,215</b>	<b>9,810</b>
Recoveries & Allocations	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Expenditure</b>	<b>405</b>	<b>405</b>	<b>-</b>	<b>15</b>	<b>-</b>	<b>-</b>	<b>10,000</b>	<b>(205)</b>	<b>-</b>	<b>-</b>	<b>10,215</b>	<b>9,810</b>
<b>Percent of 2010 Net Expenditure Budget</b>			<b>0.0%</b>	<b>3.7%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>2469.1%</b>	<b>-50.6%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>2522.2%</b>	
<b>Revenues By Type</b>												
Federal	-	-	-	-	-	-	-	-	-	-	-	-
Provincial	-	-	-	-	-	-	-	-	-	-	-	-
Municipal	-	-	-	-	-	-	-	-	-	-	-	-
Own Funds	-	-	-	-	-	-	-	-	-	-	-	-
Fees and Services	-	-	-	-	-	-	-	-	-	-	-	-
Fines	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Revenue</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Percent of 2010 Revenue Budget</b>			<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	
<b>Net Requirement</b>	<b>405</b>	<b>405</b>	<b>-</b>	<b>15</b>	<b>-</b>	<b>-</b>	<b>10,000</b>	<b>(205)</b>	<b>-</b>	<b>-</b>	<b>10,215</b>	<b>9,810</b>
<b>Percent of 2010 Net Requirement Budget</b>			<b>0.0%</b>	<b>3.7%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>2469.1%</b>	<b>-50.6%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>2422.2%</b>	
<b>Full Time Equivalent (FTE's)</b>	<b>4.00</b>	<b>4.00</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>4.00</b>	<b>-</b>
<b>Percent of 2010 FTE's</b>			<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	

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

2011 Pressure Category / Explanation	Increase / (Decrease)			
	Exp.	Rev.	Net 2011 Changes	FTE Impact
<b>Maintain Services</b> All programs include an adjustment for contract settlement, increments and benefit adjustments.	15	-	15	-
<b>Total Maintain Services</b>	<b>15</b>	<b>-</b>	<b>15</b>	<b>-</b>
2010 Pressure Category / Explanation	Increase / (Decrease)			
	Exp.	Rev.	Net 2010 Changes	FTE Impact
<b>New Services / Needs</b> A new \$10 million Housing and Poverty envelope is being created to address homelessness and poverty in Ottawa. This envelope of funding will be used for rent supplements, provision of beds at shelters, and other priority initiatives identified by the task force. A report will follow the 2011 budget making recommendations for allocations against priorities for Council consideration.	10,000	-	10,000	-
<b>Total New Services / Needs</b>	<b>10,000</b>	<b>-</b>	<b>10,000</b>	<b>-</b>
<b>Efficiencies</b> Allocation of Service Innovation & Efficiency Initiative for integrating Community & Social Services.	(205)	-	(205)	-
<b>Total Efficiencies</b>	<b>(205)</b>	<b>-</b>	<b>(205)</b>	<b>-</b>
<b>Total Budget Changes</b>	<b>9,810</b>	<b>-</b>	<b>9,810</b>	<b>-</b>

**City of Ottawa**  
**Community & Protective Services Committee**  
**Capital Program**  
**In Thousands (\$000)**

**2011 Draft Budget**

Service Area: Community & Social Services							
Category	2011 Draft Capital Budget	Revenues	Tax Supported/Dedicated Reserves	Gas Tax	Rate Supported Reserves	Development Charges	Debt
Renewal of City Assets	-	-	-	-	-	-	-
Growth	-	-	-	-	-	-	-
Regulatory	-	-	-	-	-	-	-
Strategic Initiatives	<b>310</b>	-	-	-	-	-	310
<b>Total</b>	<b>310</b>	-	-	-	-	-	<b>310</b>



Project Information		Financial Details				
<b>905718 SIEP Integrating Community &amp; Social Svcs</b>						
Dept:	Community & Social Services	Category:	Strategic Initiatives	Ward:	CW	
				Year of Completion:	2011	
This initiative focusses on implementing the new business model for the Community and Social Services Department to achieve program integration and seamless service delivery. It includes: integrating employment programs into Social Services Centres; migrating Child Care application process to the Application Screening Unit (which currently screens applications for OW, ODSP, EHSS, emergency assistance, shelters, and transition homes); simplifying the 100% Essential Health and Social Support application process; re-aligning the work duties and caseload of Home Management resources working in community health resource centres; co-locating rent supplement staff into social services centres with some integration of administrative functions expected and revisiting the generic vs. speciality deployment model for the delivery of support programs.		<b>2011 Request</b>	<b>310</b>	Unspent Previous Authority		598
		Revenues	-	Rate Supported		-
		Tax Supported/ Dedicated	-	Development Charges		-
		Gas Tax	-	Debt		310
		<b>Forecast</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>
		Authority	310	-	-	-
		Spending Plan	908	-	-	-
		FTE's	-	-	-	-
		Operating Impact	(205)	(300)	(600)	(600)



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

Operating Resource Requirement	2009	2010		2011	\$ Change Over	
	Actual	Forecast	Budget	Estimate	2010 Forecast	2009 Actual
<b>Expenditures by Program</b>						
Financial Assistance	113,202	120,475	120,211	125,881	5,670	12,679
Employment Programs	23,497	26,773	25,398	25,765	367	2,267
Essential Health & Social Support (EHSS)	9,136	9,559	8,228	10,098	1,870	962
EHSS 100% City	1,591	1,780	1,780	2,340	560	749
Home Support Programs	3,816	4,057	4,122	4,209	87	393
Ontario Disability Support Program	42,396	21,926	24,226	-	(24,226)	(42,396)
EFA Program Delivery	36,145	35,262	35,522	36,532	1,010	387
Community Bus Pass Discount (ODSP)	-	-	-	4,430	4,430	4,430
Service Innovation & Efficiency Prog	-	(57)	(57)	(255)	(198)	(255)
<b>Gross Expenditure</b>	<b>229,784</b>	<b>219,775</b>	<b>219,430</b>	<b>208,999</b>	<b>(10,431)</b>	<b>(20,785)</b>
Recoveries & Allocations	(1,804)	(1,795)	(1,795)	(1,795)	-	9
Revenue	(137,243)	(147,015)	(144,625)	(151,655)	(7,030)	(14,412)
<b>Net Requirement</b>	<b>90,736</b>	<b>70,965</b>	<b>73,010</b>	<b>55,549</b>	<b>(17,461)</b>	<b>(35,187)</b>
<b>Expenditures by Type</b>						
Salaries, Wages & Benefits	47,020	47,390	48,305	49,613	1,308	2,593
Overtime	2	-	-	-	-	(2)
Material & Services	2,739	2,978	2,765	7,590	4,825	4,851
Transfers/Grants/Financial Charges	173,489	162,248	161,603	145,082	(16,521)	(28,407)
Fleet Costs	-	-	-	-	-	-
Program Facility Costs	4,041	4,247	4,154	4,309	155	268
Other Internal Costs	2,493	2,969	2,660	2,660	-	167
Service Innovation & Efficiency Prog	-	(57)	(57)	(255)	(198)	(255)
<b>Gross Expenditures</b>	<b>229,784</b>	<b>219,775</b>	<b>219,430</b>	<b>208,999</b>	<b>(10,431)</b>	<b>(20,785)</b>
Recoveries & Allocations	(1,804)	(1,795)	(1,795)	(1,795)	-	9
<b>Net Expenditure</b>	<b>227,979</b>	<b>217,980</b>	<b>217,635</b>	<b>207,204</b>	<b>(10,431)</b>	<b>(20,775)</b>
<b>Revenues By Type</b>						
Federal	-	-	-	-	-	-
Provincial	(137,243)	(147,015)	(144,625)	(151,655)	(7,030)	(14,412)
Municipal	-	-	-	-	-	-
Own Funds	-	-	-	-	-	-
Fees and Services	-	-	-	-	-	-
Fines	-	-	-	-	-	-
Other	-	-	-	-	-	-
<b>Total Revenue</b>	<b>(137,243)</b>	<b>(147,015)</b>	<b>(144,625)</b>	<b>(151,655)</b>	<b>(7,030)</b>	<b>(14,412)</b>
<b>Net Requirement</b>	<b>90,736</b>	<b>70,965</b>	<b>73,010</b>	<b>55,549</b>	<b>(17,461)</b>	<b>(35,187)</b>
<b>Full Time Equivalents</b>	<b>552.50</b>	<b>552.50</b>	<b>552.50</b>	<b>552.50</b>	<b>-</b>	<b>-</b>

**City of Ottawa**  
**Community & Social Services**  
**Employment & Financial Assistance - Operating Resource Requirement Analysis**

In Thousands (\$000)

Operating Resource Requirement Analysis	2010 Baseline			2011 Adjustments							2011	\$ Change Over '10 Budget
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	New Services / Needs	Efficiencies	User Fees & Charges	Proposed Budget Changes	Estimate	
<b>Expenditures by Program</b>												
Financial Assistance	120,475	120,211	265	-	5,405	-	-	-	-	-	125,881	5,670
Employment Programs	26,773	25,398	13	354	-	-	-	-	-	-	25,765	367
Essential Health & Social Support (EHSS)	9,559	8,228	1,330	-	335	-	205	-	-	-	10,098	1,870
EHSS 100% City	1,780	1,780	395	-	-	-	165	-	-	-	2,340	560
Home Support Programs	4,057	4,122	-	87	-	-	-	-	-	-	4,209	87
Ontario Disability Support Program	21,926	24,226	-	-	(24,226)	-	-	-	-	-	-	(24,226)
EFA Program Delivery	35,262	35,522	17	992	-	-	-	-	-	-	36,532	1,010
Community Bus Pass Discount (ODSP)	-	-	4,430	-	-	-	-	-	-	-	4,430	4,430
Service Innovation & Efficiency Prog	(57)	(57)	-	-	-	-	-	(198)	-	-	(255)	(198)
<b>Gross Expenditure</b>	<b>219,775</b>	<b>219,430</b>	<b>6,450</b>	<b>1,433</b>	<b>(18,486)</b>	<b>-</b>	<b>370</b>	<b>(198)</b>	<b>-</b>	<b>-</b>	<b>208,999</b>	<b>(10,431)</b>
Recoveries & Allocations	(1,795)	(1,795)	-	-	-	-	-	-	-	-	(1,795)	-
Revenue	(147,015)	(144,625)	(1,285)	-	(5,580)	-	(165)	-	-	-	(151,655)	(7,030)
<b>Net Requirement</b>	<b>70,965</b>	<b>73,010</b>	<b>5,165</b>	<b>1,433</b>	<b>(24,066)</b>	<b>-</b>	<b>205</b>	<b>(198)</b>	<b>-</b>	<b>-</b>	<b>55,549</b>	<b>(17,461)</b>
<b>Expenditures by Type</b>												
Salaries, Wages & Benefits	47,390	48,305	(12)	1,320	-	-	-	-	-	-	49,613	1,308
Overtime	-	-	-	-	-	-	-	-	-	-	-	-
Material & Services	2,978	2,765	4,825	-	-	-	-	-	-	-	7,590	4,825
Transfers/Grants/Financial Charges	162,248	161,603	1,595	-	(18,486)	-	370	-	-	-	145,082	(16,521)
Fleet Costs	-	-	-	-	-	-	-	-	-	-	-	-
Program Facility Costs	4,247	4,154	42	113	-	-	-	-	-	-	4,309	155
Other Internal Costs	2,969	2,660	-	-	-	-	-	-	-	-	2,660	-
Service Innovation & Efficiency Prog	(57)	(57)	-	-	-	-	-	(198)	-	-	(255)	(198)
<b>Gross Expenditures</b>	<b>219,775</b>	<b>219,430</b>	<b>6,450</b>	<b>1,433</b>	<b>(18,486)</b>	<b>-</b>	<b>370</b>	<b>(198)</b>	<b>-</b>	<b>-</b>	<b>208,999</b>	<b>(10,431)</b>
Recoveries & Allocations	(1,795)	(1,795)	-	-	-	-	-	-	-	-	(1,795)	-
<b>Net Expenditure</b>	<b>217,980</b>	<b>217,635</b>	<b>6,450</b>	<b>1,433</b>	<b>(18,486)</b>	<b>-</b>	<b>370</b>	<b>(198)</b>	<b>-</b>	<b>-</b>	<b>207,204</b>	<b>(10,431)</b>
<b>Percent of 2010 Net Expenditure Budget</b>			<b>3.0%</b>	<b>0.7%</b>	<b>-8.5%</b>	<b>0.0%</b>	<b>0.2%</b>	<b>-0.1%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>95.2%</b>	
<b>Revenues By Type</b>												
Federal	-	-	-	-	-	-	-	-	-	-	-	-
Provincial	(147,015)	(144,625)	(1,285)	-	(5,580)	-	(165)	-	-	-	(151,655)	(7,030)
Municipal	-	-	-	-	-	-	-	-	-	-	-	-
Own Funds	-	-	-	-	-	-	-	-	-	-	-	-
Fees and Services	-	-	-	-	-	-	-	-	-	-	-	-
Fines	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Revenue</b>	<b>(147,015)</b>	<b>(144,625)</b>	<b>(1,285)</b>	<b>-</b>	<b>(5,580)</b>	<b>-</b>	<b>(165)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(151,655)</b>	<b>(7,030)</b>
<b>Percent of 2010 Revenue Budget</b>			<b>0.9%</b>	<b>0.0%</b>	<b>3.9%</b>	<b>0.0%</b>	<b>0.1%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>4.9%</b>	
<b>Net Requirement</b>	<b>70,965</b>	<b>73,010</b>	<b>5,165</b>	<b>1,433</b>	<b>(24,066)</b>	<b>-</b>	<b>205</b>	<b>(198)</b>	<b>-</b>	<b>-</b>	<b>55,549</b>	<b>(17,461)</b>
<b>Percent of 2010 Net Requirement Budget</b>			<b>7.1%</b>	<b>2.0%</b>	<b>-33.0%</b>	<b>0.0%</b>	<b>0.3%</b>	<b>-0.3%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>-23.9%</b>	
<b>Full Time Equivalents (FTE's)</b>	552.50	552.50	-	-	-	-	-	-	-	-	552.50	-
<b>Percent of 2010 FTE's</b>			<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	

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

2010 Forecast vs. Budget Variance Explanation	Surplus / (Deficit)		
	Exp.	Rev.	Net
<b>Forecast vs. Budget Variance Explanation</b>			
Financial Assistance - Deficit due to higher than budgeted case load, offset by a lower cost per case and Provincial cost-shared revenue. 2010 caseload was budgeted to increase by 5%, currently projecting an increase of 5.3% over 2009 actuals.	(265)	214	(51)
Essential Health & Social Supports (EHSS) - Deficit due to increased costs in dental and other health related supports due to an aging population and increased demand for transportation supports partially offset by Provincial cost-shared revenue.	(1,330)	1,071	(259)
Ontario Disability Support Program (ODSP) - City portion of costs lower than anticipated.	2,300	-	2,300
Other program expenditure and revenue variances mostly related to one-time funded provincial programs.	(1,050)	1,105	55
<b>Total Surplus / (Deficit)</b>	<b>(345)</b>	<b>2,390</b>	<b>2,045</b>

2010 Baseline Adjustments / Explanation	Increase / (Decrease)			
	Exp.	Rev.	Net 2011 Changes	FTE Impact
<b>Adjustments to Base Budget</b>				
Ontario Works (OW) base adjustment to reflect actual caseload.	1,595	(1,285)	310	-
Re-alignment of discounted portion of Community Bus Pass provided to ODSP clients (Pressure offset by additional Transit revenue).	4,430	-	4,430	-
Removal of discount provided for bus tickets provided to OW / ODSP clients (Pressure offset by additional Transit revenue).	395	-	395	-
Removal of one-time Management Professional Exempt performance pay.	(12)	-	(12)	-
Adjustment due to the implementation of Harmonized Sales Tax.	42	-	42	-
<b>Total Adjustments to Base Budget</b>	<b>6,450</b>	<b>(1,285)</b>	<b>5,165</b>	<b>-</b>

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

2011 Pressure Category / Explanation	Increase / (Decrease)			FTE Impact
	Exp.	Rev.	Net 2010 Changes	
<b>Maintain Services</b>				
All programs include an adjustment for contract settlements, increments, and benefit adjustments.	1,320	-	1,320	-
Increase in Parks, Building & Grounds cost related to inflation on compensation contracts, contractual contracts for janitorial, security, hydro and other maintenance.	113	-	113	-
<b>Total Maintain Services</b>	<b>1,433</b>	<b>-</b>	<b>1,433</b>	<b>-</b>
<b>Provincial Legislated</b>				
Ontario Works (Financial Assistance & EHSS) - 3.5% caseload increase on benefits only (not on program delivery).	4,500	(3,630)	870	-
Ontario Works (Financial Assistance & EHSS) - 1.0% rate increase (per Regulation 379/10 under the authority of the Ontario Works Act, 1997) approved by Province in October 2010.	1,240	(1,000)	240	-
Ontario Disability Upload - Effective January 1, 2011, ODSP Benefits fully funded by Province.	(24,226)	-	(24,226)	-
Ontario Works & Employment Programs - Provincial upload, a further 3% reduction of City share. (leaves City share @ 18.8% for 2011)	-	(950)	(950)	-
<b>Total Provincial Legislated</b>	<b>(18,486)</b>	<b>(5,580)</b>	<b>(24,066)</b>	<b>-</b>
<b>New Services / Needs</b>				
Changes to eligibility criteria for the Essential Health and Social Supports (EHSS) 100% City identified as an initiative of the Poverty Reduction Strategy Report. (per Council Report ACS2010-COS-CSS-0009).	165	-	165	-
Changes to the eligibility criteria for the EHSS Home Support Services (HSS) Program identified as an initiative of the Poverty Reduction Strategy Report. (per Council Report ACS2010-COS-CSS-0009).	205	(165)	40	-
<b>Total New Services / Needs</b>	<b>370</b>	<b>(165)</b>	<b>205</b>	<b>-</b>
<b>Efficiencies</b>				
Allocation of Service Innovation & Efficiency Initiative.	(198)	-	(198)	-
<b>Total Efficiencies</b>	<b>(198)</b>	<b>-</b>	<b>(198)</b>	<b>-</b>
<b>Total Budget Changes</b>	<b>(10,431)</b>	<b>(7,030)</b>	<b>(17,461)</b>	<b>-</b>

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

Operating Resource Requirement	2009	2010		2011	\$ Change Over	
	Actual	Forecast	Budget	Estimate	2010 Budget	2009 Actual
<b>Expenditures by Program</b>						
Fee Subsidy	54,202	55,773	55,949	57,657	1,708	3,455
Administration	2,991	2,974	2,937	3,101	164	110
Ontario Works	4,351	4,872	4,246	4,313	67	(38)
Wage Subsidy, Special Needs & Early Years	21,010	21,047	21,059	21,059	-	49
Best Start	11,066	12,569	12,569	11,686	(883)	620
Small Water Works	42	73	73	73	-	31
Service Innovation & Efficiency Prog	-	(26)	(26)	(115)	(89)	(115)
<b>Gross Expenditure</b>	<b>93,662</b>	<b>97,282</b>	<b>96,807</b>	<b>97,774</b>	<b>967</b>	<b>4,112</b>
Recoveries & Allocations	(171)	(112)	(112)	(112)	-	59
Revenue	(73,193)	(74,868)	(74,083)	(74,228)	(145)	(1,035)
<b>Net Requirement</b>	<b>20,298</b>	<b>22,302</b>	<b>22,612</b>	<b>23,434</b>	<b>822</b>	<b>3,136</b>
<b>Expenditures by Type</b>						
Salaries, Wages & Benefits	12,876	13,423	13,048	13,753	705	877
Overtime	4	4	-	-	-	(4)
Material & Services	55,037	56,568	57,047	58,355	1,308	3,318
Transfers/Grants/Financial Charges	24,856	26,465	25,903	24,847	(1,056)	(9)
Fleet Costs	-	-	-	-	-	-
Program Facility Costs	765	706	703	802	99	37
Other Internal Costs	124	142	132	132	-	8
Service Innovation & Efficiency Prog	-	(26)	(26)	(115)	(89)	(115)
<b>Gross Expenditures</b>	<b>93,662</b>	<b>97,282</b>	<b>96,807</b>	<b>97,774</b>	<b>967</b>	<b>4,112</b>
Recoveries & Allocations	(171)	(112)	(112)	(112)	-	59
<b>Net Expenditure</b>	<b>93,491</b>	<b>97,170</b>	<b>96,695</b>	<b>97,662</b>	<b>967</b>	<b>4,171</b>
<b>Revenues By Type</b>						
Federal	-	-	-	-	-	-
Provincial	(67,141)	(68,271)	(67,772)	(67,772)	-	(631)
Municipal	(71)	-	-	-	-	71
Own Funds	-	-	-	-	-	-
Fees and Services	(5,981)	(6,597)	(6,311)	(6,456)	(145)	(475)
Fines	-	-	-	-	-	-
Other	-	-	-	-	-	-
<b>Total Revenue</b>	<b>(73,193)</b>	<b>(74,868)</b>	<b>(74,083)</b>	<b>(74,228)</b>	<b>(145)</b>	<b>(1,035)</b>
<b>Net Requirement</b>	<b>20,298</b>	<b>22,302</b>	<b>22,612</b>	<b>23,434</b>	<b>822</b>	<b>3,136</b>
<b>Full Time Equivalents</b>	<b>193.10</b>	<b>192.10</b>	<b>192.10</b>	<b>194.40</b>	<b>2.30</b>	<b>1.30</b>

**City of Ottawa**  
**Community & Social Services**  
**Child Care Services - Operating Resource Requirement Analysis**

In Thousands (\$000)

Operating Resource Requirement Analysis	2010 Baseline			2011 Adjustments							2011	\$ Change Over '10 Budget
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	New Services / Needs	Efficiencies	User Fees & Charges	Proposed Budget Changes	Estimate	
<b>Expenditures by Program</b>												
Fee Subsidy	55,773	55,949	8	1,499	-	201	-	-	-	-	57,657	1,708
Administration	2,974	2,937	(13)	177	-	-	-	-	-	-	3,101	164
Ontario Works	4,872	4,246	-	67	-	-	-	-	-	-	4,313	67
Wage Subsidy, Special Needs & Early Yrs	21,047	21,059	-	-	-	-	-	-	-	-	21,059	-
Best Start	12,569	12,569	(1,056)	173	-	-	-	-	-	-	11,686	(883)
Small Water Works	73	73	-	-	-	-	-	-	-	-	73	-
Service Innovation & Efficiency Prog	(26)	(26)	-	-	-	-	-	(89)	-	-	(115)	(89)
<b>Gross Expenditure</b>	<b>97,282</b>	<b>96,807</b>	<b>(1,061)</b>	<b>1,916</b>	<b>-</b>	<b>201</b>	<b>-</b>	<b>(89)</b>	<b>-</b>	<b>-</b>	<b>97,774</b>	<b>967</b>
Recoveries & Allocations	(112)	(112)	-	-	-	-	-	-	-	-	(112)	-
Revenue	(74,868)	(74,083)	(85)	-	-	-	-	-	(60)	-	(74,228)	(145)
<b>Net Requirement</b>	<b>22,302</b>	<b>22,612</b>	<b>(1,146)</b>	<b>1,916</b>	<b>-</b>	<b>201</b>	<b>-</b>	<b>(89)</b>	<b>(60)</b>	<b>-</b>	<b>23,434</b>	<b>822</b>
<b>Expenditures by Type</b>												
Salaries, Wages & Benefits	13,423	13,048	(13)	580	-	138	-	-	-	-	13,753	705
Overtime	4	-	-	-	-	-	-	-	-	-	-	-
Material & Services	56,568	57,047	-	1,300	-	8	-	-	-	-	58,355	1,308
Transfers/Grants/Financial Charges	26,465	25,903	(1,056)	-	-	-	-	-	-	-	24,847	(1,056)
Fleet Costs	-	-	-	-	-	-	-	-	-	-	-	-
Program Facility Costs	706	703	8	36	-	55	-	-	-	-	802	99
Other Internal Costs	142	132	-	-	-	-	-	-	-	-	132	-
Service Innovation & Efficiency Prog	(26)	(26)	-	-	-	-	-	(89)	-	-	(115)	(89)
<b>Gross Expenditures</b>	<b>97,282</b>	<b>96,807</b>	<b>(1,061)</b>	<b>1,916</b>	<b>-</b>	<b>201</b>	<b>-</b>	<b>(89)</b>	<b>-</b>	<b>-</b>	<b>97,774</b>	<b>967</b>
Recoveries & Allocations	(112)	(112)	-	-	-	-	-	-	-	-	(112)	-
<b>Net Expenditure</b>	<b>97,170</b>	<b>96,695</b>	<b>(1,061)</b>	<b>1,916</b>	<b>-</b>	<b>201</b>	<b>-</b>	<b>(89)</b>	<b>-</b>	<b>-</b>	<b>97,662</b>	<b>967</b>
<b>Percent of 2010 Net Expenditure Budget</b>			<b>-1.1%</b>	<b>2.0%</b>	<b>0.0%</b>	<b>0.2%</b>	<b>0.0%</b>	<b>-0.1%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>101.0%</b>	
<b>Revenues By Type</b>												
Federal	-	-	-	-	-	-	-	-	-	-	-	-
Provincial	(68,271)	(67,772)	-	-	-	-	-	-	-	-	(67,772)	-
Municipal	-	-	-	-	-	-	-	-	-	-	-	-
Own Funds	-	-	-	-	-	-	-	-	-	-	-	-
Fees and Services	(6,597)	(6,311)	(85)	-	-	-	-	-	(60)	-	(6,456)	(145)
Fines	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Revenue</b>	<b>(74,868)</b>	<b>(74,083)</b>	<b>(85)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(60)</b>	<b>-</b>	<b>(74,228)</b>	<b>(145)</b>
<b>Percent of 2010 Revenue Budget</b>			<b>0.1%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.1%</b>	<b>0.0%</b>	<b>0.2%</b>	
<b>Net Requirement</b>	<b>22,302</b>	<b>22,612</b>	<b>(1,146)</b>	<b>1,916</b>	<b>-</b>	<b>201</b>	<b>-</b>	<b>(89)</b>	<b>(60)</b>	<b>-</b>	<b>23,434</b>	<b>822</b>
<b>Percent of 2010 Net Requirement Budget</b>			<b>-5.1%</b>	<b>8.5%</b>	<b>0.0%</b>	<b>0.9%</b>	<b>0.0%</b>	<b>-0.4%</b>	<b>-0.3%</b>	<b>0.0%</b>	<b>3.6%</b>	
<b>Full Time Equivalents (FTE's)</b>	192.10	192.10	-	-	-	2.30	-	-	-	-	194.40	2.30
<b>Percent of 2010 FTE's</b>			<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>1.2%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>1.2%</b>	



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

2010 Forecast vs. Budget Variance Explanation	Surplus / (Deficit)		
	Exp.	Rev.	Net
<b>Forecast vs. Budget Variance Explanation</b>			
Increased parental contributions and full fees due to legislated changes to income testing.	-	286	286
Other program expenditure and revenue variances mostly related to one-time funded provincial programs.	(475)	499	24
<b>Total Surplus / (Deficit)</b>	<b>(475)</b>	<b>785</b>	<b>310</b>

2010 Baseline Adjustments / Explanations	Increase / (Decrease)			
	Exp.	Rev.	Net 2011 Changes	FTE Impact
<b>Adjustments to Base Budget</b>				
Removal of one-time Management Professional Exempt performance pay.	(13)	-	(13)	-
Adjustment for increased parental contributions and full fees due to legislated changes to income testing.	-	(85)	(85)	-
Removal of one-time municipal funding used to support the continuity of services for families and communities as the Full Day Early Learning Program was implemented.	(1,056)	-	(1,056)	-
Adjustment due to the implementation of Harmonized Sales Tax.	8	-	8	-
<b>Total Adjustments to Base Budget</b>	<b>(1,061)</b>	<b>(85)</b>	<b>(1,146)</b>	<b>-</b>

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

2011 Pressure Category / Explanation	Increase / (Decrease)			FTE Impact
	Exp.	Rev.	Net 2011 Changes	
<b>Maintain Services</b>				
All programs include an adjustment for contract settlement, increments and benefit adjustments.	580	-	580	-
Inflationary increase on fee subsidy rates for purchase of service agencies. Report ACS2009-CPSSOC0003 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.	1,300	-	1,300	-
Increase in Parks Building & Grounds costs related to inflation on compensation contracts, contractual contracts for janitorial, security, hydro and other maintenance.	36	-	36	-
<b>Total Maintain Services</b>	<b>1,916</b>	<b>-</b>	<b>1,916</b>	<b>-</b>
<b>Growth</b>				
Two Teacher 1's and 0.3 of a cook for new Huron Learning Centre and additional materials. Early Learning Program objectives to serve younger age groups. Based on legislated staff ratio of 1:8 for the preschool age group and 1:5 for the toddler age group. Positions City to be at the forefront of the legislative changes.	146	-	146	2.30
Prorated Parks Building & Grounds facility cost related to new Huron Daycare.	55	-	55	-
<b>Total Growth</b>	<b>201</b>	<b>-</b>	<b>201</b>	<b>2.30</b>
<b>Efficiencies</b>				
Allocation of Service Innovation & Efficiency Initiative.	(89)	-	(89)	-
<b>Total Efficiencies</b>	<b>(89)</b>	<b>-</b>	<b>(89)</b>	<b>-</b>
<b>User Fees &amp; Charges</b>				
See following user fee schedule for details on the specific rates.		(60)	(60)	-
<b>Total User Fees &amp; Charges</b>		<b>(60)</b>	<b>(60)</b>	<b>-</b>
<b>Total Budget Changes</b>	<b>967</b>	<b>(145)</b>	<b>822</b>	<b>2.30</b>

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

User Fees	2009 Rate	2010 Rate	2011 Rate	% Change Over		Effective Date	2011 Revenue
	\$	\$	\$	2010	2009	DD-MMM-YY	(\$000)
<b>Child Care</b>							
Infant	64.50	66.44	66.44	0.0%	3.0%	01-Apr-11	
Toddler	50.80	52.32	53.68	2.6%	5.7%	01-Apr-11	(9)
Preschool	36.55	37.65	38.63	2.6%	5.7%	01-Apr-11	(22)
Kindergarten	25.85	26.63	27.32	2.6%	5.7%	01-Apr-11	(4)
School Age	15.35	15.81	16.22	2.6%	5.7%	01-Apr-11	(10)
Kindergarten - Before & After Only	-	21.23	21.78	2.6%		01-Apr-11	
School Age - School Closures Only	-	30.80	31.60	2.6%		01-Apr-11	
Home Child Care - Full day (7-10 hrs)	32.00	33.96	34.84	2.6%	8.9%	01-Apr-11	(15)
Home Child Care - Half day (5-7 hrs)	22.00	23.36	23.97	2.6%	9.0%	01-Apr-11	
Home Child Care - Part day (4-5 hrs)	16.00	16.93	17.37	2.6%	8.6%	01-Apr-11	
Home Child Care - Part day (2-4 hrs)	12.00	12.75	13.08	2.6%	9.0%	01-Apr-11	
Home Child Care - Part day (up to 2 hrs)	7.00	7.45	7.64	2.6%	9.1%	01-Apr-11	
<b>Total Child Care</b>							<b>(60)</b>

**City of Ottawa  
 Community & Protective Services Committee  
 Capital Program  
 In Thousands (\$000)**

**2011 Draft Budget**

<b>Service Area: Child Care</b>							
<b>Category</b>	<b>2011 Draft Capital Budget</b>	<b>Revenues</b>	<b>Tax Supported/ Dedicated Reserves</b>	<b>Gas Tax</b>	<b>Rate Supported Reserves</b>	<b>Development Charges</b>	<b>Debt</b>
Renewal of City Assets	<b>243</b>	-	243	-	-	-	-
Growth	-	-	-	-	-	-	-
Regulatory	-	-	-	-	-	-	-
Strategic Initiatives	<b>750</b>	-	750	-	-	-	-
<b>Total</b>	<b>993</b>	-	<b>993</b>	-	-	-	-

Project Information		Financial Details			
<b>905638 Mun. Child Care Infrastructure</b>					
Dept:	Community & Social Services	Category: Renewal of City Assets	Ward: CW	Year of Completion:	2013
<p>These funds are to address the capital requirements to maintain and develop existing municipal child care infrastructure and to assist them in providing safe and high quality child care environments that are of a non lifecycle nature. The funds will be used to ensure that modifications to existing infrastructures be carried out in order to meet the changing business needs of our clients. The projects that are estimated to be completed with the proposed budget include the retrofits of kitchen facilities at Esther By and Tournesol child care centres and minor retrofits required to act in response to the Public Health and Ministry of Youth and Children Services licensing obligations.</p>	<b>2011 Request</b>	<b>200</b>	Unspent Previous Authority		200
	Revenues	-	Rate Supported		-
	Tax Supported/ Dedicated	200	Development Charges		-
	Gas Tax	-	Debt		-
	<b>Forecast</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>
	Authority	200	200	200	200
	Spending Plan	200	200	200	200
	FTE's	-	-	-	-
	Operating Impact	-	-	-	-

**City of Ottawa**  
**Service Area: Child Care**  
**In Thousands (\$000)**

**2011 Draft Budget**

Program Information				Financial Details																																																																										
<b>Buildings and Parks- Child Care</b>																																																																														
Dept:	Infrastructure Services		Category:	Renewal of City Assets		Ward:	Multiple		Year of Completion:	Various																																																																				
<p>The Buildings and Parks Program provides for life cycle renewal and replacement works to existing building and park assets. Detailed scope of work for specific projects extends to a wide assortment of work such as roof replacement, building preservation, building mechanical and electrical systems, park play structures, hard landscaping, arena and pool equipment and unplanned emergency work. Annual programming provides allocations as required to core project cost groupings - buildings and parks - for each of the ten service areas as follows:</p> <table border="1"> <thead> <tr> <th>Service Area</th> <th colspan="2">Project Cost Groupings</th> <th>Service Area</th> <th></th> </tr> </thead> <tbody> <tr> <td>Parks &amp; Recreation</td> <td>Buildings</td> <td>Parks</td> <td></td> <td>\$ 6,607</td> </tr> <tr> <td>Long Term Care</td> <td colspan="2">Buildings</td> <td></td> <td>\$ 576</td> </tr> <tr> <td>Fire Services</td> <td colspan="2">Buildings</td> <td></td> <td>\$ 319</td> </tr> <tr> <td>Social Housing</td> <td colspan="2">Buildings</td> <td></td> <td>\$ 128</td> </tr> <tr> <td>Cultural Services</td> <td colspan="2">Buildings</td> <td></td> <td>\$ 128</td> </tr> <tr> <td>Child Care Services</td> <td colspan="2">Buildings</td> <td></td> <td>\$ 43</td> </tr> <tr> <td>General Government</td> <td>Buildings</td> <td>Condition Assessment</td> <td></td> <td>\$ 767</td> </tr> <tr> <td>Library Services</td> <td colspan="2">Buildings</td> <td></td> <td>\$ 470</td> </tr> <tr> <td>Transit Services</td> <td colspan="2">Buildings</td> <td></td> <td>\$ 6,550</td> </tr> <tr> <td>Transportation Services</td> <td colspan="2">Buildings</td> <td></td> <td>\$ 807</td> </tr> <tr> <td colspan="2">2011 Authority Request</td> <td>\$15,690</td> <td>\$405</td> <td>\$300</td> <td>\$16,395</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table>						Service Area	Project Cost Groupings		Service Area		Parks & Recreation	Buildings	Parks		\$ 6,607	Long Term Care	Buildings			\$ 576	Fire Services	Buildings			\$ 319	Social Housing	Buildings			\$ 128	Cultural Services	Buildings			\$ 128	Child Care Services	Buildings			\$ 43	General Government	Buildings	Condition Assessment		\$ 767	Library Services	Buildings			\$ 470	Transit Services	Buildings			\$ 6,550	Transportation Services	Buildings			\$ 807	2011 Authority Request		\$15,690	\$405	\$300	\$16,395						<b>2011</b>	<b>43</b>	Unspent Previous Authority				126
						Service Area	Project Cost Groupings		Service Area																																																																					
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Spending Plan	43	50	50	50																																																																										
FTE's Operating Impact	-	-	-	-			-																																																																							

Program funding requirements to support project needs are defined in the upcoming Long Range Financial Plan. Actual budget allocations for these programs are adjusted to reflect change in need and affordability. Forecasts are based on bulk allocations that will be detailed in future budget submissions. Project Cost Group Summaries are provided following this program summary.

**City of Ottawa**  
**Service Area: Child Care**  
**In Thousands (\$000)**

**2011 Draft**

Project	Ward	Location/Description	\$000's
<b>906026 Buildings-Heritage - Child Care Serv</b>		<b>12</b>	<b>43</b>
The 2011 Child care Services – Buildings budget allocation has been adjusted to reflect change in need and affordability. Detailed information and costs associated with specific components and projects are as follows.			
Centre Educatif Tournesol Child Care Centre.	12	Replace Main Roof, Front and Rear Entrance Roofs	43

Project Information		Financial Details					
<b>905639 Child Care Capital Grants</b>							
Dept:	Community & Social Services	Category:	Strategic Initiatives	Ward:	CW		
				Year of Completion:	2013		
<p>These funds are used to support priority requests from non-profit community child care agencies for major and minor capital projects on a cost-sharing basis to maintain and develop existing community child care infrastructure and assist with legislated health and safety requirements.</p>		<b>2011 Request</b>	<b>750</b>	Unspent Previous Authority		641	
		Revenues	-	Rate Supported			-
		Tax Supported/ Dedicated	750	Development Charges			-
		Gas Tax	-	Debt			-
		<b>Forecast</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	
		Authority	750	750	750	750	
		Spending Plan	750	750	750	750	
		FTE's	-	-	-	-	
		Operating Impact	-	-	-	-	



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

Operating Resource Requirement	2009	2010		2011	\$ Change Over	
	Actual	Forecast	Budget	Estimate	2010 Budget	2009 Actual
<b>Expenditures by Program</b>						
Nursing & Personal Care	28,929	30,695	28,753	31,625	2,872	2,696
Program & Support Services	2,202	2,345	2,303	2,616	313	414
Food Purchases	2,008	1,996	1,971	1,997	26	(11)
Accommodation	16,721	16,895	16,056	17,675	1,619	954
Outreach Programs	427	421	421	421	-	(6)
Service Innovation & Efficiency Prog	-	(11)	(11)	(55)	(44)	(55)
<b>Gross Expenditure</b>	<b>50,287</b>	<b>52,341</b>	<b>49,493</b>	<b>54,279</b>	<b>4,786</b>	<b>3,992</b>
Recoveries & Allocations	(739)	(474)	(474)	(474)	-	265
Revenue	(41,115)	(42,820)	(40,447)	(43,117)	(2,670)	(2,002)
<b>Net Requirement</b>	<b>8,433</b>	<b>9,047</b>	<b>8,572</b>	<b>10,688</b>	<b>2,116</b>	<b>2,255</b>
<b>Expenditures by Type</b>						
Salaries, Wages & Benefits	40,657	42,492	40,059	44,004	3,945	3,347
Overtime	85	75	75	75	-	(10)
Material & Services	6,267	6,333	5,918	6,500	582	233
Transfers/Grants/Financial Charges	-	-	-	-	-	-
Fleet Costs	59	30	30	30	-	(29)
Program Facility Costs	2,931	3,088	3,088	3,391	303	460
Other Internal Costs	288	334	334	334	-	46
Service Innovation & Efficiency Prog	-	(11)	(11)	(55)	(44)	(55)
<b>Gross Expenditures</b>	<b>50,287</b>	<b>52,341</b>	<b>49,493</b>	<b>54,279</b>	<b>4,786</b>	<b>3,992</b>
Recoveries & Allocations	(739)	(474)	(474)	(474)	-	265
<b>Net Expenditure</b>	<b>49,548</b>	<b>51,867</b>	<b>49,019</b>	<b>53,805</b>	<b>4,786</b>	<b>4,257</b>
<b>Revenues By Type</b>						
Federal	-	-	-	-	-	-
Provincial	(25,510)	(27,578)	(25,205)	(27,634)	(2,429)	(2,124)
Municipal	-	-	-	-	-	-
Own Funds	-	-	-	-	-	-
Fees and Services	(15,605)	(15,242)	(15,242)	(15,483)	(241)	122
Fines	-	-	-	-	-	-
Other	-	-	-	-	-	-
<b>Total Revenue</b>	<b>(41,115)</b>	<b>(42,820)</b>	<b>(40,447)</b>	<b>(43,117)</b>	<b>(2,670)</b>	<b>(2,002)</b>
<b>Net Requirement</b>	<b>8,433</b>	<b>9,047</b>	<b>8,572</b>	<b>10,688</b>	<b>2,116</b>	<b>2,255</b>
<b>Full Time Equivalents</b>	<b>552.33</b>	<b>557.13</b>	<b>557.13</b>	<b>576.41</b>	<b>19.28</b>	<b>24.08</b>

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

Operating Resource Requirement Analysis	2010 Baseline			2011 Adjustments							2011	\$ Change Over '10 Budget
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	New Services / Needs	Efficiencies	User Fees & Charges	Proposed Budget Changes	Estimate	
<b>Expenditures by Program</b>												
Nursing & Personal Care	30,695	28,753	1,215	602	1,055	-	-	-	-	-	31,625	2,872
Program & Support Services	2,345	2,303	-	26	287	-	-	-	-	-	2,616	313
Food Purchases	1,996	1,971	-	-	26	-	-	-	-	-	1,997	26
Accommodation	16,895	16,056	12	850	537	-	220	-	-	-	17,675	1,619
Outreach Programs	421	421	-	-	-	-	-	-	-	-	421	-
Service Innovation & Efficiency Prog	(11)	(11)	-	-	-	-	-	(44)	-	-	(55)	(44)
<b>Gross Expenditure</b>	<b>52,341</b>	<b>49,493</b>	<b>1,227</b>	<b>1,478</b>	<b>1,905</b>	<b>-</b>	<b>220</b>	<b>(44)</b>	<b>-</b>	<b>-</b>	<b>54,279</b>	<b>4,786</b>
Recoveries & Allocations	(474)	(474)	-	-	-	-	-	-	-	-	(474)	-
Revenue	(42,820)	(40,447)	-	-	(2,670)	-	-	-	-	-	(43,117)	(2,670)
<b>Net Requirement</b>	<b>9,047</b>	<b>8,572</b>	<b>1,227</b>	<b>1,478</b>	<b>(765)</b>	<b>-</b>	<b>220</b>	<b>(44)</b>	<b>-</b>	<b>-</b>	<b>10,688</b>	<b>2,116</b>
<b>Expenditures by Type</b>												
Salaries, Wages & Benefits	42,492	40,059	1,202	1,095	1,428	-	220	-	-	-	44,004	3,945
Overtime	75	75	-	-	-	-	-	-	-	-	75	-
Material & Services	6,333	5,918	-	105	477	-	-	-	-	-	6,500	582
Transfers/Grants/Financial Charges	-	-	-	-	-	-	-	-	-	-	-	-
Fleet Costs	30	30	-	-	-	-	-	-	-	-	30	-
Program Facility Costs	3,088	3,088	25	278	-	-	-	-	-	-	3,391	303
Other Internal Costs	334	334	-	-	-	-	-	-	-	-	334	-
Service Innovation & Efficiency Prog	(11)	(11)	-	-	-	-	-	(44)	-	-	(55)	(44)
<b>Gross Expenditures</b>	<b>52,341</b>	<b>49,493</b>	<b>1,227</b>	<b>1,478</b>	<b>1,905</b>	<b>-</b>	<b>220</b>	<b>(44)</b>	<b>-</b>	<b>-</b>	<b>54,279</b>	<b>4,786</b>
Recoveries & Allocations	(474)	(474)	-	-	-	-	-	-	-	-	(474)	-
<b>Net Expenditure</b>	<b>51,867</b>	<b>49,019</b>	<b>1,227</b>	<b>1,478</b>	<b>1,905</b>	<b>-</b>	<b>220</b>	<b>(44)</b>	<b>-</b>	<b>-</b>	<b>53,805</b>	<b>4,786</b>
<b>Percent of 2010 Net Expenditure Budget</b>			<b>2.5%</b>	<b>3.0%</b>	<b>3.9%</b>	<b>0.0%</b>	<b>0.4%</b>	<b>-0.1%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>109.8%</b>	
<b>Revenues By Type</b>												
Federal	-	-	-	-	-	-	-	-	-	-	-	-
Provincial	(27,578)	(25,205)	-	-	(2,429)	-	-	-	-	-	(27,634)	(2,429)
Municipal	-	-	-	-	-	-	-	-	-	-	-	-
Own Funds	-	-	-	-	-	-	-	-	-	-	-	-
Fees and Services	(15,242)	(15,242)	-	-	(241)	-	-	-	-	-	(15,483)	(241)
Fines	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Revenue</b>	<b>(42,820)</b>	<b>(40,447)</b>	<b>-</b>	<b>-</b>	<b>(2,670)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(43,117)</b>	<b>(2,670)</b>
<b>Percent of 2010 Revenue Budget</b>			<b>0.0%</b>	<b>0.0%</b>	<b>6.6%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>6.6%</b>	
<b>Net Requirement</b>	<b>9,047</b>	<b>8,572</b>	<b>1,227</b>	<b>1,478</b>	<b>(765)</b>	<b>-</b>	<b>220</b>	<b>(44)</b>	<b>-</b>	<b>-</b>	<b>10,688</b>	<b>2,116</b>
<b>Percent of 2010 Net Requirement Budget</b>			<b>14.3%</b>	<b>17.2%</b>	<b>-8.9%</b>	<b>0.0%</b>	<b>2.6%</b>	<b>-0.5%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>24.7%</b>	
<b>Full Time Equivalents (FTE's)</b>	557.13	557.13	-	-	17.28	-	2.00	-	-	-	576.41	19.28
<b>Percent of 2010 FTE's</b>			<b>0.0%</b>	<b>0.0%</b>	<b>3.1%</b>	<b>0.0%</b>	<b>0.4%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>3.5%</b>	

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

2010 Forecast vs. Budget Variance Explanation	Surplus / (Deficit)		
	Exp.	Rev.	Net
<b>Forecast vs. Budget Variance Explanation</b>			
Increased compensation cost for temporary positions related to Resident Assessment Instrument-Minimum Data Set (RAI-MDS) Coordinators and Provincial Registered Practical Nurse Initiative.	(1,055)	1,055	-
July 1 legislated increases to registered dietician service hours, food service handlers service hours, raw food per diem & resident laundry requirements.	(105)	105	-
Temporary position for FIT Tester position to meet Long Term Care (LTC) employee fit testing requirements under the Occupational Health & Safety Act.	(35)	-	(35)
Increased compensation from pay grade changes as a result of new legislation requiring all Health Care Aides to successfully complete a Personal Support Worker (PSW) program.	(360)	-	(360)
Temporary position for Senior Administrator. A LTC Home Administrator cannot be responsible for the Branch and a Home concurrently per the new Long-Term Care Homes Act (70) and Ontario Regulation 212.	(150)	-	(150)
Unbudgeted inflationary increases for the laundry and food services contracts.	(105)	-	(105)
Increased legislated staff training.	(255)	-	(255)
Increased compensation from Workers Safety Insurance Board (WSIB) payments for settlement of permanent benefit awards and short term work related accident claims, modified work requirements and sick leave replacement.	(783)	-	(783)
Ministry of Health and Long-Term Care (MOHLTC) funding announcement - June 29th and additional resident revenue.	-	1,213	1,213
<b>Total Surplus / (Deficit)</b>	<b>(2,848)</b>	<b>2,373</b>	<b>(475)</b>

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

2010 Baseline Adjustments / Explanations	Increase / (Decrease)			
	Exp.	Rev.	Net 2011 Changes	FTE Impact
<b>Adjustments to Base Budget</b>				
Adjustment in compensation as a result of new legislation requiring all Health Care Aides to successfully complete a PSW program which resulted in a pay grade increase.	715	-	715	-
Adjustment to compensation due to increased WSIB costs as base budget has been insufficient for several years.	500	-	500	-
Adjustment for the implementation of the Harmonized Sales Tax.	25	-	25	-
Removal of one-time Management Professional Exempt performance pay.	(13)	-	(13)	-
<b>Total Adjustments to Base Budget</b>	<b>1,227</b>	<b>-</b>	<b>1,227</b>	<b>-</b>

2011 Pressure Category / Explanation	Increase / (Decrease)			
	Exp.	Rev.	Net 2010 Changes	FTE Impact
<b>Maintain Services</b>				
All programs include an adjustment for contract settlements, increments and benefit adjustments.	1,095	-	1,095	-
Inflationary increase to commercial linen and food service contracts.	105	-	105	-
Increase in facility costs related to inflation on compensation contracts, contractual contracts for janitorial, security, hydro and other maintenance.	278	-	278	-
<b>Total Maintain Services</b>	<b>1,478</b>	<b>-</b>	<b>1,478</b>	<b>-</b>

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

2011 Pressure Category / Explanation	Increase / (Decrease)			FTE Impact
	Exp.	Rev.	Net 2011 Changes	
<b>Provincial Legislated</b>				
Increase in food services staffing hours and raw food requirements. Ontario Regulation 79/10 (77).2.	90	(90)	-	0.78
Increase in resident personal laundry requirements. Ontario Regulation 79/10 (89) 1.iii.	25	(25)	-	0.40
Establishment of FIT Tester position to meet Long Term Care (LTC) employee fit testing requirements under the Occupational Health & Safety Act.	70	-	70	1.00
Increase in registered dietician requirements. Ontario Regulation 79/10 (74) 2.	95	(95)	-	-
Establishment of new positions to support Resident Assessment Instrument-Minimum Data Set implementation.	410	(410)	-	5.00
Increase in Registered Practical Nurse positions.	645	(645)	-	8.10
Implementation of New Long-Term Care Homes Act requiring mandatory training programs, increased staff to support new volunteer program and facility upgrades. Council Report approved July 14, 2010 No. ACS2010-COS-CSS-0010.	570	-	570	2.00
Estimated Long-Term Care resident revenue increase.	-	(241)	(241)	-
Increase in Ministry of Health and Long-Term Care per diem funding.	-	(1,164)	(1,164)	-
<b>Total Provincial Legislated</b>	<b>1,905</b>	<b>(2,670)</b>	<b>(765)</b>	<b>17.28</b>
<b>New Services / Needs</b>				
Establishment of Senior Administrator and Administration Assistant positions. A LTC Home Administrator cannot be responsible for the Branch and a Home concurrently per the new Long-Term Care Homes Act (70) and Ontario Regulation 212.	220	-	220	2.00
<b>Total New Services / Needs</b>	<b>220</b>	<b>-</b>	<b>220</b>	<b>2.00</b>
<b>Efficiencies</b>				
Allocation of Service Innovation & Efficiency Initiative.	(44)	-	(44)	-
<b>Total Efficiencies</b>	<b>(44)</b>	<b>-</b>	<b>(44)</b>	<b>-</b>
<b>Total Budget Changes</b>	<b>4,786</b>	<b>(2,670)</b>	<b>2,116</b>	<b>19.28</b>

**City of Ottawa**  
**Community & Protective Services Committee**  
**Capital Program**  
**In Thousands (\$000)**

**2011 Draft Budget**

Service Area: Long Term Care							
Category	2011 Draft Capital Budget	Revenues	Tax Supported/ Dedicated Reserves	Gas Tax	Rate Supported Reserves	Development Charges	Debt
Renewal of City Assets	<b>926</b>	350	576	-	-	-	-
Regulatory	-	-	-	-	-	-	-
Strategic Initiatives	<b>895</b>	-	895	-	-	-	-
<b>Total</b>	<b>1,821</b>	<b>350</b>	<b>1,471</b>	-	-	-	-

**City of Ottawa**  
**Service Area: Long Term Care**  
**In Thousands (\$000)**

**2011 Draft Budget**

Program Information				Financial Details																																																								
<b>Buildings and Parks- Long Term Care</b>																																																												
Dept:	Infrastructure Services		Category:	Renewal of City Assets		Ward:	Multiple		Year of Completion:	Various																																																		
<p>The Buildings and Parks Program provides for life cycle renewal and replacement works to existing building and park assets. Detailed scope of work for specific projects extends to a wide assortment of work such as roof replacement, building preservation, building mechanical and electrical systems, park play structures, hard landscaping, arena and pool equipment and unplanned emergency work. Annual programming provides allocations as required to core project cost groupings - buildings and parks - for each of the ten service areas as follows:</p> <table border="1"> <thead> <tr> <th>Service Area</th> <th>Project Cost Groupings</th> <th>Service Area</th> <th></th> </tr> </thead> <tbody> <tr> <td>Parks &amp; Recreation</td> <td>Buildings</td> <td>Parks</td> <td>\$ 6,607</td> </tr> <tr> <td>Long Term Care</td> <td>Buildings</td> <td></td> <td>\$ 576</td> </tr> <tr> <td>Fire Services</td> <td>Buildings</td> <td></td> <td>\$ 319</td> </tr> <tr> <td>Social Housing</td> <td>Buildings</td> <td></td> <td>\$ 128</td> </tr> <tr> <td>Cultural Services</td> <td>Buildings</td> <td></td> <td>\$ 128</td> </tr> <tr> <td>Child Care Services</td> <td>Buildings</td> <td></td> <td>\$ 43</td> </tr> <tr> <td>General Government</td> <td>Buildings</td> <td>Condition Assessment</td> <td>\$ 767</td> </tr> <tr> <td>Library Services</td> <td>Buildings</td> <td></td> <td>\$ 470</td> </tr> <tr> <td>Transit Services</td> <td>Buildings</td> <td></td> <td>\$ 6,550</td> </tr> <tr> <td>Transportation Services</td> <td>Buildings</td> <td></td> <td>\$ 807</td> </tr> <tr> <td>2011 Authority Request</td> <td>\$15,690</td> <td>\$405</td> <td>\$300</td> <td>\$16,395</td> </tr> </tbody> </table> <p>Program funding requirements to support project needs are defined in the upcoming Long Range Financial Plan. Actual budget allocations for these programs are adjusted to reflect change in need and affordability. Forecasts are based on bulk allocations that will be detailed in future budget submissions. Project Cost Group Summaries are provided following this program summary.</p>						Service Area	Project Cost Groupings	Service Area		Parks & Recreation	Buildings	Parks	\$ 6,607	Long Term Care	Buildings		\$ 576	Fire Services	Buildings		\$ 319	Social Housing	Buildings		\$ 128	Cultural Services	Buildings		\$ 128	Child Care Services	Buildings		\$ 43	General Government	Buildings	Condition Assessment	\$ 767	Library Services	Buildings		\$ 470	Transit Services	Buildings		\$ 6,550	Transportation Services	Buildings		\$ 807	2011 Authority Request	\$15,690	\$405	\$300	\$16,395	<b>2011</b>	<b>576</b>	Unspent Previous Authority		477	
						Service Area	Project Cost Groupings	Service Area																																																				
						Parks & Recreation	Buildings	Parks	\$ 6,607																																																			
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						Child Care Services	Buildings		\$ 43																																																			
						General Government	Buildings	Condition Assessment	\$ 767																																																			
						Library Services	Buildings		\$ 470																																																			
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Gas Tax	-	Debt		-																																																								
<b>Forecast</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>																																																								
Authority	576	500	500	500																																																								
Spending Plan	576	500	500	500																																																								
FTE's	-	-	-	-																																																								
Operating Impact	-	-	-	-																																																								

Project	Ward	Location/Description	\$000's
<b>905914 Buildings-Heritage - Long Term Care</b>		<b>CW</b>	<b>576</b>
The 2011 Long Term Care – Buildings budget allocation has been adjusted to reflect change in need and affordability. Detailed information and costs associated with specific components and projects are as follows.			
Long Term Care Facilities	CW	Contingency: Long Term Care Facilities	25
Long Term Care Facilities	CW	Internal Project Management	47
Carleton Lodge	22	Replace fire pump transfer switch / replace elevator per audit recommendation	402
Peter D. Clark Centre: The Bungalows	8	Replace Fire Alarm System and Exterior Hardi-Plank Finish Remediation	102



Project Information		Financial Details					
<b>905985 2011 Furniture &amp; Equipment LTC</b>							
Dept:	Community & Social Services	Category:	Renewal of City Assets	Ward:	08,12,22	Year of Completion:	2015
<p>To maintain furniture and equipment safe, in good repair, and in compliance with Ministry of Health and Long Term Care standards the Long-Term Care Branch must replace resident furniture and equipment as it becomes obsolete.</p> <p>Regular replacement of furniture and equipment is also essential to maintain resident comfort and staff safety.</p>	<b>2011 Request</b>		<b>225</b>	Unspent Previous Authority		39	
	Revenues		225	Rate Supported		-	
	Tax Supported/ Dedicated		-	Development Charges		-	
	Gas Tax		-	Debt		-	
	<b>Forecast</b>		<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	
	Authority		225	225	225	225	
	Spending Plan		225	225	225	225	
	FTE's		-	-	-	-	
	Operating Impact		-	-	-	-	
	<b>905986 2011 Renovations &amp; Equip LTC</b>						
Dept:	Community & Social Services	Category:	Renewal of City Assets	Ward:	08,12,22	Year of Completion:	2015
<p>There are projects related to resident safety and security that result in renovations to meet Ministry of Health and Long-Term Care Compliance Standards.</p>	<b>2011 Request</b>		<b>125</b>	Unspent Previous Authority		80	
	Revenues		125	Rate Supported		-	
	Tax Supported/ Dedicated		-	Development Charges		-	
	Gas Tax		-	Debt		-	
	<b>Forecast</b>		<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	
	Authority		125	125	125	125	
	Spending Plan		125	125	125	125	
	FTE's		-	-	-	-	
	Operating Impact		-	-	-	-	

Project Information		Financial Details				
<b>905987 LTC - Call Bell System Upgrade</b>						
Dept:	Community & Social Services	Category:	Strategic Initiatives	Ward:	CW	
				Year of Completion:	2012	
<p>This project involves the replacement and upgrade of nurse call bell systems in all four Long Term Care Homes, which allows residents to contact a nurse from their bed in the event of an emergency. This is required to meet the safety and care requirements of the new Long Term Care Homes Act. Council Report ACS2010-COS-CSS-0010 approved July 14, 2010.</p>		<b>2011 Request</b>	<b>500</b>	Unspent Previous Authority		-
		Revenues	-	Rate Supported		-
		Tax Supported/ Dedicated	500	Development Charges		-
		Gas Tax	-	Debt		-
		<b>Forecast</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>
		Authority	500	-	-	-
		Spending Plan	500	-	-	-
		FTE's	-	-	-	-
		Operating Impact	-	-	-	-
		<b>905988 LTC - Security Alarm Systems</b>				
Dept:	Community & Social Services	Category:	Strategic Initiatives	Ward:	CW	
				Year of Completion:	2012	
<p>The scope of this project requires the installation of a security system in all four Long Term Care Homes to ensure all exterior doors and interior stairwell doors are outfitted with audible alarms that are connected to the nurse call system. This is required to meet the safety requirements of the new Long Term Care Homes Act. Council Report ACS2010-COS-CSS-0010 approved July 14, 2010.</p>		<b>2011 Request</b>	<b>250</b>	Unspent Previous Authority		-
		Revenues	-	Rate Supported		-
		Tax Supported/ Dedicated	250	Development Charges		-
		Gas Tax	-	Debt		-
		<b>Forecast</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>
		Authority	250	-	-	-
		Spending Plan	250	-	-	-
		FTE's	-	-	-	-
		Operating Impact	-	-	-	-

Project Information		Financial Details				
<b>906230 LTC - Elevator Card Readers</b>						
Dept:	Community & Social Services	Category:	Strategic Initiatives	Ward:	CW	
				Year of Completion:	2012	
This project provides for the installation of a card reader system in the elevators in two of the Long Term Care Homes to restrict access to non-resident areas to meet the safety requirements of the new Long Term Care Homes Act. Council Report ACS2010-COS-CSS-0010 approved July 14, 2010.		<b>2011 Request</b>	<b>60</b>	Unspent Previous Authority		-
		Revenues	-	Rate Supported		-
		Tax Supported/ Dedicated	60	Development Charges		-
		Gas Tax	-	Debt		-
		<b>Forecast</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>
		Authority	60	-	-	-
		Spending Plan	60	-	-	-
		FTE's	-	-	-	-
		Operating Impact	-	-	-	-

**City of Ottawa**  
**Service Area: Long Term Care**  
**In Thousands (\$000)**

**2011 Draft Budget**

Program Information			Financial Details																										
<b>Accessibility - Long Term Care</b>																													
Dept:	Infrastructure Services	Category:	Strategic Initiatives	Ward:	Multiple	Year of Completion:	Various																						
<p>The Buildings and Parks Program provides for accessibility retrofit works to existing building and park assets. This capital program supports barrier identification and barrier removal work in City buildings and facilities to ensure that the city is meeting the intent of the accessibility for Ontario with Disabilities Act (AODA). This program supports a wide assortment of facility modifications and adjustments such as the installation of power-assisted door operators; tactile improvements; door width enlargements; upgrades for the visually, hearing and mobility impaired facility users and includes necessary improvements to building elevators. Part of the funding is directed to undertaking accessibility audits to identify barriers as called for by this provincial legislation.</p> <p><u>Service Area</u>                      <u>Project Cost Grouping</u></p> <table border="0"> <tr> <td>Parks &amp; Recreation</td> <td>Accessibility</td> <td>\$1,295</td> </tr> <tr> <td>Long Term Care</td> <td>Accessibility</td> <td>\$ 85</td> </tr> <tr> <td>Social Housing</td> <td>Accessibility</td> <td>\$ 100</td> </tr> <tr> <td>Cultural Services</td> <td>Accessibility</td> <td>\$ 30</td> </tr> <tr> <td>General Government</td> <td>Accessibility</td> <td>\$ 405</td> </tr> <tr> <td>Library Services</td> <td>Accessibility</td> <td>\$ 85</td> </tr> <tr> <td colspan="2"><u>2011 Authority Request</u></td> <td><u>\$ 2,000</u></td> </tr> </table>				Parks & Recreation	Accessibility	\$1,295	Long Term Care	Accessibility	\$ 85	Social Housing	Accessibility	\$ 100	Cultural Services	Accessibility	\$ 30	General Government	Accessibility	\$ 405	Library Services	Accessibility	\$ 85	<u>2011 Authority Request</u>		<u>\$ 2,000</u>	<b>2011</b>	<b>85</b>	Unspent Previous Authority		-
				Parks & Recreation	Accessibility	\$1,295																							
				Long Term Care	Accessibility	\$ 85																							
				Social Housing	Accessibility	\$ 100																							
				Cultural Services	Accessibility	\$ 30																							
				General Government	Accessibility	\$ 405																							
				Library Services	Accessibility	\$ 85																							
				<u>2011 Authority Request</u>		<u>\$ 2,000</u>																							
				Revenues	-	Rate Supported	-																						
				Tax Supported/ Dedicated	85	Development Charges	-																						
Gas Tax	-	Debt	-																										
<b>Forecast</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>																									
Authority	85	20	20	20																									
Spending Plan	85	20	20	20																									
FTE's Operating Impact	-	-	-	-																									

Program funding requirements to support project needs are defined in the Long Range Financial Plan. Actual budget allocations for these programs are adjusted to reflect change in need and affordability. Forecasts are based on bulk allocations that will be detailed in future budget submissions. Project Cost Group Summaries are provided following this program summary.

**City of Ottawa**

**Service Area: Long Term Care**  
**In Thousands (\$000)**

**2011 Draft Budget**

Project	Ward	Location/Description	\$000's
<b>906039</b>	<b>Accessability - Long Term Care</b>	<b>CW</b>	<b>85</b>
<p>The 2011 Long Term Care – Accessability budget allocations has been adjusted to reflect change in need and affordability. Detailed information and costs associated with specific components and projects are provided following this summary.</p>			
Carleton Lodge	22	Accessible Ramp	75
Long Term Care Facilities	CW	Accessibility: Barrier Removal	10



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

Operating Resource Requirement	2009	2010		2011	\$ Change Over	
	Actual	Forecast	Budget	Estimate	2010 Budget	2009 Actual
<b>Expenditures by Program</b>						
Manager's Office	252	285	285	279	(6)	27
Community Partnership Funding Prog.	19,794	20,904	20,994	21,772	778	1,978
Social Policy & Research	165	177	177	177	-	12
Service Innovation & Efficiency Prog	-	(7)	(7)	(25)	(18)	(25)
<b>Gross Expenditure</b>	<b>20,211</b>	<b>21,359</b>	<b>21,449</b>	<b>22,203</b>	<b>754</b>	<b>1,992</b>
Recoveries & Allocations	-	-	-	-	-	-
Revenue	(214)	(228)	(228)	(228)	-	(14)
<b>Net Requirement</b>	<b>19,997</b>	<b>21,131</b>	<b>21,221</b>	<b>21,975</b>	<b>754</b>	<b>1,978</b>
<b>Expenditures by Type</b>						
Salaries, Wages & Benefits	411	743	743	747	4	336
Overtime	1	-	-	-	-	(1)
Material & Services	5	44	44	44	-	39
Transfers/Grants/Financial Charges	19,794	20,564	20,654	21,422	768	1,628
Fleet Costs	-	-	-	-	-	-
Program Facility Costs	-	-	-	-	-	-
Other Internal Costs	-	15	15	15	-	15
Service Innovation & Efficiency Prog	-	(7)	(7)	(25)	(18)	(25)
<b>Gross Expenditures</b>	<b>20,211</b>	<b>21,359</b>	<b>21,449</b>	<b>22,203</b>	<b>754</b>	<b>1,992</b>
Recoveries & Allocations	-	-	-	-	-	-
<b>Net Expenditure</b>	<b>20,211</b>	<b>21,359</b>	<b>21,449</b>	<b>22,203</b>	<b>754</b>	<b>1,992</b>
<b>Revenues By Type</b>						
Federal	-	-	-	-	-	-
Provincial	(214)	(228)	(228)	(228)	-	(14)
Municipal	-	-	-	-	-	-
Own Funds	-	-	-	-	-	-
Fees and Services	-	-	-	-	-	-
Fines	-	-	-	-	-	-
Other	-	-	-	-	-	-
<b>Total Revenue</b>	<b>(214)</b>	<b>(228)</b>	<b>(228)</b>	<b>(228)</b>	<b>-</b>	<b>(14)</b>
<b>Net Requirement</b>	<b>19,997</b>	<b>21,131</b>	<b>21,221</b>	<b>21,975</b>	<b>754</b>	<b>1,978</b>
<b>Full Time Equivalents</b>	<b>12.00</b>	<b>12.00</b>	<b>12.00</b>	<b>12.00</b>	<b>-</b>	<b>-</b>

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

Operating Resource Requirement Analysis	2010 Baseline			2011 Adjustments						2011	\$ Change Over '10 Budget	
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	New Services / Needs	Efficiencies	User Fees & Charges	Proposed Budget Changes		Estimate
<b>Expenditures by Program</b>												
Manager's Office	285	285	(6)	-	-	-	-	-	-	-	279	(6)
Community Partnership Funding Prog.	20,904	20,994	-	425	-	-	700	-	-	(347)	21,772	778
Social Policy & Research	177	177	-	-	-	-	-	-	-	-	177	-
Service Innovation & Efficiency Prog	(7)	(7)	-	-	-	-	-	(18)	-	-	(25)	(18)
<b>Gross Expenditure</b>	<b>21,359</b>	<b>21,449</b>	<b>(6)</b>	<b>425</b>	<b>-</b>	<b>-</b>	<b>700</b>	<b>(18)</b>	<b>-</b>	<b>(347)</b>	<b>22,203</b>	<b>754</b>
Recoveries & Allocations	-	-	-	-	-	-	-	-	-	-	-	-
Revenue	(228)	(228)	-	-	-	-	-	-	-	-	(228)	-
<b>Net Requirement</b>	<b>21,131</b>	<b>21,221</b>	<b>(6)</b>	<b>425</b>	<b>-</b>	<b>-</b>	<b>700</b>	<b>(18)</b>	<b>-</b>	<b>(347)</b>	<b>21,975</b>	<b>754</b>
<b>Expenditures by Type</b>												
Salaries, Wages & Benefits	743	743	(6)	10	-	-	-	-	-	-	747	4
Overtime	-	-	-	-	-	-	-	-	-	-	-	-
Material & Services	44	44	-	-	-	-	-	-	-	-	44	-
Transfers/Grants/Financial Charges	20,564	20,654	-	415	-	-	700	-	-	(347)	21,422	768
Fleet Costs	-	-	-	-	-	-	-	-	-	-	-	-
Program Facility Costs	-	-	-	-	-	-	-	-	-	-	-	-
Other Internal Costs	15	15	-	-	-	-	-	-	-	-	15	-
Service Innovation & Efficiency Prog	(7)	(7)	-	-	-	-	-	(18)	-	-	(25)	(18)
<b>Gross Expenditures</b>	<b>21,359</b>	<b>21,449</b>	<b>(6)</b>	<b>425</b>	<b>-</b>	<b>-</b>	<b>700</b>	<b>(18)</b>	<b>-</b>	<b>(347)</b>	<b>22,203</b>	<b>754</b>
Recoveries & Allocations	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Expenditure</b>	<b>21,359</b>	<b>21,449</b>	<b>(6)</b>	<b>425</b>	<b>-</b>	<b>-</b>	<b>700</b>	<b>(18)</b>	<b>-</b>	<b>(347)</b>	<b>22,203</b>	<b>754</b>
<b>Percent of 2010 Net Expenditure Budget</b>			<b>0.0%</b>	<b>2.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>3.3%</b>	<b>-0.1%</b>	<b>0.0%</b>	<b>-1.6%</b>	<b>3.5%</b>	
<b>Revenues By Type</b>												
Federal	-	-	-	-	-	-	-	-	-	-	-	-
Provincial	(228)	(228)	-	-	-	-	-	-	-	-	(228)	-
Municipal	-	-	-	-	-	-	-	-	-	-	-	-
Own Funds	-	-	-	-	-	-	-	-	-	-	-	-
Fees and Services	-	-	-	-	-	-	-	-	-	-	-	-
Fines	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Revenue</b>	<b>(228)</b>	<b>(228)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(228)</b>	<b>-</b>
<b>Percent of 2010 Revenue Budget</b>			<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	
<b>Net Requirement</b>	<b>21,131</b>	<b>21,221</b>	<b>(6)</b>	<b>425</b>	<b>-</b>	<b>-</b>	<b>700</b>	<b>(18)</b>	<b>-</b>	<b>(347)</b>	<b>21,975</b>	<b>754</b>
<b>Percent of 2010 Net Requirement Budget</b>			<b>0.0%</b>	<b>2.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>3.3%</b>	<b>-0.1%</b>	<b>0.0%</b>	<b>-1.6%</b>	<b>3.6%</b>	
<b>Full Time Equivalents (FTE's)</b>	12.00	12.00	-	-	-	-	-	-	-	-	12.00	-
<b>Percent of 2010 FTE's</b>			<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	



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

2010 Forecast vs. Budget Variance Explanation	Surplus / (Deficit)		
	Exp.	Rev.	Net
<b>Forecast vs. Budget Variance Explanation</b> Small surplus due to un-allocated agency funding.	90	-	90
<b>Total Surplus / (Deficit)</b>	<b>90</b>	<b>-</b>	<b>90</b>

2010 Baseline Adjustments / Explanations	Increase / (Decrease)			
	Exp.	Rev.	Net 2011 Changes	FTE Impact
<b>Adjustments to Base Budget</b> Removal of one-time Management Professional Exempt performance pay.	(6)	-	(6)	-
<b>Total Adjustments to Base Budget</b>	<b>(6)</b>	<b>-</b>	<b>(6)</b>	<b>-</b>

2011 Pressure Category / Explanation	Increase / (Decrease)			
	Exp.	Rev.	Net 2011 Changes	FTE Impact
<b>Maintain Services</b> All programs include an adjustment for 2011 contract settlements, increments, and benefit adjustments.	10	-	10	-
Inflationary increase in funding for Social Service and Health agencies.	415	-	415	-
<b>Total Maintain Services</b>	<b>425</b>	<b>-</b>	<b>425</b>	<b>-</b>
<b>New Services / Needs</b> Community Agency Sustainability funding to help address identified agency staffing and operating budget pressures related to existing programs. Council Report ACS2006-CPS-CSF-0001	450	-	450	-
Community Development Framework Neighbourhood Sustainability partnered funding for priority neighbourhood sustainability. Council Report ACS2008-CPS-DCM-0003	250	-	250	-
<b>Total New Services / Needs</b>	<b>700</b>	<b>-</b>	<b>700</b>	<b>-</b>

**City of Ottawa**

**Community & Social Services**

**Community Development & Funding - Operating Resource Requirement Explanatory Notes**

In Thousands (\$000)

2011 Pressure Category / Explanation	Increase / (Decrease)			
	Exp.	Rev.	Net 2011 Changes	FTE Impact
<b>Efficiencies</b>				
Allocation of Service Innovation & Efficiency Initiative.	(18)	-	(18)	-
<b>Total Efficiencies</b>	<b>(18)</b>	<b>-</b>	<b>(18)</b>	<b>-</b>
<b>Proposed Budget Changes</b>				
See Proposed Budget Changes schedule for details.	(347)	-	(347)	-
<b>Total Proposed Budget Changes</b>	<b>(347)</b>	<b>-</b>	<b>(347)</b>	<b>-</b>
<b>Total Budget Changes</b>	<b>754</b>	<b>-</b>	<b>754</b>	<b>-</b>

**City of Ottawa**  
**Community & Social Services**  
**Community Development & Funding - Proposed Budget Changes**  
 In Thousands (\$000)

Strategy Category	Dept.	Branch	Program / Service Adjustment	2011 Proposed Budget Change			
				Exp	Rev	Net Impact	FTE Impact
2	C&SS	CDF	<b><u>Proposed Budget Change</u></b> Defer Community Agency Sustainability funding to help address identified agency staffing and operating budget pressures related to existing programs. Council Report ACS2006-CPS-CSF-0001	(450)	-	(450)	-
			<b><u>Impact on Public / City Departments</u></b> Agencies will be required to operate within existing funding levels and may experience difficulties in maintaining services, retaining staff and volunteers, and in meeting budget pressures related to existing levels of service (ie. rent, utilities, insurance, maintenance). It will result in a reduced ability to address emerging needs and operational pressures beyond inflation for community agencies.				
2	C&SS	CDF	<b><u>Proposed Budget Change</u></b> Increase COLA provision from 2.0% to 2.5% for Social Service and Health agencies.	103	-	103	-
			<b><u>Impact on Public / City Departments</u></b> Additional funding would be used to mitigate the above deferral and address sustainability & stability issue for community agencies.				
<b>Total Proposed Budget Changes</b>				<b>(347)</b>	<b>-</b>	<b>(347)</b>	<b>-</b>

<b>1 - New Revenue</b>	<b>2 - Deferral of Proposed New Service Expenditures</b>	<b>3 - Deferral of Capital Projects</b>	<b>4 Adjustments to Existing Services</b>
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# Parks, Recreation & Cultural Srvc. Dept. – 2010 Budget Briefing Note

## Description

The goal of Parks, Recreation and Cultural Services is to deliver high quality recreation and cultural services in collaboration with the community to the residents in the City of Ottawa to improve their general health and economic well-being, and to contribute to Ottawa's quality of life, vibrancy and cultural identity. In order to meet this goal, Parks, Recreation and Cultural Services:

- Develops and delivers recreation and cultural programs in arenas, pools, cultural facilities and community centres.
- Provides opportunities for participation in and access to Ottawa's arts, culture and heritage, in a national and international context.
- Works with Community Recreation and Sports groups to maximize access and opportunities for recreation and cultural programs/activities to encourage active lifestyles.
- Supports community partners to deliver local arts, cultural and heritage programs on behalf of the City.
- Identifies and preserves the corporate memory and safeguards the collective contributions of Ottawa's Citizens to its history.
- Plans, develops and redevelops recreation and cultural facilities, parks and sportsfields to ensure that all residents have the opportunity for a healthy and active lifestyle.
- Invests in local cultural initiatives and assets to sustain municipal and community cultural infrastructure and programs.
- Supports corporate and departmental volunteer activity, city-wide special events, festivals, fairs, community, sporting, heritage and cultural celebrations.

## Programs / Services Offered

The Parks, Recreation and Cultural Services Department:

- Has more than 950 parks where residents can play, run and relax.
- Helps to promote Ottawa's rich network of multi-use pathways and bike routes.
- Operates 18 indoor pools (including three wave pools), 9 outdoor pools, 52 wading pools, 86 water play/spray pads and supervises four beaches.
- Operates 34 arenas with a total of 43 indoor ice surfaces and 10 curling sheets.
- Coordinates 324 Outdoor Rinks and services at 244 locations.
- Operates 10 major recreation complexes and close to 100 community centres.
- Directs activities at four seniors centres.
- Allocates 311 ball diamonds and more than 303 sports fields to community organizations.
- Supports 277 tennis courts in 101 parks, offers outdoor basketball courts and 14 skateboard parks across the City.
- Provides recreation opportunities at the Nepean National Equestrian Park and Terry Fox Athletic Facility.
- Oversees the management of the Pineview Golf Course, the Nepean Sailing Club and the Ottawa Municipal Campground.
- Manages and monitors 5 Public-Private Partnership agreements.

## Parks, Recreation & Cultural Srvc. Dept. – 2010 Budget Briefing Note

- Operates 24 cultural facilities across the City including 2 theatres, 3 museums, 7 art galleries, 1 archives consisting of 3 branch facilities, 2 instructional art centres, 3 artist studios and 2 multi-disciplinary facilities (including Arts Court).
- Circulates a civic art collection for public access in over 100 city buildings.
- Stewards, preserves and interprets over 57,500 museum artefacts and over 18,500 linear feet of Ottawa's irreplaceable documentary archival heritage and heritage collections.
- Researches, develops and delivers local museum educational programs to meet school curriculum requirements.
- Processes over 7,056 archival research requests and provides access to records of civic and community significance to residents.
- Supports over 314 not-for-profit cultural organizations that provided over 20,000 programs, services and activities for over 2.9 million participants and visitors.
- Provides \$10M in financial support to over 140 community recreation organizations who provide a range of recreational programs and services and to over 250 local not-for-profit cultural organizations to support the creation, production and presentation of arts, festivals, fairs and heritage activities, programs and services for residents and visitors alike.
- Allocates time to community groups and individuals in over 300 halls and reserves almost 48,000 facility hours annually.
- Operates specialized and therapeutic recreation programs for over 2300 children, youth and adults with disabilities.
- Supports 25 corporate branches/units that rely on over 6,929 volunteers for program and service operations at over 83 locations.
- Coordinates "one-stop shopping" for over 200 events per year; coordinating logistics, meetings, licenses, permits, etc. between event organizers and impacted City departments related to the activation of City services, resulting in efficiencies for both the organizers and city staff as a whole, National Capital Commission, Alcohol & Gaming Control of Ontario, the Ottawa Gatineau Film office (350 plus shoots per year) and the RCMP.
- Provides integrated opportunities for special needs individuals in all programs.
- Offers over 610 hours per week (Fall/Winter) for public skating and public swimming to citizens of all ages.
- Attracts over 35,000 participants to a wide variety of Summer and March Break camps and over 4000 participants in After School programs for children and youth.
- Delivers recreation and culture programs to 208,000 participants annually.

### Performance / Outcome Measures

The percentage of francophone recreational activities offered has increased over 60% since 2007.  
PRCS trained over 6000 participants at its indoor pools in advanced aquatic certification programs.  
PRCS provided access for residents to participate in recreation and culture programs by providing over 7000 unique users with Ottawa Hand in Hand Fee Support.  
Ottawa's hectares of maintained parkland is 396 per 100,000 population; 33% higher than the median of other Ontario Municipal Benchmarking Initiative comparators.  
PRCS recruited and trained almost 3,775 volunteers who provided more than 127,094 volunteer hours every year.

## Parks, Recreation & Cultural Srvc. Dept. – 2010 Budget Briefing Note

### 2010 Budget Risks / Other Considerations

No inflationary increase to recreation fees will increase tax support to programs.

Failure to achieve PCI Compliancy and loss of ability to accept debit and credit card transactions will result in lower participation rates and lost revenues.

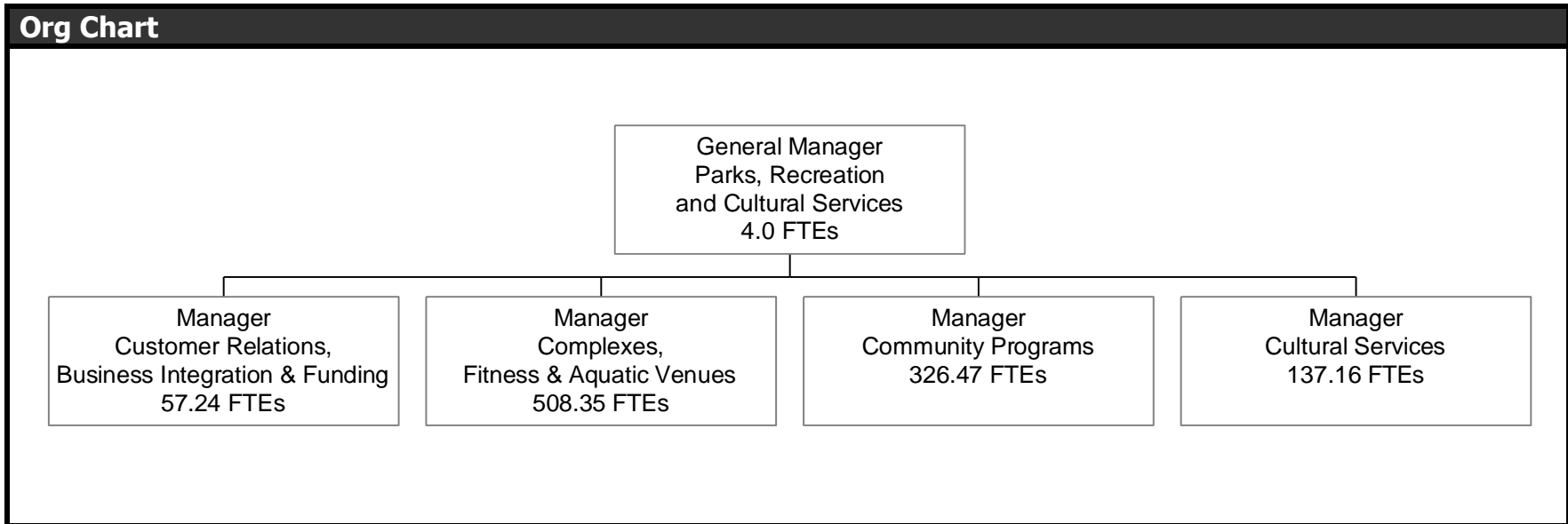
Lifecycle renewal projects may impact revenue targets if they result in prolonged facility shutdowns.

Any extensions to Recreation Infrastructure Capital projects will create service disruptions that will result in lost revenues.

The expansion of Calypso Water Park in East Ottawa may draw staff and participants away from City programs.

IATSE contract negotiations may impact theatre operations and the cost of community use.

# Parks, Recreation & Cultural Srvc. Dept. – 2010 Budget Briefing Note



**City of Ottawa**  
**Parks, Recreation & Cultural Services - Operating Resource Requirement**

In Thousands (\$000)

Operating Resource Requirement	2009	2010		2011	\$ Change Over	
	Actual	Forecast	Budget	Estimate	2010 Budget	2009 Actual
<b>Expenditures by Program</b>						
General Manager's Office	560	1,318	1,425	1,382	(43)	822
Complexes, Fitness, Aquatics & Community Programs	88,780	93,140	88,446	96,377	7,931	7,597
Cultural & Heritage Services	15,551	16,326	16,117	17,216	1,099	1,665
Customer Relations, Business Integration & Funding	17,496	18,025	18,137	18,705	568	1,209
Service Innovation & Efficiency Prog	-	-	(32)	(877)	(845)	(877)
<b>Gross Expenditure</b>	<b>122,387</b>	<b>128,809</b>	<b>124,093</b>	<b>132,803</b>	<b>8,710</b>	<b>10,416</b>
Recoveries & Allocations	(1,506)	(2,062)	(729)	(729)	-	777
Revenue	(53,214)	(56,392)	(55,056)	(57,021)	(1,965)	(3,807)
<b>Net Requirement</b>	<b>67,667</b>	<b>70,355</b>	<b>68,308</b>	<b>75,053</b>	<b>6,745</b>	<b>7,386</b>
<b>Expenditures by Type</b>						
Salaries, Wages & Benefits	54,243	59,405	54,045	57,934	3,889	3,691
Overtime	281	275	151	156	5	(125)
Material & Services	11,309	11,137	10,281	10,210	(71)	(1,099)
Transfers/Grants/Financial Charges	11,201	11,785	11,429	11,450	21	249
Fleet Costs	209	189	167	173	6	(36)
Program Facility Costs	44,949	46,018	46,018	51,723	5,705	6,774
Other Internal Costs	195	-	2,034	2,034	-	1,839
Service Innovation & Efficiency Prog	-	-	(32)	(877)	(845)	(877)
<b>Gross Expenditures</b>	<b>122,387</b>	<b>128,809</b>	<b>124,093</b>	<b>132,803</b>	<b>8,710</b>	<b>10,416</b>
Recoveries & Allocations	(1,506)	(2,062)	(729)	(729)	-	777
<b>Net Expenditure</b>	<b>120,881</b>	<b>126,747</b>	<b>123,364</b>	<b>132,074</b>	<b>8,710</b>	<b>11,193</b>
<b>Revenues By Type</b>						
Federal	(211)	(219)	(44)	(44)	-	167
Provincial	(1,031)	(1,246)	(929)	(1,004)	(75)	27
Municipal	-	-	-	-	-	-
Own Funds	(618)	(75)	(114)	(114)	-	504
Fees and Services	(51,354)	(54,852)	(53,969)	(55,859)	(1,890)	(4,505)
Fines	-	-	-	-	-	-
Other	-	-	-	-	-	-
<b>Total Revenue</b>	<b>(53,214)</b>	<b>(56,392)</b>	<b>(55,056)</b>	<b>(57,021)</b>	<b>(1,965)</b>	<b>(3,807)</b>
<b>Net Requirement</b>	<b>67,667</b>	<b>70,355</b>	<b>68,308</b>	<b>75,053</b>	<b>6,745</b>	<b>7,386</b>
<b>Full Time Equivalents</b>	<b>972.22</b>	<b>1,033.22</b>	<b>1,033.22</b>	<b>1,074.31</b>	<b>41.09</b>	<b>102.09</b>



City of Ottawa

Parks, Recreation & Cultural Services - Operating Resource Requirement Analysis

In Thousands (\$000)

Operating Resource Requirement Analysis	2010 Baseline			2011 Adjustments							2011	\$ Change Over '10 Budget
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	New Services / Needs	Efficiencies	User Fees & Charges	Proposed Budget Changes	Estimate	
<b>Expenditures by Program</b>												
General Manager's Office	1,318	1,425	(26)	(17)	-	-	-	-	-	-	1,382	(43)
Complexes, Fitness, Aquatics & Community Programs	93,140	88,446	112	4,259	232	3,308	-	20	-	-	96,377	7,931
Cultural & Heritage Services	16,326	16,117	3	672	-	439	-	-	-	(15)	17,216	1,099
Customer Relations, Business Integration & Funding	18,025	18,137	(5)	614	-	43	50	-	-	(134)	18,705	568
Service Innovation & Efficiency Prog	-	(32)	-	-	-	-	-	(845)	-	-	(877)	(845)
<b>Gross Expenditure</b>	<b>128,809</b>	<b>124,093</b>	<b>84</b>	<b>5,528</b>	<b>232</b>	<b>3,790</b>	<b>50</b>	<b>(825)</b>	<b>-</b>	<b>(149)</b>	<b>132,803</b>	<b>8,710</b>
Recoveries & Allocations	(2,062)	(729)	-	-	-	-	-	-	-	-	(729)	-
Revenue	(56,392)	(55,056)	(120)	(550)	(75)	(1,170)	-	(20)	(630)	600	(57,021)	(1,965)
<b>Net Requirement</b>	<b>70,355</b>	<b>68,308</b>	<b>(36)</b>	<b>4,978</b>	<b>157</b>	<b>2,620</b>	<b>50</b>	<b>(845)</b>	<b>(630)</b>	<b>451</b>	<b>75,053</b>	<b>6,745</b>
<b>Expenditures by Type</b>												
Salaries, Wages & Benefits	59,405	54,045	(26)	2,285	-	1,525	105	-	-	-	57,934	3,889
Overtime	275	151	-	5	-	-	-	-	-	-	156	5
Material & Services	11,137	10,281	(59)	210	58	(135)	(55)	20	-	(110)	10,210	(71)
Transfers/Grants/Financial Charges	11,785	11,429	-	45	-	15	-	-	-	(39)	11,450	21
Fleet Costs	189	167	(1)	7	-	-	-	-	-	-	173	6
Program Facility Costs	46,018	46,018	170	2,976	174	2,385	-	-	-	-	51,723	5,705
Other Internal Costs	-	2,034	-	-	-	-	-	-	-	-	2,034	-
Service Innovation & Efficiency Prog	-	(32)	-	-	-	-	-	(845)	-	-	(877)	(845)
<b>Gross Expenditures</b>	<b>128,809</b>	<b>124,093</b>	<b>84</b>	<b>5,528</b>	<b>232</b>	<b>3,790</b>	<b>50</b>	<b>(825)</b>	<b>-</b>	<b>(149)</b>	<b>132,803</b>	<b>8,710</b>
Recoveries & Allocations	(2,062)	(729)	-	-	-	-	-	-	-	-	(729)	-
<b>Net Expenditure</b>	<b>126,747</b>	<b>123,364</b>	<b>84</b>	<b>5,528</b>	<b>232</b>	<b>3,790</b>	<b>50</b>	<b>(825)</b>	<b>-</b>	<b>(149)</b>	<b>132,074</b>	<b>8,710</b>
<b>Percent of 2010 Net Expenditure Budget</b>			<b>0.1%</b>	<b>4.5%</b>	<b>0.2%</b>	<b>3.1%</b>	<b>0.0%</b>	<b>-0.7%</b>	<b>0.0%</b>	<b>-0.1%</b>	<b>7.1%</b>	
<b>Revenues By Type</b>												
Federal	(219)	(44)	-	-	-	-	-	-	-	-	(44)	-
Provincial	(1,246)	(929)	-	-	(75)	-	-	-	-	-	(1,004)	(75)
Municipal	-	-	-	-	-	-	-	-	-	-	-	-
Own Funds	(75)	(114)	-	-	-	-	-	-	-	-	(114)	-
Fees and Services	(54,852)	(53,969)	(120)	(550)	-	(1,170)	-	(20)	(630)	600	(55,859)	(1,890)
Fines	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Revenue</b>	<b>(56,392)</b>	<b>(55,056)</b>	<b>(120)</b>	<b>(550)</b>	<b>(75)</b>	<b>(1,170)</b>	<b>-</b>	<b>(20)</b>	<b>(630)</b>	<b>600</b>	<b>(57,021)</b>	<b>(1,965)</b>
<b>Percent of 2010 Revenue Budget</b>			<b>0.2%</b>	<b>1.0%</b>	<b>0.1%</b>	<b>2.1%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>1.1%</b>	<b>-1.1%</b>	<b>3.6%</b>	
<b>Net Requirement</b>	<b>70,355</b>	<b>68,308</b>	<b>(36)</b>	<b>4,978</b>	<b>157</b>	<b>2,620</b>	<b>50</b>	<b>(845)</b>	<b>(630)</b>	<b>451</b>	<b>75,053</b>	<b>6,745</b>
<b>Percent of 2010 Net Requirement Budget</b>			<b>-0.1%</b>	<b>7.3%</b>	<b>0.2%</b>	<b>3.8%</b>	<b>0.1%</b>	<b>-1.2%</b>	<b>-0.9%</b>	<b>0.7%</b>	<b>9.9%</b>	
<b>Full Time Equivalents (FTE's)</b>	1,033.22	1,033.22	-	0.76	-	38.83	1.50	-	-	-	<b>1,074.31</b>	<b>41.09</b>
<b>Percent of 2010 FTE's</b>			<b>0.0%</b>	<b>0.1%</b>	<b>0.0%</b>	<b>3.8%</b>	<b>0.1%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>4.0%</b>	

**City of Ottawa**

**Parks, Recreation & Cultural Services - Operating Resource Requirement Explanatory Notes**

In Thousands (\$000)

2010 Forecast vs. Budget Variance Explanation	Surplus / (Deficit)		
	Exp.	Rev.	Net
<b>Forecast vs. Budget Variance Explanation</b>			
Revenue loss as a result of the closure of the following facilities; Kanata Leisure Centre; Nepean Sportsplex Halls A&B; Splash Wave Pool; for capital repairs and Federal Infrastructure Stimulus Funding improvements.	-	(900)	(900)
Increased spending and revenue associated with the unbudgeted cost of Hunt Club Riverside Community Centre that the City assumed responsibility for in January due to the local Community Association decision to wind up its operations.	(530)	530	-
Increased spending for program growth greater than budget, increased staffing cost from implementation of the unbudgeted wristband program requiring testing of children swimming at all City aquatic facilities and an increased training requirement for all part time staff as a result of the Accessibility for Ontarians with Disabilities Act . Over expenditure is offset by increase revenue from program growth and additional one-time Provincial funding.	(2,853)	1,706	(1,147)
<b>Total Surplus / (Deficit)</b>	<b>(3,383)</b>	<b>1,336</b>	<b>(2,047)</b>

2010 Baseline Adjustments / Explanations	Increase / (Decrease)			
	Exp.	Rev.	Net 2011 Changes	FTE Impact
<b>Adjustments to Base Budget</b>				
Removal of one-time Management Professional Exempt performance pay.	(26)	-	(26)	-
Adjustment for implementation of Harmonized Sales Tax (HST).	110	-	110	-
Removal of one-time funding for HST on admissions.	-	(120)	(120)	-
<b>Total Adjustments to Base Budget</b>	<b>84</b>	<b>(120)</b>	<b>(36)</b>	<b>-</b>

# City of Ottawa

## Parks, Recreation & Cultural Services - Operating Resource Requirement Explanatory Notes

In Thousands (\$000)

2011 Pressure Category / Explanation	Increase / (Decrease)			
	Exp.	Rev.	Net 2011 Changes	FTE Impact
<b>Maintain Services</b>				
All programs include an adjustment for contracts settlements, increments and benefit adjustments.	2,235	-	2,235	-
Annualization of Recreation fee increases & participation growth.	-	(535)	(535)	-
P3 Contract increases for operating and purchase of ice for the Bell Sensplex and Cavanagh Sensplex arenas offset by an increase on the city's ice rental rates.	35	(15)	20	-
Increased cost for materials and supplies to support Nepean National Equestrian Park operations.	175	-	175	
Loss of funding from Ministry of Health Promotion for Women Alive/femme active no longer available. This program supports women from low income communities to enhance physical & health issues at 8 sites.	45	-	45	0.58
Increase in fleet cost related to inflation on compensation contracts, parts, fuel, Pay-As-You-Go reserve contribution and maintenance.	7	-	7	-
Increase in facility cost related to inflation on compensation contracts, contractual contracts for janitorial, security, hydro and other maintenance.	2,976	-	2,976	-
National Capital Commission had been funding the Pathway Patrol, funding is no longer available.	10	-	10	0.18
Cost of Living Allowance (2%) for Recreation Community Funding grants.	45	-	45	-
<b>Total Maintain Services</b>	<b>5,528</b>	<b>(550)</b>	<b>4,978</b>	<b>0.76</b>
<b>Provincial Legislated</b>				
Increase in federally legislated copyright fees for the Society of Composers, Authors, & Music Publishers of Canada (SOCAN).	15	-	15	
Increase in facility cost for Parks and Recreation related to health and safety requirement for the Respiratory Protection Program and concerns of Parks Building & Grounds staff working alone at the McNabb Arena. This provides for more than one staff on duty.	174	-	174	
Approved provincial funding for seniors programming at Heron Road and Nepean Senior's Centres.	43	(75)	(32)	
<b>Total Provincial Legislated</b>	<b>232</b>	<b>(75)</b>	<b>157</b>	<b>-</b>

## City of Ottawa

### Parks, Recreation & Cultural Services - Operating Resource Requirement Explanatory Notes

In Thousands (\$000)

2011 Pressure Category / Explanation	Increase / (Decrease)			
	Exp.	Rev.	Net 2011 Changes	FTE Impact
<b>Growth</b>				
Recreation and Culture program operating costs related to new or expanded facilities and equipment to be in operation built/expanded under the Stimulus capital program. . The facilities under the Stimulus Capital Program are the Splash Wave Pool, the Bob McQuarrie Recreation Complex, Carlsbad Springs CC, Hintonburg CC and Centrepointe Theatre.	405	(255)	150	8.07
Operating grants and start up costs for outdoor rinks in new parks.	15	-	15	
Operating impacts from capital for expansion of the Rideauview & Overbrooke Community Centres and the City Archives.	90	(110)	(20)	5.58
Recreation program growth at Fred Barrett Community Centre.	55	(55)	-	1.61
Budget required to support the Huntclub Riverside Community Centre. The City assumed operations as the community association wound up it's operations in 2010.	530	(530)	-	17.27
Increased program opportunities and participation at Michele Heights Community Centre.	135	(50)	85	2.77
Increased demand for art instructional programming at the Shenkman Arts Centre.	20	(20)	-	0.66
Department experiencing a 42% increase in departmental volunteer activity, an increase of 1,121 volunteers now totalling 3,775. This is equivalent to 127,094 volunteer hours valued at \$2.25M. Additional budget required for reporting and tracking of legislated provincial training (AODA) and insurance requirements. This position also supports partner organizations and community groups who deliver recreation services on behalf of the city. Support for part-time position to become full-time.	40	-	40	0.50
Increased revenue for Ben Franklin Park outdoor fields due to the transfer of booking of fields from Thunderbird Management Services Inc. (TMSI) to the City.	-	(30)	(30)	
Provincial funding to support integration of Special Needs in After School Programs.	115	(120)	(5)	2.37

# City of Ottawa

## Parks, Recreation & Cultural Services - Operating Resource Requirement Explanatory Notes

In Thousands (\$000)

2011 Pressure Category / Explanation	Increase / (Decrease)			
	Exp.	Rev.	Net 2011 Changes	FTE Impact
<b>Growth Con't</b>				
New facility prorated operating costs related to new facilities and equipment to be in operation for Parks and Recreation that were built/expanded under the Regular and Stimulus capital program. The facilities under the Regular Capital Program are the New Archives, Aquaview Field house, Belltown, Banff/Ledbury Field House, Beaconhill CC, Brantwood Field House, Hunt Club CC and Overbrook CC. The facilities under the Stimulus Capital Program are the Bell Arena, Carlsbad Springs CC, Greenboro CC, Hintonburg CC, Navan Arena, Old Ottawa South CC, Osgoode Arena, Pinecrest Rec Complex, Rideauview CC and Splash Wave Pool. In addition emergency power generators for Navan Arena and Ray Friel Complex and Ben Franklin Park Field House and Soccer Fields transfer back from P3 contractor.	2,385	-	2,385	
<b>Total Growth</b>	<b>3,790</b>	<b>(1,170)</b>	<b>2,620</b>	<b>38.83</b>
<b>New Services / Needs</b>				
Increase in compensation and a reduction in professional services as work will be performed by City staff for the Arts & Heritage plan.	105	-	105	1.50
Reduction in Professional Services as work will be performed by City staff.	(105)	-	(105)	
Recreation 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. \$50K in 2011 is PRCS's portion of the 5th year of a 10 year plan.	50	-	50	
<b>Total New Services / Needs</b>	<b>50</b>	<b>-</b>	<b>50</b>	<b>1.50</b>
<b>Efficiencies</b>				
Savings from Departmental Service Innovation & Efficiency - Transform Municipal Fleet.	(2)	-	(2)	
Allocation of Service Innovation & Efficiency Initiative.	(843)	-	(843)	
Operating Impacts from the capital Service Innovation and Efficiency Project - Optimizing Use of Recreation Facilities.	20	(20)	-	-
<b>Total Efficiencies</b>	<b>(825)</b>	<b>(20)</b>	<b>(845)</b>	<b>-</b>

**City of Ottawa**

**Parks, Recreation & Cultural Services - Operating Resource Requirement Explanatory Notes**

In Thousands (\$000)

2011 Pressure Category / Explanation	Increase / (Decrease)			FTE Impact
	Exp.	Rev.	Net 2011 Changes	
<b>User Fees &amp; Charges</b>				
See following user fee schedule for details on the specific rates.	-	(630)	(630)	-
<b>Total User Fees &amp; Charges</b>	-	<b>(630)</b>	<b>(630)</b>	-
<b>Proposed Budget Changes</b>				
See Proposed Budget Changes schedule for details	(149)	600	451	
<b>Total Proposed Budget Changes</b>	<b>(149)</b>	<b>600</b>	<b>451</b>	-
<b>Total Budget Changes</b>	<b>8,710</b>	<b>(1,965)</b>	<b>6,745</b>	<b>41.09</b>

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

User Fees	2009 Rate	2010 Rate	2011 Rate	% Change Over		Effective Date	2011 Revenue
	\$	\$	\$	2010	2009	DD-MMM-YY	(\$000)
<b>Parks, Recreation &amp; Cultural Services</b>							
<b>Parks &amp; Recreation Fees:</b>							
<u>Arena Rentals</u>							
Minor	137.11	141.22	145.10	2.7%	5.8%	01-Sep-11	(140)
Adult	231.00	235.62	242.10	2.8%	4.8%	01-Sep-11	(63)
Non-Prime Time	107.71	109.87	112.89	2.7%	4.8%	01-Sep-11	(19)
Commercial	231.00	242.55	249.22	2.7%	7.9%	01-Sep-11	(5)
<u>Arena Slab Rentals</u>							
Minor	28.33	28.90	29.69	2.7%	4.8%	01-Apr-11	
Adult	45.55	46.46	47.74	2.8%	4.8%	01-Apr-11	
Commercial	52.96	54.02	55.51	2.8%	4.8%	01-Apr-11	
<u>Sports fields and Ball Diamonds</u>							
Minor	5.98	6.10	6.27	2.8%	4.8%	01-May-11	(25)
Adult	29.70	29.70	29.70	0.0%	0.0%	01-May-11	
Commercial	29.70	31.19	32.05	2.8%	7.9%	01-May-11	
Sports field lighting	11.00	11.00	11.00	0.0%	0.0%	01-May-11	
Hall Rentals, Pool Rentals	16.45-111.89	16.78-114.13	17.24-117.27	2.8%	40.0%	01-Jul-11	(53)
Summer Camp Registrations	29.28-453.72	29.87-462.79	30.69-475.51	2.8%	4.0%	01-Jun-11	(127)
Aquatics Memberships - Child, Youth, Adult, Senior, Family	15.61-593.32	16.23-617.05	16.67-634.02	2.8%	6.0%	01-Apr-11	(22)
Memberships; Fitness, Aqua-Fitness and Senior Centres	262.38-485.24	267.63-494.94	274-73-498.58	2.8%	2.0%	01-Apr-11	(30)
<u>Aquatics Admissions</u>							
Children/Youth - Wave	5.00	5.10	5.24	2.7%	4.8%	01-Apr-11	
Children/Youth - Leisure	2.55	2.60	2.67	2.7%	4.7%	01-Apr-11	
Children/Youth - Standard	1.72	1.75	1.80	2.9%	4.7%	01-Apr-11	
Adult - Wave	7.16	7.30	7.50	2.7%	4.7%	01-Apr-11	
Adult - Leisure	4.50	4.60	4.73	2.8%	5.1%	01-Apr-11	
Adult - Standard	3.96	4.04	4.15	2.7%	4.8%	01-Apr-11	
Senior - Wave	6.11	6.23	6.40	2.7%	4.7%	01-Apr-11	
Senior - Leisure	3.40	3.47	3.57	2.9%	5.0%	01-Apr-11	
Senior - Standard	2.30	2.35	2.41	2.6%	4.8%	01-Apr-11	
Aquatic Instructional, Certification Program Registrations:	53.27-228.78	54.34-233.36	55.83-239.78	2.8%	6.0%	01-Apr-11	(73)
General Program Admissions/Drop in Fees Adult	7.43	7.58	7.79	2.8%	4.8%	01-Apr-11	
General Program Registrations - Children, Adult, Seniors	8.30-159.92	8.63-166.31	8.86-170.88	2.8%	8.0%	01-Apr-11	(143)

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

User Fees	2009 Rate	2010 Rate	2011 Rate	% Change Over		Effective Date	2011 Revenue
	\$	\$	\$	2010	2009	DD-MMM-YY	(\$000)
Learn to Skate	40.43-146.78	41.64-151.18	42.78-155.34	0.0%	6.0%	01-Sep-11	
Public Skating Fees	2.12	2.38	2.45	2.9%	15.6%	01-Sep-11	
Fee Assistance	165.00	165.00	180.00	8.3%	9.1%	01-Apr-11	100
Nepean National Equestrian Park	5.25-510.48	6.25-616.40	6.34-625.84	1.5%	20% to 22.6%	01-Apr-11	(20)
<u>Cultural Services, Rentals, Programs &amp; Related Fees</u>							
Museum Indoor & Outdoor Rentals & Rental Extra Fees	10.00-150.00	10.00-150.00	10.00-150.00	0.0%	0.0%	01-Jan-11	
Cultural Tenant Office Space, Studios & Rental Extra Fees	0.06-40.00	0.07-40.00	.09-40.00	0.0% to 28.6%	0.0% to 50.0%	01-Apr-11	
Theatres, Studios, Atrium, Chamber, Meeting Room Rentals & Rental Extra Fees	16.00-1,830	16.00-1,890	16.00-1,900	0.0% to 0.5%	0.0% to 3.8%	01-Jul-11	(8)
Pouring Vending Fees	2.25-5.75	2.5-5.75	2.75-6.50	11.0%	7.0% to 13.0%	01-Jul-11	(1)
Ticket Box Office Processing Fees	.03-735.00	.03-750.00	.03-775.00	0.0% to 2.0%	0.0% to 5.4%	01-Jul-11	
Pinhey's Point Admissions - Children, Youth, Adult, Senior, Family	By Donation	By Donation	By Donation	n/a	n/a	01-Jan-11	
Museum Admissions - Children, Youth, Adult, Senior, Family, Season Pass	3.00-35.00	3.50-35.00	4.00-35.00	0.0% to 16.7%	0.0% to 33.3%	01-May-11	
Museum School & Visiting Summer Program Admissions	3.00	3.00	4.00	33.3%	33.3%	01-May-11	
Museum & Heritage Programs & Events - Children, Adult, Family	4.00-30.00	4.00-45.00	4.00-45.00	0.0%	0.0% to 50.0%	01-Jan-11	
Tea Service & Museum Camp	12.00-120.00	12.00-140.00	12.50-150.00	4.2% to 7.1%	4.2% to 25.0%	01-May-11	
Archives – Research, Prints, & Publications	0.25 to 700.00	0.25 to 700.00	0.25-710.00	0.0% to 1.4%	0.0% to 1.4%	01-Apr-11	
Community Arts Program Registrations	4.03-9.64	4.07-9.73	4.07-9.73	0.0%	1.0%	01-Jan-11	
Arts Instructional Programs, Studios & Camps - Children, Youth, Adult, Seniors	3.50-22.58	3.71-22.58	3.81-23.20	2.7%	2.7% to 8.9%	01-Sep-11	(1)
Creative Arts - Yoga & Fitness Programs - harmonization with Recreation fees	8.93-10.63	9.46-11.26	6.50-9.00	-20% to -33.3%	-15.3% to -27.2%	01-Apr-11	
<b>Total Departmental</b>							<b>(630)</b>



**City of Ottawa**  
**Parks, Recreation & Cultural Services - Proposed Budget Changes**  
 In Thousands (\$000)

Strategy Category	Dept.	Branch	Program / Service Adjustment	2011 Proposed Budget Change			
				Exp	Rev	Net Impact	FTE Impact
1	PRCS	CRBIF	<b><u>Proposed Budget Change</u></b> Do not increase Recreation fees in 2011.	-	700	<b>700</b>	-
			<b><u>Impact on Public / City Departments</u></b> Freezing recreation fees would increase the level of subsidization from the tax base for recreation program delivery.				-
1	PRCS	CHS	<b><u>Proposed Budget Change</u></b> Fee Assistance subsidy increase - rate increase tied to recreation fee increase.	-	(100)	<b>(100)</b>	-
			<b><u>Impact on Public / City Departments</u></b> No impact – this funding is tied to recreation fee increases. As recreation fees have been frozen, eligible partners will receive the same benefit as in the previous year.				
2	PRCS	CRBIF	<b><u>Proposed Budget Change</u></b> Defer Community Agency Sustainability funding to help address identified agency staffing and operating budget pressures related to existing programs. Council Report ACS2006-CPS-CSF-0001.	(50)	-	<b>(50)</b>	-
			<b><u>Impact on Public / City Departments</u></b> Agencies will be required to operate within existing funding levels and may experience difficulties in maintaining services, retaining staff and volunteers, and in meeting budget pressures related to existing levels of service (ie. rent, utilities, insurance, maintenance). It will result in a reduced ability to address emerging needs and operational pressures beyond inflation for community agencies.				
2	PRCS	CRBIF	<b><u>Proposed Budget Change</u></b> Increase Cost of Living Allowance provision from 2.0% to 2.5% for Recreation Community Funding grants.	11	-	<b>11</b>	-
			<b><u>Impact on Public / City Departments</u></b> Additional funding would be used to mitigate the above deferral and address sustainability & stability issue for community agencies.				

**City of Ottawa**  
**Parks, Recreation & Cultural Services - Proposed Budget Changes**  
 In Thousands (\$000)

Strategy Category	Dept.	Branch	Program / Service Adjustment	2011 Proposed Budget Change			
				Exp	Rev	Net Impact	FTE Impact
4	PRCS	CRBIF	<b>Proposed Budget Change</b> Eliminate production and distribution of the english and french, seasonal, City wide recreation guides.	(95)	-	(95)	-
			<b>Impact on Public / City Departments</b> PDF of guides will continue to be online at Ottawa.ca. In 2011, this reduction will impact the Fall/Winter editions. Paper production is being reduced with the goal of increasing website traffic. On-line information will be provided in both English and French.				
4	PRCS	CHS	<b>Proposed Budget Change</b> Reduce production and eliminate distribution of cultural guide.	(15)	-	(15)	-
			<b>Impact on Public / City Departments</b> Online guide will be available on Ottawa.ca. Paper production is being reduced with the goal of increasing website traffic. On-line information will be provided in both English and French.				
<b>Total Proposed Budget Changes</b>				<b>(149)</b>	<b>600</b>	<b>451</b>	<b>-</b>

<b>1 - New Revenue</b>	<b>2 - Deferral of Proposed New Service Expenditures</b>	<b>3 - Deferral of Capital Projects</b>	<b>4 Adjustments to Existing Services</b>
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**City of Ottawa  
Community & Protective Services Committee  
Capital Program  
In Thousands (\$000)**

**2011 Draft Budget**

<b>Service Area: Parks, Recreation &amp; Culture</b>							
<b>Category</b>	<b>2011 Draft Capital Budget</b>	<b>Revenues</b>	<b>Tax Supported/ Dedicated Reserves</b>	<b>Gas Tax</b>	<b>Rate Supported Reserves</b>	<b>Development Charges</b>	<b>Debt</b>
Renewal of City Assets	<b>8,041</b>	-	8,041	-	-	-	-
Growth	<b>9,895</b>	-	430	-	-	4,999	4,466
Regulatory	-	-	-	-	-	-	-
Strategic Initiatives	<b>7,755</b>	-	7,755	-	-	-	-
<b>Total</b>	<b>25,691</b>	-	<b>16,226</b>	-	-	<b>4,999</b>	<b>4,466</b>

Project Information		Financial Details					
<b>903685 Centrepointe Theatre Capital Renewal Fund</b>							
Dept:	Parks, Recreation & Culture	Category:	Renewal of City Assets	Ward:	8		
				Year of Completion:	2011		
<p>The establishment of Centrepointe Theatre's Capital Renewal Fund was approved by Council in 2005 (ACS2005-CPS-CSF-0008) to support the on-going needs for equipment and theatre system upgrades and adopt new technologies in customer service and support to maintain a sustainable resource for continued revenue generation. New equipment purchases for the new theatre expansion program is included in the scope of this project. Currently, each ticket sold through Centrepointe Theatre's box office has a surcharge of \$1.25 for Capital Renewal (school audiences and children under 12 years of age are exempt).</p>		<b>2011 Request</b>	<b>100</b>	Unspent Previous Authority		92	
		Revenues	-	Rate Supported			-
		Tax Supported/ Dedicated	100	Development Charges			-
		Gas Tax	-	Debt			-
		<b>Forecast</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	
		Authority	100	-	-	160	
		Spending Plan	100	-	-	160	
		FTE's	-	-	-	-	
		Operating Impact	-	-	-	-	
		<b>904553 2011 Life Cycle Renewal - Park Infrastructure</b>					
Dept:	Public Works	Category:	Renewal of City Assets	Ward:	CW		
				Year of Completion:	2013		
<p>This program ensures lifecycle management of the existing city wide Park Infrastructure to preserve and extend the life of the infrastructure by various preventative maintenance and minor rehabilitation activities. The program provides for minor works required to rehabilitate infrastructure, furniture, fixtures, sports fields, and tennis courts and to achieve compliance with mandatory standards. The 2011 program also supports emergency repairs to park infrastructure to ensure continued safe use by park users</p>		<b>2011 Request</b>	<b>504</b>	Unspent Previous Authority		145	
		Revenues	-	Rate Supported			-
		Tax Supported/ Dedicated	504	Development Charges			-
		Gas Tax	-	Debt			-
		<b>Forecast</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	
		Authority	504	518	520	520	
		Spending Plan	649	518	520	520	
		FTE's	-	-	-	-	
		Operating Impact	-	-	-	-	

**City of Ottawa**

**Service Area: Parks, Recreation & Culture**

**2011 Draft Budget**

**In Thousands (\$000)**

Program Information				Financial Details																																																															
<b>Buildings and Parks- Parks &amp; Recreation &amp; Culture</b>																																																																			
Dept:	Infrastructure Services	Category:	Renewal of City Assets	Ward:	Multiple	Year of Completion:	Various																																																												
<p>The Buildings and Parks Program provides for life cycle renewal and replacement works to existing building and park assets. Detailed scope of work for specific projects extends to a wide assortment of work such as roof replacement, building preservation, building mechanical and electrical systems, park play structures, hard landscaping, arena and pool equipment and unplanned emergency work. Annual programming provides allocations as required to core project cost groupings - buildings and parks - for each of the ten service areas as follows:</p> <table border="1"> <thead> <tr> <th>Service Area</th> <th colspan="2">Project Cost Groupings</th> <th>Service Area</th> <th></th> </tr> </thead> <tbody> <tr> <td>Parks &amp; Recreation</td> <td>Buildings</td> <td>Parks</td> <td></td> <td>\$ 6,607</td> </tr> <tr> <td>Long Term Care</td> <td>Buildings</td> <td></td> <td></td> <td>\$ 576</td> </tr> <tr> <td>Fire Services</td> <td>Buildings</td> <td></td> <td></td> <td>\$ 319</td> </tr> <tr> <td>Social Housing</td> <td>Buildings</td> <td></td> <td></td> <td>\$ 128</td> </tr> <tr> <td>Cultural Services</td> <td>Buildings</td> <td></td> <td></td> <td>\$ 128</td> </tr> <tr> <td>Child Care Services</td> <td>Buildings</td> <td></td> <td></td> <td>\$ 43</td> </tr> <tr> <td>General Government</td> <td>Buildings</td> <td>Condition Assessment</td> <td></td> <td>\$ 767</td> </tr> <tr> <td>Library Services</td> <td>Buildings</td> <td></td> <td></td> <td>\$ 470</td> </tr> <tr> <td>Transit Services</td> <td>Buildings</td> <td></td> <td></td> <td>\$ 6,550</td> </tr> <tr> <td>Transportation Services</td> <td>Buildings</td> <td></td> <td></td> <td>\$ 807</td> </tr> <tr> <td>2011 Authority Request</td> <td>\$15,690</td> <td>\$405</td> <td>\$300</td> <td>\$16,395</td> </tr> </tbody> </table>				Service Area	Project Cost Groupings		Service Area		Parks & Recreation	Buildings	Parks		\$ 6,607	Long Term Care	Buildings			\$ 576	Fire Services	Buildings			\$ 319	Social Housing	Buildings			\$ 128	Cultural Services	Buildings			\$ 128	Child Care Services	Buildings			\$ 43	General Government	Buildings	Condition Assessment		\$ 767	Library Services	Buildings			\$ 470	Transit Services	Buildings			\$ 6,550	Transportation Services	Buildings			\$ 807	2011 Authority Request	\$15,690	\$405	\$300	\$16,395	<b>2011</b>	<b>6,735</b>	Unspent Previous Authority	6,810
				Service Area	Project Cost Groupings		Service Area																																																												
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2011 Authority Request	\$15,690	\$405	\$300	\$16,395																																																															
Revenues	-	Rate Supported	-																																																																
Tax Supported/ Dedicated	6,735	Development Charges	-																																																																
Gas Tax	-	Debt	-																																																																
<b>Forecast</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>																																																															
Authority	6,735	7,594	8,206	10,268																																																															
Spending Plan	6,735	7,594	8,206	10,268																																																															
FTE's	-	-	-	-																																																															
Operating Impact	-	-	-	-																																																															
<p>Program funding requirements to support project needs are defined in the upcoming Long Range Financial Plan. Actual budget allocations for these programs are adjusted to reflect change in need and affordability. Forecasts are based on bulk allocations that will be detailed in future budget submissions. Project Cost Group Summaries are provided following this program summary.</p>																																																																			

**City of Ottawa**

**Service Area: Parks, Recreation & Culture**

**In Thousands (\$000)**

**2011 Draft Budget**

Project	Ward	Location/Description	\$000's
<b>904956 Buildings - Parks &amp; Rec</b>		<b>CW</b>	<b>6,202</b>
The 2011 Parks & Recreation – Buildings budget allocation has been adjusted to reflect change in need and affordability. Detailed information and costs associated with specific components and projects are as follows.			
Bell Arena	8	Replace Primary Hydro Service	308
Bernard Grandmaitre Arena	12	Repair Structural Steel Framing for Concrete Block and Wall	164
Blackburn Arena	2	Review/Remediate Concrete Foundation Piers	15
Brewer Arena	17	Structural Adequacy Review and Replace Intrusion Alarm System	22
Brewer Pool	17	Structural Adequacy Review/Replace Roof	290
Champagne Bath	12	Structural Adequacy Review	8
Churchill Seniors Recreation Centre	15	Replace Shingles - North Hall - West Section	30
Parks and Recreation Facilities	CW	Contingency: Recreation Facilities	450
Parks and Recreation Facilities	CW	Internal Project Management (Buildings)	560
Parks and Recreation Facilities	CW	Contingency: Heritage Facilities	25
Parks and Recreation Facilities	CW	Internal Project Management (Heritage)	20
Dovercourt Recreation Complex	15	Roof Trusses	27
Earl Armstrong Arena	11	Replace Dry Pipe Sprinkler Components/Replace Fire Alarm Panel, Wiring and Signal Devices/Structural Adequacy Review	103
Erskine Johnston Arena	5	Structural Adequacy Review/Review Ventilation and Humidity Levels	25
Fred Barrett Arena	22	Upgrade Fire Alarm Panel	18
Greenboro Community Centre and Library	10	Replace Fire Alarm - Entrance	10
Jim Durrell Recreation Complex	18	Structural Adequacy Review	6
Jules Morin Fieldhouse	12	Structural Repairs - Earthquake	11
Larry Robinson Arena	20	Replace Fire Alarm and Rectify Code Issues	49
Lowertown Complex	12	Replace Boiler System	521
Marlborough Community Centre	21	Install Water Storage Tank for Fire Protection	84
Mcnabb Arena	14	Structural Adequacy Review	6

**City of Ottawa**  
**Service Area: Parks, Recreation & Culture**  
**In Thousands (\$000)**

**2011 Draft Budget**

Project	Ward	Location/Description	\$000's
<b>904956 Buildings - Parks &amp; Rec</b>		<b>CW</b>	<b>6,202</b>
The 2011 Parks & Recreation – continued			
Nepean Sportsplex	9	Replace Dehumidifier - Yzerman Arena/Replace Main Electrical Distribution Panel and Breakers/Replace Pool Filtraton System/Structural Steel Painting - Yzerman Arena/Sandblast and Repaint Roof Trusses - Arena Three/Paint Roof Joists - Pool Area/Replace Generator/Remediate Ten Metre Diving Tower	1,747
Osgoode Youth Centre	20	Install Water Storage Tank for Fire Protection	82
R.J. Kennedy Memorial Centre	19	Replace Signal and Alarm Devices/Replace Brine Header Distribution/Replace Outdoor Cooling Tower/Replace Brine/Nh3 Chiller/Replace 50 HP Ammonia Compressor/Replace Fire Alarm System/Replace 120/208V Panels - Hall C, Zamboni Room and Time Keeper Booth	234
Richmond Arena And Community Centre	21	Concrete Repairs	15
Tom Brown Arena	15	Replace Main Fire Alarm Panel, Annunciator and Devices	55
Walter Baker Sports Centre	3	Replace Four Rink Exhaust Fans/Replace Fans in the Main Mechanical Room/Replace Motor Control Centre - Mechanical Penthouse/Replace Roof Area 1 and 13	1,317

**City of Ottawa**

**Service Area: Parks, Recreation & Culture**

**In Thousands (\$000)**

**2011 Draft Budget**

Project	Ward	Location/Description	\$000's
<b>906035 Parks - Parks &amp; Recreation</b>		<b>CW</b>	<b>405</b>
The 2011 Parks & Recreation – Parks budget allocation has been adjusted to reflect change in need and affordability. Detailed information and costs associated with specific components and projects are as follows.			
Parks and Recreation	CW	Contingency: Parks/Playstructures	150
Parks and Recreation	CW	Pathway and Paving Remediation	100
Parks and Recreation	CW	Contingency: Tennis Resurfacing and Repairs	25
Parks and Recreation	CW	Internal Project Management	35
Crestview Park: Outdoor Pool	8	Condition Assessment Audit	10
Dick Bell Park	7	Replace Floating Dock Assemblies	32
Genest Outdoor Pool	12	Condition Assessment Audit	10
Michele Heights Park: Basketball Court 1 & 2	7	Replace Asphalt on Both Courts/Reset Standards and Hoops/Refurbish Perimeter Chain Link	43
<b>906025 Buildings-Heritage - Cultural Serv</b>		<b>CW</b>	<b>128</b>
The 2011 Cultural Services – Buildings budget allocation has been adjusted to reflect change in need and affordability. Detailed information and costs associated with specific components and projects are as follows.			
Cultural Facilities	CW	Internal Project Management	15
Cultural Facilities	CW	Contingency: Cultural Services Buildings	25
Cultural Facilities	CW	Contingency: Heritage Buildings	25
Cumberland Museum: Vars Train station	19	Replace Existing Ramps and Stains (Front and Rear)	63



**City of Ottawa**

**Service Area: Parks, Recreation & Culture**

**2011 Draft Budget**

**In Thousands (\$000)**

Program Information		Financial Details																						
<b>905044 Lifecycle Renewal Fleet-Recreation&amp;Parks</b>																								
Dept: Public Works	Category: Renewal of City Assets	Ward: Multiple	Year of Completion:		Various																			
<p>This program provides funding authority for Municipal vehicle and equipment scheduled for replacement, life extension, modification, or major repair. The timely replacement of vehicles and equipment that have reached their life expectancy, or are no longer suitable or economical to operate, helps ensure the provision of a cost-effective fleet service. Vehicles and equipment replacement decisions are guided by the ongoing study of the condition of each vehicle, its application, its safety, and an assessment of its remaining useful life. All vehicles and equipment scheduled for replacement are inspected and evaluated to confirm the requirement. Commitments for vehicle purchases must be made at least one year prior to delivery. Further information on the replacement plan is contained in the 2011 Municipal Fleet Replacement Plan report ACS2011-COS-PWS-0002 which will be considered by Finance Economic Development Committee on February 1st . The initial Fleet Replacement report ACS2010-COS-PWS-0010 advanced \$3,000,000 of the 2011 funding into 2010 to meet award requirement for unit deliveries.</p> <p>This project is part of a program that flows across Service Areas which consists of the following:</p> <table border="0"> <tr> <td>Fire Services</td> <td>\$ 5,910</td> </tr> <tr> <td>Paramedic Services</td> <td>\$ 2,880</td> </tr> <tr> <td>By-Law Services</td> <td>\$ 74</td> </tr> <tr> <td>Transportation Services - Roadways</td> <td>\$ 12,696 - \$3.0 M advanced</td> </tr> <tr> <td><u>Parks &amp; Recreation</u></td> <td><u>\$ 95</u></td> </tr> <tr> <td>Fleet Services</td> <td>\$ 914</td> </tr> <tr> <td>Solid Waste</td> <td>\$ 1,100</td> </tr> <tr> <td>Wastewater Services</td> <td>\$ 245</td> </tr> <tr> <td>Water Services</td> <td>\$ 219</td> </tr> </table>	Fire Services	\$ 5,910	Paramedic Services	\$ 2,880	By-Law Services	\$ 74	Transportation Services - Roadways	\$ 12,696 - \$3.0 M advanced	<u>Parks &amp; Recreation</u>	<u>\$ 95</u>	Fleet Services	\$ 914	Solid Waste	\$ 1,100	Wastewater Services	\$ 245	Water Services	\$ 219	<b>2011</b>	<b>95</b>	Unspent Previous Authority			-
	Fire Services	\$ 5,910																						
	Paramedic Services	\$ 2,880																						
	By-Law Services	\$ 74																						
	Transportation Services - Roadways	\$ 12,696 - \$3.0 M advanced																						
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	Fleet Services	\$ 914																						
	Solid Waste	\$ 1,100																						
	Wastewater Services	\$ 245																						
	Water Services	\$ 219																						
Revenues	-	Rate Supported				-																		
Tax Supported/ Dedicated	95	Development Charges				-																		
Gas Tax	-	Debt				-																		
<b>Forecast</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>																				
Authority	95	37	-	-																				
Spending Plan	95	37	-	-																				
FTE's Operating	-	-	-	-																				
Impact	-	-	-	-																				

Project Information		Financial Details				
<b>905781 Cultural Services Bulding and Equipment</b>						
Dept:	Parks, Recreation & Culture	Category:	Renewal of City Assets	Ward:	CW	
				Year of Completion:	2012	
<p>This project supports the operation of 22 cultural facilities/spaces that provide direct services to residents. Ongoing repair and maintenance to equipment and building improvements to meet health and safety standards and accessibility requirements. This funding includes program equipment replacement, artefact collection restoration/valuation, building program improvements and renovations.</p>		<b>2011 Request</b>	<b>100</b>	Unspent Previous Authority		57
		Revenues	-	Rate Supported		-
		Tax Supported/ Dedicated	100	Development Charges		-
		Gas Tax	-	Debt		-
		<b>Forecast</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>
		Authority	100	100	168	125
		Spending Plan	100	100	168	125
		FTE's	-	-	-	-
		Operating Impact	-	-	-	-
		<b>905782 Park Redevelopment 2011</b>				
Dept:	Parks, Recreation & Culture	Category:	Renewal of City Assets	Ward:	CW	
				Year of Completion:	2013	
<p>This program provides the ability to re-develop parks that no longer meet residents needs due to changes to the neighbourhood demographics and are not achievable through the Lifecycle Replacement Program that simply updates equipment and components already on site. This year's allocation will be available to supplement a park renewal project to address new needs in the community.</p>		<b>2011 Request</b>	<b>175</b>	Unspent Previous Authority		138
		Revenues	-	Rate Supported		-
		Tax Supported/ Dedicated	175	Development Charges		-
		Gas Tax	-	Debt		-
		<b>Forecast</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>
		Authority	175	-	-	-
		Spending Plan	58	58	59	-
		FTE's	-	-	-	-
		Operating Impact	-	-	-	-

Project Information		Financial Details			
<b>906123 2011 Life Cycle Renewal - Parks Small Equipment</b>					
Dept: Public Works	Category: Renewal of City Assets	Ward: CW	Year of Completion: 2013		
<p>Lifecycle replacement program for the small equipment utilized by the Parks &amp; Grounds operation in their ongoing maintenance activities. The small equipment (trimmers, mowers, chainsaws, etc) have reached their life expectancy and require replacement to avoid employee accidents per health &amp; safety requirements.</p>	<b>2011 Request</b>	<b>100</b>	Unspent Previous Authority		55
	Revenues	-	Rate Supported		-
	Tax Supported/ Dedicated	100	Development Charges		-
	Gas Tax	-	Debt		-
	<b>Forecast</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>
	Authority	100	200	200	200
	Spending Plan	100	200	200	200
	FTE's	-	-	-	-
	Operating Impact	-	-	-	-
	<b>906182 Minor Park Improvement 2011</b>				
Dept: Parks, Recreation & Culture	Category: Renewal of City Assets	Ward: CW	Year of Completion: 2013		
<p>The Minor Park Improvement Program enables staff to respond to priority community requests for minor capital improvements and to add specific elements to parks independent of full redevelopment. Example of minor elements would include park furniture such as benches, picnic tables, litter containers, bike racks or single park components such as a swings, spring toys, etc. The program provides the flexibility required to respond to immediate community demands resulting from recreation trend changes, population increases or demographic evolution in the service area of a park.</p>	<b>2011 Request</b>	<b>232</b>	Unspent Previous Authority		988
	Revenues	-	Rate Supported		-
	Tax Supported/ Dedicated	232	Development Charges		-
	Gas Tax	-	Debt		-
	<b>Forecast</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>
	Authority	232	332	600	650
	Spending Plan	150	421	621	622
	FTE's	-	-	-	-
	Operating Impact	-	-	-	-

Project Information		Financial Details					
<b>902168 Indoor Pools - Growth (OSGB)</b>							
Dept:	Parks, Recreation & Culture	Category:	Growth	Ward:	CW	Year of Completion:	2010
<p>Supplemental funding is required for the construction of a new community pool and associated amenity spaces at Portobello and Blackburn Bypass. The initial project budget of \$16.2M was based on traditional construction techniques occurring in 2008. Delays in servicing the site with road access and services, and the identification of poor soil conditions, has resulted in additional construction costs. Gross floor space has been reduced to address the increased construction costs for a savings of \$800K without compromising the essential elements of the project. Additional reductions would seriously compromise the scope of the program.</p>		<b>2011 Request</b>	<b>2,000</b>	Unspent Previous Authority		15,086	
		Revenues	-	Rate Supported		-	
		Tax Supported/ Dedicated	-	Development Charges		-	
		Gas Tax	-	Debt		2,000	
		<b>Forecast</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	
		Authority	2,000	-	-	-	
		Spending Plan	1,000	1,000	-	-	
		FTE's	11	-	-	-	
		Operating Impact	65	-	-	-	
		<b>903614 Goulbourn Recreation Complex Icepad Twinning</b>					
Dept:	Parks, Recreation & Culture	Category:	Growth	Ward:	6	Year of Completion:	2013
<p>This funding will allow for the purchase and installation of a new self contained "Ecochill" system as part of the Goulbourn Recreation Complex expansion that was not available during the original design. The current budget of \$8.4M allows for increased capacity to the existing ice plant, boiler and operational spaces, but would require two full time operating engineers to meet Technical Safety and Standards Authority (Ontario) regulations. Purchasing this new technology will eliminate the requirement for Site Engineers and will permit higher power ratings and provide additional operational savings such as pre-heating domestic water over time.</p> <p><b>It is Council's intention to recover an additional growth-related component of the interim project funding from development charges starting in 2015 (DCA, 1997 s.s. 5(1)3).</b></p>		<b>2011 Request</b>	<b>300</b>	Unspent Previous Authority		7,954	
		Revenues	-	Rate Supported		-	
		Tax Supported/ Dedicated	43	Development Charges		257	
		Gas Tax	-	Debt		-	
		<b>Forecast</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	
		Authority	300	-	-	-	
		Spending Plan	300	-	-	-	
		FTE's	-	-	-	-	
		Operating Impact	(200)	-	-	-	

Project Information		Financial Details				
<b>903624 Barrhaven South Complex</b>						
Dept:	Parks, Recreation & Culture	Category:	Growth	Ward:	3	
				Year of Completion:	2014	
<p>Pursuant to the Council approved Recreation Infrastructure Strategy and Development Charges Background Study, land was acquired in 2010 to develop a new recreation complex that serves residents in this growth area of the City. The requested funds are approximately 10% of total project costs to prepare Tender Ready drawings which will include a twin-pad arena, 25m indoor community pool, a full-service community centre including gymnasium, base amenities and outdoor facilities such as a play area and outdoor sportsfield.</p>		<b>2011 Request</b>	<b>4,800</b>	Unspent Previous Authority		-
		Revenues	-	Rate Supported		-
		Tax Supported/ Dedicated	-	Development Charges		2,400
		Gas Tax	-	Debt		2,400
		<b>Forecast</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>
		Authority	4,800	43,300	-	-
		Spending Plan	4,800	19,485	19,485	4,330
		FTE's	-	-	-	-
		Operating Impact	-	-	-	-
		<b>904697 New Community Buildings</b>				
Dept:	Parks, Recreation & Culture	Category:	Growth	Ward:	CW	
				Year of Completion:	2013	
<p>The requested funds are approximately 10% of the total project costs to plan for the development of a park support building in the new Chapman Mills Drive Park. The community building will be approximately 3,000 square feet and provide change room and washroom facilities for outdoor activities of the park (sportsfield, play area, splash pad), storage space for outdoor rink and sportsfield equipment, a small kitchenette to support multipurpose community programming room(s) and a small office.</p>		<b>2011 Request</b>	<b>130</b>	Unspent Previous Authority		-
		Revenues	-	Rate Supported		-
		Tax Supported/ Dedicated	-	Development Charges		64
		Gas Tax	-	Debt		66
		<b>Forecast</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>
		Authority	130	1,300	671	-
		Spending Plan	130	1,000	600	371
		FTE's	-	1	-	-
		Operating Impact	-	30	-	-

Project Information		Financial Details				
<b>905898 Parks Growth 2011 - Outside GB</b>						
Dept:	Planning & Growth Management	Category:	Growth	Ward:	CW	
				Year of Completion:	2014	
This funding envelope is required to allow staff to plan, design and construct new parks in growth areas to meet the parkland and leisure needs of developing communities outside of the Greenbelt.		<b>2011 Request</b>	<b>2,515</b>	Unspent Previous Authority		2,706
		Revenues	-	Rate Supported		-
		Tax Supported/ Dedicated	365	Development Charges		2,150
		Gas Tax	-	Debt		-
		<b>Forecast</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>
		Authority	2,515	2,431	4,479	4,598
		Spending Plan	5,221	2,431	4,479	4,598
		FTE's	-	-	-	-
		Operating Impact	-	250	258	265

**City of Ottawa**

**Service Area: Parks, Recreation & Culture**  
**In Thousands (\$000)**

**2011 Draft Budget**

Project	Ward	Location/Description	\$000's
<b>905898</b>	<b>CW</b>	<b>New Parks - Growth 2011</b>	<b>2,515</b>
This funding envelope is required to allow staff to plan, design and construct new parks in growth areas to meet the parkland and leisure needs of developing communities outside of the Greenbelt.			
Broughton Park	4	5500 Kanata Avenue	254
Harris Lands Woodlot	6	525 Cresswell Crescent	173
Soho Park (Phase 1)	23	100 Akerson Road	491
Chapman Mills - Main Street Park	22	Chapman Mills Main Street	247
Half Moon Bay CP	3	Cambrian Road	350
Bradley Ridge Park (top-up)	2	Radhika / Joshua, N. of Renaud Road.	70
Chaperal Park	19	530 Strasbourg Street / Chinian Street	373
Cardinal Creek Park 18B Phase II	1	Future Frank Kenny Extension / Trim Road Extension	300
Rancourt Park	19	858 Scala (west of Provence)	70
Berrigan Woods	3	Berrigan Woods	20
Pine Vista Park	1	616 Pine Vista Drive	30
Celeste Park	19	1885 Celeste Way	73
Greely Park South Village	20	Greely Park South Village	65

**City of Ottawa**

**Service Area: Parks, Recreation & Culture**  
**In Thousands (\$000)**

**2011 Draft Budget**

Project	Ward	Location/Description	\$000's
<b>906159</b>	<b>CW</b>	<b>New Park - Growth 2011</b>	<b>150</b>
This funding envelope is required to allow staff to plan, design and construct new parks in intensification areas to meet the parkland and leisure needs of the area.			
Hunt Club Gate	10		150



Project Information		Financial Details				
<b>906159 Parks Growth 2011 - Inside GB</b>						
Dept:	Planning & Growth Management	Category:	Growth	Ward:	CW	
				Year of Completion:	2014	
<p>This funding envelope is required to allow staff to plan, design and construct new parks in intensification areas to meet the parkland and leisure needs of the area. <b>It is Council's intention to recover an additional growth-related component of the interim project funding from development charges starting in 2015 (DCA, 1997 s.s. 5(1)3).</b></p>		<b>2011 Request</b>	<b>150</b>	Unspent Previous Authority		-
		Revenues	-	Rate Supported		-
		Tax Supported/ Dedicated	22	Development Charges		128
		Gas Tax	-	Debt		-
		<b>Forecast</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>
		Authority	150	-	-	-
		Spending Plan	150	-	-	-
FTE's	-	-	-	-		
Operating Impact	-	6	-	-		

Project Information		Financial Details				
<b>906233 Minor Capital Community Partnership 2011</b>						
Dept:	Parks, Recreation & Culture	Category:	Strategic Initiatives	Ward:	CW	
				Year of Completion:	2013	
Funding enables the City to partner with community groups for the provision of new or upgraded recreation amenities.		<b>2011 Request</b>	<b>330</b>	Unspent Previous Authority		-
		Revenues	-	Rate Supported		-
		Tax Supported/ Dedicated	330	Development Charges		-
		Gas Tax	-	Debt		-
		<b>Forecast</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>
		Authority	330	-	-	-
		Spending Plan	330	-	-	-
		FTE's	-	-	-	-
		Operating Impact	-	-	-	-
		<b>906232 Sportsfield Development - Lansdowne Dome Relocation</b>				
Dept:	Parks, Recreation & Culture	Category:	Strategic Initiatives	Ward:	17	
				Year of Completion:	2013	
Funds are required for the relocation of the existing seasonal dome from Lansdowne Park to an alternate site. This project includes the provision of a suitable artificial turf sports field and support amenities that will be available for City allocation for community use when the Dome is not in operation. Full project scope to be considered through separate report to Council.		<b>2011 Request</b>	<b>3,800</b>	Unspent Previous Authority		-
		Revenues	-	Rate Supported		-
		Tax Supported/ Dedicated	3,800	Development Charges		-
		Gas Tax	-	Debt		-
		<b>Forecast</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>
		Authority	3,800	-	-	-
		Spending Plan	3,800	-	-	-
		FTE's	-	-	-	-
		Operating Impact	-	-	-	-

Project Information		Financial Details			
<b>906234 Major Capital Community Partnership 2011</b>					
Dept:	Parks, Recreation & Culture	Category:	Strategic Initiatives	Ward:	CW
				Year of Completion:	2013
Provides funding opportunities to enter into joint ventures and partnerships with not-for profit groups to implement major capital projects for new development, renovations and expansions to parks and recreation facilities on a cost-sharing basis, per the policy approved by City Council	<b>2011 Request</b>		<b>700</b>	Unspent Previous Authority	
	Revenues	-	Rate Supported		-
	Tax Supported/ Dedicated	700	Development Charges		-
	Gas Tax	-	Debt		-
	<b>Forecast</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>
	Authority	700	-	-	-
	Spending Plan	700	-	-	-
	FTE's	-	-	-	-
	Operating Impact	-	-	-	-
	<b>906235 Outdoor Rink Infrastructure 2011</b>				
Dept:	Parks, Recreation & Culture	Category:	Strategic Initiatives	Ward:	CW
				Year of Completion:	2013
Implementation of Council approved Outdoor Rink Model (Sept.2002) whereby community groups are responsible for maintenance, supervision and programming of rinks and essential supporting amenities on-site i.e. heated storage area for flood hose, water source, hydro, lighting.	<b>2011 Request</b>		<b>300</b>	Unspent Previous Authority	
	Revenues	-	Rate Supported		-
	Tax Supported/ Dedicated	300	Development Charges		-
	Gas Tax	-	Debt		-
	<b>Forecast</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>
	Authority	300	-	-	-
	Spending Plan	300	-	-	-
	FTE's	-	-	-	-
	Operating Impact	-	-	-	-

Project Information		Financial Details			
<b>906236 Program Facility Upgrade</b>					
Dept: Parks, Recreation & Culture	Category: Strategic Initiatives	Ward: CW	Year of Completion: 2013		
<p>This funding will be used for refurbishment and upgrading of the Potvin arena in Gloucester. Enhancements may include an additional ice pad and the purchase and installation of an "Ecohill" system that will permit higher power ratings and provide additional operating savings over time.</p>	<b>2011 Request</b>	<b>1,300</b>	Unspent Previous Authority		
	Revenues	-	Rate Supported		-
	Tax Supported/ Dedicated	1,300	Development Charges		-
	Gas Tax	-	Debt		-
	<b>Forecast</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>
	Authority	1,300	1,000	1,000	1,000
	Spending Plan	1,300	1,000	1,000	1,000
	FTE's	-	-	-	-
	Operating Impact	-	-	-	-

**City of Ottawa**

**Service Area: Parks, Recreation & Culture**

**2011 Draft Budget**

**In Thousands (\$000)**

Program Information		Financial Details																									
<b>Accessibility-Parks, Recreation &amp; Culture</b>																											
Dept: Infrastructure Services	Category: Strategic Initiatives	Ward: Multiple	Year of Completion:		Various																						
<p>The Buildings and Parks Program provides for accessibility retrofit works to existing building and park assets. This capital program supports barrier identification and barrier removal work in City buildings and facilities to ensure that the city is meeting the intent of the accessibility for Ontario with Disabilities Act (AODA). This program supports a wide assortment of facility modifications and adjustments such as the installation of power-assisted door operators; tactile improvements; door width enlargements; upgrades for the visually, hearing and mobility impaired facility users and includes necessary improvements to building elevators. Part of the funding is directed to undertaking accessibility audits to identify barriers as called for by this provincial legislation.</p> <p><u>Service Area</u>                      <u>Project Cost Grouping</u></p> <table border="0"> <tr> <td>Parks &amp; Recreation</td> <td>Accessibility</td> <td>\$1,295</td> </tr> <tr> <td>Long Term Care</td> <td>Accessibility</td> <td>\$ 85</td> </tr> <tr> <td>Social Housing</td> <td>Accessibility</td> <td>\$ 100</td> </tr> <tr> <td>Cultural Services</td> <td>Accessibility</td> <td>\$ 30</td> </tr> <tr> <td>General Government</td> <td>Accessibility</td> <td>\$ 405</td> </tr> <tr> <td>Library Services</td> <td>Accessibility</td> <td>\$ 85</td> </tr> <tr> <td colspan="2"><u>2011 Authority Request</u></td> <td><u>\$ 2,000</u></td> </tr> </table>		Parks & Recreation	Accessibility	\$1,295	Long Term Care	Accessibility	\$ 85	Social Housing	Accessibility	\$ 100	Cultural Services	Accessibility	\$ 30	General Government	Accessibility	\$ 405	Library Services	Accessibility	\$ 85	<u>2011 Authority Request</u>		<u>\$ 2,000</u>	<b>2011</b>	<b>1,325</b>	Unspent Previous Authority		148
		Parks & Recreation	Accessibility	\$1,295																							
		Long Term Care	Accessibility	\$ 85																							
		Social Housing	Accessibility	\$ 100																							
		Cultural Services	Accessibility	\$ 30																							
		General Government	Accessibility	\$ 405																							
		Library Services	Accessibility	\$ 85																							
		<u>2011 Authority Request</u>		<u>\$ 2,000</u>																							
		Revenues	-	Rate Supported		-																					
		Tax Supported/ Dedicated	1,325	Development Charges		-																					
Gas Tax	-	Debt		-																							
<b>Forecast</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>																							
Authority	1,325	850	850	850																							
Spending Plan	1,325	850	850	850																							
FTE's Operating Impact	-	-	-	-																							

Program funding requirements to support project needs are defined in the Long Range Financial Plan. Actual budget allocations for these programs are adjusted to reflect change in need and affordability. Forecasts are based on bulk allocations that will be detailed in future budget submissions. Project Cost Group Summaries are provided following this program summary.

**City of Ottawa**

**Service Area: Parks, Recreation & Culture**

**2011 Draft Budget**

**In Thousands (\$000)**

Project	Ward	Location/Description	\$000's
<b>904961 Accessibility - Cultural Serv CW</b>			<b>30</b>
The 2011 Cultural Services – Accessibility budget allocations has been adjusted to reflect change in need and affordability. Detailed information and costs associated with specific components and projects are provided following this summary.			
Cultural Facilities	CW	Accessibility: Barrier Removal	10
Ottawa School of Art	12	Design: Accessibility Entrance Ramp	20
<b>906038 Accessibility - Parks &amp; Rec CW</b>			<b>1,295</b>
The 2011 Parks & Recreation – Accessibility budget allocations has been adjusted to reflect change in need and affordability. Detailed information and costs associated with specific components and projects are provided following this summary.			
Bearbrook Community Centre	19	Accessible Entrance/Loading Area	50
Brewer Pool	17	Replace Pool Ramp	300
Canterbury Community Centre	18	Entrance Slab Reconstruction	20
Parks And Recreation Facilities	CW	Accessibility: Barrier Removal	30
Dempsey Community Centre	18	Install Lula Lift	250
Lowertown Complex	12	Accessible Loading Area/Parking	60
Mcnabb Community Centre	14	Install Lula Lift/Universal Accessible Washrooms	355
Nepean Sportsplex	09	Sidewalk/Entrance Remediation/Accessible Washroom	100
Sandy Hill Community Centre	12	Exterior Accessible Improvements	50
Walter Baker Sports Centre	03	Accessible Exterior Ramp	80

# Public Works Department – 2011 Budget Briefing Note

## Description

The Public Works Department ensures that the nation's capital's transportation network, assets and infrastructure including parks, forests, buildings, structures, grounds, streets, parking facilities, vehicles, and equipment are properly operated and maintained. The department is comprised of 1,979.02 employees of which, 829.68 FTE's are aligned with the Parks, Buildings and Grounds Operations and Maintenance Branch.

## Programs / Services Offered

### **Parks, Building, and Grounds Operations Maintenance:**

Provides centralized management of the City's parks, buildings, and grounds including 52,000 acres of land, 9.1 million square feet in 795 buildings and 2,882 hectares of parkland in more than 944 sites. Since 2004, the Branch has saved 15.3 million eKWH and in 2009 saved \$1,468,377 through the Energy Management Investment Strategy. Parks, Buildings and Grounds functions as a one-stop shop for proactive operations and maintenance of the City's parks, buildings, and grounds on a 24/7 basis.

## Re-Organizations

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

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

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

## Public Works Department – 2011 Budget Briefing Note

### Performance / Outcome Measures

- Annual OMBI Performance Measures for the Parks, Buildings and Grounds Operations and Maintenance Branch of the Public Works Department include:
  - Facility cost per rentable square foot of office buildings owned and managed by the City of Ottawa
- Other measures for the Parks, Buildings and Grounds Operations and Maintenance Branch include:
  - Ratio of planned versus unplanned maintenance for buildings
  - Operating costs per square foot by building type
  - Number of 3-1-1 Service Requests for park related matters.

### 2011 Budget Risks / Other Considerations

As outlined in Proposed Budget Changes documents for Parks, Buildings and Grounds Operations and Maintenance.

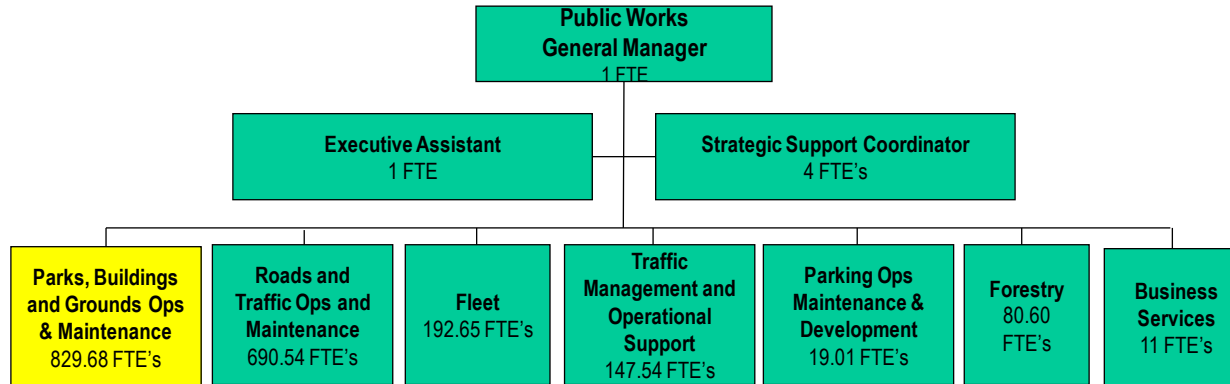


# Public Works Department – 2011 Budget Briefing Note

## Org Chart

### Organizational Structure

Total FTE's: 1,979.02





**City of Ottawa**  
**Public Works**  
**Parks, Buildings & Grounds - Operating Resource Requirement**  
**In Thousands (\$000)**

Operating Resource Requirement	2009	2010		2011	\$ Change Over	
	Actual	Forecast	Budget	Estimate	2010 Budget	2009 Actual
<b>Expenditures by Program</b>						
Parks, Buildings & Grounds	129,362	132,252	131,732	141,111	9,379	11,749
Service Innovation & Efficiency Prog	-	-	-	(905)	(905)	(905)
<b>Gross Expenditure</b>	<b>129,362</b>	<b>132,252</b>	<b>131,732</b>	<b>140,206</b>	<b>8,474</b>	<b>10,844</b>
Recoveries & Allocations	(71,871)	(70,973)	(71,803)	(78,279)	(6,476)	(6,408)
Revenue	(8,146)	(7,623)	(8,023)	(8,023)	-	123
<b>Net Requirement</b>	<b>49,345</b>	<b>53,656</b>	<b>51,906</b>	<b>53,904</b>	<b>1,998</b>	<b>4,559</b>
<b>Expenditures by Type</b>						
Salaries, Wages & Benefits	51,907	53,353	52,863	55,705	2,842	3,798
Overtime	1,183	1,242	1,242	1,285	43	102
Material & Services	64,646	68,073	68,413	74,298	5,885	9,652
Transfers/Grants/Financial Charges	925	725	925	766	(159)	(159)
Fleet Costs	7,820	7,866	8,116	8,329	213	509
Program Facility Costs	-	-	-	-	-	-
Other Internal Costs	2,881	1,009	189	189	-	(2,692)
Service Innovation & Efficiency Prog	-	(16)	(16)	(366)	(350)	(366)
<b>Gross Expenditures</b>	<b>129,362</b>	<b>132,252</b>	<b>131,732</b>	<b>140,206</b>	<b>8,474</b>	<b>10,844</b>
Recoveries & Allocations	(71,871)	(70,973)	(71,803)	(78,279)	(6,476)	(6,408)
<b>Net Expenditure</b>	<b>57,491</b>	<b>61,279</b>	<b>59,929</b>	<b>61,927</b>	<b>1,998</b>	<b>4,436</b>
<b>Revenues By Type</b>						
Federal	-	-	-	-	-	-
Provincial	-	-	-	-	-	-
Municipal	-	-	-	-	-	-
Own Funds	(95)	-	-	-	-	95
Fees and Services	(8,051)	(7,623)	(8,023)	(8,023)	-	28
Fines	-	-	-	-	-	-
Other	-	-	-	-	-	-
<b>Total Revenue</b>	<b>(8,146)</b>	<b>(7,623)</b>	<b>(8,023)</b>	<b>(8,023)</b>	<b>-</b>	<b>123</b>
<b>Net Requirement</b>	<b>49,345</b>	<b>53,656</b>	<b>51,906</b>	<b>53,904</b>	<b>1,998</b>	<b>4,559</b>
<b>Full Time Equivalents</b>	<b>804.88</b>	<b>814.79</b>	<b>814.79</b>	<b>829.68</b>	<b>14.89</b>	<b>24.80</b>

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

In Thousands (\$000)

Operating Resource Requirement Analysis	2010 Baseline			2011 Adjustments							2011	\$ Change Over '10 Budget
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	New Services / Needs	Efficiencies	User Fees & Charges	Proposed Budget Changes	Estimate	
<b>Expenditures by Program</b>												
Parks, Buildings & Grounds	132,252	131,732	(111)	6,430	255	3,590	50	-	-	(835)	141,111	9,379
Service Innovation & Efficiency Prog	-	-	-	-	-	-	-	(905)	-	-	(905)	(905)
<b>Gross Expenditure</b>	<b>132,252</b>	<b>131,732</b>	<b>(111)</b>	<b>6,430</b>	<b>255</b>	<b>3,590</b>	<b>50</b>	<b>(905)</b>	<b>-</b>	<b>(835)</b>	<b>140,206</b>	<b>8,474</b>
Recoveries & Allocations	(70,973)	(71,803)	117	(3,839)	(174)	(2,580)	-	-	-	-	(78,279)	(6,476)
Revenue	(7,623)	(8,023)	-	-	-	-	-	-	-	-	(8,023)	-
<b>Net Requirement</b>	<b>53,656</b>	<b>51,906</b>	<b>6</b>	<b>2,591</b>	<b>81</b>	<b>1,010</b>	<b>50</b>	<b>(905)</b>	<b>-</b>	<b>(835)</b>	<b>53,904</b>	<b>1,998</b>
<b>Expenditures by Type</b>												
Salaries, Wages & Benefits	53,353	52,863	(27)	1,929	75	1,400	-	-	-	(535)	55,705	2,842
Overtime	1,242	1,242	-	43	-	-	-	-	-	-	1,285	43
Material & Services	68,073	68,413	137	4,113	135	2,090	50	(440)	-	(200)	74,298	5,885
Transfers/Grants/Financial Charges	725	925	(174)	15	-	-	-	-	-	-	766	(159)
Fleet Costs	7,866	8,116	(47)	330	45	100	-	(115)	-	(100)	8,329	213
Program Facility Costs	-	-	-	-	-	-	-	-	-	-	-	-
Other Internal Costs	1,009	189	-	-	-	-	-	-	-	-	189	-
Service Innovation & Efficiency Prog	(16)	(16)	-	-	-	-	-	(350)	-	-	(366)	(350)
<b>Gross Expenditures</b>	<b>132,252</b>	<b>131,732</b>	<b>(111)</b>	<b>6,430</b>	<b>255</b>	<b>3,590</b>	<b>50</b>	<b>(905)</b>	<b>-</b>	<b>(835)</b>	<b>140,206</b>	<b>8,474</b>
Recoveries & Allocations	(70,973)	(71,803)	117	(3,839)	(174)	(2,580)	-	-	-	-	(78,279)	(6,476)
<b>Net Expenditure</b>	<b>61,279</b>	<b>59,929</b>	<b>6</b>	<b>2,591</b>	<b>81</b>	<b>1,010</b>	<b>50</b>	<b>(905)</b>	<b>-</b>	<b>(835)</b>	<b>61,927</b>	<b>1,998</b>
<b>Percent of 2010 Net Expenditure Budget</b>			<b>0.0%</b>	<b>4.3%</b>	<b>0.1%</b>	<b>1.7%</b>	<b>0.1%</b>	<b>-1.5%</b>	<b>0.0%</b>	<b>-1.4%</b>	<b>3.3%</b>	
<b>Revenues By Type</b>												
Federal	-	-	-	-	-	-	-	-	-	-	-	-
Provincial	-	-	-	-	-	-	-	-	-	-	-	-
Municipal	-	-	-	-	-	-	-	-	-	-	-	-
Own Funds	-	-	-	-	-	-	-	-	-	-	-	-
Fees and Services	(7,623)	(8,023)	-	-	-	-	-	-	-	-	(8,023)	-
Fines	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Revenue</b>	<b>(7,623)</b>	<b>(8,023)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(8,023)</b>	<b>-</b>
<b>Percent of 2010 Revenue Budget</b>			<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	
<b>Net Requirement</b>	<b>53,656</b>	<b>51,906</b>	<b>6</b>	<b>2,591</b>	<b>81</b>	<b>1,010</b>	<b>50</b>	<b>(905)</b>	<b>-</b>	<b>(835)</b>	<b>53,904</b>	<b>1,998</b>
<b>Percent of 2010 Net Requirement Budget</b>			<b>0.0%</b>	<b>5.0%</b>	<b>0.2%</b>	<b>1.9%</b>	<b>0.1%</b>	<b>-1.7%</b>	<b>0.0%</b>	<b>-1.6%</b>	<b>3.8%</b>	
<b>Full Time Equivalents (FTE's)</b>	814.79	814.79	-	0.25	1.20	23.44	-	-	-	(10.00)	<b>829.68</b>	<b>14.89</b>
<b>Percent of 2010 FTE's</b>			<b>0.0%</b>	<b>0.0%</b>	<b>0.1%</b>	<b>2.9%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>-1.2%</b>	<b>1.8%</b>	

**City of Ottawa**

**Public Works**

**Parks, Buildings & Grounds - Operating Resource Requirement Explanatory Notes**

In Thousands (\$000)

2010 Forecast vs. Budget Variance Explanation	Surplus / (Deficit)		
	Exp.	Rev.	Net
<b>Forecast vs. Budget Variance Explanation</b>			
Increased facility and parks maintenance cost primarily resulting from higher than budget rates for energy which have been partially offset by savings due to the milder winter conditions.	(550)	-	(550)
Extended grass cutting season due to mild winter.	(800)	-	(800)
Shortfall on Lansdowne Park revenue due to slowdown in economy, lower numbers of participants affecting parking and concessions revenues	-	(400)	(400)
<b>Total Surplus / (Deficit)</b>	<b>(1,350)</b>	<b>(400)</b>	<b>(1,750)</b>

2010 Baseline Adjustments / Explanations	Increase / (Decrease)			FTE Impact
	Exp.	Rev.	Net 2011 Changes	
<b>Adjustments to Base Budget</b>				
Removal of one-time grant for Central Canada Exhibition Association.	(65)	-	(65)	-
Removal of one-time grant for Ottawa Farmer's Market.	(109)	-	(109)	-
Adjustment for implementation of Harmonized Sales Tax.	543	-	543	-
Removal of one-time Management Professional Exempt performance pay.	(27)	-	(27)	-
Adjustments to Police, Election Office & client department budgets.	(336)	-	(336)	-
<b>Total Adjustments to Base Budget</b>	<b>6</b>	<b>-</b>	<b>6</b>	<b>-</b>

**City of Ottawa**

**Public Works**

**Parks, Buildings & Grounds - Operating Resource Requirement Explanatory Notes**

In Thousands (\$000)

2011 Pressure Category / Explanation	Increase / (Decrease)			FTE Impact
	Exp.	Rev.	Net 2011 Changes	
<b>Maintain Services</b>				
All programs include an adjustment for contracts settlement, increments and benefit adjustments.	1,960	-	1,960	-
Inflation on energy for pathways, parks and facilities.	1,800	-	1,800	-
Inflation on water and sewage rates.	360	-	360	-
Inflation on contracts for snow removal, janitorial, equip mtce, painting, plumbing, hydrant and fire alarm inspections, parks contracts for hired equipment, contractors, topsoil and fertilizer materials, etc.	990	-	990	-
Annual increases to existing Program and Venture facility and property leases.	585	-	585	-
Shenkman Arts Centre Reserve Contribution increase in accordance with P3 agreement.	15	-	15	-
P3 Paramedic Facility - Lifecycle Reserve Contribution in accordance with agreement	170	-	170	-
Increased chlorine requirements to support UV Treatment systems to improve air and water quality at pools.	145	-	145	-
Responsibility for Ben Franklin 4 soccer fields have been transferred to the City from the P3 operator Thunderbird Management Services Inc. (TSMI). Two additional soccer fields constructed by TSMI (irrigated) and a fieldhouse are also being "gifted" to the City. Maintenance of the original 4 fields will be returned to the original maintenance schedule resulting in zero impact. The 2 new irrigated fields and field house are a new operational pressure.	75	-	75	0.25
Increase in fleet cost related to inflation on compensation contracts, parts, fuel, Pay-As-You-Go reserve contribution and maintenance.	330	-	330	-
Allocation of a portion of above Parks Building & Grounds (PBG) cost related to inflation on compensation contracts, contractual contracts for janitorial, security, hydro and other maintenance to client departments.	(3,839)	-	(3,839)	-
<b>Total Maintain Services</b>	<b>2,591</b>	<b>-</b>	<b>2,591</b>	<b>0.25</b>

**City of Ottawa**

**Public Works**

**Parks, Buildings & Grounds - Operating Resource Requirement Explanatory Notes**

In Thousands (\$000)

2011 Pressure Category / Explanation	Increase / (Decrease)			FTE Impact
	Exp.	Rev.	Net 2011 Changes	
<b>Provincial Legislated</b>				
Additional staff in response to health & safety concerns of working alone at McNabb Arena.	75	-	75	1.20
Chlorine storage bunkers to safeguard public and employees.	25	-	25	-
Respiratory Protection Plan for all staff to comply with CSA Standard Z94.4-02 regarding the selection, use and care of respirators. In order to satisfy these legislative requirements and to ensure that Parks, Buildings & Grounds, Operations and Maintenance comply with City of Ottawa's Corporate Occupational Health and Safety Respiratory Protection Program, the City must standardize equipment, training, policies and procedures within all Districts.	80	-	80	-
Electrical Safety Authority (ESA) Inspections increased provision to ensure all parks and pathways City-wide are inspected annually.	30	-	30	-
Increase in fleet cost related to legislated provincial training requirements.	45	-	45	-
Allocation of the facility costs to Parks and Recreation related to health and safety concerns of PBG staff working alone at the McNabb Arena.	(174)	-	(174)	-
<b>Total Provincial Legislated</b>	<b>81</b>	<b>-</b>	<b>81</b>	<b>1.20</b>

**City of Ottawa**

**Public Works**

**Parks, Buildings & Grounds - Operating Resource Requirement Explanatory Notes**

In Thousands (\$000)

2011 Pressure Category / Explanation	Increase / (Decrease)			FTE Impact
	Exp.	Rev.	Net 2011 Changes	
<b>Growth</b>				
New facility prorated operating costs related to new facilities and equipment to be in operation for Parks and Recreation that were built/expanded under the regular capital program. The facilities under the regular capital program are the New Archives, Aquaview Field house, Belltown, Banff/Ledbury Field House, Beaconhill CC, Brantwood Field House, Hunt Club CC, Overbrook CC, Barrhaven Fire Stn #47, Carp Fire Stn #64, Carling/Woodroofe EMS, Nepean Creative Arts Centre and Cumberland Museum and Huron Daycare.	1,800	-	1,800	5.94
New facility prorated operating costs related to new facilities and equipment to be in operation for Parks and Recreation that were built/expanded under the stimulus capital program. The facilities under the stimulus capital program are the Bell Arena, Carlsbad Springs CC, Greenboro CC, Hintonburg CC, Navan Arena, Old Ottawa South CC, Osgoode Arena, Pinecrest Rec Complex, Rideauview CC and Splash Wave Pool, Greenboro Library, Greely Library, Vanier Library and Ben Franklin Theatre.	900	-	900	7.50
East Fire Station #'s 51,53, 54, 55 & 91 new Nederman Exhaust Systems equipment maintenance.	25	-	25	-
New emergency power generators maintenance requirements for Ray Friel, Navan Arena and Fire Stations #'s 71 and 93.	30	-	30	-
Parks Division operations requirements due to growth of 41.5 Ha of parks and associated infrastructure and roadside/boulevards from the regular capital works program. Cost have been prorated to reflect hiring later in year.	570	-	570	8.00
Parks Division operations requirements due to growth of 10.5 Ha of parks and associated infrastructure and roadside/boulevards from the stimulus capital works program. Cost have been prorated to reflect hiring later in year.	165	-	165	2.00
New fleet cost associated with fleet growth for Parks, Buildings & Grounds, detailed report ACS2010-COS-PWS-0011 tabled with Community & Protective Services Committee.	100	-	100	-
Allocation of a portion of the above facility operating costs related to new facilities and equipment to client departments.	(2,580)	-	(2,580)	-
<b>Total Growth</b>	<b>1,010</b>	<b>-</b>	<b>1,010</b>	<b>23.44</b>



**City of Ottawa**

**Public Works**

**Parks, Buildings & Grounds - Operating Resource Requirement Explanatory Notes**

In Thousands (\$000)

2011 Pressure Category / Explanation	Increase / (Decrease)			FTE Impact
	Exp.	Rev.	Net 2011 Changes	
<b>New Services / Needs</b>				
The population of Canadian geese in the National Capital Region is rapidly increasing. The City of Ottawa in conjunction with the NCC and City of Gatineau are undertaking management practices to mitigate the impact geese have on our parks and green spaces. Initiatives include habitat modification, signage, enforcement, hazing techniques among others. Expands management efforts down the Ottawa River, including Britannia, Mooney's Bay, Westboro and Petrie Island beaches.	50	-	50	-
<b>Total New Services / Needs</b>	<b>50</b>	<b>-</b>	<b>50</b>	<b>-</b>
<b>Efficiencies</b>				
Allocation of Service Innovation & Efficiency Initiative	(350)	-	(350)	-
Savings from the Departmental Service Innovation & Efficiency - Transform Municipal Fleet	(115)	-	(115)	-
Savings from the Departmental Service Innovation & Efficiency - Smart Energy	(440)	-	(440)	-
<b>Total Efficiencies</b>	<b>(905)</b>	<b>-</b>	<b>(905)</b>	<b>-</b>
<b>User Fees &amp; Charges</b>				
See following user fee schedule for details on the specific rates.			-	-
<b>Total User Fees &amp; Charges</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Proposed Budget Changes</b>				
See following Proposed Budget Changes schedule for details.	(835)	-	(835)	(10.00)
<b>Total Proposed Budget Changes</b>	<b>(835)</b>	<b>-</b>	<b>(835)</b>	<b>(10.00)</b>
<b>Total Budget Changes</b>	<b>1,998</b>	<b>-</b>	<b>1,998</b>	<b>14.89</b>

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

User Fees	2009	2010	2011	% Change Over		Effective	2011
	Rate	Rate	Rate	2010	2009	Date	Revenue
	\$	\$	\$			DD-MMM-YY	(\$000)
<b>Department</b>							
<b>City Hall Services</b>							
<b>Room Booking - For Profit Organizations</b>							
A.S. Haydon Hall	479.00	479.00	479.00	0.0%	0.0%	01-Apr-11	
Jean Pigott Place	1,329.00	1,329.00	1,329.00	0.0%	0.0%	01-Apr-11	
Champlain Room	273.00	273.00	273.00	0.0%	0.0%	01-Apr-11	
Keefer Room	212.00	212.00	212.00	0.0%	0.0%	01-Apr-11	
Councillor Lounge	320.00	320.00	320.00	0.0%	0.0%	01-Apr-11	
Festival Plaza	1,381.00	1,381.00	1,381.00	0.0%	3.1%	01-Apr-11	
Festival Control	268.00	268.00	268.00	0.0%	0.0%	01-Apr-11	
Festival Boardroom	160.00	160.00	160.00	0.0%	0.0%	01-Apr-11	
Colonel By Room	212.00	212.00	212.00	0.0%	0.0%	01-Apr-11	
Richmond Room	160.00	160.00	160.00	0.0%	0.0%	01-Apr-11	
Honeywell Room	160.00	160.00	160.00	0.0%	0.0%	01-Apr-11	
Billing Room	160.00	160.00	160.00	0.0%	0.0%	01-Apr-11	
Caucus Room	54.00	54.00	54.00	0.0%	0.0%	01-Apr-11	
Lisgar Field	309.00	309.00	309.00	0.0%	0.0%	01-Apr-11	
<b>Room Booking - For Non-Profit Organizations</b>							
A.S. Haydon Hall	160.00	160.00	160.00	0.0%	0.0%	01-Apr-11	
Jean Pigott Place	160.00	160.00	160.00	0.0%	0.0%	01-Apr-11	
Champlain Room	160.00	160.00	160.00	0.0%	0.0%	01-Apr-11	
Keefer Room	160.00	160.00	160.00	0.0%	0.0%	01-Apr-11	
Councillor Lounge	212.00	212.00	212.00	0.0%	0.0%	01-Apr-11	
Festival Plaza	721.00	721.00	721.00	0.0%	0.0%	01-Apr-11	
Festival Control	212.00	212.00	212.00	0.0%	0.0%	01-Apr-11	
Festival Boardroom	54.00	54.00	54.00	0.0%	0.0%	01-Apr-11	
Colonel By Room	54.00	54.00	54.00	0.0%	0.0%	01-Apr-11	
Richmond Room	54.00	54.00	54.00	0.0%	0.0%	01-Apr-11	
Honeywell Room	54.00	54.00	54.00	0.0%	0.0%	01-Apr-11	
Billing Room	54.00	54.00	54.00	0.0%	0.0%	01-Apr-11	
Caucus Room	32.00	32.00	32.00	0.0%	0.0%	01-Apr-11	
Lisgar Field	155.00	155.00	155.00	0.0%	0.0%	01-Apr-11	
<b>Total Department</b>							-

**City of Ottawa**  
**Public Works**  
**Parks, Buildings & Grounds - Proposed Budget Changes**  
In Thousands (\$000)

Strategy Category	Dept.	Branch	Program / Service Adjustment	2011 Proposed Budget Change			
				Exp	Rev	Net Impact	FTE Impact
2	Public works	Parks, Buildings & Grounds	<b>Proposed Budget Change</b> Eliminate Fleet Growth operating funding for New Parks and Buildings City Wide	(100)	-	<b>(100)</b>	-
			<b>Impact on Public / City Departments</b> Elimination of the fleet vehicles required to maintain the growth of 52 ha of new parks and new and/or expanded facilities will require minor adjustments to the existing service standards city wide. Absorbing the increase with existing resources will require minor adjustments to grass cutting, sports field maintenance, play structure maintenance, litter control, graffiti management and building maintenance city wide.				
2	Public works	Parks, Buildings & Grounds	<b>Proposed Budget Change</b> Eliminate Parks Regular Growth Operations & Maintenance for 41.5 Ha of new parks and park amenities	(570)	-	<b>(570)</b>	<b>(8.00)</b>
			<b>Impact on Public / City Departments</b> Eliminating the funding for maintenance of new parks infrastructure will result in minor adjustments to service for all existing park programs. Using existing resources to absorb maintenance costs for new growth from the stimulus program will require a minor adjustment to current standards for grass cutting, play structure monitoring, splash pad operations, litter control etc. at all existing City parks and sports fields.				
2	Public works	Parks, Buildings & Grounds	<b>Proposed Budget Change</b> Eliminate Parks Stimulus Growth Operations & Maintenance for 10.5 Ha of new parks and park amenities	(165)	-	<b>(165)</b>	<b>(2.00)</b>
			<b>Impact on Public / City Departments</b> Eliminating the funding for maintenance of new parks infrastructure will result in a minor adjustment to service for all existing park programs. Using existing resources to absorb maintenance costs for new growth from the stimulus program will require a minor adjustment to current standards for grass cutting, play structure monitoring, splash pad operations, litter control etc. at all existing City parks and sports fields.				
<b>Total Proposed Budget Changes</b>				<b>(835)</b>	<b>-</b>	<b>(835)</b>	<b>(10.00)</b>

<b>1 - New Revenue</b>	<b>2 - Deferral of Proposed New Service Expenditures</b>	<b>3 - Deferral of Capital Projects</b>	<b>4 Adjustments to Existing Services</b>
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**City of Ottawa  
Community & Protective Services Committee  
Capital Program - 4 Year Forecast  
In Thousands (\$000)**

**2011 Draft Budget**

<b>Service Area/Category</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>Total</b>
<b>By-Law &amp; Regulatory Services</b>					
<b>Renewal of City Assets</b>					
905960 Bylaw Equipment Replacement (2011)	125	125	50	50	350
906113 Lifecycle Renewal Fleet - By-Law Services	74	167	-	-	241
	<b>199</b>	<b>292</b>	<b>50</b>	<b>50</b>	<b>591</b>
<b>Strategic Initiatives</b>					
905962 Bylaw Pound Facility (OHS)	100	100	100	250	550
	<b>100</b>	<b>100</b>	<b>100</b>	<b>250</b>	<b>550</b>
	<b>299</b>	<b>392</b>	<b>150</b>	<b>300</b>	<b>1,141</b>
<b>Child Care</b>					
<b>Renewal of City Assets</b>					
904935 Mun. Child Care Outdoor Fac 2010	-	200	100	100	400
905638 Municipal Child Care Infrastructure	200	200	200	200	800
906026 Buildings-Heritage - Child Care Serv	43	50	50	50	193
	<b>243</b>	<b>450</b>	<b>350</b>	<b>350</b>	<b>1,393</b>
<b>Strategic Initiatives</b>					
905639 Child Care Capital Grants	750	750	750	750	3,000
	<b>750</b>	<b>750</b>	<b>750</b>	<b>750</b>	<b>3,000</b>
	<b>993</b>	<b>1,200</b>	<b>1,100</b>	<b>1,100</b>	<b>4,393</b>
<b>Community &amp; Social Services</b>					
<b>Strategic Initiatives</b>					
905718 SE-Integrating Community & Social Svcs	310	-	-	-	310
	<b>310</b>	-	-	-	<b>310</b>
	<b>310</b>	-	-	-	<b>310</b>
<b>Employment &amp; Financial Assistance</b>					
<b>Renewal of City Assets</b>					
906023 Lifecycle Renewal Fleet -Health & Social	-	-	225	194	419
	-	-	<b>225</b>	<b>194</b>	<b>419</b>
	-	-	<b>225</b>	<b>194</b>	<b>419</b>

**City of Ottawa  
Community & Protective Services Committee  
Capital Program - 4 Year Forecast  
In Thousands (\$000)**

**2011 Draft Budget**

<b>Service Area/Category</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>Total</b>
<b>Fire Services</b>					
<b>Renewal of City Assets</b>					
905760 Battery Replacement-2011	300	-	-	-	300
905913 Buildings-Heritage - Fire Serv	319	300	300	300	1,219
905965 Specialty Fire Equipment Replace - 2011	325	325	325	325	1,300
905966 Fire Equipment Replacement Prog - 2011	590	590	590	590	2,360
905967 Fire Safety Equipment Replacement-2011	280	730	880	875	2,765
905968 Personal Protective Equipment-2011	775	650	500	555	2,480
905969 Fire Tech. Development & Equip-2011	365	315	315	315	1,310
905970 Fire Facility Equip. Replacement-2011	200	200	200	200	800
906114 Lifecycle Renewal Fleet - Fire Services	5,910	5,611	5,001	4,300	20,822
	<b>9,064</b>	<b>8,721</b>	<b>8,111</b>	<b>7,460</b>	<b>33,356</b>
<b>Growth</b>					
903142 Ottawa East Fire Station	300	300	300	300	1,200
	<b>300</b>	<b>300</b>	<b>300</b>	<b>300</b>	<b>1,200</b>
<b>Strategic Initiatives</b>					
905407 Fire Nederman Exhaust Systems	150	150	-	-	300
906122 CBRN Grant-2011	100	100	100	100	400
	<b>250</b>	<b>250</b>	<b>100</b>	<b>100</b>	<b>700</b>
	<b>9,614</b>	<b>9,271</b>	<b>8,511</b>	<b>7,860</b>	<b>35,256</b>
<b>General Government</b>					
<b>Renewal of City Assets</b>					
906030 Buildings-Heritage - Site Specific	-	450	450	450	1,350
	-	<b>450</b>	<b>450</b>	<b>450</b>	<b>1,350</b>
	-	<b>450</b>	<b>450</b>	<b>450</b>	<b>1,350</b>

**City of Ottawa  
Community & Protective Services Committee  
Capital Program - 4 Year Forecast  
In Thousands (\$000)**

**2011 Draft Budget**

<b>Service Area/Category</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>Total</b>
<b>Long Term Care</b>					
<b>Renewal of City Assets</b>					
905914 Buildings-Heritage - Long Term Care	576	500	500	500	2,076
905985 2011 Furniture & Equipment LTC	225	225	225	225	900
905986 2011 Renovations & Equip LTC	125	125	125	125	500
	<b>926</b>	<b>850</b>	<b>850</b>	<b>850</b>	<b>3,476</b>
<b>Strategic Initiatives</b>					
905987 LTC-Call Bell System Upgrade	500	-	-	-	500
905988 LTC-Security Alarm Systems	250	-	-	-	250
906039 Accessibility - Long Term Care	85	20	20	20	145
906230 LTC-Elevator Card Readers	60	-	-	-	60
	<b>895</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>955</b>
	<b>1,821</b>	<b>870</b>	<b>870</b>	<b>870</b>	<b>4,431</b>
<b>Paramedic Services</b>					
<b>Renewal of City Assets</b>					
905029 Paramedic Technology & Equipment-2011	1,000	1,230	1,230	780	4,240
906115 Lifecycle Renewal Fleet - Paramedic Svcs	2,880	2,553	2,325	2,292	10,050
906160 Paramedic Equipment Replacement-2011	480	250	325	775	1,830
906161 Paramedic Defibrillator Replacement-2014	-	-	-	1,565	1,565
	<b>4,360</b>	<b>4,033</b>	<b>3,880</b>	<b>5,412</b>	<b>17,685</b>
<b>Growth</b>					
903350 Paramedic Post (Carling, Woodroffe)	-	-	-	870	870
903351 Paramedic Post (Bank, Heron)	-	-	-	100	100
	-	-	-	<b>970</b>	<b>970</b>
<b>Strategic Initiatives</b>					
906231 Paramedic Vehicles & Equipment - 2011	525	-	-	-	525
	<b>525</b>	-	-	-	<b>525</b>
	<b>4,885</b>	<b>4,033</b>	<b>3,880</b>	<b>6,382</b>	<b>19,180</b>

**City of Ottawa  
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In Thousands (\$000)**

**2011 Draft Budget**

Service Area/Category	2011	2012	2013	2014	Total
<b>Parks, Recreation &amp; Culture</b>					
<b>Renewal of City Assets</b>					
903685 Centrepointe Theatre Cap Renewal Fund	100	-	-	160	260
904151 City Museum Accomodation Improvement	-	-	-	136	136
904553 2011 Life Cycle Renewal - Park Infrastru	504	518	520	520	2,062
904956 Buildings-Heritage - Parks & Rec	6,202	6,764	7,426	9,488	29,880
905044 Lifecycle Renewal Fleet-Recreation&Parks	95	37	-	-	132
905781 Cultural Services Bulding and Equipment	100	100	168	125	493
905782 Park Redevelopment 2011	175	-	-	-	175
906025 Buildings-Heritage - Cultural Serv	128	30	30	30	218
906035 Parks - Parks & Rec	405	800	750	750	2,705
906123 2011 Life Cycle Renewal - Small Equipmnt	100	200	200	200	700
906180 Rink Shacks Replacement 2012	-	200	-	130	330
906181 Tennis Court Redevelopment 2014	-	-	-	175	175
906182 Minor Park Improvement 2011	232	332	600	650	1,814
906183 Cultural Facilities Security System	-	-	-	160	160
	<b>8,041</b>	<b>8,981</b>	<b>9,694</b>	<b>12,524</b>	<b>39,240</b>
<b>Growth</b>					
902168 Indoor Pools - Growth (OSGB)	2,000	-	-	-	2,000
903614 Goulbourn Rec Complex Icepad Twinning	300	-	-	-	300
903624 Barrhaven South Complex	4,800	43,300	-	-	48,100
904697 New Community Bldg	130	1,300	671	-	2,101
905898 Parks Growth 2011 - Outside GB	2,515	2,431	4,479	4,598	14,023
906159 Parks Growth 2011 - Inside GB	150	-	-	-	150
	<b>9,895</b>	<b>47,031</b>	<b>5,150</b>	<b>4,598</b>	<b>66,674</b>
<b>Strategic Initiatives</b>					
904961 Accessibility - Cultural Serv	30	60	60	60	210
906038 Accessibility - Parks & Rec	1,295	790	790	790	3,665
906232 Sports Development - Lansdown extra 2011	3,800	-	-	-	3,800
906233 Minor Capital Partnership 2011	330	-	-	-	330
906234 Major Capital Partnership 2011	700	-	-	-	700
906235 Outdoor Rink Infrastructure 2011	300	-	-	-	300
906236 Program Facilities Upgrades	1,300	1,000	1,000	1,000	4,300
	<b>7,755</b>	<b>1,850</b>	<b>1,850</b>	<b>1,850</b>	<b>13,305</b>
	<b>25,691</b>	<b>57,862</b>	<b>16,694</b>	<b>18,972</b>	<b>119,219</b>

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<b>Service Area/Category</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>Total</b>
<b>Security and Emergency Management</b>					
<b>Renewal of City Assets</b>					
905916 IPS - Corporate Radio System (2011)	245	245	245	245	980
	<b>245</b>	<b>245</b>	<b>245</b>	<b>245</b>	<b>980</b>
	<b>245</b>	<b>245</b>	<b>245</b>	<b>245</b>	<b>980</b>
<b>Grand Total</b>	<b>43,858</b>	<b>74,323</b>	<b>32,125</b>	<b>36,373</b>	<b>186,679</b>



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<b>Project Number &amp; Description</b>	<b>Authority</b>	<b>Total Expenditures &amp; Commitments</b>	<b>Unspent Balance</b>
<b>By-Law &amp; Regulatory Services</b>			
902220 IT By-Law Services Technology Upgrades	983	(442)	541
902930 By-Law Lic. & Enforce. Harmonization	176	(146)	30
905033 Fleet Renewal - By-Law Services	418	(413)	5
905195 By-law - Vehicle & Equip - One-time 2009	300	(311)	(11)
905462 Lifecycle Renewal Fleet - By-law Services	257	(175)	82
905474 Bylaw - Vehicles & Equip - Growth (2010)	180	(100)	80
905475 Bylaw Equipment Replacement (2010)	125	(69)	56
	<b>2,439</b>	<b>(1,657)</b>	<b>782</b>
<b>Child Care</b>			
903995 Child Care Best Start Capital	6,050	(7,220)	(1,170)
904372 Municipal Childcare Outdoor Facil Renew	391	(313)	78
904435 Child Care Capital Grant Program 2007	2,000	(2,055)	(55)
904702 Municipal Childcare infrastructure renew	200	(26)	174
904704 Child Care Infrastructure	2,000	(1,678)	322
904815 Huron Towers Child Care Centre	2,704	(2,316)	388
904935 Mun. Child Care Outdoor Fac 2010	200	-	200
905027 Mun. Childcare Outdoor Fac. 2009	200	-	200
905080 LCR Bldg Park Heritage Child Care	169	(118)	51
905120 Child Care Cap. Grant 2009	563	(264)	299
905124 Municipal Childcare Facility	100	-	100
905638 Municipal Child Care Infastructure	200	-	200
905639 Child Care Capital Grants Program	811	(170)	641
905640 Municipal Child Care Facility	100	-	100
905658 LCR - Child Care Services	226	(100)	126
	<b>15,915</b>	<b>(14,260)</b>	<b>1,655</b>

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<b>Employment &amp; Financial Assistance</b>			
904064 IT EFA Technological Development	400	(62)	338
904336 IT RSVP Platform Sustainment	2,700	(1,920)	780
905718 SIEP Integrating Community & Social Svcs	600	(2)	598
	<b>3,700</b>	<b>(1,985)</b>	<b>1,715</b>
<b>Fire Services</b>			
900721 Fire Vehicle & Equipment Replacement Prg	36,081	(36,081)	0
903065 Fire - SCBA Study	225	(196)	29
903089 CBRN Grant	600	(619)	(19)
903142 Ottawa East Fire Station	300	-	300
903143 Ottawa South Fire Station	9,200	(6,631)	2,569
903144 Self-Contained Breathing Apparatus	100	-	100
903156 IT Tech Development & Equipment-2005	332	(331)	1
903157 Ottawa West Fire Station	8,750	(7,421)	1,329
903704 Wake-Up / Smoke Alarm Program	200	(174)	26
903961 IT Tech Development & Equipment (2006)	304	(304)	0
904338 Fire Equipment Replacement Program 2007	875	(898)	(23)
904378 Fire Safety Equipment Replacement - 2007	575	(621)	(46)
904380 Fire Tech. Development & Equip. (2007)	350	(343)	7
904382 Command Unit Replacement	700	(700)	(0)
904612 Fire Equipment Replacement Program 2008	590	(590)	0
904613 Fire Safety Equipment Replacement - 2008	660	(475)	185
904614 Personal Protective Equipment - 2008	400	(398)	2
904615 Fire Tech. Development & Equip. - 2008	315	(311)	4
904616 Fire Facility Equip. Replacement - 2008	125	(127)	(2)
905008 Specialty Fire Equipment Replacement-09	325	(329)	(4)
905009 Fire Equipment Replacement Program-2009	590	(618)	(28)
905010 Fire Safety Equipment Replacement-2009	573	(576)	(3)

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905011 Personal Protective Equipment-2009	400	(399)	1
905012 Fire Tech. Development & Equip.-2009	315	(201)	114
905015 Fire-Backup Emergency Power-2009	200	(174)	26
905017 Nederman/Garage Doors-2009	200	(153)	47
905031 Fleet Renewal - Fire Services	4,778	(4,771)	7
905076 LCR Bldg Park Heritage Fire	1,180	(1,052)	128
905406 Fire Prevention Retrofit Prg-2010	135	(66)	69
905407 Nederman Exhaust Systems-2010	125	-	125
905463 Lifecycle Renewal Fleet - Fires Services	3,553	(3,431)	122
905509 Fire Mobile Office (Prevention)-2010	200	(3)	197
905605 Fire Backup Emergency Power-2010	125	-	125
905607 LCR - Fire Services	1,692	(1,163)	529
905610 Fire Wake Up/Smoke Alarm Prg-2010	200	(17)	183
905611 Fire Vehicles-2010	80	(79)	1
905612 Self-Contained Breathing Apparatus-2010	500	-	500
905613 Specialty Fire Equipment Replacement-2010	325	(204)	121
905614 Fire Equipment Replacement Program-2010	590	(179)	411
905615 Fire Safety Equipment Replacement-2010	530	(392)	138
905616 Personal Protective Equipment-2010	400	(379)	21
905617 Fire Tech. Development & Equip-2010	315	(147)	168
905618 Fire Facility Equip. Replacement-2010	200	(28)	172
905619 CBRN Grant-2010	100	(66)	34
905660 RG-LCR - Fire Services	980	(653)	327
	<b>79,293</b>	<b>(71,299)</b>	<b>7,994</b>
<b>General Government</b>			
903879 Lansdowne Park-Operational Response 2006	1,589	(1,562)	27
904006 2006 South Dist Ops Response	378	(311)	67
904316 Life Cycle Renewal Heritage Bldgs 2007	1,418	(1,393)	25

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904317 Energy Retrofit 2007	1,000	(1,038)	(38)
904445 East District Ops Response 2007	250	(250)	0
904446 West District Ops Response 2007	750	(764)	(14)
904447 South District Ops Response 2007	250	(241)	9
904648 Lifecycle Renewal Heritages 2008	222	(225)	(3)
904651 Lifecycle Renewal Heritage 2008	1,424	(1,304)	120
904657 Business Continuity & Vulnerability	880	(552)	328
904720 Frank Clair Stadium-Demolition S. Stands	1,050	(1,035)	15
904775 Central Dist Ops Response - 2008	250	(244)	6
904777 East Dist Ops Response - 2008	250	(249)	1
904778 West Dist Ops Response - 2008	250	(202)	48
904963 Lansdowne Park retrofits 2009	463	(415)	48
905072 Energy Retrofit 2009	2,066	(2,011)	55
905073 LCR Bldg Park Heritage General Govt.	1,567	(1,293)	274
905074 LCR Bldg Park Heritage RPAM	1,600	(1,087)	513
905847 RG LCR Bayview Complex Building	1,229	-	1,229
	<b>16,886</b>	<b>(14,177)</b>	<b>2,709</b>
<b>Integrated Public Safety Unit</b>			
901037 Emergency Management Plan	5,037	(4,490)	547
901053 IT Business App.Mgmt.- EPS Program Env	266	(257)	9
904263 Corporate Radio System Program	1,305	(266)	1,039
904442 Emergency Operations Centre Upgrade	337	(322)	15
904942 OEM - Emergency Management Plan	790	(670)	120
904943 OEM - Corporate Radio System Program	2,225	-	2,225
905133 Corporate Security initiatives 2009	500	(509)	(9)
905138 JEPP - 2008/2009	300	(275)	25
905472 Corporate Radio System - 2010	245	(64)	181
905473 Corporate Security Initiatives - 2010	200	(165)	35

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905707 JEPP - 2009/2010	154	(153)	1
	<b>11,359</b>	<b>(7,171)</b>	<b>4,188</b>
<b>Long Term Care</b>			
903481 Resident Care Information System (RCIS)	250	(232)	18
905075 LCR - Long Term Care	406	(236)	170
905086 Bulk Renewal 2009 Long Term Care	320	(277)	43
905632 2010 Furniture & Equipment LTC	225	(186)	39
905633 2010 Renovations & Equipment LTC	125	(45)	80
905663 RG-LCR - Long Term Care	1,011	(704)	307
905670 Accessibility - Long Term Care	10	-	10
	<b>2,347</b>	<b>(1,680)</b>	<b>667</b>
<b>Paramedic Services</b>			
901047 Paramedic Program	11,290	(11,325)	(36)
904676 Paramedic Service Patient Care	240	(201)	39
904826 Paramedic Vehicles & Equipment	1,285	(1,247)	38
904827 Paramedic Equipment Replacement Prog-09	1,139	(1,097)	42
905032 Fleet Renewal - Paramedic Services	2,115	(2,106)	9
905210 Paramedic CACC Facility (Don Reid Dr.)	9,400	(11,862)	(2,462)
905381 Paramedic Vehicles & Equipment - 2010	440	(19)	421
905464 Lifecycle Renewal Fleet-Paramedics Svcs	3,113	(2,933)	180
905471 Paramedic Equipment Replacement-2010	1,448	(635)	813
	<b>30,470</b>	<b>(31,426)</b>	<b>(956)</b>
<b>Parks, Recreation &amp; Culture</b>			
900991 Bridlewood Community Centre	2,350	(2,317)	33
901066 IT Archives/Museums/Arts Collections	465	(465)	0
901186 Uplands/Riverside Park Development	649	(531)	117

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901822 Claudette Cain Park	520	(508)	12
902089 Nepean Reserve Fund Dispersal	9,961	(9,839)	122
902150 Cumberland History Book	-	(51)	(51)
902168 Indoor Pools - Growth (OSGB)	16,228	(1,142)	15,086
902250 Cumberland Reserve Fund Dispersal	2,029	(1,900)	129
902315 Winterwood Park Water Play Facility	80	(78)	2
902374 Kanata Town Centre Core Park	139	(17)	122
902396 Rock Knoll Park	555	(21)	534
902401 Baroness Park	154	(153)	1
902403 Parks East of Trim	523	(336)	187
902404 Petrie Island Park	3,791	(4,617)	(826)
902411 Hydro Corridor Trails	762	(73)	690
902412 Beryl Gaffney Park	684	(299)	386
902915 Fisher Heights (Community Building)	563	(583)	(20)
903040 Cultural Facility Study	57	(34)	23
903094 Park 22A	59	(26)	33
903105 IT Class Registration System	1,116	(727)	389
903115 Manotick Park Development	368	(16)	352
903215 Outdoor Pool Redevelopment (ISGB)	1,335	(1,655)	(320)
903258 Festival Hall (150 Elgin St)	5,970	(500)	5,470
903266 Community Centre Space - Growth	585	(174)	411
903417 Albion Heatherington Community Centre	2,536	(2,488)	48
903471 Archives Relocation & Fit-Up	378	(356)	22
903476 Relocation of Cultural Spaces	346	(327)	19
903554 Cent. Lib. Arts & Heritage Plan	96	(69)	27
903581 Minor Park Improvements - 2005	495	(409)	86
903582 Park Development	421	(444)	(23)
903585 Parks - Growth	12,586	(10,036)	2,549
903587 Major Capital Partnerships	302	(421)	(119)

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903594 Arts & Heritage Building Improvement	250	(245)	5
903595 Arts & Heritage Equipment Improvement	120	(106)	14
903613 Goulbourn Community Centre Expansion	6,168	(6,167)	1
903614 Goulbourn Recreation Complex Icedpad Twinning	8,400	(446)	7,954
903620 North Kanata Complex Land	4,780	(4,450)	330
903625 S.E. Nepean Complex Land	5,500	(4,454)	1,046
903637 Canterbury Community Centre Exp. Proj.	2,549	(2,379)	170
903678 Gilbey Park	115	(10)	105
903685 Centrepointe Theatre Cap Renewal Fund	716	(624)	92
903716 Museum Sustainability Plan	3,276	(1,612)	1,664
903718 Hunt Club/Riverside Expansion	3,811	(3,721)	90
903721 Land Acquisition - Sportsfield	2,848	(1,875)	973
903805 Sports Field Development Program 2006	1,632	(866)	766
903843 Outdoor Rink Infrastructure	410	(374)	36
903854 Petrie Island	507	(378)	129
903918 Parks & Facility Signage	150	(91)	59
903919 Park Pathway Lighting 2010	300	(82)	218
903921 Major Capital Partnerships 2006	354	(350)	4
903931 Minor Park Improvement 2006	238	(218)	20
904050 Fisher Heights Community Park	100	(34)	66
904062 Ashcroft 81 Colonnade Parks	700	(316)	384
904076 Park site 18B Trim Rd Community Park	515	(488)	27
904148 CSCF Furniture & Equipment Replacement	150	(135)	15
904149 City Museums Security System	300	(147)	153
904152 Archives Relocation *Legacy*	38,651	(32,825)	5,826
904279 Park Acquisition - East /South	300	(187)	113
904280 Park Acquisition - West /Central	100	-	100
904346 Lifecycle Renewal - Park Infrastructure	200	(53)	147
904370 Minor Park Improvement 2007	314	(189)	124

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<b>Project Number &amp; Description</b>	<b>Authority</b>	<b>Total Expenditures &amp; Commitments</b>	<b>Unspent Balance</b>
904371 Major Outdoor Aquatic Facilities	800	(541)	259
904373 North Kanata Complex	43,142	(535)	42,607
904406 Major Aquatics Facilities	100	-	100
904436 Minor Capital Comm. Partnership 2007	329	(308)	21
904437 Major Capital Comm. Partnerships 2007	830	(8)	822
904438 Park Re-Development 2007	500	(362)	138
904439 Re-Use of Belltown Dome	1,190	(1,106)	84
904443 By-Law Services Facility Upgrade (Swans)	75	(53)	22
904448 Lansdowne Park-Capital Upgrade Program	1,500	(1,492)	8
904450 Program Facility - upgrades/improvements	1,682	(1,461)	221
904485 Orleans Art Cntr-Enhanced Infrastructure	3,100	(1,845)	1,255
904490 Sportsfield Development - 2007	900	(602)	298
904495 East Community Centre Growth	985	(757)	228
904530 Park Infrastructure Program	501	(501)	0
904653 Lifecycle Renewal Parks 2008	2,900	(2,788)	112
904670 CSCF Building & Equipment Replacement	150	(93)	57
904681 Minor Park Improvement - 2008	300	(163)	137
904698 Major Aquatic Facilities	100	(96)	4
904703 Tennis Court Redevelopment	50	-	50
904710 Small Equipment Replacement	100	(99)	1
904760 Ward 11 Park Improvements	721	(810)	(89)
904832 CSCF Building & Equipment Replacement	150	(137)	13
904850 Celebration Park Water Play	100	(4)	96
904934 Minor Park Improvements 2010	1,014	(372)	642
904950 Small Equipment Replacement	100	(85)	15
904955 Lifecyle Renewal - Parks Small Equipment	100	(61)	39
905003 Park Infrastructure Program	200	(202)	(2)
905026 Minor Park Improvement 2009	618	(639)	(21)
905070 Kanata Rec Centre Retrofit	1,215	(1,455)	(240)



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905071 LCR Bldg Park Heritage Cultural Services	823	(692)	131
905078 LCR Bldg Park Heritage Recreation & Parks	13,020	(12,079)	941
905081 Accessibility 2009 Cultural Services	50	(50)	0
905084 Accessibility 2009 Parks & Recreation	90	(146)	(56)
905085 Bulk Renewal 2009 Cultural Services	469	(469)	0
905087 Bulk Renewal 2009 Parks & Recreation	5,626	(5,352)	274
905114 Greenboro CC Expansion-Planning	400	(39)	361
905115 New Community Building	1,300	(144)	1,156
905116 Overbrook CC Expansion	4,020	(3,891)	129
905117 Pinecrest CC Expansion	600	-	600
905118 Community Centre Additions	3,250	(525)	2,725
905121 Land Acquisition Sportsfield	500	-	500
905122 Major Cap. Comm. Partnership 2010	699	-	699
905123 Minor Cap. Comm. Partnership 2009	200	(191)	9
905182 Old Ottawa South CC Expansion	2,900	(2,036)	864
905225 Briargreen Park - Nepean City Soccer	1	(0)	1
905226 Brantwood Field House - CAGOE	101	(59)	42
905227 Bridlewood Comm Assoc - community rinks	63	(30)	33
905228 Kilbirnie Park Association	31	(40)	(9)
905229 Sheffield Rd Spts Pk - Glouc Dragons	100	(29)	71
905240 ISF-Centrepoint Theatre Expansion	12,000	(10,865)	1,135
905241 RI-Bell Arena Refurbishment	2,700	(2,312)	388
905242 RI-Apollo Crater Pathway Lighting	75	(64)	11
905243 RI-Bearbrook Pathway Lighting	75	(47)	28
905244 RI-Joshua Bradley Pathway Lighting	30	(16)	14
905251 ISF-Bellevue Manor Community Centre Roof	80	(82)	(2)
905252 ISF-Goulbourn Office Septic System Recon	70	(77)	(7)
905294 RI-Katimavik Outdoor Basin	200	(233)	(33)
905345 RI-Emerald Woods Waterplay	104	(94)	10

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905346 RI-Garden Way Waterplay	104	(91)	12
905347 RI-Hintonburg Park Waterplay	104	(133)	(29)
905348 RI-Morrison Waterplay	104	(94)	9
905349 RI-North Vineyard Waterplay	104	(81)	22
905350 RI-Queensway Park Waterplay	104	(97)	7
905351 RI-Hintonburg Park Wall Reconstruction	1,000	(639)	361
905352 RI-Merivale Arena Refurbishment	2,700	(2,236)	464
905353 RI-Splash Wave Pool - Addition	3,000	(2,928)	72
905354 RI-Terry Fox - Track & Field Redevelop	2,300	(2,541)	(241)
905355 RI-Hintonburgh C C - Basement Retrofit	1,200	(950)	250
905356 RI-Carlsbad Springs Community Centre	3,200	(2,791)	409
905357 RI-Greenboro Community Centre Expansion	3,700	(3,625)	75
905358 RI-Hornet's Nest Fieldhouse Expansion	550	(441)	109
905359 RI-McKellar Park Community Building Repl	1,000	(885)	115
905360 RI-Fitzroy/Campbell Bicent Diamond Light	149	(120)	29
905361 RI-Parkdale Urban Pk & Fieldhouse Redev	1,188	(1,004)	184
905362 RI-Rideau Canoe Club Expan/Renovation	2,298	(2,278)	20
905365 RI-Kars Rink Board Replacement	125	(127)	(2)
905386 Parks - Growth 2010	157	-	157
905606 LCR - Cultural Service	1,143	(885)	258
905634 Community Centre Space 2010	95	-	95
905635 Rink Shack Replacement 2010	300	(6)	294
905636 Tennis Court Redevelopment 2010	175	-	175
905637 Cultural Svcs Bldg & Equip Replace 2010	150	(56)	94
905654 Minor Cap. Comm. Partnership 2010	330	(15)	315
905655 LCR - Parks & Recreation	8,966	(5,126)	3,840
905662 RG-LCR - Parks & Recreation	6,458	(4,687)	1,771
905665 Accessibility - Cultural Services	10	-	10
905668 Accessibility - Parks & Rec	400	(206)	194

**City of Ottawa  
Community & Protective Services Committee  
Capital Works-in-Progress (at September 30, 2010)  
In Thousands (\$000)**

**2011 Draft Budget**

<b>Project Number &amp; Description</b>	<b>Authority</b>	<b>Total Expenditures &amp; Commitments</b>	<b>Unspent Balance</b>
905712 Minor Facility Improvements	240	(17)	223
905713 SIEP Optimize Recreation Facilities	900	(526)	374
905746 Shenkman Miscellaneous Equipment	100	(17)	83
905825 Jack Purcell Park Off-Leash Dog Surface	20	(17)	3
905826 Brewer Park Upper Water Play Redevelopment	106	(23)	83
905827 Cyrville Park Redevelopment	130	-	130
905828 Hintonburg Park Redevelopment	252	(0)	251
905830 Ward 15 Cash-in-Lieu	117	(24)	93
905835 Half Moon Bay Community Park	400	-	400
905836 Barcham Crescent Park	30	-	30
905837 Kings Grant Neighbourhood Park	60	(10)	50
905838 Ventanna Park	70	-	70
905839 Chapman Mills Main St Park	660	-	660
905840 Beechwood New Edinburgh Commons	50	-	50
905841 Bryanston Gate Park	133	(12)	121
905842 Bridlewood Trails Tot Lot	50	-	50
905843 Vista Park	60	-	60
905844 Bradley Ridge Park	286	(0)	285
905845 Greely Orchard Park	97	(78)	19
905846 Creekside Park	185	-	185
905848 Laroche Park Improvements	55	-	55
905850 Heron Park Preschool Play Equipment	70	(71)	(1)
905851 Wd 1 CIL Plgrd Ren:Wincanton & JJamieson	85	(46)	39
905867 Piazza Dante Park Redev Phase 1	400	-	400
	<b>308,249</b>	<b>(192,453)</b>	<b>115,797</b>

**City of Ottawa**  
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**Capital Works-in-Progress (at September 30, 2010)**  
**In Thousands (\$000)**

**2011 Draft Budget**

Project Number & Description	Authority	Total Expenditures & Commitments	Unspent Balance
<b>Public Health</b>			
905077 LCR Bldg Park Heritage Public Health	27	(9)	18
905856 Low Income Dental Program	621	(20)	601
	<b>648</b>	<b>(29)</b>	<b>619</b>
<b>Grand Total</b>	<b>471,306</b>	<b>(336,136)</b>	<b>135,169</b>