

# BUDGET 2010 *Ottawa*

## Operating and Capital Budget

### Tax and Rate Supported Programs



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# 2010 BUDGET OVERVIEW

## Overview

Each year, Ottawa City Council approves a budget that directly affects the day-to-day life of city residents. As part of the budget process, City Councillors must make choices and decisions on behalf of all residents about the type and level of programs and services that are to be provided in the upcoming year. These decisions have direct impacts on the quality of life that residents expect through the delivery of programs and services provided by their municipal government.

The City's total operating budget as adopted by Council for 2010 is \$2.5 billion and the capital budget is \$810 million.

	<b>Operating</b> \$M	<b>Capital</b> \$M
<u>Tax Supported Programs</u>		
City Services	2,025	628
Police Services	248	50
Total	2,273	678
Rate Supported Services	243	132
<b>Total City</b>	<b>2,516</b>	<b>810</b>

The budget approval process was again segregated into two separate processes. One for programs supported by property taxes and one for the utility rate supported programs composed of drinking water and wastewater services.

The 2010 tax supported budget was adopted January 28<sup>th</sup>, 2010 with a 3.77% property tax increase for all City services, which included a 1.16% tax increase for Ottawa Police Services. On March 24, 2010, City Council approved the 2010 Rate Supported Budget with an overall combined 9.0% rate increase to the water rate and the sewer surcharge rate.

# 2010 BUDGET OVERVIEW

## Key Highlights

### **Council voted to maintain all City services and fund the following new operating needs:**

- Funding to implement a City of Ottawa Adult/Senior strategy (\$80,000)
- Funding for Community Sustainability, Arts and Heritage Plans and the Parks & Creation Master Plan (\$1,741,000)
- Funding for a Preventive Maintenance Strategy (\$155,000)
- Funding for a Youth Engagement Mural Program (\$50,000)
- Funding for Salt Saving initiative (\$150,000)
- Funding for signage through the School Speed Zone Program (\$100,000)
- Funding for reimbursing development-related fees to eligible charities and non-profit organizations (\$200,000)
- Funding for four Building Officials to offset workloads (\$356,000)
- Funding for one Full-Time Equivalent (FTE) to support hydraulic modeling and sewer system evaluation (\$100,000)
- Funding for new Solid Waste By-Law Inspectors (\$180,000)
- Funding for the implementation of Landfill Bird control Programs (\$150,000)
- **Funding for one FTE to manage City Bin's Inventory (\$60,000)**
- Funding for a Data/Business Analyst to assist in data management (\$60,000)
- Funding for Emerald Ash Borer Management Strategy (\$340,000)
- Funding for One-time Unforeseen needs (\$2,800,000)

### **New Capital Budget authority of \$810 million:**

Highlights of the proposed 2010 Capital spending plan include:

- Improvements to roads, sewers, transit, parks and recreation facilities, cycling and multi-purpose pathways
- Better access to recreation facility booking systems
- Improved customer service from the City's 3-1-1 client service centres and through enhanced e-services
- Create a community-based mobile workforce
- Addition of 37 new replacement buses and purchase 43 buses for growth of service in 2011
- New Ottawa West fire station

## 2010 BUDGET OVERVIEW

	<b>Renewal</b>	<b>Growth</b>	<b>Strategic</b>	<b>Total</b>
	\$M	\$M	\$M	\$M
Tax Supported Programs				
City Services	274	307	47	628
Police Services	19	26	5	50
Total	293	333	52	678
Rate Supported Services	81	38	13	132
<b>Total City</b>	<b>374</b>	<b>371</b>	<b>65</b>	<b>810</b>

### Service Excellence Plan Initiatives

Development and implementation of a Service Excellence Plan to deliver consistent, predictable, high quality information and services to residents along with generating significant savings.

The key components of Service excellence center on:

- Improving client satisfaction – serving the customer better by aligning services with customer priorities;
- Improving operational efficiencies – delivering services as effectively and efficiently as possible;
- Employee engagement – improving the overall satisfaction and commitment of the staff that deliver and support City services.

The Plan includes 9 initiatives that leverage technology to achieve service improvements and efficiency savings. The 2010 capital budget includes \$23.7 million for the following investments in technology:

- Enable Citizen Centric Services - \$12.0m
- Create a community based mobile workforce - \$5.45m
- Transform Fleet Management - \$1.75m
- Sponsorship & Advertising - \$0.27m
- Smart Energy - \$2.43m
- Integrating Community & Social Service Delivery \$0.59m
- Optimizing the utilization of recreational facilities \$0.9m
- Innovative Operating & Business Practices - \$0.3m
- Create a labour pool – no capital funding required

In addition to these initiatives, 2 “enabling initiatives” critical to the Service Excellence Plan will be undertaken:

## 2010 BUDGET OVERVIEW

- People Plan – to identify, implement programs to attract, retain and develop a continuous supply of knowledgeable and productive employees; to build leadership capacity; to create a work environment that promotes / rewards performance & productivity.
- Technology Roadmap – to modernize the information technology infrastructure to become more responsive to changing needs; to implement new solutions and improve customer services and operational performance; to meet regulatory and compliance requirements.

Additional details can be found in the [Service Excellence Plan](#) report presented to the Audit Budget & Finance Committee on November 17, 2009.

### **Continuation of the Management Efficiency Initiatives**

This program was established in 2008 to achieve \$100 million in savings in the following areas:

- Productivity improvements - achieved through continuous process improvement initiatives for ongoing administration and service delivery operations
- Technology savings - requiring the completion of business case analysis, to ensure that investment in technology will generate sufficient savings over a reasonable time period
- Asset rationalization and consolidation savings - requiring some initial investment, these initiatives would be brought before Council for consideration prior to implementation
- Procurement savings - investigated through a consultant-facilitated analysis of overall corporate procurement strategies

These initiatives along with the Service Excellence Plan are expected to generate \$85 million in savings over the next 5 years. Additional details can be found in the [Corporate Efficiency Savings](#) report presented to the Audit Budget & Finance Committee on November 17, 2009.

## 2010 BUDGET OVERVIEW

	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>5 year total</b>
2010 Efficiency Savings	19.4	-	-	-	-	19.4
Service Excellence Plan (9 initiatives)	3.8	11.7	14.7	7.3	1.6	39.1
Alternative Service Delivery (ASD Opportunities)	-	-	-	8.1	8.1	16.2
Corporate Realignment	4.0	-	-	-	-	4.0
Strategic Sourcing	-	-	-	-	2.0	2.0
Technology Roadmap	0.2	1.0	0.5	-	-	1.7
Tax and Lease revenues	-	0.3	0.9	1.1	0.7	3.0
<b>Total Savings</b>	<b>27.4</b>	<b>13.0</b>	<b>16.1</b>	<b>16.5</b>	<b>12.4</b>	<b>85.4</b>

# 2010 BUDGET OVERVIEW

## Budget Timetable and Process

The following table summarizes the key events leading to the adoption of the 2010 Tax and Rate Supported Budgets:

<b><u>Tax Supported Budget</u></b>	
<ul style="list-style-type: none"> <li>• Departmental 2010 Budget Reviews &amp; public delegations at Committee</li> <li>• Strategic Plan Refresh Report</li> <li>• Service Excellence Report</li> </ul>	Oct 6 <sup>th</sup> – Nov 6 <sup>th</sup> , 2009
<a href="#">Consideration of the 2010 Draft Tax Supported Budget by Audit, Budget and Finance Committee</a>	Nov 17 <sup>th</sup> – Nov 27 <sup>th</sup> , 2009
<a href="#">Tabling of the 2010 Draft Tax Supported Budget at Council</a>	Dec 9 <sup>th</sup> , 2009
Public consultations - Ward Meetings - Committee of the Whole	Dec 9 <sup>th</sup> – Jan 22 <sup>nd</sup> 2010 Jan 25 <sup>th</sup> – 27 <sup>th</sup> , 2010
<a href="#">City Council consideration and adoption of the 2010 Tax Supported Budget</a>	Jan 28 <sup>th</sup> – 29, 2010
<b><u>Rate Supported Budget</u></b>	
<a href="#">Tabling of the 2010 Draft Water and Wastewater Rate Supported Budget at Planning and Environment Committee</a>	Feb 9 <sup>th</sup> , 2010
<a href="#">Consideration of the 2010 Draft Rate Supported Budget by Planning and Environment Committee</a>	Feb 23 <sup>rd</sup> , 2010
<a href="#">City Council consideration and adoption of the 2010 Rate Supported Budget</a>	March 24 <sup>th</sup> , 2010

Development of the City's 2010 Budgets was structured around the Council-approved [Fiscal Framework](#) document that outlines the guiding principles and financial targets the City should be moving towards in order to become financially sustainable. These principles and targets were incorporated into the 2010 budget process and high-level fiscal direction for 2011-2012.

## 2010 BUDGET OVERVIEW

The [2010 Proposed Budget Timetable and Process](#), carried by Council on June 10, 2009, outlined a revised budget process that was followed by staff in the development of the 2010 Operating and Capital budgets. Some of the key changes were as follows:

- The process changed from a staff-led process of developing budget options (solutions) to one led by members of Council through the Standing Committee structure.
- Standing Committees reviewed and challenged the budgets for the departments under their responsibility.
- At the conclusion of their review, the Standing Committees recommended the budget for their service areas, including any reduction options, to the Audit, Budget and Finance Committee.
- The Audit, Budget and Finance Committee consolidated the work of all the Standing Committees and presented a recommended budget to Council.
- Council sat as Committee of the Whole to consider the proposed draft budget from the Audit, Budget and Finance Committee.
- Public consultation was incorporated throughout the budget development process. Consultations were conducted during the Standing Committee review phase and the Committee of the Whole phase. There were no staff-led ward budget consultations. Councillors held their own ward meetings, supported by staff.
- There was no Budget Directions document for 2010. Staff developed the budgets, for Committee and Council consideration, by taking into account the existing Fiscal Framework and term of Council Priorities. In 2008, Council approved the City Strategic Plan ([ACS2008-BTS-EXD-0003](#)) that outlines nine priority areas as well as objectives and key activities to support each priority area.
- Any budget adjustments and/or budget options identified by staff during the budget preparation process were **provided as information to Standing Committees, for purposes of Committee's consideration and prioritization.**

# 2010 BUDGET OVERVIEW

## **2010 Draft Tax Supported Budget – Tabled with Council on December 9, 2009**

The recommended draft budgets from each Standing Committee were tabled with the Audit, Budget & Finance Committee on November 17, 2009. Following 3 meeting of the Committee, a recommended draft budget was tabled with Council on December 9, 2009.

As a result, the draft budget proposed an overall net additional tax requirement of \$44 million or a 3.9% tax rate increase to support:

- City programs - \$33 million or a 2.9% tax increase;
- Ottawa Police Services - \$9.4 million or a 0.8% tax increase
- Ottawa Library Services - \$1.7 million or a 0.2% tax increase

The 2010 Draft Operating budget also included a 7.5% increase in transit fares and inflationary increases in various user fees.

The Police and Library Board also tabled their respective budgets with Council that incorporated reductions to their proposed requirements as directed by ABFC. Ottawa Police reduced their proposed budget by \$1 million and the Ottawa Public Library reduced their submission by \$700K.

The specific recommendations underlying the proposed 2010 draft tax supported budget can be founded in the [ABFC meeting minutes](#).



## 2010 BUDGET OVERVIEW

The 2010 Draft Capital Budget Estimates for the City tax supported programs (excluding Police) are shown below.

Tax Supported Budget	2010 Request			
	Renewal	Growth	Strategic	Total
			Initiatives	
	\$000	\$000	\$000	\$000
Expenditure Authority	271,713	308,923	43,475	624,111
Revenue	15,864	107,155	-	123,019
Net Financing Required	<b>255,849</b>	<b>201,768</b>	<b>43,475</b>	<b>501,092</b>
<b>Reserves</b>				
- City Purposes	48,728	3,338	9,783	61,849
- Rate (Integrated Program)	20,468	-	-	20,468
- Solid Waste	9,180	-	-	9,180
- Transit	47,004	61,534	6,270	114,808
<b>DC - Cash &amp; Debt</b>				
Transit	3,262	33,657	-	36,919
City Purposes	2,857	78,649	156	81,662
<b>Debt Financing</b>				
- City Purposes	83,169	10,424	27,266	120,859
- Rate (Integrated Program)	23,254	-	-	23,254
- Solid Waste	8,260	-	-	8,260
- Transit	9,667	14,166	-	23,833
<b>Total</b>	<b>255,849</b>	<b>201,768</b>	<b>43,475</b>	<b>501,092</b>

The draft capital program supported the "Incrementality" requirements of the 2009 Federal Infrastructure Stimulus Fund program. To be eligible for funding projects had to meet the requirements of incrementality, readiness and merit. Incrementality defined as: *All eligible recipients will be required to attest, in conjunction with their project application, that the work to be undertaken is an incremental construction activity that would not otherwise have been constructed by March 31, 2011, were it not for funding from the Infrastructure Stimulus Fund. Federal funding could be used to provide missing funding that allows a project to proceed, or could be used to accelerate a project planned for future years to be built by March 2011.*

## 2010 BUDGET OVERVIEW

To the extent possible, the 2010 Draft Capital Budget reflected the works that Council had anticipated would be undertaken based on the forecasted 2010 capital program that was presented during the approval of the 2009 budgets.

In addition to the 2010 draft capital program being kept at the forecasted levels, spending during the 2010 and 2011 period will increase by the \$400 million in Infrastructure Stimulus Fund projects approved in 2009. That \$400 million program included \$85 million in Renewal projects, \$268 million in Growth projects and \$48 million in Strategic Initiative type projects. The City's funding share of the program is \$133 million.

### 2010 Adopted Tax Supported Operating Budget

#### Operating

During Budget deliberations held from January 28<sup>th</sup> to 29<sup>th</sup>, 2010, the following revisions / solutions were passed by Council to achieve a 3.77% property tax increase:

	<b>\$000</b>
<b>2009 Taxation Requirement</b>	<b>1,123,066</b>
<b>2010 Draft Budget - Tax Increase as Tabled</b>	
City Operations, Library and Police	64,708
Less Assessment Growth	(20,620)
	<b>44,088</b>
<b>Tax Increase as Tabled</b>	<b>3.9%</b>
<b><u>Adjustments Adopted by Council (details below)</u></b>	
City Treasurer Update to Council	(2,659)
Council Decisions	(1,940)
Reduction in Assessment Growth	2,900
<b>Tax Increases as Adopted</b>	
City Operations, Library and Police	60,109
Less Assessment Growth	(17,720)
	<b>42,389</b>
<b>Total 2010 Taxation</b>	<b>1,183,175</b>
Less Assessment Growth	(17,720)
	<b>1,165,455</b>
<b>Tax Increase as Adopted</b>	<b>3.77%</b>

## 2010 BUDGET OVERVIEW

### City Treasurer Update to Council

Adjustments	Exp	Rev	Net
Revise funding estimated - increase at 3% instead of 5%	-	500	500
ABFC recommended \$1M savings, Library tabled \$700K	300	-	300
Increase in Supplementary taxation	-	(2,900)	(2,900)
Revision to Corporate Re-organization savings	(160)	-	(160)
Additional reduction to the long term disability provisions	(400)	-	(400)
	<b>(260)</b>	<b>(2,400)</b>	<b>(2,660)</b>
Reduced assessment growth per returned roll 1.58% vs 1.84% (Offset by increase in Supplementary taxation)	-	2,900	2,900

### Council Decisions

	Exp	Rev	Net	#FTE
Reinstate Transit routes & eliminate route 245	3,215	(241)	2,974	38.00
Corporate Business Travel reduction	(426)	-	(426)	-
Deferral of Capital projects / Reduction in reserve fund contribution	(4,435)	-	(4,435)	-
Increase Water & Sewer Administration Allocation by 4%	(736)	-	(736)	-
Reduction from 0.08% to 0.07% for the Auditory General	(260)	-	(260)	-
Maintenance for new facilities & major upgrades to existing buildings	335	-	335	1.88
Increase maintenance requirements for new park growth	465	-	465	4.11
Support services for energy reduction strategies	83	-	83	2.66
Reinstate Crime Prevention	510	-	510	-
Reinstate Tree Trimming	330	-	330	-
Reinstate Stump Removal	150	-	150	-
Adjustment to Planning Applications Fee revenues	-	(500)	(500)	-
Increase in Fleet costs associated to growth in parks and facilities	117	-	117	-
Reduction in H1N1 hand sanitizer budget	(80)	-	(80)	-
Increase in annual funding for Rochester Heights Community House	13	-	13	-
Increase subsidy for CentrepoinTE Theatre	20	-	20	-
Additional Revenue for Ottawa Lands Development	-	(500)	(500)	-
<b>Total</b>	<b>(699)</b>	<b>(1,241)</b>	<b>(1,940)</b>	<b>46.65</b>

# 2010 BUDGET OVERVIEW

## 2010 Adopted Tax Supported Capital Budget

Adoption of the 2010 Capital Tax Supported Budget resulted in \$678 million in new capital spending authority of which \$293 million is for Renewal of Assets, \$333 million is for Growth supported projects and \$52 million is for Strategic Initiatives.

<b>2010 Tax Supported Capital Program (\$000)</b>				
	<b>2010 Total</b>	<b>Asset Renewal</b>	<b>Growth</b>	<b>Strategic</b>
<b>Capital Program Funded by:</b>				
Capital Reserves & Gas Tax	213,259	130,536	64,202	18,521
Development Charges	110,579	5,092	105,331	156
Federal/Provincial Revenues	129,940	22,785	107,155	-
Development Charges Debt	21,595	749	20,846	-
Tax, Transit & Rate Supported Debt	202,794	133,639	35,639	33,516
<b>TOTAL - Tax-Supported Budget</b>	<b>678,167</b>	<b>292,801</b>	<b>333,173</b>	<b>52,193</b>

The 2010 Capital program includes an additional \$20 million allocated to various City departmental programs, in order to reduce the funding gap for the renewal of City assets. The 2010 additional allocation for funding of the renewal gap is funded from debt and will require an additional \$2.5 million per year in debt servicing starting in 2012. A total of \$31 million in increased capital funding for infrastructure renewal was approved in prior years. With the recommendation to fund an additional \$20 million in 2010, the estimates will now contain \$51 million in increased spending for infrastructure renewal. The Long Range Financial plan identified an annual funding gap of \$100 million that was to be reduced through special annual tax levies. This plan will be updated in 2010 in order to reassess the renewal expenditure requirements and the extent of the remaining funding gap.

Additional detail on the capital projects can be found in the Supplemental Capital Budget Information Document. The totals by service area are summarized below:

# 2010 BUDGET OVERVIEW

<b>2010 Capital Program by Committee (\$000)</b>	
<b>Agriculture &amp; Rural Affairs Committee</b>	<b>5,839</b>
Transportation Services – ARAC	5,839
<b>Community &amp; Protective Services</b>	<b>45,991</b>
By-Law & Regulatory Services	562
Child Care Services	1,426
Employment & Financial Services	600
Integrated Public Safety	445
Long Term Care	1,777
Ottawa Fire Services	10,625
Ottawa Paramedic Services	5,273
Parks, Recreation & Culture	25,270
Social Housing	13
<b>Corporate Services &amp; Economic Development Committee</b>	<b>42,057</b>
City Operations DCM's Office	5,700
IT Productivity Improvements	12,000
Financial Services	2,000
Information Technology Services	13,150
Infrastructure Services & Community Sustainability DCM's Office	5,407
Real Estate Partnership & Development Office	3,800
<b>Planning &amp; Environment Committee – Tax Supported</b>	<b>21,681</b>
Environment	3,346
Planning & Development	150
Solid Waste	18,185
<b>Transit Committee – Transit Services</b>	<b>251,592</b>
<b>Transportation Committee</b>	<b>256,476</b>
Fleet Services	1,140
Integrated Roads, Water & Wastewater*	81,650
Transit Services	5,000
Transportation Services	168,686
<b>Ottawa Public Library</b>	<b>4,483</b>
<b>Ottawa Police</b>	<b>50,048</b>
<b>TOTAL Tax Supported Capital Program</b>	<b>678,167</b>

# 2010 BUDGET OVERVIEW

## 2010 Draft Rate Supported Budget

The 2010 Draft Rate Supported Budget that was tabled at the Planning & Environment Committee on February 9<sup>th</sup>, 2010, proposed a recommended rate drinking water and wastewater net operating budget for 2010 of \$244.7 million. The budget provided the necessary funding to support a total gross capital budget of \$189.4 million and included the implementation of several Council approved strategic projects and service upgrades.

The increased capital investments would provide higher service levels to residents, increase flood protection measures, and better protect the health of the Ottawa River, including:

- **\$4 million to reduce flood risks in the City's west end;**
- Almost \$24 million to improve the health of the Ottawa River;
- An additional \$5 million to improve the efficiency of water billing;
- \$127.2 million for maintaining and expanding infrastructure renewal; and,
- \$10.1 million to meet legislative requirements.

A major component of the 2010 Rate Supported Draft Budget was the implementation of capital projects that would target issues surrounding West End Flooding. The first phase of these proposed projects would focus on delivering performance improvements to existing drainage systems in 2010.

The 2010 draft budget continued **to support the City's Ottawa River Action Plan (ORAP), the subject of a separate report ([ACS2010-ICS-ESD-0007](#))**. The report describes a series of short-term projects to be undertaken in the 2009-2013 period, with a value of \$251.64 million. The bulk of this spending was **on the City's Combined Sewer Overflow Strategy**, designed to further improve the water quality in the Ottawa River. ORAP identifies 17 projects that contribute to the environmental sustainability of the Ottawa River watershed. It also outlines further planning and initiatives directed towards the development of a long-term Water Environment Strategy. A major component of the 2009 budget was the creation of the Ottawa River Fund. **That \$139 million dollar Fund enabled the acceleration of the City's improvement of the water quality in the Ottawa River in partnership with the provincial and federal governments.** The total ORAP funding of \$251.64 million is comprised of the \$139-million Ottawa River Fund approved in 2009, \$34.38 million in Other Works in Progress, and a further \$78.26 million in costs not previously budgeted.

## 2010 BUDGET OVERVIEW

The costs for wastewater services are recovered primarily from the water rate and corresponding sewer surcharge paid only by those Ottawa residents receiving the service. In order to provide these services in a financially sustainable manner, Council in 2009, approved a high-level forecasted net 9% rate increase for 2010 as part of its multi-year budget forecasts. With the adjustment of the transfer charges agreed to as part of the 2010 tax-based budget, this increase became 10%. In anticipation of the major capital spending involved in both the Ottawa River Action Plan and West End Flooding prevention, both of which are funded primarily from the Wastewater Fund and Reserve, the overall 10% rate increase would be achieved with a 2% increase to Water Rates and an 18% increase in the Wastewater rate. Other less significant sources of revenue, such as cost recovery services on hauled liquid waste charges, were to increase as per CPI or previously approved increases. For an average household receiving both water and wastewater services, the proposed rates would result in a \$1 per week increase.

### **Drinking Water Draft Operating Budget**

The 2010 drinking water services gross operating resource requirements was comprised of \$51.2 million in direct net operating expenditures and \$70.0 million in non-departmental services of which \$49.1 million was a contribution to the Water Capital Reserve Fund. In 2010, the total resource net operating requirement to provide drinking water services was \$121.2 million.

### **Wastewater Draft Operating Budget**

The 2010 draft operating budget for wastewater services, was comprised of \$44.0 million in direct net operating costs and \$79.5 million in non-departmental services. Of the latter, \$42.2 million included a contribution to the Wastewater Capital Reserve Fund. In 2010, the total draft resource net operating requirement to provide wastewater and drainage services was proposed at \$123.5 million.

With respect to addressing long-term funding needs, there is a requirement under the Safe Drinking Water Act for the Ottawa Drinking Water Operating Authority to prepare and submit formal Financial Plans covering the long-term financial **requirements for Ottawa's drinking water system by July 1, 2010. This** is the final element of the Municipal Drinking Water Licensing scheme required by the Province. While drinking water is the subject of the new regulations, due to the synergism between water, wastewater and storm water, staff included all elements in its conduct of the Cost, Revenue and Rate Study. The results of the study will become the subject of two reports: a report related to the water and wastewater rate structure scheduled for consideration by the Planning and Environment Committee and the Agriculture and Rural Affairs Committee in March; and a subsequent report, providing for the long-term financial requirements for consideration by Council in the late spring. Together, this one-year budget, and the long-term funding provisions, will place these services on a fiscally sustainable course.

## 2010 BUDGET OVERVIEW

### Draft Capital Rate Supported Budget

The following table presents a breakdown of drinking water facility and infrastructure valuations and the value of the 2010 draft capital program by category. The total 2010 draft capital authority for drinking water (inclusive of customer services and strategic and environmental services requirements) was \$94.7 million.

In Thousands (\$000)	<b>Estimated Asset Replacement Value (2009\$)</b>	<b>Renewal Projects</b>	<b>Regulatory</b>	<b>Growth</b>	<b>Strategic Initiative</b>	<b>Total</b>
Water Systems - General	N/A	2,048	1,330	2,165	882	<b>6,425</b>
Water Treatment Facilities	530	7,270	-	1,000	-	<b>8,270</b>
Water Pumping Stations	90	2,480	-	3,300	-	<b>5,780</b>
Water Distribution	6,100	24,255 + 22,207*	-	27,344	-	<b>51,599 + 22,207*</b>
Water Reservoirs	70	88	-	-	-	<b>88</b>
Communal Well Systems	20	339	-	-	-	<b>339</b>
<b>Sub-Total by Category</b>	<b>6,810</b>	<b>58,687</b>	<b>1,330</b>	<b>33,809</b>	<b>882</b>	<b>94,708</b>

*\*Drinking Water Reserve Fund contribution towards City-wide Integrated Renewal program*



## 2010 BUDGET OVERVIEW

The total draft 2010 capital authority for wastewater (inclusive of customer services and strategic and environmental services requirements) was \$94.7 million. The following table presents a breakdown of wastewater facility and infrastructure valuations and the value of this year's capital program by category:

In Thousands (\$000)	<b>Estimated Asset Replacement Value (2009\$)</b>	<b>Renewal Projects</b>	<b>Regulatory</b>	<b>Growth</b>	<b>Strategic Initiative</b>	<b>Total</b>
Wastewater General	N/A	2,040	1,470	360	825	<b>4,695</b>
Wastewater Treatment and Pumping Facilities	1,175	5,025	5,500	-	-	<b>10,525</b>
Wastewater and Storm water Collection	8,875	35,527 + 38,152*	-	3,438	500-	<b>39,475 + 38,152*</b>
Storm water Treatment Facilities	234					
Municipal Drains	N/A	-	1,830	-	-	<b>1,830</b>
<b>Sub-total by Category</b>	<b>10,284</b>	<b>80,754</b>	<b>8,800</b>	<b>3,798</b>	<b>1,325</b>	<b>94,677</b>

*\*Wastewater Reserve Fund contribution towards City-wide Integrated Renewal program*

### 2010 Adopted Rate Supported Budget

The 2010 budget as adopted by Council on March 24, 2010 reduced the rate increase from 10% to 9%: Effective May 1

- Water: 1% rate increase from \$1.264 m<sup>3</sup> to \$1.276 m<sup>3</sup>
- Sewer Surcharge: 16% rate increase from 100% to 116%

The decrease in water (\$725k) and sewer (\$712k) revenues resulted in the following adjustments to the operating budgets:

Water operations – reduction of 1 FTE \$50k / reduction in contribution to capital reserve fund \$675k

Sewer operations – reduction of 1 FTE \$50k / reduction in contribution to capital reserve fund \$662k

# 2010 BUDGET OVERVIEW

## Operating Budget – Impact on Residential and Commercial Properties

On April 28, 2010, Council approved the [2010 Tax Ratios and Other Tax Policies](#) report. The total approved taxation revenues for City and Police services increased by 3.77% over the 2009 budget after factoring in 1.6% assessment growth.

The change in property taxation and utility bill revenues from 2009 to 2010 is shown below along with the impact on the average urban residential and commercial property tax/ utility bill.

### 2010 Budget - Average Urban Property Tax Impact

	Tax Revenues				Residential Tax Bill					Commercial Tax Bill				
	2008	2009	2010	Increase	2008	2009	2010	Increase		2008	2009	2010	Increase	
	\$000	\$000	\$000	\$000	\$	\$	\$	\$	%	\$	\$	\$	\$	%
<b>Average Assessment</b>					<b>276,246</b>	<b>285,638</b>	<b>295,350</b>			<b>210,000</b>	<b>222,075</b>	<b>236,175</b>		
<u>Property Tax Bill</u>														
City Wide Services	570,935	639,840	682,500	42,660	1,441	1,594	1,683	88	5.5%	2,310	2,466	2,563	97	3.9%
Capital Levy	20,000	11,789	-	(11,789)	51	29	-	(29)	-	81	45	-	(45)	-
Fire Services	92,738	102,551	104,422	1,871	245	267	271	4	1.4%	400	428	420	(8)	-1.8%
Public Transit	182,258	182,735	196,750	14,015	502	494	528	34	6.9%	818	790	821	31	4.0%
	865,931	936,915	983,672	46,757	2,238	2,385	2,482	97	4.1%	3,609	3,729	3,804	75	2.0%
Police Services	177,329	186,151	198,476	12,325	448	464	489	25	5.6%	718	717	745	28	3.8%
	1,043,260	1,123,066	1,182,148	59,082	2,686	2,849	2,971	122	4.3%	4,326	4,446	4,549	103	2.3%
Garbage Collection User Fee	23,810	25,395	26,799	1,404	82	86	89	3	3.5%	-	-	-	-	-
Conservation Authority	7,475	8,129	8,776	647	19	20	22	2	8.6%	30	31	33	2	5.3%
Education	456,349	466,823	469,391	2,568	729	720	712	(8)	-1.1%	3,671	3,666	3,679	13	0.3%
<b>Total</b>	<b>1,530,894</b>	<b>1,623,413</b>	<b>1,687,114</b>	<b>63,701</b>	<b>3,516</b>	<b>3,675</b>	<b>3,794</b>	<b>119</b>	<b>3.2%</b>	<b>8,028</b>	<b>8,144</b>	<b>8,261</b>	<b>117</b>	<b>1.4%</b>

### 2010 Budget - Average Urban Utility Bill Impact \*

	Rate Revenues				Residential Utility Bill					Commercial Utility Bill **				
	2008	2009	2010	Increase	2008	2009	2010	Increase		2008	2009	2010	Increase	
	\$000	\$000	\$000	\$000	\$	\$	\$	\$	%	\$	\$	\$	\$	%
<b>Average Usage</b>					<b>220m3</b>	<b>220m3</b>	<b>220m3</b>			<b>100m3</b>	<b>100m3</b>	<b>100m3</b>		
Water Billing	98,786	117,506	109,385	(8,121)	255	278	281	3	1%	116	126	128	1	1%
Sewer Surcharge	108,851	115,434	118,829	3,395	255	278	326	48	17%	116	126	148	22	17%
Fire Supply	7,803	7,803	7,803	-	32	32	32	-	-	32	32	32	-	-
<b>Total</b>	<b>215,440</b>	<b>240,743</b>	<b>236,017</b>	<b>(4,726)</b>	<b>542</b>	<b>588</b>	<b>639</b>	<b>51</b>	<b>9%</b>	<b>264</b>	<b>285</b>	<b>308</b>	<b>23</b>	<b>8%</b>

\* Assuming full year water & sewer rate in. \*\* Commercial properties vary greatly in annual consumption levels. For illustrative purposes, 100m3 was chosen.

# 2010 BUDGET OVERVIEW

## **Schedules and Charts**

The subsequent pages of this section provide high-level summaries of the City's 2010 Adopted Operating Budget.

Schedule 1 City Organizational Chart

Schedule 2 provides a graphical representation of the City's 2010 Operating Budget expenditures by department and by type of expenditure. Total revenues by type are also provided.

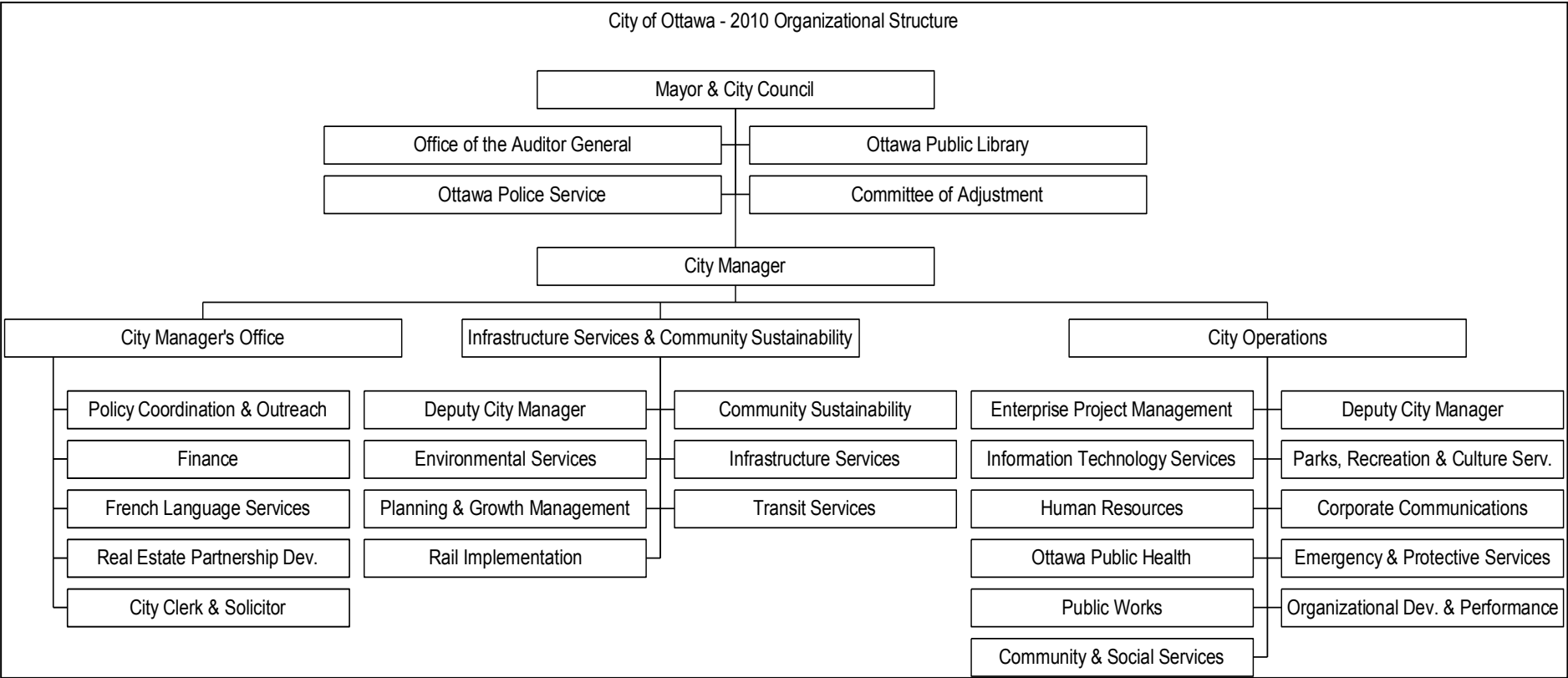
**Schedule 3 provides a graphical representation of the City's 2010 Capital Budget expenditures by category.**

Schedule 4 details the average residential tax bill for an urban, town and a rural resident, based upon an average assessment value. It also includes the applicable average utility bills.

Schedule 5 provides a listing of the 2010 tax rates by each property class.

# 2010 BUDGET OVERVIEW

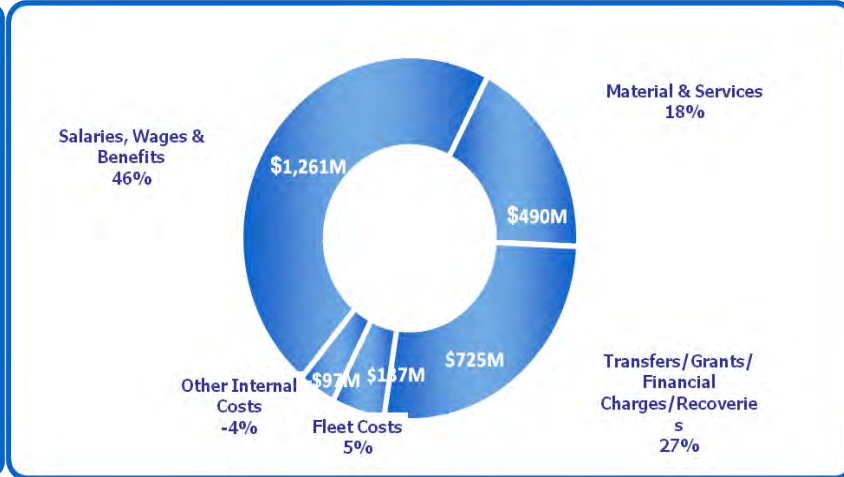
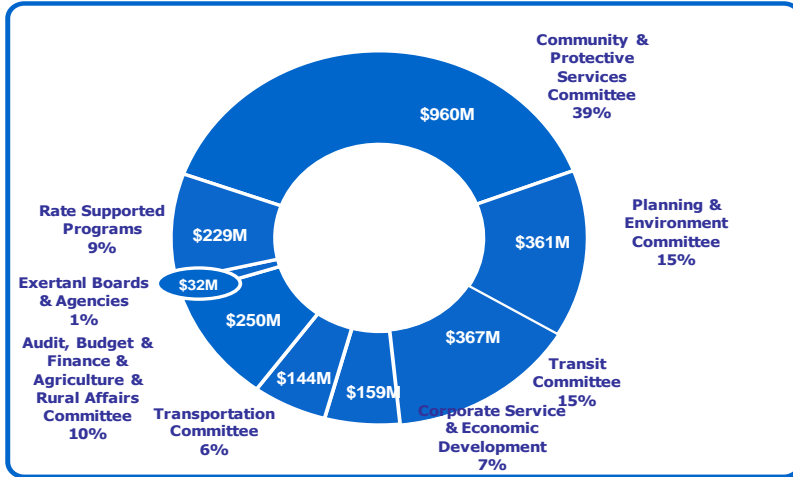
## Schedule 1 – City of Ottawa Organizational Structure



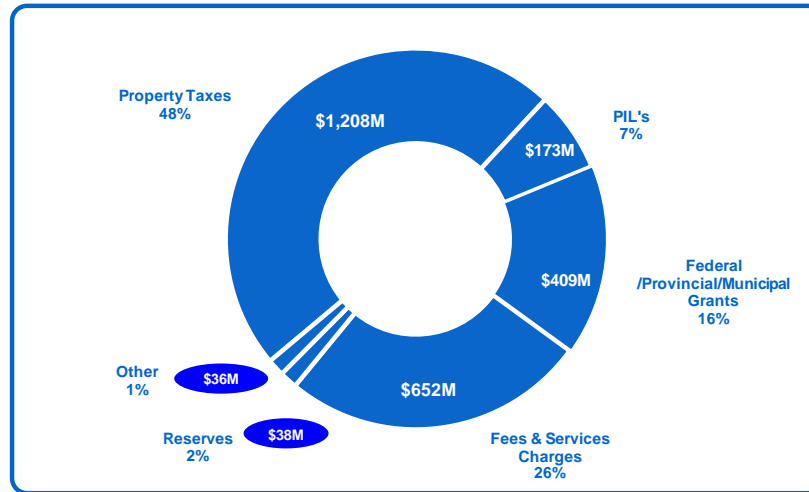
# 2010 BUDGET OVERVIEW

## Schedule 2 - Operating Budget

Expenditure \$2.516 Billion



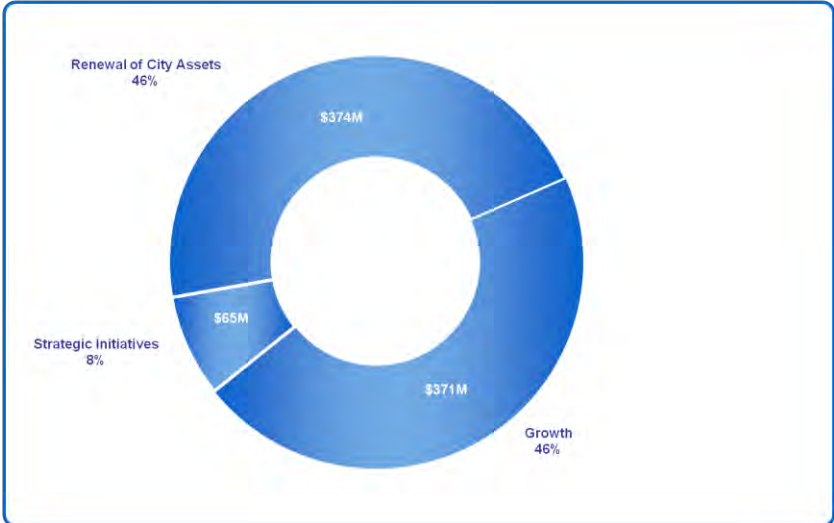
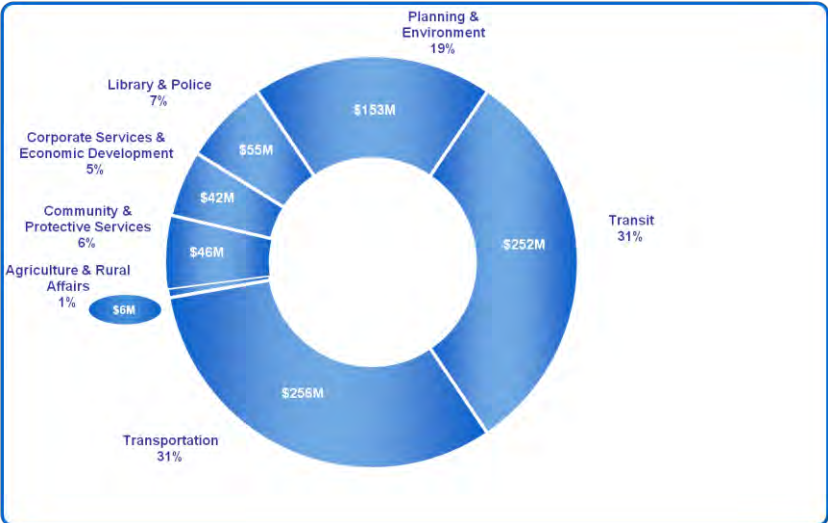
## Revenue \$2.516 Billion



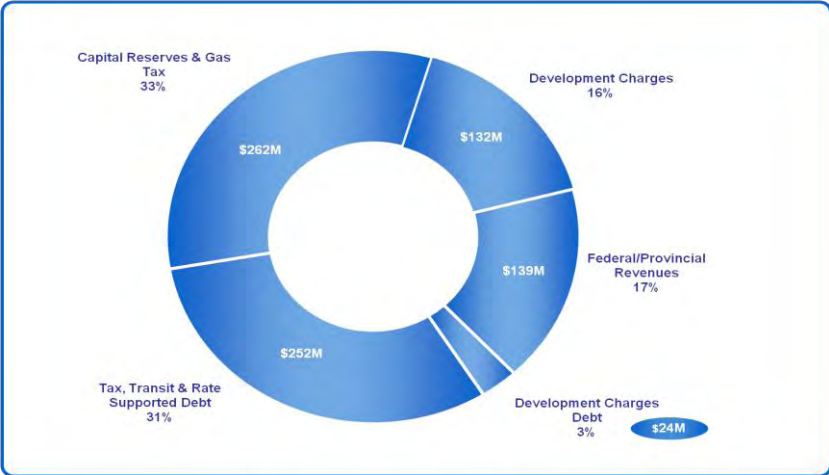
# 2010 BUDGET OVERVIEW

## Schedule 2 - Capital Budget

Expenditure \$810 Million



## Financing \$810 Million



# 2010 BUDGET OVERVIEW

## Schedule 4 - Average Residential Bills

### 2010 Average Residential Property Tax Bill

(Based on a Residential Property with an Assessed Value of \$295,350)

	Average Assessed Value 295,350			Average Assessed Value 295,350			Average Assessed Value 295,350		
	Urban			Rural			Town Transit		
	Per Year	Per Month	Per Day	Per Year	Per Month	Per Day	Per Year	Per Month	Per Day
	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b><u>Municipal Tax Supported Services</u></b>									
Provincial Mandated Programs	431	36	1.18	431	36	1.18	431	36	1.18
Transit & Para -Transpo	528	44	1.45	111	9	0.30	397	33	1.09
Police	489	41	1.34	489	41	1.34	489	41	1.34
Capital Financing	353	29	0.97	356	30	0.98	356	30	0.98
Fire	271	23	0.74	127	11	0.35	127	11	0.35
Roads & Traffic	293	24	0.80	256	21	0.70	256	21	0.70
Governance / Administration / Planning	253	21	0.69	253	21	0.69	253	21	0.69
Parks/Recreation/Culture	177	15	0.48	177	15	0.48	177	15	0.48
Library	71	6	0.19	71	6	0.19	71	6	0.19
Paramedics	59	5	0.16	59	5	0.16	59	5	0.16
Garbage/Recycling*	135	11	0.37	135	11	0.37	135	11	0.37
	<b>\$3,060</b>	<b>\$255</b>	<b>\$8.38</b>	<b>\$2,465</b>	<b>\$205</b>	<b>\$6.75</b>	<b>\$2,751</b>	<b>\$229</b>	<b>\$7.54</b>
<b><u>Non-Municipal Tax Supported Services</u></b>									
Provincial Education	712	59	1.95	712	59	1.95	712	59	1.95
Conservation Authorities	22	2	0.06	22	2	0.06	22	2	0.06
	<b>\$734</b>	<b>\$61</b>	<b>2.01</b>	<b>\$734</b>	<b>\$61</b>	<b>2.01</b>	<b>\$734</b>	<b>\$61</b>	<b>2.01</b>
<b><u>Total Average Property Tax Bill</u></b>	<b>\$3,794</b>	<b>\$316</b>	<b>10.39</b>	<b>\$3,199</b>	<b>\$267</b>	<b>8.76</b>	<b>\$3,485</b>	<b>\$290</b>	<b>9.55</b>

\*Include special charges for Solid Waste

# 2010 BUDGET OVERVIEW

## Schedule 4 - Average Residential Bills (Cont.)

### 2010 Average Residential Property Tax Bill

(Based on a Residential Property with an Assessed Value of \$295,350)

	Average Assessed Value 220 m3			Average Assessed Value 220 m3			Average Assessed Value 220 m3		
	Urban			Rural			Town Transit		
	Per Year	Per Month	Per Day	Per Year	Per Month	Per Day	Per Year	Per Month	Per Day
	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Water/Sewer Utility Bill</b>									
Water Bill									
1.276 per cubic meter	281	23	0.77	-	-	-	281	23	0.77
Sewer Surcharge									
116% of water consumption	326	27	0.89	-	-	-	326	27	0.89
Fire Supply Services	32	3	0.09	-	-	-	32	3	0.09
	<b>\$639</b>	<b>\$53</b>	<b>\$1.75</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>\$639</b>	<b>\$53</b>	<b>\$1.75</b>



# 2010 BUDGET OVERVIEW

## Schedule 5 – Tax Rate

Property Tax Class	Tax Class	CW General	Conservation Authority	CW Police	Urban Transit	Rural Transit		Town Transit	Urban Fire	Rural Fire	Cantebury Comm. Expansion Area	Rural Sewer Surcharge	Education
						Zone A	Zone B						
1-Residential & Farm	RT	0.569720%	0.007326%	0.165684%	0.178896%	0.037603%	0.015106%	0.134383%	0.091665%	0.043050%	0.002696%	0.116000%	0.241000%
Residential & Farm (Legions)	RD	0.000000%	0.000000%	0.000000%	0.000000%	0.000000%	0.000000%	0.000000%	0.000000%	0.000000%	0.000000%	0.116000%	0.241000%
2-Multi-Residential	MT	0.968523%	0.012454%	0.281664%	0.304122%	0.063926%	0.025680%	0.228452%	0.155831%	0.073184%	0.004583%	0.116000%	0.241000%
2A-New Multi Residential	NT	0.569720%	0.007326%	0.165684%	0.178896%	0.037603%	0.015106%	0.134383%	0.091665%	0.043050%	0.002696%	0.116000%	0.241000%
3-Commercial (Occupied)	CT	1.085319%	0.013956%	0.315630%	0.347427%	0.073028%	0.029337%	0.260981%	0.178019%	0.083605%	0.005237%	0.116000%	1.557604%
Commercial (Occupied) - New Construction	XT	1.085319%	0.013956%	0.315630%	0.347427%	0.073028%	0.029337%	0.260981%	0.178019%	0.083605%	0.005237%	0.116000%	1.430000%
Vacant Units & Excess Land	CU	0.759723%	0.009769%	0.220941%	0.243198%	0.051119%	0.020536%	0.182687%	0.124613%	0.058523%	0.003665%	0.116000%	1.090323%
Vacant Units & Excess Land - New Construction	XU	0.759723%	0.009769%	0.220941%	0.243198%	0.051119%	0.020536%	0.182687%	0.124613%	0.058523%	0.003665%	0.116000%	1.001000%
Vacant Land	CX	0.711123%	0.009144%	0.206807%	0.227641%	0.047849%	0.019222%	0.171000%	0.116641%	0.054780%	0.003430%	0.116000%	0.965559%
Vacant Land- New Construction	XX	0.711123%	0.009144%	0.206807%	0.227641%	0.047849%	0.019222%	0.171000%	0.116641%	0.054780%	0.003430%	0.116000%	1.001000%
Commercial Farm Land	CI	0.427289%	0.005495%	0.124263%	0.134172%	0.028203%	0.011329%	0.100788%	0.068749%	0.032287%	0.002022%	0.116000%	0.180750%
4-Commercial Office	DT	1.311188%	0.016861%	0.381316%	0.419730%	0.088226%	0.035443%	0.315295%	0.215066%	0.101004%	0.006326%	0.116000%	1.838321%
Commercial Office - New Construction	YT	1.311188%	0.016861%	0.381316%	0.419730%	0.088226%	0.035443%	0.315295%	0.215066%	0.101004%	0.006326%	0.116000%	1.430000%
Vacation Units & Excess Land	DU	0.917832%	0.011802%	0.266922%	0.293811%	0.061758%	0.024809%	0.220706%	0.150547%	0.070703%	0.004428%	0.116000%	1.286825%
Vacation Units & Excess Land - New Construction	YU	0.917832%	0.011802%	0.266922%	0.293811%	0.061758%	0.024809%	0.220706%	0.150547%	0.070703%	0.004428%	0.116000%	1.001000%
5-Shopping Centres	ST	0.902771%	0.011609%	0.262542%	0.288990%	0.060745%	0.024402%	0.217085%	0.148076%	0.069543%	0.004356%	0.116000%	1.275123%
Shopping Centres - New Construction	ZT	0.902771%	0.011609%	0.262542%	0.288990%	0.060745%	0.024402%	0.217085%	0.148076%	0.069543%	0.004356%	0.116000%	1.430000%
Vacation Units & Excess Land	SU	0.631940%	0.008126%	0.183779%	0.202293%	0.042522%	0.017082%	0.151959%	0.103653%	0.048680%	0.003049%	0.116000%	0.892586%
Vacation Units & Excess Land - New Construction	ZU	0.631940%	0.008126%	0.183779%	0.202293%	0.042522%	0.017082%	0.151959%	0.103653%	0.048680%	0.003049%	0.116000%	1.001000%
6-Parking Lot/Vacant	GT	0.711123%	0.009144%	0.206807%	0.227641%	0.047849%	0.019222%	0.171000%	0.116641%	0.054780%	0.003430%	0.116000%	0.965559%

# 2010 BUDGET OVERVIEW

## Schedule 5 – Tax Rate (cont)

Property Tax Class	Tax Class	CW General	Conservation Authority	CW Police	Urban Transit	Zone A	Zone B	Town Transit	Urban Fire	Rural Fire	Cantebury Comm. Expansion Area	Rural Sewer Surcharge	Education
8-Industrial (Occupied)	IT	1.510777%	0.019427%	0.439360%	0.474394%	0.099716%	0.040058%	0.356357%	0.243075%	0.114159%	0.007150%	0.116000%	2.014293%
Industrial (Occupied) - New Construction	JT	1.510777%	0.019427%	0.439360%	0.474394%	0.099716%	0.040058%	0.356357%	0.243075%	0.114159%	0.007150%	0.116000%	1.430000%
Vacation Units & Excess Land	IU	0.982005%	0.012628%	0.285584%	0.308356%	0.064815%	0.026038%	0.231632%	0.157999%	0.074203%	0.004647%	0.116000%	1.309290%
Vacation Units & Excess Land - New Construction	JU	0.982005%	0.012628%	0.285584%	0.308356%	0.064815%	0.026038%	0.231632%	0.157999%	0.074203%	0.004647%	0.116000%	0.929500%
Vacant Land	IX	0.982005%	0.012628%	0.285584%	0.308356%	0.064815%	0.026038%	0.231632%	0.157999%	0.074203%	0.004647%	0.116000%	1.309290%
Vacant Land- New Construction	JX	0.982005%	0.012628%	0.285584%	0.308356%	0.064815%	0.026038%	0.231632%	0.157999%	0.074203%	0.004647%	0.116000%	0.929500%
Industrial Farm Land	II	0.427289%	0.005495%	0.124263%	0.134172%	0.028203%	0.011329%	0.100788%	0.068749%	0.032287%	0.002022%	0.116000%	0.180750%
9-Large Industrial	LT	1.297369%	0.016683%	0.377298%	0.407382%	0.085630%	0.034400%	0.306019%	0.208739%	0.098032%	0.006140%	0.116000%	1.791641%
Large Industrial - New Construction	KT	1.297369%	0.016683%	0.377298%	0.407382%	0.085630%	0.034400%	0.306019%	0.208739%	0.098032%	0.006140%	0.116000%	1.430000%
Vacant Units & Excess Land	LU	0.843290%	0.010844%	0.245244%	0.264798%	0.055660%	0.022360%	0.198913%	0.135681%	0.063721%	0.003991%	0.116000%	1.164567%
Vacation Units & Excess Land - New Construction	KU	0.843290%	0.010844%	0.245244%	0.264798%	0.055660%	0.022360%	0.198913%	0.135681%	0.063721%	0.003991%	0.116000%	0.929500%
Vacant Land	LX	0.843290%	0.010844%	0.245244%	0.264798%	0.055660%	0.022360%	0.198913%	0.135681%	0.063721%	0.003991%	0.116000%	1.164567%
Vacant Land- New Construction	KX	0.843290%	0.010844%	0.245244%	0.264798%	0.055660%	0.022360%	0.198913%	0.135681%	0.063721%	0.003991%	0.116000%	0.929500%
10-Pipe Lines	PT	0.877673%	0.011286%	0.255243%	0.275595%	0.057929%	0.023272%	0.207023%	0.141213%	0.066319%	0.004154%	0.116000%	1.601650%
11-Farmlands	FT	0.113944%	0.001465%	0.033137%	0.035779%	0.007521%	0.003021%	0.026877%	0.018333%	0.008610%	0.000539%	0.116000%	0.060250%
12-Managed Forests	TT	0.142430%	0.001832%	0.041421%	0.044724%	0.009401%	0.003777%	0.033596%	0.022916%	0.010762%	0.000674%	0.116000%	0.060250%
7-Professional Sports Facility	QT	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD

# 2010 BUDGET OVERVIEW

## How to Read this Document

As stated above, Council approved a new budget format to reduce the number of pages, while still providing clear and concise information that would meet the needs of Councillors for decision making. The budget documents are based on a **"drill-down" format, where the high-level** information is provided at the front, and more detailed information is provided as you flow through the document. The following is the structure and explanation of the 2010 budget document.

The first section provides high-level corporate summaries of the 2010 budget. The subsections are as follows:

Budget Data at a Glance – Provides a high-level summary of information relating to the 2010 budget. Comparable data is provided for 2008, 2009 and high-level estimates for 2011 and 2012.

Operating Budget Summary – Provides the 2010 total revenues and expenditures. Comparable data is provided again for each operating year (2008 – 2012), presenting the surplus / deficit and staffing compliments expressed as full-time equivalents.

Operating Budget Revenue Summary – Expands the total revenues by type for all operating years.

Program and Service Summaries – Expands the total expenditures and total revenue for each program and service area for all operating years. The subsections are divided as follows:

- Operating Revenue
- Operating Expenditures
- Operating Net Requirement
- Full Time Equivalents

Departmental Budget Changes – Expands the 2010 budget changes by category for each department. 2009 Actuals are provided for comparable figures. The subsections are again divided as follows:

- Operating Revenue
- Operating Expenditures
- Operating Net Requirement
- Full Time Equivalents

Operating Expenditures by Type – Provides the total expenditures by type for all operating years.

## 2010 BUDGET OVERVIEW

Departmental Cost Allocations – Provides costs allocated to and from different department / branches for 2008 to the adopted 2010 budget.

Transfers and Reserves – Provides information on reserve funds for the 2010 budget, with 2009 Actuals for comparison.

Capital Budget Summaries – Provides high-level detail on the 2010 capital budget, divided by the following sections:

- Summary of New Authority
- Total Authority
- Authority from Reserve Funds
- Authority from DC's, Government Revenue and Debt
- Development Charge Continuity
- Debt

Forecast Changes for 2011 – Provides high-level estimates for 2011 by department and branch. The subsections are divided as follows:

- Operating Revenue
- Operating Expenditures
- Operating Net Requirement
- Full Time Equivalentents

Forecast Changes for 2012 - Provides high-level estimates for 2012 by department and branch. The subsections are divided as follows:

- Operating Revenue
- Operating Expenditures
- Operating Net Requirement
- Full Time Equivalentents

The next section provides 2010 budget changes for each department, which is sub-divided by branch and service area as follows:

## 2010 BUDGET OVERVIEW

- Change in Operating Revenues
- Change in Operating Expenditures
- Change in Net Operating Requirement
- Change in Full Time Equivalents
- Explanatory Notes
- User Fees
- Key Performance / Outcome Measures
- Budget Options / Solutions
- Capital Budget

The operating budget changes are categorized under the following seven headings:

2009 Adjustments - adjustments to the base budgetary requirement for known issues / savings, which occurred in 2009.

Maintain Existing Services - additional budgetary resource requirements to continue delivering City programs and services at current Council approved service levels.

Provincial / Legislated – additional budgetary resource requirements resulting from provincial legislation or regulations that:

- Increases the cost of providing the current programs and services at current service levels;
- Results in the implementation of a new programs; or
- Enhances the service level of an existing program or service.

Growth – additional budgetary resource requirements associated with population growth that results in increases to the **City's infrastructure / equipment / staffing base in order to maintain programs and services at current Council approved** service levels.

New Services / Needs – additional budgetary resource requirements to provide new programs and services or provide a higher level of service on current Council approved programs and services.

Efficiencies – allocation of the management efficiency targets.



## Budget Data at a Glance

### City of Ottawa Budget Data at a Glance

In Thousands (\$000)

Budget Data at a Glance	2008	2009	2010	Change Over	
			Adopted	2009	2008
<b>Population</b>	891,687	902,143	<b>912,596</b>	10,453	20,909
<b>Consumer Price Index</b>	1.9%	2.0%	<b>2.0%</b>	0.0%	0.1%
<b>Construction Price Index</b>	4.0%	4.4%	<b>5.9%</b>	1.5%	1.9%
<b>Diesel Fuel Price per litre</b>	1.142	0.825	<b>0.870</b>	0.045	(0.272)
<b>Average Age Demographic</b>	38.1	38.3	<b>38.5</b>	0.2	0.4
<b>Property Tax Revenue</b>	(1,043,301)	(1,123,066)	<b>(1,183,215)</b>	(60,149)	(139,914)
City % Increase *	3.5%	3.9%	<b>2.93%</b>	-1.0%	-0.6%
Police & Library % Increase *	1.4%	1.0%	<b>0.84%</b>	-0.2%	-0.6%
	4.9%	4.9%	<b>3.77%</b>	-1.1%	-1.1%
* Less assessment growth					
Estimated Avg. Urban Residential Tax Bill	3,516	3,675	<b>3,794</b>	119	278
Estimated Avg. Rural Residential Tax Bill	3,001	3,150	<b>3,224</b>	74	223
Estimated Avg. Commercial Tax Bill	8,028	8,144	<b>8,261</b>	117	233
<b>Fees and Services Charges</b>	(560,159)	(581,653)	<b>(625,108)</b>	(43,455)	(64,949)
Arena Rental (Minor - Prime Time)	122.63	137.11	<b>141.22</b>	4.11	18.59
Solid Waste Fee - Single Family Household	82.00	86.00	<b>89.00</b>	3.00	7.00
Regular Adult Transit Pass per month	81.00	84.75	<b>91.50</b>	6.75	10.50
Municipal Centre Full Daily Fee (Infant)	64.50	64.50	<b>66.44</b>	1.94	1.94
<b>Total Tax &amp; Rate Supported Operating Expenditures</b>	2,346,149	2,414,907	<b>2,515,606</b>	100,698	169,457
<b>Investment Income</b>	(21,617)	(12,201)	<b>(15,816)</b>	29.6%	-26.8%
<b>One-Time funding from Tax Stabilization</b>	(24,600)	(13,000)	-	-100.0%	-100.0%
<b>Operating Surplus / (Deficit) before Disposition</b>	(25,967)	(35,039)	-	-100.0%	-100.0%
<b>Capital Expenditures</b>					
New Project Authority - Tax & Rate Supported					
Renewal of City Assets	373,689	387,687	<b>374,133</b>	(13,554)	444
Growth	312,996	188,642	<b>370,780</b>	182,138	57,784
Regulatory	17,245	6,480	<b>10,130</b>	3,650	(7,115)
Strategic Initiatives	93,804	65,169	<b>54,625</b>	(10,544)	(39,179)
<b>Total</b>	<b>797,734</b>	<b>647,978</b>	<b>809,668</b>	161,690	11,934
<b>Tax &amp; Rate Supported Debt</b>	195,207	174,334	<b>237,821</b>	63,487	42,614
<b>Year End Position on Capital Reserves</b>	162,487	168,193	<b>135,047</b>	(33,146)	(27,440)
<b>Full Time Equivalents (FTE's)</b>	14,322.86	14,563.70	<b>14,758.89</b>	195.19	436.03

\*\* 2011-2012 Forecasts do not include Drinking Water and Waste Water, was presented to Council later in the year.

## Operating Budget Summary

### City of Ottawa

In Thousands (\$000)

Operating Budget - Summary	2008	2009		2010	Change Over		2011**	2012**
	Actual	Actual	Budget	Adopted	2009 Budget	2008 Actual	Forecast	
	<b>Total Revenue</b>	2,346,149	2,446,912	2,414,907	2,515,606	100,699	169,458	2,377,624
<b>Program &amp; Service Expenditures</b>	(2,149,578)	(2,225,466)	(2,197,925)	(2,280,968)	(83,043)	(131,390)	(2,135,834)	(2,254,227)
<b>Net Revenue &amp; Expenditures</b>	<b>196,571</b>	<b>221,446</b>	<b>216,983</b>	<b>234,639</b>	<b>17,656</b>	<b>38,068</b>	<b>241,790</b>	<b>235,512</b>
<b>Contribution to Capital Reserves</b>								
City Wide	(65,391)	(42,703)	(77,113)	(84,847)	(7,734)	(19,456)	(82,513)	(87,827)
Transit	(11,938)	(12,463)	(12,463)	(13,198)	(735)	(1,260)	(13,977)	(14,802)
Library	(2,497)	(2,557)	(2,557)	(2,613)	(56)	(116)	(2,670)	(2,729)
Infrastructure Renewal - Capital Tax Levy	(20,000)	(11,781)	(11,789)	-	11,789	20,000	(11,789)	(11,789)
Contribution to Capital Reserves - LRT	-	(34,970)	-	-	-	-	-	-
Transfer to Capital from Endowment Fund	-	-	-	(9,000)	(9,000)	(9,000)	(9,000)	(9,000)
	<b>(99,826)</b>	<b>(104,474)</b>	<b>(103,922)</b>	<b>(109,658)</b>	<b>(5,736)</b>	<b>(9,832)</b>	<b>(119,949)</b>	<b>(126,147)</b>
<b>Debt Charges</b>								
City Wide	(58,865)	(57,615)	(58,075)	(62,310)	(4,235)	(3,445)	(66,641)	(66,641)
Transit	(11,887)	(13,192)	(13,192)	(13,192)	-	(1,305)	(13,192)	(13,192)
	<b>(70,752)</b>	<b>(70,807)</b>	<b>(71,267)</b>	<b>(75,502)</b>	<b>(4,235)</b>	<b>(4,750)</b>	<b>(79,833)</b>	<b>(79,833)</b>
<b>Other Non Departmental</b>								
Corporate Human Resource Provision	(11,452)	(12,515)	(12,986)	(27,211)	(14,225)	(15,759)	(28,441)	(31,296)
Corporate Efficiencies	351	533	6,916	9,392	2,476	9,041	22,392	38,492
Tax Rebates and Remissions	(15,965)	(18,712)	(19,102)	(19,102)	-	(3,137)	(19,102)	(19,102)
Ottawa Lands Development	-	-	(3,000)	(500)	2,500	(500)	(500)	(500)
Sale of Surplus Land	(523)	(112)	-	-	-	523	-	-
100 Constellation Lease	(5,497)	(5,691)	(5,497)	(5,697)	(200)	(200)	(5,897)	(6,097)
Tax Reserve Fund trnsf for Ottawa Hydro Dividen	(12,000)	-	-	-	-	12,000	-	-
Transit Strike Mitigation Measures	-	(1,912)	(1,912)	-	1,912	-	-	-
Transfer from City Wide Reserve	-	-	-	2,800	2,800	2,800	-	-
One-Time & Unforseen	-	-	-	(2,800)	(2,800)	(2,800)	(2,800)	(2,800)
Contribution to Election reserve	(1,125)	(1,125)	(1,125)	(1,125)	-	-	(1,125)	(1,125)
Self Insurance	(6,587)	(5,827)	(6,532)	(6,532)	-	55	(7,976)	(7,976)
MPAC	(10,880)	(11,242)	(11,351)	(11,921)	(570)	(1,041)	(12,491)	(13,061)
Financial charges and other	(4,517)	(41,261)	(4,259)	(4,463)	(204)	54	(3,629)	(3,628)
Water & Sewer Recovery	16,235	16,660	17,054	17,680	626	1,445	17,561	17,561
	<b>(51,960)</b>	<b>(81,204)</b>	<b>(41,794)</b>	<b>(49,479)</b>	<b>(7,685)</b>	<b>2,481</b>	<b>(42,008)</b>	<b>(29,532)</b>
<b>Surplus / (Deficit) before Disposition</b>	<b>(25,967)</b>	<b>(35,039)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>25,967</b>	<b>-</b>	<b>-</b>
<b>Full Time Equivalents (FTE's)</b>	<b>14,322.86</b>	<b>14,563.70</b>	<b>14,563.70</b>	<b>14,758.89</b>	<b>195.19</b>	<b>436.03</b>	<b>14,453.21</b>	<b>14,771.70</b>

\*\* 2011-2012 Forecasts do not include Drinking Water and Waste Water, was presented to Council later in the year.



## Operating Revenue Summary

### City of Ottawa

In Thousands (\$000)

Operating Revenue - Summary	2008	2009		2010	Change Over		2011**	2012**
	Actual	Actual	Budget	Adopted	2009 Budget	2008 Actual	Forecast	
<b>Property Taxes</b>								
Residential / Multi-Res / Farm Land	(736,597)	(797,382)	(797,377)	N/A *	-	-	N/A *	N/A *
Commercial / Industrial / Other	(306,704)	(325,689)	(325,689)	N/A *	-	-	N/A *	N/A *
	<b>(1,043,301)</b>	<b>(1,123,061)</b>	<b>(1,123,066)</b>	<b>(1,183,215)</b>	<b>(60,149)</b>	<b>(139,914)</b>	<b>(1,267,049)</b>	<b>(1,352,313)</b>
<b>Tax Related Revenues</b>								
Supplemental Assessment	(31,146)	(21,917)	(21,217)	(24,117)	(2,900)	7,029	(21,217)	(21,217)
Payments-in-lieu of Taxation	(173,150)	(161,374)	(166,634)	(167,634)	(1,000)	5,516	(166,634)	(165,634)
Public Institutions	(5,087)	(5,184)	(5,051)	(5,184)	(133)	(97)	(5,184)	(5,184)
Local Improvement Revenue	(98)	(82)	(200)	(200)	-	(102)	(200)	(200)
Police Federal Revenue	-	(2,000)	(2,000)	(2,000)	-	(2,000)	(200)	(2,000)
	<b>(209,481)</b>	<b>(190,557)</b>	<b>(195,102)</b>	<b>(199,135)</b>	<b>(4,033)</b>	<b>10,346</b>	<b>(193,435)</b>	<b>(194,235)</b>
<b>Program &amp; Service Revenue</b>	<b>(966,224)</b>	<b>(1,009,961)</b>	<b>(998,680)</b>	<b>(1,037,184)</b>	<b>(38,504)</b>	<b>(70,961)</b>	<b>(821,444)</b>	<b>(847,370)</b>
<b>Penalty and Interest</b>	<b>(11,118)</b>	<b>(10,734)</b>	<b>(10,800)</b>	<b>(10,950)</b>	<b>(150)</b>	<b>168</b>	<b>(10,949)</b>	<b>(10,949)</b>
<b>Investment Income</b>	<b>(21,617)</b>	<b>(12,201)</b>	<b>(19,816)</b>	<b>(15,816)</b>	<b>4,000</b>	<b>5,801</b>	<b>(15,816)</b>	<b>(15,816)</b>
<b>Investments</b>								
Hydro Ottawa Dividend	(28,375)	(17,200)	(14,000)	(16,000)	(2,000)	12,375	(16,000)	(16,000)
Ottawa Lands Development	-	-	(8,000)	(6,000)	2,000	(6,000)	(5,500)	(5,500)
Sale of surplus lands	(2,596)	(1,951)	-	-	-	2,596	-	-
	<b>(30,971)</b>	<b>(19,151)</b>	<b>(22,000)</b>	<b>(22,000)</b>	<b>-</b>	<b>8,971</b>	<b>(21,500)</b>	<b>(21,500)</b>
<b>Other</b>								
Contribution from Capital Reserves	(171)	(171)	(171)	(171)	-	-	(171)	(171)
Debt Charges	(2,663)	(3,560)	(3,486)	(3,486)	-	(823)	(3,486)	(3,486)
Distribution from Endowment Fund	-	-	-	(9,000)	(9,000)	(9,000)	(9,000)	(9,000)
Sale of Former Ottawa City Hall - Reserves	(4,443)	(4,443)	(4,443)	(4,443)	-	-	(4,443)	(4,443)
Development Charges	(964)	(964)	(964)	(964)	-	-	(964)	(964)
Provincial Revenues - LTC per diem	(1,477)	(1,477)	(1,477)	(1,477)	-	-	(1,477)	(1,477)
Self Insurance	(251)	(255)	(459)	(459)	-	(208)	(459)	(459)
Tax Rate Stabilization Reserve Fund	(24,600)	(13,000)	(13,000)	-	13,000	24,600	-	-
Transit Strike Mitigation Measures	-	(1,912)	(1,912)	-	1,912	-	-	-
Transit Pension Transfer from Reserves	-	-	-	(6,700)	(6,700)	(6,700)	(6,700)	(6,700)
Provincial Offences Act	(10,221)	(10,274)	(12,532)	(13,607)	(1,075)	(3,386)	(13,732)	(13,857)
Rideau Carleton Raceway & Lottery Fees	(5,297)	(5,315)	(5,304)	(5,304)	-	(7)	(5,304)	(5,304)
Ontario Municipal Partnership Fund	(10,809)	-	-	-	-	10,809	-	-
Other Revenues	(2,541)	(39,876)	(1,695)	(1,695)	-	846	(1,695)	(1,695)
	<b>(63,437)</b>	<b>(81,247)</b>	<b>(45,443)</b>	<b>(47,306)</b>	<b>(1,863)</b>	<b>16,131</b>	<b>(47,431)</b>	<b>(47,556)</b>
<b>Total Revenue</b>	<b>(2,346,149)</b>	<b>(2,446,912)</b>	<b>(2,414,907)</b>	<b>(2,515,606)</b>	<b>(100,699)</b>	<b>(169,458)</b>	<b>(2,377,624)</b>	<b>(2,489,739)</b>

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

\*\* 2011-2012 Forecasts do not include Drinking Water and Waste Water, was presented to Council later in the year.

## Expenditures & Revenue Summary by Category

### City of Ottawa

In Thousands (\$000)

Expenditure & Revenue Summary by Category	2008	2009		2010	Change Over		2011**	2012**
	Actual	Actual	Budget	Adopted	2009 Budget	2008 Actual	Forecast	
<b>Expenditures by Category</b>								
Salaries, Wages & Benefits	1,092,352	1,144,146	1,139,694	1,227,612	87,918	135,260	1,255,516	1,334,213
Overtime	44,184	41,510	31,878	33,502	1,624	(10,682)	31,484	31,600
Material & Services	472,742	480,506	470,092	489,877	19,785	17,135	468,023	480,988
Transfers/Grants/Financial Charges	787,225	784,292	740,489	725,116	(15,373)	(62,109)	629,765	647,007
Fleet Costs	56,883	126,970	128,148	136,782	8,634	79,899	132,804	133,874
Program Facility Costs	85,602	90,246	87,267	91,936	4,669	6,334	93,530	97,200
Other Internal Costs	95,084	71,880	64,699	64,870	171	(30,214)	13,277	13,467
<b>Gross Expenditures</b>	<b>2,634,071</b>	<b>2,739,550</b>	<b>2,662,266</b>	<b>2,769,694</b>	<b>107,428</b>	<b>135,623</b>	<b>2,624,399</b>	<b>2,738,349</b>
Recoveries & Allocations	(261,955)	(257,598)	(247,359)	(254,088)	(6,729)	7,867	(246,505)	(251,360)
<b>Net Expenditure</b>	<b>2,372,116</b>	<b>2,481,951</b>	<b>2,414,907</b>	<b>2,515,606</b>	<b>100,699</b>	<b>143,490</b>	<b>2,377,894</b>	<b>2,486,989</b>
<b>Revenues by Category</b>								
Federal Grants and Contributions	(30,404)	(37,062)	(33,927)	(33,815)	112	(3,411)	(33,730)	(33,325)
Provincial Grants and Contributions	(365,332)	(382,067)	(367,418)	(374,837)	(7,419)	(9,506)	(385,779)	(398,541)
Municipal Grants & Contributions	(2,866)	(12,627)	(12,620)	(8,875)	3,745	(6,009)	(70)	(70)
Own Funds	(49,458)	(69,871)	(26,385)	(28,106)	(1,721)	21,352	(25,349)	(25,344)
Fees & Services Charges	(560,159)	(565,859)	(581,653)	(625,108)	(43,455)	(64,949)	(408,920)	(424,291)
Fines	(22,807)	(23,568)	(25,738)	(26,963)	(1,225)	(4,156)	(26,963)	(26,963)
Other	(10,900)	(13,842)	(16,300)	(4,854)	11,446	6,046	(4,207)	(4,210)
Property Taxes	(1,075,030)	(1,145,421)	(1,144,776)	(1,207,825)	(63,049)	(132,795)	(1,288,383)	(1,373,772)
Investment Income	(49,992)	(29,074)	(33,441)	(31,441)	2,000	18,551	(31,441)	(31,441)
Development Charges	(964)	(962)	(964)	(964)	-	-	(964)	(964)
Payment-in-lieu of taxation	(178,237)	(166,559)	(171,685)	(172,818)	(1,133)	5,419	(171,818)	(170,818)
<b>Total Revenue</b>	<b>(2,346,149)</b>	<b>(2,446,912)</b>	<b>(2,414,907)</b>	<b>(2,515,606)</b>	<b>(100,699)</b>	<b>(169,458)</b>	<b>(2,377,624)</b>	<b>(2,489,739)</b>

\*\* 2011-2012 Forecasts do not include Drinking Water and Waste Water, was presented to Council later in the year.

## Operating Revenue Summary By Committee

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

Operating Revenue	2008	2009		2010	Change Over		2011**	2012**
	Actual	Actual	Budget	Adopted	2009 Budget	2008 Actual	Forecast	
<b>CSEDC Committee</b>								
City Manager's Office	(584)	(598)	(590)	(390)	200	194	(390)	(390)
Real Estate Partnerships & Develop.	(2,177)	(2,213)	(2,366)	(2,596)	(230)	(419)	(2,596)	(2,596)
Financial Services	(7,241)	(7,001)	(6,930)	(6,314)	616	927	(6,314)	(6,314)
City Clerk & Solicitor	(2,057)	(2,647)	(2,412)	(4,581)	(2,169)	(2,524)	(1,824)	(1,819)
City Operations DCM's Office	-	-	-	-	-	-	-	-
Organizational Develop. & Perform.	(377)	(1,550)	(1,625)	(163)	1,462	214	(163)	(163)
Human Resources	(160)	(73)	(73)	-	73	160	-	-
Information Technology	(17)	(393)	(31)	(31)	-	(14)	(31)	(31)
Communications & Customer Serv.	(93)	(408)	(413)	(28)	385	65	(28)	(28)
ISCS Deputy City Manager's Office	(80)	-	-	-	-	80	-	-
Community Sustainability - Eco. Develop	(24)	-	-	-	-	24	-	-
<b>Total</b>	<b>(12,810)</b>	<b>(14,883)</b>	<b>(14,440)</b>	<b>(14,103)</b>	<b>337</b>	<b>(1,293)</b>	<b>(11,346)</b>	<b>(11,341)</b>
<b>CPS Committee</b>								
Emergency & Protective Services	(56,648)	(58,307)	(57,010)	(59,945)	(2,935)	(3,297)	(63,335)	(67,285)
Community & Social Services	(300,416)	(309,555)	(303,914)	(309,740)	(5,826)	(9,325)	(317,144)	(325,028)
Ottawa Public Health	(42,942)	(40,480)	(33,783)	(34,478)	(695)	8,464	(35,748)	(36,623)
Parks, Recreation & Cultural Services	(51,994)	(53,428)	(53,287)	(55,724)	(2,437)	(3,730)	(57,281)	(59,216)
Parks, Buildings & Grounds	(5,890)	(6,394)	(6,242)	(6,242)	-	(352)	(6,242)	(6,242)
<b>Total</b>	<b>(457,890)</b>	<b>(468,164)</b>	<b>(454,236)</b>	<b>(466,129)</b>	<b>(11,893)</b>	<b>(8,240)</b>	<b>(479,750)</b>	<b>(494,394)</b>
<b>Transportation Committee</b>								
Public Works General Manager	-	-	-	-	-	-	-	-
Operations, Eng & Technical Services	(213)	(102)	(135)	(135)	-	78	(135)	(135)
Roads & Traffic Maintenance	(2,997)	(2,847)	(2,249)	(2,158)	91	839	(2,158)	(2,158)
Parking Operations	(13,217)	(14,538)	(13,987)	(13,987)	-	(770)	(13,987)	(13,987)
Fleet Services	(692)	(538)	(654)	(654)	-	38	(654)	(654)
Transportation Planning	-	(76)	(55)	(78)	(23)	(78)	(78)	(78)
<b>Total</b>	<b>(17,119)</b>	<b>(18,101)</b>	<b>(17,080)</b>	<b>(17,012)</b>	<b>68</b>	<b>107</b>	<b>(17,012)</b>	<b>(17,012)</b>

## Operating Revenue Summary By Committee

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

Operating Revenue	2008	2009		2010	Change Over		2011**	2012**
	Actual	Actual	Budget	Adopted	2009 Budget	2008 Actual	Forecast	
<b>Planning and Environment Committee</b>								
Planning & Growth Management	(14,971)	(13,599)	(16,876)	(16,242)	634	(1,271)	(15,871)	(16,261)
Building Code Services - OBC	(24,263)	(22,932)	(19,343)	(19,345)	(2)	4,918	(19,782)	(20,237)
Infrastructure Services	(2,483)	(1,565)	(1,705)	(1,736)	(31)	747	(1,771)	(1,806)
Community Sustainability	(10)	5	-	-	-	10	-	-
Drinking Water Services	(106,637)	(120,913)	(128,537)	(120,461)	8,076	(13,824)	-	-
Wastewater Services	(110,385)	(111,509)	(121,357)	(122,823)	(1,466)	(12,438)	-	-
Solid Waste Services	(47,697)	(48,063)	(42,501)	(42,091)	410	5,606	(45,053)	(47,377)
Forestry Services	(1)	(2)	-	-	-	1	-	-
<b>Total</b>	<b>(306,447)</b>	<b>(318,578)</b>	<b>(330,319)</b>	<b>(322,698)</b>	<b>7,621</b>	<b>(16,251)</b>	<b>(82,477)</b>	<b>(85,681)</b>
<b>Transit Committee</b>								
Transit Services	(150,317)	(161,831)	(161,506)	(192,681)	(31,175)	(42,364)	(204,363)	(214,060)
<b>Total</b>	<b>(150,317)</b>	<b>(161,831)</b>	<b>(161,506)</b>	<b>(192,681)</b>	<b>(31,175)</b>	<b>(42,364)</b>	<b>(204,363)</b>	<b>(214,060)</b>
<b>Agriculture &amp; Rural Affairs Committee</b>								
Development Review (Rural)	-	-	-	-	-	-	-	-
<b>Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Audit, Budget and Finance Committee</b>								
Elected Officials	-	-	-	-	-	-	-	-
Auditor General	-	-	-	-	-	-	-	-
Non Departmental	(1,379,955)	(1,436,921)	(1,416,227)	(1,478,422)	(62,195)	(98,467)	(1,557,980)	(1,642,369)
<b>Total</b>	<b>(1,379,955)</b>	<b>(1,436,921)</b>	<b>(1,416,227)</b>	<b>(1,478,422)</b>	<b>(62,195)</b>	<b>(98,467)</b>	<b>(1,557,980)</b>	<b>(1,642,369)</b>
<b>Committee Total</b>	<b>(2,324,538)</b>	<b>(2,418,478)</b>	<b>(2,393,808)</b>	<b>(2,491,045)</b>	<b>(97,237)</b>	<b>(166,508)</b>	<b>(2,352,928)</b>	<b>(2,464,857)</b>
<b>Boards &amp; Agencies</b>								
Ottawa Public Library	(4,428)	(4,491)	(3,815)	(3,815)	-	613	(3,815)	(3,815)
Ottawa Police Services	(16,250)	(23,169)	(16,268)	(19,802)	(3,534)	(3,552)	(19,902)	(20,052)
Crime Prevention	(26)	(70)	-	-	-	26	-	-
Committee Of Adjustment	(907)	(704)	(1,016)	(944)	72	(37)	(979)	(1,014)
<b>Total</b>	<b>(21,611)</b>	<b>(28,434)</b>	<b>(21,099)</b>	<b>(24,561)</b>	<b>(3,462)</b>	<b>(2,950)</b>	<b>(24,696)</b>	<b>(24,881)</b>
<b>Total Revenue</b>	<b>(2,346,149)</b>	<b>(2,446,912)</b>	<b>(2,414,907)</b>	<b>(2,515,606)</b>	<b>(100,699)</b>	<b>(169,458)</b>	<b>(2,377,624)</b>	<b>(2,489,739)</b>

\*\* 2011-2012 Forecasts do not include Drinking Water and Waste Water, was presented to Council later in the year.

## Operating Expenditure Summary by Committee

### City of Ottawa

In Thousands (\$000)

Net of Recoveries and After Inter-departmental Allocations

Operating Expenditures	2008	2009		2010	Change Over		2011**	2012**
	Actual	Actual	Budget	Adopted	2009 Budget	2008 Actual	Forecast	
<b>CSEDC Committee</b>								
City Manager's Office	4,296	4,144	4,266	4,119	(147)	(177)	4,223	4,273
Real Estate Partnerships & Develop.	6,281	6,414	6,475	6,822	347	541	7,266	7,666
Financial Services	31,592	33,404	33,554	34,177	623	2,585	36,095	37,360
City Clerk & Solicitor	20,918	20,649	20,113	22,797	2,684	1,879	21,706	22,246
City Operations DCM's Office	812	827	822	877	55	65	892	912
Organizational Develop. & Perform.	7,164	6,976	7,636	6,370	(1,266)	(794)	6,067	6,107
Human Resources	12,072	13,596	13,615	13,936	321	1,864	15,771	16,531
Information Technology	37,614	39,646	39,359	40,888	1,529	3,274	44,576	46,696
Communications & Customer Serv.	9,886	10,905	10,837	10,575	(262)	689	11,012	11,472
ISCS Deputy City Manager's Office	1,739	1,238	1,298	870	(428)	(869)	1,137	1,172
Community Sustainability - Eco. Develop.	2,482	3,560	3,705	3,510	(195)	1,028	3,791	3,854
<b>Total</b>	<b>134,856</b>	<b>141,359</b>	<b>141,680</b>	<b>144,941</b>	<b>3,261</b>	<b>10,085</b>	<b>152,536</b>	<b>158,289</b>
<b>CPS Committee</b>								
Emergency & Protective Services	195,667	200,246	197,628	209,263	11,635	13,596	227,942	243,457
Community & Social Services	507,293	513,354	510,707	502,897	(7,810)	(4,396)	495,586	506,719
Ottawa Public Health	42,404	50,783	44,000	45,260	1,260	2,856	49,955	54,065
Parks, Recreation & Cultural Services	129,574	140,674	137,684	143,347	5,663	13,773	150,008	158,322
Parks, Buildings & Grounds	55,678	56,519	56,245	58,818	2,573	3,140	66,269	73,494
<b>Total</b>	<b>930,616</b>	<b>961,576</b>	<b>946,264</b>	<b>959,585</b>	<b>13,321</b>	<b>28,969</b>	<b>989,760</b>	<b>1,036,057</b>
<b>Transportation Committee</b>								
Public Works General Manager	1,737	1,611	1,884	1,820	(64)	83	1,998	1,932
Operations, Eng & Technical Services	10,703	11,553	11,915	12,490	575	1,787	13,939	14,904
Roads & Traffic Maintenance	132,380	111,823	109,940	113,557	3,617	(18,823)	119,755	124,935
Parking Operations	4,792	14,538	13,987	13,987	-	9,195	13,987	13,987
Fleet Services	692	538	654	654	-	(38)	4,429	7,954
Transportation Planning	2,946	1,307	1,679	1,743	64	(1,203)	1,864	1,951
<b>Total</b>	<b>153,250</b>	<b>141,370</b>	<b>140,059</b>	<b>144,251</b>	<b>4,192</b>	<b>(8,999)</b>	<b>155,972</b>	<b>165,663</b>

## Operating Expenditure Summary by Committee

### City of Ottawa

In Thousands (\$000)

Net of Recoveries and After Inter-departmental Allocations

Operating Expenditures	2008	2009		2010	Change Over		2011**	2012**
	Actual	Actual	Budget	Adopted	2009 Budget	2008 Actual	Forecast	
<b>Planning and Environment Committee</b>								
Planning & Growth Management	14,854	16,221	17,312	17,911	599	3,057	20,021	20,760
Building Code Services - OBC	19,978	18,461	14,872	14,856	(16)	(5,122)	15,311	15,766
Infrastructure Services	7,874	6,728	6,936	7,084	148	(790)	7,886	8,336
Community Sustainability	1,863	2,277	2,333	2,155	(178)	292	2,354	2,450
Drinking Water Services	106,228	126,492	128,537	120,461	(8,076)	14,233	-	-
Wastewater Services	114,087	122,686	121,357	122,823	1,466	8,736	-	-
Solid Waste Services	54,826	56,568	53,896	66,237	12,341	11,411	69,177	71,501
Forestry Services	7,758	9,604	9,470	9,956	486	2,198	12,566	14,131
<b>Total</b>	<b>327,468</b>	<b>359,037</b>	<b>354,713</b>	<b>361,483</b>	<b>6,770</b>	<b>34,015</b>	<b>127,315</b>	<b>132,944</b>
<b>Transit Committee</b>								
Transit Services	331,081	330,651	330,464	367,341	36,877	36,260	388,256	420,218
<b>Total</b>	<b>331,081</b>	<b>330,651</b>	<b>330,464</b>	<b>367,341</b>	<b>36,877</b>	<b>36,260</b>	<b>388,256</b>	<b>420,218</b>
<b>Agriculture &amp; Rural Affairs Committee</b>								
Development Review (Rural)	2,823	2,676	3,157	3,184	27	361	3,378	3,414
<b>Total</b>	<b>2,823</b>	<b>2,676</b>	<b>3,157</b>	<b>3,184</b>	<b>27</b>	<b>361</b>	<b>3,378</b>	<b>3,414</b>
<b>Audit, Budget and Finance Committee</b>								
Elected Officials	9,404	9,739	10,094	10,354	260	950	10,589	10,829
Auditor General	1,854	1,946	1,940	1,765	(175)	(89)	2,110	2,195
Non Departmental	222,528	256,485	216,981	234,639	17,658	12,111	241,789	235,512
<b>Total</b>	<b>233,786</b>	<b>268,170</b>	<b>229,015</b>	<b>246,758</b>	<b>17,743</b>	<b>12,972</b>	<b>254,488</b>	<b>248,536</b>
<b>Committee Total</b>	<b>2,113,880</b>	<b>2,204,839</b>	<b>2,145,352</b>	<b>2,227,543</b>	<b>82,191</b>	<b>113,663</b>	<b>2,071,705</b>	<b>2,165,121</b>
<b>Boards &amp; Agencies</b>								
Ottawa Public Library	36,791	37,772	36,935	38,981	2,046	2,190	42,501	46,416
Ottawa Police Services	220,148	238,082	231,204	247,738	16,534	27,590	262,438	277,188
Crime Prevention	425	470	400	400	-	(25)	-	-
Committee Of Adjustment	872	788	1,016	944	(72)	72	979	1,014
<b>Total</b>	<b>258,236</b>	<b>277,112</b>	<b>269,555</b>	<b>288,063</b>	<b>18,508</b>	<b>29,827</b>	<b>305,918</b>	<b>324,618</b>
<b>Total Expenditures</b>	<b>2,372,116</b>	<b>2,481,951</b>	<b>2,414,907</b>	<b>2,515,606</b>	<b>100,699</b>	<b>143,490</b>	<b>2,377,624</b>	<b>2,489,739</b>

\*\* 2011-2012 Forecasts do not include Drinking Water and Waste Water, was presented to Council later in the year.

## Operating Net Requirement Summary By Committee

### City of Ottawa

In Thousands (\$000)

Net of Revenues, Recoveries and After Inter-departmental Allocations

Operating Net Requirement	2008	2009		2010	Change Over		2011**	2012**
	Actual	Actual	Budget	Adopted	2009 Budget	2008 Actual	Forecast	
<b>CSEDC Committee</b>								
City Manager's Office	3,712	3,546	3,676	3,729	53	17	3,833	3,883
Real Estate Partnerships & Develop.	4,104	4,201	4,109	4,226	117	122	4,670	5,070
Financial Services	24,351	26,403	26,624	27,863	1,239	3,512	29,781	31,046
City Clerk & Solicitor	18,861	18,002	17,701	18,216	515	(645)	19,882	20,427
City Operations DCM's Office	812	827	822	877	55	65	892	912
Organizational Develop. & Perform.	6,787	5,426	6,011	6,207	196	(580)	5,904	5,944
Human Resources	11,912	13,523	13,542	13,936	394	2,024	15,771	16,531
Information Technology	37,597	39,253	39,328	40,857	1,529	3,260	44,545	46,665
Communications & Customer Serv.	9,793	10,497	10,424	10,547	123	754	10,984	11,444
ISCS Deputy City Manager's Office	1,659	1,238	1,298	870	(428)	(789)	1,137	1,172
Community Sustainability - Eco. Develop.	2,458	3,560	3,705	3,510	(195)	1,052	3,791	3,854
<b>Total</b>	<b>122,046</b>	<b>126,476</b>	<b>127,240</b>	<b>130,838</b>	<b>3,598</b>	<b>8,792</b>	<b>141,190</b>	<b>146,948</b>
<b>CPS Committee</b>								
Emergency & Protective Services	139,019	141,939	140,618	149,318	8,700	10,299	164,607	176,172
Community & Social Services	206,877	203,799	206,792	193,156	(13,636)	(13,721)	178,443	181,691
Ottawa Public Health	(538)	10,303	10,217	10,782	565	11,320	14,207	17,442
Parks, Recreation & Cultural Services	77,580	87,246	84,397	87,623	3,226	10,043	92,727	99,106
Parks, Buildings & Grounds	49,788	50,125	50,003	52,576	2,573	2,788	60,027	67,252
<b>Total</b>	<b>472,726</b>	<b>493,412</b>	<b>492,027</b>	<b>493,455</b>	<b>1,428</b>	<b>20,729</b>	<b>510,011</b>	<b>541,663</b>
<b>Transportation Committee</b>								
Public Works General Manager	1,737	1,611	1,884	1,820	(64)	83	1,998	1,932
Operations, Eng & Technical Services	10,490	11,451	11,780	12,355	575	1,865	13,804	14,769
Roads & Traffic Maintenance	129,383	108,976	107,691	111,399	3,708	(17,984)	117,597	122,777
Parking Operations	(8,425)	-	-	-	-	8,425	-	-
Fleet Services	-	-	-	-	-	-	3,775	7,300
Transportation Planning	2,946	1,231	1,624	1,665	41	(1,281)	1,786	1,873
<b>Total</b>	<b>136,131</b>	<b>123,269</b>	<b>122,979</b>	<b>127,239</b>	<b>4,260</b>	<b>(8,892)</b>	<b>138,960</b>	<b>148,651</b>

## Operating Net Requirement Summary By Committee

### City of Ottawa

In Thousands (\$'000)

Net of Revenues, Recoveries and After Inter-departmental Allocations

Operating Net Requirement	2008	2009		2010	Change Over		2011**	2012**
	Actual	Actual	Budget	Adopted	2009 Budget	2008 Actual	Forecast	
<b>Planning and Environment Committee</b>								
Planning & Growth Management	(117)	2,622	436	1,669	1,233	1,786	4,150	4,499
Building Code Services - OBC	(4,285)	(4,471)	(4,471)	(4,489)	(18)	(204)	(4,471)	(4,471)
Infrastructure Services	5,391	5,163	5,231	5,348	117	(43)	6,115	6,530
Community Sustainability	1,853	2,282	2,333	2,155	(178)	302	2,354	2,450
Drinking Water Services	(409)	5,579	-	-	-	409	-	-
Wastewater Services	3,702	11,177	-	-	-	(3,702)	-	-
Solid Waste Services	7,129	8,505	11,395	24,146	12,751	17,017	24,124	24,124
Forestry Services	7,757	9,602	9,470	9,956	486	2,199	12,566	14,131
<b>Total</b>	<b>21,021</b>	<b>40,459</b>	<b>24,394</b>	<b>38,785</b>	<b>14,391</b>	<b>17,764</b>	<b>44,838</b>	<b>47,263</b>
<b>Transit Committee</b>								
Transit Services	180,764	168,820	168,958	174,660	5,702	(6,104)	183,893	206,158
<b>Total</b>	<b>180,764</b>	<b>168,820</b>	<b>168,958</b>	<b>174,660</b>	<b>5,702</b>	<b>(6,104)</b>	<b>183,893</b>	<b>206,158</b>
<b>Agriculture &amp; Rural Affairs Committee</b>								
Development Review (Rural)	2,823	2,676	3,157	3,184	27	361	3,378	3,414
<b>Total</b>	<b>2,823</b>	<b>2,676</b>	<b>3,157</b>	<b>3,184</b>	<b>27</b>	<b>361</b>	<b>3,378</b>	<b>3,414</b>
<b>Audit, Budget and Finance Committee</b>								
Elected Officials	9,404	9,739	10,094	10,354	260	950	10,589	10,829
Auditor General	1,854	1,946	1,940	1,765	(175)	(89)	2,110	2,195
Non Departmental	(1,157,427)	(1,180,436)	(1,199,244)	(1,243,782)	(44,538)	(86,355)	(1,316,191)	(1,406,857)
<b>Total</b>	<b>(1,146,169)</b>	<b>(1,168,751)</b>	<b>(1,187,210)</b>	<b>(1,231,663)</b>	<b>(44,453)</b>	<b>(85,494)</b>	<b>(1,303,492)</b>	<b>(1,393,833)</b>
<b>Committee Total</b>	<b>(210,658)</b>	<b>(213,639)</b>	<b>(248,455)</b>	<b>(263,502)</b>	<b>(15,047)</b>	<b>(52,844)</b>	<b>(281,223)</b>	<b>(299,737)</b>
<b>Boards &amp; Agencies</b>								
Ottawa Public Library	32,363	33,281	33,119	35,166	2,047	2,803	38,686	42,601
Ottawa Police Services	203,898	214,913	214,936	227,936	13,000	24,038	242,536	257,136
Crime Prevention	399	400	400	400	-	1	-	-
Committee Of Adjustment	(35)	84	-	-	-	35	-	-
<b>Total</b>	<b>236,625</b>	<b>248,678</b>	<b>248,455</b>	<b>263,502</b>	<b>15,047</b>	<b>26,877</b>	<b>281,222</b>	<b>299,737</b>
<b>Total (Surplus) / Deficit</b>	<b>25,967</b>	<b>35,039</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(25,967)</b>	<b>-</b>	<b>-</b>

\*\* 2011-2012 Forecasts do not include Drinking Water and Waste Water, was presented to Council later in the year.



## Full Time Equivalent Summary by Committee

### City of Ottawa

Full Time Equivalents (FTE's)	2008	2009	2010 Adopted	Change over 2009	Change over 2008	2011** Forecast	2012** Forecast
<b>CSEDC Committee</b>							
City Manager's Office	20.00	20.00	20.00	-	-	20.00	20.00
Real Estate Partnerships & Develop.	40.50	42.50	42.50	-	2.00	42.50	42.50
Financial Services	480.66	485.66	490.66	5.00	10.00	495.66	498.66
City Clerk & Solicitor	194.84	196.84	197.84	1.00	3.00	198.84	198.84
City Operations DCM's Office	7.00	7.00	7.00	-	-	7.00	7.00
Organizational Develop. & Perform.	49.50	46.00	46.00	-	(3.50)	46.00	46.00
Human Resources	122.60	126.00	127.00	1.00	4.40	133.50	135.50
Information Technology	332.00	336.00	341.00	5.00	9.00	353.00	354.00
Communications & Customer Serv.	135.23	134.23	132.23	(2.00)	(3.00)	134.23	136.23
ISCS Deputy City Manager's Office	13.49	10.49	10.49	-	(3.00)	10.49	10.49
Community Sustainability - Eco. Develop.	6.00	6.00	6.00	-	-	8.00	8.00
<b>Total</b>	<b>1,401.82</b>	<b>1,410.72</b>	<b>1,420.72</b>	<b>10.00</b>	<b>18.90</b>	<b>1,449.22</b>	<b>1,457.22</b>
<b>CPS Committee</b>							
Emergency & Protective Services	1,670.35	1,736.35	1,786.35	50.00	116.00	1,924.35	2,006.35
Community & Social Services	1,382.35	1,366.83	1,366.83	-	(15.52)	1,368.83	1,368.83
Ottawa Public Health	466.20	475.70	475.70	-	9.50	509.70	539.20
Parks, Recreation & Cultural Services	972.55	999.57	1,011.72	12.15	39.17	1,043.11	1,088.31
Parks, Buildings & Grounds	797.26	804.88	813.53	8.65	16.27	832.84	847.70
<b>Total</b>	<b>5,288.71</b>	<b>5,383.33</b>	<b>5,454.13</b>	<b>70.80</b>	<b>165.42</b>	<b>5,678.83</b>	<b>5,850.39</b>
<b>Transportation Committee</b>							
Public Works General Manager	14.00	19.16	19.16	-	5.16	19.16	19.16
Operations, Eng & Technical Services	145.51	146.54	146.54	-	1.03	151.54	155.54
Roads & Traffic Maintenance	647.74	661.43	671.14	9.71	23.40	687.19	697.82
Parking Operations	28.01	29.01	31.01	2.00	3.00	31.01	31.01
Fleet Services	144.00	145.00	145.00	-	1.00	145.00	145.00
Transportation Planning	33.00	31.00	34.00	3.00	1.00	34.00	34.00
<b>Total</b>	<b>1,012.26</b>	<b>1,032.14</b>	<b>1,046.85</b>	<b>14.71</b>	<b>34.59</b>	<b>1,067.90</b>	<b>1,082.53</b>

## Full Time Equivalent Summary by Committee

### City of Ottawa

Full Time Equivalents (FTE's)	2008	2009	2010 Adopted	Change over 2009	Change over 2008	2011** Forecast	2012** Forecast
<b>Planning and Environment Committee</b>							
Planning & Growth Management	213.40	209.40	209.40	-	(4.00)	210.40	210.40
Building Code Services - OBC	168.65	168.65	174.65	6.00	6.00	174.65	174.65
Infrastructure Services	291.77	293.17	294.17	1.00	2.40	299.17	299.17
Community Sustainability	27.00	25.00	25.00	-	(2.00)	25.00	25.00
Drinking Water Services	360.32	370.45	381.43	10.98	21.11	-	-
Wastewater Services	220.19	229.32	257.32	28.00	37.13	-	-
Solid Waste Services	86.25	86.25	102.25	16.00	16.00	102.25	102.25
Forestry Services	59.76	69.60	73.60	4.00	13.84	95.20	104.50
<b>Total</b>	<b>1,427.34</b>	<b>1,451.84</b>	<b>1,517.82</b>	<b>65.98</b>	<b>90.48</b>	<b>906.67</b>	<b>915.97</b>
<b>Transit Committee</b>							
Transit Services	2,834.19	3,047.04	3,052.04	5.00	217.85	3,076.04	3,191.04
<b>Total</b>	<b>2,834.19</b>	<b>3,047.04</b>	<b>3,052.04</b>	<b>5.00</b>	<b>217.85</b>	<b>3,076.04</b>	<b>3,191.04</b>
<b>Agriculture &amp; Rural Affairs Committee</b>							
Development Review (Rural)	20.00	20.00	20.00	-	-	20.00	20.00
<b>Total</b>	<b>20.00</b>	<b>20.00</b>	<b>20.00</b>	<b>-</b>	<b>-</b>	<b>20.00</b>	<b>20.00</b>
<b>Audit, Budget and Finance Working Group</b>							
Elected Officials	-	-	-	-	-	-	-
Auditor General	8.00	8.00	8.00	-	-	8.00	8.00
Efficiency Target *	-	(169.99)	(169.99)	-	(169.99)	(176.02)	(176.02)
<b>Total</b>	<b>8.00</b>	<b>(161.99)</b>	<b>(161.99)</b>	<b>-</b>	<b>(169.99)</b>	<b>(168.02)</b>	<b>(168.02)</b>
<b>Boards &amp; Agencies</b>							
Ottawa Public Library	454.24	444.32	450.02	5.70	(4.22)	463.27	463.27
Ottawa Police Services	1,866.30	1,926.30	1,949.30	23.00	83.00	1,949.30	1,949.30
Crime Prevention	-	-	-	-	-	-	-
Committee Of Adjustment	10.00	10.00	10.00	-	-	10.00	10.00
<b>Total</b>	<b>2,330.54</b>	<b>2,380.62</b>	<b>2,409.32</b>	<b>28.70</b>	<b>78.78</b>	<b>2,422.57</b>	<b>2,422.57</b>
<b>Total Full Time Equivalents (FTE's)</b>	<b>14,322.86</b>	<b>14,563.70</b>	<b>14,758.89</b>	<b>195.19</b>	<b>436.03</b>	<b>14,453.21</b>	<b>14,771.70</b>

\* Corporate Efficiency FTE Target is to be achieved and identify on a Departmental / Branch level over the next 3 years through the Service Excellence Initiative.

\*\* 2011-2012 Forecasts do not include Drinking Water and Waste Water, was presented to Council later in the year.

## 2010 Operating Revenue Budget Changes

**City of Ottawa**

**In Thousands (\$000)**

Operating Revenue	2009 Baseline			2010 Adjustments						2010	Change Over '09 Budget
	Actual	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	New Services / Needs	Efficiencies	User Fees and Charges	Adopted	
<b>CSEDC Committee</b>											
City Manager's Office	(598)	(590)	200	-	-	-	-	-	-	(390)	200
Real Estate Partnerships & Develop.	(2,213)	(2,366)	-	-	-	-	-	-	(230)	(2,596)	(230)
Financial Services	(7,001)	(6,930)	825	-	-	-	-	-	(209)	(6,314)	616
City Clerk & Solicitor	(2,647)	(2,412)	457	(2,596)	80	(85)	-	-	(25)	(4,581)	(2,169)
City Operations DCM's Office	-	-	-	-	-	-	-	-	-	-	-
Organizational Develop. & Perform.	(1,550)	(1,625)	1,462	-	-	-	-	-	-	(163)	1,462
Human Resources	(73)	(73)	73	-	-	-	-	-	-	-	73
Information Technology	(393)	(31)	-	-	-	-	-	-	-	(31)	-
Communications & Customer Serv.	(408)	(413)	385	-	-	-	-	-	-	(28)	385
ISCS Deputy City Manager's Office	-	-	-	-	-	-	-	-	-	-	-
Community Sustainability	-	-	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>(14,883)</b>	<b>(14,440)</b>	<b>3,402</b>	<b>(2,596)</b>	<b>80</b>	<b>(85)</b>	<b>-</b>	<b>-</b>	<b>(464)</b>	<b>(14,103)</b>	<b>337</b>
<b>CPS Committee</b>											
Emergency & Protective Services	(58,307)	(57,010)	5	(40)	-	(2,735)	-	-	(165)	(59,945)	(2,935)
Community & Social Services	(309,555)	(303,914)	1,075	-	(6,839)	-	-	-	(62)	(309,740)	(5,826)
Ottawa Public Health	(40,480)	(33,783)	50	-	(745)	-	-	-	-	(34,478)	(695)
Parks, Recreation and Cultural Services	(53,428)	(53,287)	(85)	(1,009)	-	(175)	-	(202)	(966)	(55,724)	(2,437)
Parks, Buildings & Grounds	(6,394)	(6,242)	-	-	-	-	-	-	-	(6,242)	-
<b>Total</b>	<b>(468,164)</b>	<b>(454,236)</b>	<b>1,045</b>	<b>(1,049)</b>	<b>(7,584)</b>	<b>(2,910)</b>	<b>-</b>	<b>(202)</b>	<b>(1,193)</b>	<b>(466,129)</b>	<b>(11,893)</b>
<b>Transportation Committee</b>											
Public Works General Manager	-	-	-	-	-	-	-	-	-	-	-
Operations, Eng & Technical Services	(102)	(135)	-	-	-	-	-	-	-	(135)	-
Roads & Traffic Maintenance	(2,847)	(2,249)	91	-	-	-	-	-	-	(2,158)	91
Parking Operations	(14,538)	(13,987)	-	-	-	-	-	-	-	(13,987)	-
Fleet Services	(538)	(654)	-	-	-	-	-	-	-	(654)	-
Transportation Planning	(76)	(55)	(23)	-	-	-	-	-	-	(78)	(23)
<b>Total</b>	<b>(18,101)</b>	<b>(17,080)</b>	<b>68</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(17,012)</b>	<b>68</b>

## 2010 Operating Revenue Budget Changes

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

Operating Revenue	2009 Baseline			2010 Adjustments						2010	Change Over '09 Budget
	Actual	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	New Services / Needs	Efficiencies	User Fees and Charges	Adopted	
<b>Planning and Environment Committee</b>											
Planning & Growth Management	(13,599)	(16,876)	1,072	-	-	-	(250)	-	(188)	(16,242)	634
Building Code Services - OBC	(22,932)	(19,343)	1,260	-	-	-	-	-	(1,262)	(19,345)	(2)
Infrastructure Services	(1,565)	(1,705)	-	-	-	-	-	-	(31)	(1,736)	(31)
Community Sustainability	5	-	-	-	-	-	-	-	-	-	-
Solid Waste Services	(48,063)	(42,501)	2,610	(756)	-	(520)	-	-	(924)	(42,091)	410
Drinking Water Services	(120,913)	(128,537)	7,700	-	-	-	(36)	-	412	(120,461)	8,076
Wastewater Services	(111,509)	(121,357)	9,440	-	-	-	-	-	(10,906)	(122,823)	(1,466)
Forestry Services	(2)	-	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>(318,578)</b>	<b>(330,319)</b>	<b>22,082</b>	<b>(756)</b>	<b>-</b>	<b>(520)</b>	<b>(286)</b>	<b>-</b>	<b>(12,899)</b>	<b>(322,698)</b>	<b>7,621</b>
<b>Transit Committee</b>											
Transit Services	(161,831)	(161,506)	(15,062)	(5,138)	-	(2,775)	-	-	(8,200)	(192,681)	(31,175)
<b>Total</b>	<b>(161,831)</b>	<b>(161,506)</b>	<b>(15,062)</b>	<b>(5,138)</b>	<b>-</b>	<b>(2,775)</b>	<b>-</b>	<b>-</b>	<b>(8,200)</b>	<b>(192,681)</b>	<b>(31,175)</b>
<b>Agriculture &amp; Rural Affairs Committee</b>											
Development Review (Rural)	-	-	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Audit, Budget &amp; Finance Working Group</b>											
Elected Officials	-	-	-	-	-	-	-	-	-	-	-
Auditor General	-	-	-	-	-	-	-	-	-	-	-
Non Departmental	(1,436,921)	(1,416,227)	8,129	-	-	-	-	-	-	(1,478,422)	(62,195)
<b>Total</b>	<b>(1,436,921)</b>	<b>(1,416,227)</b>	<b>8,129</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(1,478,422)</b>	<b>(62,195)</b>
<b>Total Operating Revenue</b>	<b>(2,418,478)</b>	<b>(2,393,808)</b>	<b>19,664</b>	<b>(9,539)</b>	<b>(7,504)</b>	<b>(6,290)</b>	<b>(286)</b>	<b>(202)</b>	<b>(22,756)</b>	<b>(2,491,045)</b>	<b>(97,237)</b>
<b>Percent of 2009 Revenue Budget</b>			<b>-0.8%</b>	<b>0.4%</b>	<b>0.3%</b>	<b>0.3%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>1.0%</b>	<b>4.1%</b>	

*Boards and Agencies not included on this analysis*

## 2010 Operating Expenditure Budget Changes

### City of Ottawa

In Thousands (\$000)

Net of Recoveries and After Inter-departmental Allocations

Operating Expenditures	2009 Baseline			2010 Adjustments					2010	Change Over '09 Budget	% Exp on Comp./ Benefits
	Actual	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	New Services / Needs	Efficiencies	Adopted		
<b>CSEDC Committee</b>											
City Manager's Office	4,144	4,266	(191)	44	-	-	-	-	4,119	(147)	46.9%
Real Estate Partnerships & Develop.	6,414	6,475	39	308	-	-	-	-	6,822	347	56.2%
Financial Services	33,404	33,554	(517)	972	-	168	-	-	34,177	623	87.9%
City Clerk & Solicitor	20,649	20,113	(445)	3,044	-	85	-	-	22,797	2,684	59.3%
City Operations DCM's Office	827	822	5	50	-	-	-	-	877	55	98.4%
Organizational Develop. & Perform.	6,976	7,636	(1,579)	158	75	-	80	-	6,370	(1,266)	70.4%
Human Resources	13,596	13,615	(69)	290	100	-	-	-	13,936	321	79.6%
Information Technology	39,646	39,359	70	1,042	-	417	-	-	40,888	1,529	66.3%
Communications & Customer Serv.	10,905	10,837	(391)	259	(130)	-	-	-	10,575	(262)	91.9%
ISCS Deputy City Manager's Office	1,238	1,298	(463)	35	-	-	-	-	870	(428)	89.2%
Community Sustainability - Eco. Develop.	3,560	3,705	3	(198)	-	-	-	-	3,510	(195)	15.9%
<b>Total</b>	<b>141,359</b>	<b>141,680</b>	<b>(3,538)</b>	<b>6,004</b>	<b>45</b>	<b>670</b>	<b>80</b>	<b>-</b>	<b>144,941</b>	<b>3,261</b>	<b>72.0%</b>
<b>CPS Committee</b>											
Emergency & Protective Services	200,246	197,628	305	3,952	1,188	6,190	-	-	209,263	11,635	85.5%
Community & Social Services	513,354	510,707	(3,399)	837	(4,553)	-	-	(695)	502,897	(7,810)	20.6%
Ottawa Public Health	50,783	44,000	248	1	1,011	-	-	-	45,260	1,260	79.7%
Parks, Recreation & Cultural Services	140,674	137,684	321	3,256	30	315	1,741	-	143,347	5,663	38.0%
Parks, Buildings & Grounds	56,519	56,245	(224)	2,020	(278)	917	138	-	58,818	2,573	41.0%
<b>Total</b>	<b>961,576</b>	<b>946,264</b>	<b>(2,749)</b>	<b>10,066</b>	<b>(2,602)</b>	<b>7,422</b>	<b>1,879</b>	<b>(695)</b>	<b>959,585</b>	<b>13,321</b>	<b>41.1%</b>
<b>Transportation Committee</b>											
Public Works General Manager	1,611	1,884	(109)	45	-	-	-	-	1,820	(64)	85.6%
Operations, Eng & Technical Services	11,553	11,915	97	330	-	65	83	-	12,490	575	79.3%
Roads & Traffic Maintenance	111,823	109,940	(209)	3,688	195	1,188	280	(1,525)	113,557	3,617	41.7%
Parking Operations	14,538	13,987	-	-	-	-	-	-	13,987	-	16.4%
Fleet Services	538	654	-	-	-	-	-	-	654	-	19.5%
Transportation Planning	1,307	1,679	(211)	-	-	-	-	-	1,743	64	90.3%
<b>Total</b>	<b>141,370</b>	<b>140,059</b>	<b>(432)</b>	<b>4,063</b>	<b>195</b>	<b>1,253</b>	<b>363</b>	<b>(1,525)</b>	<b>144,251</b>	<b>4,192</b>	<b>36.5%</b>

## 2010 Operating Expenditure Budget Changes

### City of Ottawa

In Thousands (\$000)

Net of Recoveries and After Inter-departmental Allocations

Operating Expenditures	2009 Baseline			2010 Adjustments					2010	Change Over '09 Budget	% Exp on Comp./ Benefits
	Actual	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	New Services / Needs	Efficiencies	Adopted		
<b>Planning and Environment Committee</b>											
Planning & Growth Management	16,221	17,312	(460)	609	-	-	450	-	17,911	-	0.0%
Building Code Services - OBC	18,461	14,872	(1,108)	535	165	36	356	-	14,856	(16)	92.9%
Infrastructure Services	6,728	6,936	(429)	457	20	-	100	-	7,084	148	93.3%
Community Sustainability	2,277	2,333	(272)	94	-	-	-	-	2,155	(178)	90.6%
Drinking Water Services	126,492	128,537	(7,704)	(867)	205	46	244	-	120,461	(8,076)	22.8%
Wastewater Services	122,686	121,357	(7,813)	6,964	540	330	1,445	-	122,823	1,466	15.3%
Solid Waste Services	56,568	53,896	(1,798)	13,056	-	586	497	-	66,237	12,341	10.8%
Forestry Services	9,604	9,470	41	105	-	-	340	-	9,956	486	53.9%
<b>Total</b>	<b>359,037</b>	<b>354,713</b>	<b>(19,543)</b>	<b>20,953</b>	<b>930</b>	<b>998</b>	<b>3,432</b>	<b>-</b>	<b>361,483</b>	<b>6,171</b>	<b>45.4%</b>
<b>Transit Committee</b>											
Transit Services	330,651	330,464	21,979	8,003	-	7,695	-	(800)	367,341	36,877	61.1%
<b>Total</b>	<b>330,651</b>	<b>330,464</b>	<b>21,979</b>	<b>8,003</b>	<b>-</b>	<b>7,695</b>	<b>-</b>	<b>(800)</b>	<b>367,341</b>	<b>36,877</b>	<b>61.1%</b>
<b>Agriculture &amp; Rural Affairs Committee</b>											
Development Review (Rural)	2,676	3,157	72	(45)	-	-	-	-	3,184	-	0.0%
<b>Total</b>	<b>2,676</b>	<b>3,157</b>	<b>72</b>	<b>(45)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>3,184</b>	<b>-</b>	<b>0.0%</b>
<b>Audit, Budget and Finance Working Group</b>											
Elected Officials	9,739	10,094	50	210	-	-	-	-	10,354	260	83.9%
Auditor General	1,946	1,940	-	(175)	-	-	-	-	1,765	(175)	52.6%
Non Departmental	256,485	216,981	4,617	10,710	570	-	4,235	(2,476)	234,639	17,656	10.7%
<b>Total</b>	<b>268,170</b>	<b>229,015</b>	<b>4,667</b>	<b>10,745</b>	<b>570</b>	<b>-</b>	<b>4,235</b>	<b>(2,476)</b>	<b>246,758</b>	<b>17,741</b>	<b>79.3%</b>
<b>Total Operating Expenditures</b>	<b>2,204,839</b>	<b>2,145,352</b>	<b>456</b>	<b>59,789</b>	<b>(862)</b>	<b>18,038</b>	<b>9,989</b>	<b>(5,496)</b>	<b>2,227,543</b>	<b>81,563</b>	<b>45.5%</b>
<b>Percent of 2009 Expenditure Budget</b>			<b>0.0%</b>	<b>2.8%</b>	<b>0.0%</b>	<b>0.8%</b>	<b>0.5%</b>	<b>-0.3%</b>	<b>3.8%</b>		

*Boards and Agencies not included on this analysis*

## 2010 Operating Net Requirement Budget Changes

### City of Ottawa

In Thousands (\$000)

Net of Revenues, Recoveries and After Inter-departmental Allocations

Net Operating Requirement	2009 Baseline			2010 Net Adjustments						2010	Change Over '09 Budget
	Actual	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	New Services / Needs	Efficiencies	User Fees and Charges	Adopted	
<b>CSEDC Committee</b>											
City Manager's Office	3,546	3,676	9	44	-	-	-	-	-	3,729	53
Real Estate Partnerships & Develop.	4,201	4,109	39	308	-	-	-	-	(230)	4,226	117
Financial Services	26,403	26,624	308	972	-	168	-	-	(209)	27,863	1,239
City Clerk & Solicitor	18,002	17,701	12	448	80	-	-	-	(25)	18,216	515
City Operations DCM's Office	827	822	5	50	-	-	-	-	-	877	55
Organizational Develop. & Perform.	5,426	6,011	(117)	158	75	-	80	-	-	6,207	196
Human Resources	13,523	13,542	4	290	100	-	-	-	-	13,936	394
Information Technology	39,253	39,328	70	1,042	-	417	-	-	-	40,857	1,529
Communications & Customer Serv.	10,497	10,424	(6)	259	(130)	-	-	-	-	10,547	123
ISCS Deputy City Manager's Office	1,238	1,298	(463)	35	-	-	-	-	-	870	(428)
Community Sustainability - Eco. Dev	3,560	3,705	3	(198)	-	-	-	-	-	3,510	(195)
<b>Total</b>	<b>126,476</b>	<b>127,240</b>	<b>(136)</b>	<b>3,408</b>	<b>125</b>	<b>585</b>	<b>80</b>	<b>-</b>	<b>(464)</b>	<b>130,838</b>	<b>3,598</b>
<b>CPS Committee</b>											
Emergency & Protective Services	141,939	140,618	310	3,912	1,188	3,455	-	-	(165)	149,318	8,700
Community & Social Services	203,799	206,792	(2,324)	837	(11,392)	-	-	(695)	(62)	193,156	(13,636)
Ottawa Public Health	10,303	10,217	298	1	266	-	-	-	-	10,782	565
Parks, Recreation and Cultural Services	87,246	84,397	236	2,247	30	140	1,741	(202)	(966)	87,623	3,226
Parks, Buildings & Grounds	50,125	50,003	(224)	2,020	(278)	917	138	-	-	52,576	2,573
<b>Total</b>	<b>493,412</b>	<b>492,027</b>	<b>(1,704)</b>	<b>9,017</b>	<b>(10,186)</b>	<b>4,512</b>	<b>1,879</b>	<b>(897)</b>	<b>(1,193)</b>	<b>493,455</b>	<b>1,428</b>
<b>Transportation Committee</b>											
Public Works General Manager	1,611	1,884	(109)	45	-	-	-	-	-	1,820	(64)
Operations, Eng & Technical Services	11,451	11,780	97	330	-	65	83	-	-	12,355	575
Roads & Traffic Maintenance	108,976	107,691	(118)	3,688	195	1,188	280	(1,525)	-	111,399	3,708
Parking Operations	-	-	-	-	-	-	-	-	-	-	-
Fleet Services	-	-	-	-	-	-	-	-	-	-	-
Transportation Planning	1,231	1,624	(234)	-	-	-	-	-	-	1,665	41
<b>Total</b>	<b>123,269</b>	<b>122,979</b>	<b>(364)</b>	<b>4,063</b>	<b>195</b>	<b>1,253</b>	<b>363</b>	<b>(1,525)</b>	<b>-</b>	<b>127,239</b>	<b>4,260</b>

## 2010 Operating Net Requirement Budget Changes

### City of Ottawa

In Thousands (\$000)

Net of Revenues, Recoveries and After Inter-departmental Allocations

Net Operating Requirement	2009 Baseline			2010 Net Adjustments						2010	Change Over '09 Budget
	Actual	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	New Services / Needs	Efficiencies	User Fees and Charges	Adopted	
<b>Planning and Environment Committee</b>											
Planning & Growth Management	2,622	436	612	609	-	-	200	-	(188)	1,669	634
Building Code Services - OBC	(4,471)	(4,471)	152	535	165	36	356	-	(1,262)	(4,489)	(18)
Infrastructure Services	5,163	5,231	(429)	457	20	-	100	-	(31)	5,348	117
Community Sustainability	2,282	2,333	(272)	94	-	-	-	-	-	2,155	(178)
Drinking Water Services	5,579	-	(4)	(867)	205	46	208	-	412	-	-
Wastewater Services	11,177	-	1,627	6,964	540	330	1,445	-	(10,906)	-	-
Solid Waste Services	8,505	11,395	812	12,300	-	66	497	-	(924)	24,146	12,751
Forestry Services	9,602	9,470	41	105	-	-	340	-	-	9,956	486
<b>Total</b>	<b>40,459</b>	<b>24,394</b>	<b>2,539</b>	<b>20,197</b>	<b>930</b>	<b>478</b>	<b>3,146</b>	<b>-</b>	<b>(12,899)</b>	<b>38,785</b>	<b>13,792</b>
<b>Transit Committee</b>											
Transit Services	168,820	168,958	6,917	2,865	-	4,920	-	(800)	(8,200)	174,660	5,702
<b>Total</b>	<b>168,820</b>	<b>168,958</b>	<b>6,917</b>	<b>2,865</b>	<b>-</b>	<b>4,920</b>	<b>-</b>	<b>(800)</b>	<b>(8,200)</b>	<b>174,660</b>	<b>5,702</b>
<b>Agriculture &amp; Rural Affairs Committee</b>											
Development Review (Rural)	2,676	3,157	72	(45)	-	-	-	-	-	3,184	-
<b>Total</b>	<b>2,676</b>	<b>3,157</b>	<b>72</b>	<b>(45)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>3,184</b>	<b>-</b>
<b>Audit, Budget and Finance Working Group</b>											
Elected Officials	9,739	10,094	50	210	-	-	-	-	-	10,354	260
Auditor General	1,946	1,940	-	(175)	-	-	-	-	-	1,765	(175)
Non Departmental	(1,180,436)	(1,199,246)	12,746	10,710	570	-	4,235	(2,476)	-	(1,243,783)	(44,539)
<b>Total</b>	<b>(1,168,751)</b>	<b>(1,187,212)</b>	<b>12,796</b>	<b>10,745</b>	<b>570</b>	<b>-</b>	<b>4,235</b>	<b>(2,476)</b>	<b>-</b>	<b>(1,231,664)</b>	<b>(44,454)</b>
<b>Total Net Operating Requirement</b>	<b>(213,639)</b>	<b>(248,457)</b>	<b>20,120</b>	<b>50,250</b>	<b>(8,366)</b>	<b>11,748</b>	<b>9,703</b>	<b>(5,698)</b>	<b>(22,756)</b>	<b>(263,503)</b>	<b>(15,674)</b>
<b>Percent of 2009 Net Requirement Budget</b>			<b>-8.1%</b>	<b>-20.2%</b>	<b>3.4%</b>	<b>-4.7%</b>	<b>-3.9%</b>	<b>2.3%</b>	<b>9.2%</b>	<b>6.3%</b>	

Boards and Agencies not included on this analysis



## 2010 Operating FTE Budget Changes

### City of Ottawa

Full Time Equivalents (FTE's)	2009 Baseline		2010 Adjustments					2010	Change Over '09 Budget
	Budget	Adjustments to Base Budget	Maintain Services	Provincial Legislated	Growth	New Services / Needs	Efficiencies	Adopted	
<b>CSEDC Committee</b>									
City Manager's Office	20.00	-	-	-	-	-	-	20.00	-
Real Estate Partnerships & Develop.	42.50	-	-	-	-	-	-	42.50	-
Financial Services	485.66	-	-	-	5.00	-	-	490.66	5.00
City Clerk & Solicitor	196.84	-	-	-	-	1.00	-	197.84	1.00
City Operations DCM's Office	7.00	-	-	-	-	-	-	7.00	-
Organizational Develop. & Perform.	46.00	-	-	-	-	-	-	46.00	-
Human Resources	126.00	-	-	1.00	-	-	-	127.00	1.00
Information Technology	336.00	-	-	-	5.00	-	-	341.00	5.00
Communications & Customer Serv.	134.23	-	-	(2.00)	-	-	-	132.23	(2.00)
ISCS Deputy City Manager's Office	10.49	-	-	-	-	-	-	10.49	-
Community Sustainability - Eco. Develop.	6.00	-	-	-	-	-	-	6.00	-
<b>Total</b>	<b>1,410.72</b>	<b>-</b>	<b>-</b>	<b>(1.00)</b>	<b>10.00</b>	<b>1.00</b>	<b>-</b>	<b>1,420.72</b>	<b>10.00</b>
<b>CPS Committee</b>									
Emergency & Protective Services	1,736.35	-	-	-	50.00	-	-	1,786.35	50.00
Community & Social Services	1,366.83	-	-	-	-	-	-	1,366.83	-
Ottawa Public Health	475.70	-	-	-	-	-	-	475.70	-
Parks, Recreation and Cultural Services	999.57	-	-	0.50	6.35	5.30	-	1,011.72	12.15
Parks, Buildings & Grounds	804.88	-	-	-	6.99	1.66	-	813.53	8.65
<b>Total</b>	<b>5,383.33</b>	<b>-</b>	<b>-</b>	<b>0.50</b>	<b>63.34</b>	<b>6.96</b>	<b>-</b>	<b>5,454.13</b>	<b>70.80</b>
<b>Transportation Committee</b>									
Public Works General Manager	19.16	-	-	-	-	-	-	19.16	-
Operations, Eng & Technical Services	146.54	-	-	-	-	-	-	146.54	-
Roads & Traffic Maintenance	661.43	-	-	-	7.71	-	2.00	671.14	9.71
Parking Operations	29.01	-	-	-	-	2.00	-	31.01	2.00
Fleet Services	145.00	-	-	-	-	-	-	145.00	-
Transportation Planning	31.00	-	-	-	-	-	-	34.00	2.00
<b>Total</b>	<b>1,032.14</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>7.71</b>	<b>2.00</b>	<b>2.00</b>	<b>1,046.85</b>	<b>13.71</b>

## 2010 Operating FTE Budget Changes

### City of Ottawa

Full Time Equivalents (FTE's)	2009 Baseline		2010 Adjustments					2010	Change Over '09 Budget
	Budget	Adjustments to Base Budget	Maintain Services	Provincial Legislated	Growth	New Services / Needs	Efficiencies	Adopted	
<b>Planning and Environment Committee</b>									
Planning & Growth Management	209.40	-	-	-	-	-	-	209.40	-
Building Code Services - OBC	168.65	-	-	2.00	-	4.00	-	174.65	6.00
Infrastructure Services	293.17	-	-	-	-	1.00	-	294.17	1.00
Community Sustainability	25.00	-	-	-	-	-	-	25.00	-
Drinking Water Services	370.45	-	2.00	2.00	1.00	5.98	-	381.43	10.98
Wastewater Services	229.32	-	7.00	11.00	1.00	9.00	-	257.32	28.00
Solid Waste Services	86.25	-	11.00	-	-	5.00	-	102.25	16.00
Forestry Services	69.60	-	-	-	-	4.00	-	73.60	4.00
<b>Total</b>	<b>1,451.84</b>	<b>-</b>	<b>20.00</b>	<b>15.00</b>	<b>2.00</b>	<b>28.98</b>	<b>-</b>	<b>1,517.82</b>	<b>65.98</b>
<b>Transit Committee</b>									
Transit Services	3,047.04	1.00	-	-	4.00	-	-	3,052.04	5.00
<b>Total</b>	<b>3,047.04</b>	<b>1.00</b>	<b>-</b>	<b>-</b>	<b>4.00</b>	<b>-</b>	<b>-</b>	<b>3,052.04</b>	<b>5.00</b>
<b>Agriculture &amp; Rural Affairs Committee</b>									
Development Review (Rural)	20.00	-	-	-	-	-	-	20.00	-
<b>Total</b>	<b>20.00</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>20.00</b>	<b>-</b>
<b>Audit, Budget and Finance Working Group</b>									
Elected Officials	-	-	-	-	-	-	-	-	-
Auditor General	8.00	-	-	-	-	-	-	8.00	-
Efficiency Target	(169.99)	-	-	-	-	-	-	(169.99)	-
<b>Total</b>	<b>(161.99)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(161.99)</b>	<b>-</b>
<b>Total Full Time Equivalents (FTE's)</b>	<b>12,183.08</b>	<b>1.00</b>	<b>20.00</b>	<b>14.50</b>	<b>87.05</b>	<b>38.94</b>	<b>2.00</b>	<b>12,349.57</b>	<b>165.49</b>
<b>Percent of 2009 FTEs</b>		<b>0.0%</b>	<b>0.2%</b>	<b>0.1%</b>	<b>0.7%</b>	<b>0.3%</b>	<b>0.0%</b>	<b>1.4%</b>	

*Boards and Agencies not included on this analysis*

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

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

	2009 Actuals					Prior Year Commitments	2010 Opening Balance	2010 Forecast		
	Opening Balance	Budgeted Transfers	Contributions	Dispositions Adjustments	Closing Balance			Budgeted Transfers	Contributions	Projected Closing Balance
<b>Capital Reserves</b>										
<i>Tax Supported</i>										
City Wide Reserve	(17,156)	(115,668)	106,013	(5,306)	(32,117)	(2,543)	(34,660)	(55,328)	94,410	4,422
Child Care	3,294	(4,380)	22	932	(132)	-	(132)	-	-	(132)
Social Housing	3,383	(6)	68	2,095	5,540	(44)	5,496	-	-	5,496
Corporate Fleet	14,403	(19,433)	18,702	(11,892)	1,780	-	1,780	(11,743)	18,481	8,518
Transit	24,344	(52,714)	45,889	9	17,528	-	17,528	(70,518)	55,333	2,343
Library	823	(3,146)	2,568	(152)	93	-	93	(2,775)	2,613	(69)
	<b>29,091</b>	<b>(195,347)</b>	<b>173,262</b>	<b>(14,314)</b>	<b>(7,308)</b>	<b>(2,587)</b>	<b>(9,895)</b>	<b>(140,364)</b>	<b>170,837</b>	<b>20,578</b>
<i>Gas taxes</i>										
Provincial	12,962	(19,946)	46,424	-	39,440	(35,914)	3,526	(37,649)	36,772	2,649
Federal	41,244	(4,707)	51,597	-	88,134	(84,854)	3,280	(44,659)	49,834	8,455
	<b>54,206</b>	<b>(24,653)</b>	<b>98,021</b>	<b>-</b>	<b>127,574</b>	<b>(120,768)</b>	<b>6,806</b>	<b>(82,308)</b>	<b>86,606</b>	<b>11,104</b>
<i>Rate Supported</i>										
Solid Waste	2,929	(4,186)	3,444	1,842	4,029	-	4,029	(7,740)	3,601	(110)
Water	5,752	(51,185)	60,515	(5,579)	9,503	(218)	9,285	(27,579)	48,408	30,114
Wastewater	31,394	(70,751)	46,117	(11,177)	(4,417)	188	(4,229)	(19,821)	41,532	17,482
Water Fleet	379	-	8	-	387	-	387	-	-	387
Wastewater Fleet	180	-	4	-	184	-	184	-	-	184
	<b>40,634</b>	<b>(126,122)</b>	<b>110,088</b>	<b>(14,914)</b>	<b>9,686</b>	<b>(30)</b>	<b>9,656</b>	<b>(55,140)</b>	<b>93,541</b>	<b>48,057</b>
<i>Other Reserves</i>										
Cash-in-Lieu of Parking	4,913	(495)	142	-	4,560	-	4,560	-	20	4,580
Cash-in-Lieu of Parkland	16,965	(287)	3,832	-	20,510	-	20,510	-	223	20,733
Parking	-	(267)	4,291	611	4,635	-	4,635	(45)	3,889	8,479
Solid Waste Compensation	7,478	2,791	178	-	10,447	-	10,447	(500)	-	9,947
Building Code	6,113	-	713	-	6,826	-	6,826	-	-	6,826
Centrepointe Theatre	236	(166)	87	-	157	-	157	(150)	10	17
Shenkman Arts Centre	3,011	(103)	683	-	3,591	-	3,591	-	6	3,597
	<b>38,716</b>	<b>1,473</b>	<b>9,926</b>	<b>611</b>	<b>50,726</b>	<b>-</b>	<b>50,726</b>	<b>(695)</b>	<b>4,148</b>	<b>54,179</b>
<b>Other Reserves</b>										
Tax Rate Stabilization Reserve	13,201	(13,000)	195	-	396	-	396	-	-	396
Winter Maintenance	-	-	-	-	-	-	-	-	-	-
Election Expenses	1,521	-	506	-	2,027	-	2,027	-	1,125	3,152
Self Insurance	3,632	(222)	425	400	4,235	-	4,235	-	-	4,235
Vested Employee Benefits	5,762	-	116	-	5,878	-	5,878	-	-	5,878
Building Code Stab/Insurance	21,494	-	(596)	5,993	26,891	-	26,891	-	272	27,163
	<b>45,610</b>	<b>(13,222)</b>	<b>646</b>	<b>6,393</b>	<b>39,427</b>	<b>-</b>	<b>39,427</b>	<b>-</b>	<b>1,397</b>	<b>40,824</b>

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

	2009	2010	2010 Authority		
			Asset Renewal	Growth	Strategic
<b>Agriculture &amp; Rural Affairs</b>					
Transportation Services-ARAC	2,199	5,839	5,839	-	-
	<b>2,199</b>	<b>5,839</b>	<b>5,839</b>	-	-
<b>Community &amp; Protective Services</b>					
By-Law & Regulatory Services	786	562	382	-	180
Child Care Services	1,080	1,426	626	-	800
Employment & Financial Services	-	600	-	-	600
General	2,000	-	-	-	-
Integrated Public Safety Unit	500	445	245	-	200
Long Term Care	670	1,777	1,767	-	10
Office of Emergency Management	3,015	-	-	-	-
Ottawa Fire Services	23,853	10,625	8,960	300	1,365
Ottawa Paramedic Services	4,825	5,273	4,593	-	680
Parks, Recreation and Culture	44,870	25,270	18,642	3,438	3,190
Public Health Services	63	-	-	-	-
Social Housing	13,550	13	13	-	-
	<b>95,212</b>	<b>45,991</b>	<b>35,228</b>	<b>3,738</b>	<b>7,025</b>
<b>Corporate Services &amp; Economic Development</b>					
City Manager's Office	1,600	-	-	-	-
City Operations DCM's Office		5,700	-	-	5,700
IT Productivity Improvements	-	12,000	-	-	12,000
Financial Services	850	2,000	-	-	2,000
General Government	4,002	-	-	-	-
Information Technology	19,070	13,150	11,400	-	1,750
Infrastructure Srvces & Comm. Sustainability-DCM 's Office		5,407	4,837	-	570
Real Estate Partnership & Dev. Office		3,800	3,800	-	-
	<b>25,522</b>	<b>42,057</b>	<b>20,037</b>	-	<b>22,020</b>
<b>Ottawa Public Library</b>					
Ottawa Public Library	14,310	4,483	2,403	550	1,530
	<b>14,310</b>	<b>4,483</b>	<b>2,403</b>	<b>550</b>	<b>1,530</b>

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

	2009	2010	2010 Authority		
			Asset Renewal	Growth	Strategic
<b>Planning &amp; Environment</b>					
Building Services	380	-	-	-	-
Environment	6,727	3,346	446	-	2,900
Planning and Development	1,144	150	-	150	-
Solid Waste	3,683	18,185	18,185	-	-
	<b>11,934</b>	<b>21,681</b>	<b>18,631</b>	<b>150</b>	<b>2,900</b>
<b>Transit</b>					
Transit Services	135,839	251,592	69,701	175,621	6,270
	<b>135,839</b>	<b>251,592</b>	<b>69,701</b>	<b>175,621</b>	<b>6,270</b>
<b>Transportation*</b>					
Fleet Services	687	1,140	640	-	500
Integrated Roads, Water & Wastewater	87,995	81,650	81,650	-	-
Transit Services	-	5,000	-	5,000	-
Transportation Services	111,713	168,686	39,412	121,914	7,360
	<b>200,395</b>	<b>256,476</b>	<b>121,702</b>	<b>126,914</b>	<b>7,860</b>
<b>Ottawa Police</b>					
Ottawa Police	15,462	50,048	19,260	26,200	4,588
	<b>15,462</b>	<b>50,048</b>	<b>19,260</b>	<b>26,200</b>	<b>4,588</b>
<b>TOTAL</b>	<b>500,873</b>	<b>678,167</b>	<b>292,801</b>	<b>333,173</b>	<b>52,193</b>
<b>Financing</b>					
Capital Reserves & Gas Tax	255,963	213,259	130,536	64,202	18,521
Development Charges	69,668	110,579	5,092	105,331	156
Federal/Provincial Revenues	52,840	129,940	22,785	107,155	-
Development Charges Debt	34,200	21,595	749	20,846	-
Tax, Transit & Rate Supported Debt	88,202	202,794	133,639	35,639	33,516
<b>TOTAL - Tax-Supported Budget</b>	<b>500,873</b>	<b>678,167</b>	<b>292,801</b>	<b>333,173</b>	<b>52,193</b>
		<b>2010</b>	43.2%	49.1%	7.6%

*\*Includes Rate-supported portion of Integrated Roads, Water & Wastewater projects*

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

	2009	2010	2010 Authority		
			Asset Renewal	Growth	Strategic
<b>Planning &amp; Environment - Rate Budget</b>					
Integrated Water & Wastewater	2,105	2,250	2,250	-	-
Drinking Water Services	77,904	72,501	36,480	33,809	2,212
Wastewater Services	67,093	56,525	42,602	3,798	10,125
	<b>147,102</b>	<b>131,276</b>	<b>81,332</b>	<b>37,607</b>	<b>12,337</b>
<b>Agriculture &amp; Rural Affairs - Rate Budget</b>					
Integrated Water & Wastewater	-	225	-	-	225
	-	<b>225</b>	-	-	<b>225</b>
<b>TOTAL</b>	<b>147,102</b>	<b>131,501</b>	<b>81,332</b>	<b>37,607</b>	<b>12,562</b>
<b>Financing</b>					
Capital Reserves & Gas Tax	87,664	48,984	42,754	2,381	3,849
Development Charges	24,144	21,453	1,103	19,367	983
Federal/Provincial Revenues	13,964	8,821	6,991	-	1,830
Development Charges Debt	9,679	2,563	-	2,563	-
Tax, Transit & Rate Supported Debt	11,651	49,680	30,484	13,296	5,900
<b>TOTAL - Rate-Supported Budget</b>	<b>147,102</b>	<b>131,501</b>	<b>81,332</b>	<b>37,607</b>	<b>12,562</b>
		<b>2010</b>	61.8%	28.6%	9.6%

<b>Financing</b>					
Capital Reserves & Gas Tax	343,627	262,243	173,290	66,583	22,370
Development Charges	93,812	132,032	6,195	124,698	1,139
Federal/Provincial Revenues	66,804	138,761	29,776	107,155	1,830
Development Charges Debt	43,879	24,158	749	23,409	-
Tax, Transit & Rate Supported Debt	99,853	252,474	164,123	48,935	39,416
<b>TOTAL - Tax &amp; Rate Budgets</b>	<b>647,975</b>	<b>809,668</b>	<b>374,133</b>	<b>370,780</b>	<b>64,755</b>
		<b>2010</b>	46.2%	45.8%	8.0%

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

	Prior Authority less Works-in-Progress (At September 30, 2009)	2010 Authority	Total
<b>Agriculture &amp; Rural Affairs</b>			
Transportation Services-ARAC	8,612	5,839	14,451
	<b>8,612</b>	<b>5,839</b>	<b>14,451</b>
<b>Community &amp; Protective Services</b>			
By-Law & Regulatory Services	912	562	1,474
Child Care Services	891	1,426	2,317
Employment & Financial Services	2,202	600	2,802
General	1,367	-	1,367
Integrated Public Safety Unit	3,102	445	3,547
Long Term Care	401	1,777	2,178
Ottawa Fire Services	14,744	10,625	25,369
Ottawa Paramedic Services	7,235	5,273	12,508
Parks, Recreation and Culture	198,436	25,270	223,706
Public Health Services	27	-	27
Social Housing	38,678	13	38,691
	<b>267,995</b>	<b>45,991</b>	<b>313,986</b>
<b>Corporate Services &amp; Economic Development</b>			
City Manager's Office	1,456	-	1,456
City Operations DCM's Office	-	5,700	5,700
IT Productivity Improvements	-	12,000	12,000
Financial Services	1,441	2,000	3,441
Human Resources	334	-	334
General Government	5,111	-	5,111
Information Technology	11,015	13,150	24,165
Infrastructure Srvces & Comm. Sustainability-DCM 's Office	-	5,407	5,407
Real Estate Partnership & Dev. Office	1,277	3,800	5,077
	<b>20,634</b>	<b>42,057</b>	<b>62,691</b>
<b>Ottawa Public Library</b>			
Ottawa Public Library	302,576	4,483	307,059
	<b>302,576</b>	<b>4,483</b>	<b>307,059</b>
<b>Planning &amp; Environment</b>			
Building Services	2,392	-	2,392
Environment	6,056	3,346	9,402
Planning and Development	3,589	150	3,739
Solid Waste	12,628	18,185	30,813
	<b>24,665</b>	<b>21,681</b>	<b>46,346</b>

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

	Prior Authority less Works-in-Progress (At September 30, 2009)	2010 Authority	Total
<b>Transit</b>			
Transit Services	302,576	251,592	554,168
	<b>302,576</b>	<b>251,592</b>	<b>554,168</b>
<b>Transportation</b>			
Fleet Services	424	1,140	1,564
Integrated Roads, Water & Wastewater	113,585	81,650	195,235
Transit Services	-	5,000	5,000
Transportation Services	313,519	168,686	482,205
	<b>427,528</b>	<b>256,476</b>	<b>684,004</b>
<b>Ottawa Police</b>			
Ottawa Police	69,430	50,048	119,478
	<b>69,430</b>	<b>50,048</b>	<b>119,478</b>
<b>TOTAL Tax-Supported Budget</b>	<b>1,424,016</b>	<b>678,167</b>	<b>2,102,183</b>
<b>Planning &amp; Environment - Rate Budget</b>			
Integrated Water & Wastewater	-	2,250	2,250
Drinking Water Services	133,195	72,501	205,696
Wastewater Services	114,590	56,525	171,115
	<b>247,785</b>	<b>131,276</b>	<b>379,061</b>
<b>Agriculture &amp; Rural Affairs</b>			
Integrated Water & Wastewater	-	225	225
	-	225	225
<b>TOTAL Rate-Supported Budget</b>	<b>247,785</b>	<b>131,501</b>	<b>379,286</b>
<b>TOTAL Tax &amp; Rate Budgets</b>	<b>1,671,801</b>	<b>809,668</b>	<b>2,481,469</b>



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

	Reserve Funds - Tax Supported and Other Dedicated Reserves													Tax Reserve Funding
	City Wide	Child Care	Social Housing	Corporate Fleet	Transit	Ottawa Public Library	Cash-in-Lieu Parking	Cash-in-Lieu Parkland	Parking	Solid Waste Comp.	Building Code	Centrepointe Theatre	Shenkman Arts Centre	
<b>Agriculture &amp; Rural Affairs</b>														
Integrated Water & Wastewater-ARAC	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Transportation Services-Rural Affairs	(1,524)	-	-	-	-	-	-	-	-	-	-	-	-	(1,524)
<b>Community &amp; Protective Services</b>														
Child Care Services	(1,426)	-	-	-	-	-	-	-	-	-	-	-	-	(1,426)
Enforcement & Inspections	(305)	-	-	(257)	-	-	-	-	-	-	-	-	-	(562)
Integrated Public Safety Unit	(445)	-	-	-	-	-	-	-	-	-	-	-	-	(445)
Long Term Care	(1,427)	-	-	-	-	-	-	-	-	-	-	-	-	(1,427)
Ottawa Fire Services	(6,427)	-	-	(3,428)	-	-	-	-	-	-	-	-	-	(9,855)
Ottawa Paramedic Services	(2,160)	-	-	(3,113)	-	-	-	-	-	-	-	-	-	(5,273)
Parks, Recreation and Culture	(5,659)	-	-	-	-	-	-	-	-	-	-	(150)	-	(5,809)
Social Housing	(13)	-	-	-	-	-	-	-	-	-	-	-	-	(13)
<b>Corporate Services &amp; Economic Development</b>														
City Operations DCM's Office	-	-	-	-	-	-	-	-	-	-	-	-	-	-
DCM 's Office	(5,407)	-	-	-	-	-	-	-	-	-	-	-	-	(5,407)
Financial Services	(2,000)	-	-	-	-	-	-	-	-	-	-	-	-	(2,000)
Information Technology	(11,650)	-	-	-	-	-	-	-	-	-	-	-	-	(11,650)
Real Estate Partnership & Dev. Office	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Planning &amp; Environment</b>														
Building Services	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Environment	(946)	-	-	-	-	-	-	-	-	-	-	-	-	(946)
Planning and Development	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Solid Waste Services	-	-	-	(185)	-	-	-	-	-	(500)	-	-	-	(685)
Integrated Water & Wastewater	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Drinking Water Services	-	-	-	(586)	-	-	-	-	-	-	-	-	-	(586)
Wastewater Services	-	-	-	(228)	-	-	-	-	-	-	-	-	-	(228)
<b>Transit</b>														
Transit Services	-	-	-	-	(60,713)	-	-	-	-	-	-	-	-	(60,713)
<b>Transportation</b>														
Fleet Services	(100)	-	-	(540)	-	-	-	-	-	-	-	-	-	(640)
Integrated Roads, Water & Wastewater	(285)	-	-	-	-	-	-	-	-	-	-	-	-	(285)
Transit Services	-	-	-	-	(105)	-	-	-	-	-	-	-	-	(105)
Transportation Services - Roadways	(6,516)	-	-	(3,406)	-	-	-	-	(45)	-	-	-	-	(9,967)
<b>Ottawa Library Board</b>														
Ottawa Public Library	(1,238)	-	-	-	-	(2,775)	-	-	-	-	-	-	-	(4,013)
<b>Reserve Funds applied to 2010 Authority</b>	<b>(47,528)</b>	<b>-</b>	<b>-</b>	<b>(11,743)</b>	<b>(60,818)</b>	<b>(2,775)</b>	<b>-</b>	<b>-</b>	<b>(45)</b>	<b>(500)</b>	<b>-</b>	<b>(150)</b>	<b>-</b>	<b>(123,559)</b>
Contributions & Other Adjustments	<b>84,067</b>	<b>-</b>	<b>(44)</b>	<b>18,481</b>	<b>45,633</b>	<b>2,613</b>	<b>20</b>	<b>223</b>	<b>3,889</b>	<b>-</b>	<b>-</b>	<b>10</b>	<b>6</b>	<b>154,898</b>
<b>Net Change in Reserve Funds</b>	<b>36,539</b>	<b>-</b>	<b>(44)</b>	<b>6,738</b>	<b>(15,185)</b>	<b>(162)</b>	<b>20</b>	<b>223</b>	<b>3,844</b>	<b>(500)</b>	<b>-</b>	<b>(140)</b>	<b>6</b>	<b>31,339</b>
Opening Balance	(32,117)	(132)	5,540	1,780	17,528	93	4,560	20,510	4,635	10,447	6,826	157	3,591	43,418
<b>Projected Closing Balance</b>	<b>4,422</b>	<b>(132)</b>	<b>5,496</b>	<b>8,518</b>	<b>2,343</b>	<b>(69)</b>	<b>4,580</b>	<b>20,733</b>	<b>8,479</b>	<b>9,947</b>	<b>6,826</b>	<b>17</b>	<b>3,597</b>	<b>74,757</b>

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

	Reserve Funds - Gas Tax and Rate Supported Reserves								Rate Reserve Funding	TOTAL Gas Tax & Reserve Funding
	Provincial Gas Tax	Federal Gas Tax	Gas Tax Funding	Solid Waste Rate	Water	Wastewater	Water Fleet	Wastewater Fleet		
<b>Agriculture &amp; Rural Affairs</b>										
Integrated Water & Wastewater-ARAC	-	-	-	-	(79)	(78)	-	-	(157)	(157)
Transportation Services-Rural Affairs	-	-	-	-	-	-	-	-	-	(1,524)
<b>Community &amp; Protective Services</b>										
Child Care Services	-	-	-	-	-	-	-	-	-	(1,426)
Enforcement & Inspections	-	-	-	-	-	-	-	-	-	(562)
Integrated Public Safety Unit	-	-	-	-	-	-	-	-	-	(445)
Long Term Care	-	-	-	-	-	-	-	-	-	(1,427)
Ottawa Fire Services	-	-	-	-	-	-	-	-	-	(9,855)
Ottawa Paramedic Services	-	-	-	-	-	-	-	-	-	(5,273)
Parks, Recreation and Culture	-	-	-	-	-	-	-	-	-	(5,809)
Social Housing	-	-	-	-	-	-	-	-	-	(13)
<b>Corporate Services &amp; Economic Development</b>										
City Operations DCM's Office	-	-	-	-	-	-	-	-	-	-
DCM 's Office	-	-	-	-	-	-	-	-	-	(5,407)
Financial Services	-	-	-	-	-	-	-	-	-	(2,000)
Information Technology	-	-	-	-	-	-	-	-	-	(11,650)
Real Estate Partnership & Dev. Office	-	-	-	-	-	-	-	-	-	-
<b>Planning &amp; Environment</b>										
Building Services	-	-	-	-	-	-	-	-	-	-
Environment	-	-	-	-	-	-	-	-	-	(946)
Planning and Development	-	-	-	-	-	-	-	-	-	-
Solid Waste Services	-	-	-	(7,740)	-	-	-	-	(7,740)	(8,425)
Integrated Water & Wastewater	-	-	-	-	-	-	-	-	-	-
Drinking Water Services	-	-	-	-	(27,651)	-	-	-	(27,651)	(28,237)
Wastewater Services	-	-	-	-	-	(20,362)	-	-	(20,362)	(20,590)
<b>Transit</b>										
Transit Services	(9,270)	(42,720)	(51,990)	-	-	-	-	-	-	(112,703)
<b>Transportation</b>										
Fleet Services	-	-	-	-	-	-	-	-	-	(640)
Integrated Roads, Water & Wastewater	-	-	-	-	(5,428)	(10,558)	-	-	(15,986)	(16,271)
Transit Services	(2,000)	-	(2,000)	-	-	-	-	-	-	(2,105)
Transportation Services	-	-	-	-	-	-	-	-	-	(9,967)
<b>Ottawa Library Board</b>										
Ottawa Public Library	-	-	-	-	-	-	-	-	-	(4,013)
<b>Reserve Funds applied to 2010 Authority</b>	<b>(11,270)</b>	<b>(42,720)</b>	<b>(53,990)</b>	<b>(7,740)</b>	<b>(33,158)</b>	<b>(30,998)</b>	<b>-</b>	<b>-</b>	<b>(71,896)</b>	<b>(249,445)</b>
Contributions & Other Adjustments	(25,521)	(36,959)	(62,480)	3,601	53,769	52,897	-	-	110,267	202,685
<b>Net Change in Reserve Funds</b>	<b>(36,791)</b>	<b>(79,679)</b>	<b>(116,470)</b>	<b>(4,139)</b>	<b>20,611</b>	<b>21,899</b>	<b>-</b>	<b>-</b>	<b>38,371</b>	<b>(46,760)</b>
Opening Balance	39,440	88,134	127,574	4,029	9,503	(4,417)	387	184	9,686	180,678
<b>Projected Closing Balance</b>	<b>2,649</b>	<b>8,455</b>	<b>11,104</b>	<b>(110)</b>	<b>30,114</b>	<b>17,482</b>	<b>387</b>	<b>184</b>	<b>48,057</b>	<b>133,918</b>

City of Ottawa

Capital Budget Authority from Development Charges, Government Revenue and Debt

In Thousands (\$000)

	Development Charges	Provincial Revenue	Federal Revenue	General Revenue	Debt			
					Tax Supported Debt	Transit & Gas Tax Debt	Rate Supported Debt	DC Debt
<b>Agriculture &amp; Rural Affairs</b>								
Integrated Water & Wastewater-ARAC	68	-	-	-	-	-	-	-
Transportation Services-Rural Affairs	-	-	-	-	4,315	-	-	-
<b>Community &amp; Protective Services</b>								
Ottawa Fire Services	270	-	-	-	500	-	-	-
Parks, Recreation and Culture	2,989	-	-	-	16,472	-	-	-
Employment & Financial Services	-	-	-	-	600	-	-	-
Long Term Care	-	350	-	-	-	-	-	-
<b>Corporate Services &amp; Economic Development</b>								
General Government	-	-	-	-	-	-	-	-
Information Technology	-	-	-	-	1,500	-	-	-
Real Estate Partnership & Development Office	-	-	-	1,800	2,000	-	-	-
City Operations DCM's Office	-	-	-	-	5,700	-	-	-
IT Productivity Improvements	-	-	-	-	12,000	-	-	-
<b>Planning &amp; Environment</b>								
Planning and Development	150	-	-	-	-	-	-	-
Environment	-	-	-	-	2,400	-	-	-
Solid Waste Services	-	-	-	-	9,760	-	-	-
Integrated Water & Wastewater	50	-	-	-	-	-	2,200	-
Drinking Water Services	16,726	75	-	-	-	-	24,925	2,538
Wastewater Services	4,609	3,358	3,358	2,030	-	-	22,555	25
<b>Transit</b>								
Transit Services	21,799	47,345	37,578	-	-	19,353	-	12,814
<b>Transportation</b>								
Fleet Services	-	-	-	-	500	-	-	-
Transportation Services	71,295	16,000	16,000	-	48,091	2,480	-	4,853
Transit Services	552	-	-	-	-	2,000	-	343
Integrated Roads, Water & Wastewater	1,488	8,721	1,896	-	23,481	-	29,793	-
<b>Ottawa Library Board</b>								
Ottawa Public Library	470	-	-	-	-	-	-	-
<b>Ottawa Police</b>								
Ottawa Police	11,566	-	-	250	21,849	-	-	3,585
<b>Applied to 2010 Authority</b>	<b>132,032</b>	<b>75,849</b>	<b>58,832</b>	<b>4,080</b>	<b>149,168</b>	<b>23,833</b>	<b>79,473</b>	<b>24,158</b>
			<b>Total Revenue</b>	<b>138,761</b>		<b>Total Debt</b>	<b>276,632</b>	

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

	Opening Balance	Development Charges	Debt Service Charges	Prior Years Commitments	2010 Capital Expenditures			Closing Balance
					Renewal of City Assets	Growth	Strategic	
Child Care Services	1,882	547	-	-	-	-	-	2,429
Emergency Medical Services	209	335	-	8	-	-	-	552
Fire Protection	7,191	774	(4)	(8,216)	-	(270)	-	(525)
Library	14,492	1,627	-	(9,511)	-	(427)	-	6,181
Park Development	16,247	3,550	-	(5,222)	-	(1,659)	-	12,916
Police	1,548	1,116	(9)	(2,273)	-	(11,566)	-	(11,184)
Storm Water Management	14,633	-	(371)	(73,552)	-	-	-	(59,290)
Roads	185,986	50,001	(493)	(158,622)	(1,091)	(64,977)	(156)	10,648
Recreation	81,423	9,509	(658)	(56,429)	-	(1,330)	-	32,515
Storm Sewers	(2,582)	244	-	(5,018)	(71)	-	-	(7,427)
Studies	777	1,128	-	(3,020)	(146)	(1,063)	(68)	(2,392)
Transitway	70,461	21,211	(51)	(31,363)	(2,513)	(21,592)	-	36,153
Sanitary Wastewater	3,382	10,574	(5,801)	(7,025)	(2,374)	(2,926)	-	(4,170)
Water Services	10,910	7,033	(321)	(34,518)	-	(15,571)	(915)	(33,382)
Works	5,306	3,096	(130)	(3,775)	-	(3,317)	-	1,180
	<b>411,865</b>	<b>110,745</b>	<b>(7,838)</b>	<b>(398,536)</b>	<b>(6,195)</b>	<b>(124,698)</b>	<b>(1,139)</b>	<b>(15,796)</b>
					<b>Total 2010 Expenditures</b>		<b>(132,032)</b>	

# City of Ottawa

## Capital Budget - Debt

In Thousands (\$000)

	2009	2010	2011	2012
<b>Total Debt</b>				
<b>Opening Issued Net Debt</b>	546,763	588,475	694,609	839,490
Estimated New Issues	95,124	169,836	218,000	308,884
Principal Payment and Sinking Fund Increases	(53,412)	(63,702)	(73,119)	(72,115)
<b>Closing Issued Net debt</b>	<b>588,475</b>	<b>694,609</b>	<b>839,490</b>	<b>1,076,259</b>
<b>Opening Unissued Net Debt</b>	773,845	866,959	973,755	1,059,776
New Authority	188,238	276,632	304,021	386,380
New Issues	(95,124)	(169,836)	(218,000)	(308,884)
<b>Closing Unissued Net Debt</b>	<b>866,959</b>	<b>973,755</b>	<b>1,059,776</b>	<b>1,137,272</b>
<b>Total Debt - Issued and Unissued</b>	<b>1,455,434</b>	<b>1,668,364</b>	<b>1,899,266</b>	<b>2,213,531</b>
<b>Debt Charges</b>				
Principal	46,909	58,535	69,370	69,929
Interest	45,257	45,981	44,907	43,870
	<b>92,166</b>	<b>104,516</b>	<b>114,277</b>	<b>113,799</b>
<b>Tax Supported</b>				
<b>Opening Issued Net Debt</b>	402,601	395,339	413,973	474,843
Estimated New Issues	36,129	66,836	115,000	205,000
Principal Payment and Sinking Fund Increases	(43,391)	(48,202)	(54,130)	(48,311)
<b>Closing Issued Net debt</b>	<b>395,339</b>	<b>413,973</b>	<b>474,843</b>	<b>631,532</b>
<b>Opening Unissued Net Debt</b>	318,878	454,004	545,516	556,408
New Authority	171,255	158,348	125,892	278,109
New Issues	(36,129)	(66,836)	(115,000)	(205,000)
<b>Closing Unissued Net Debt</b>	<b>454,004</b>	<b>545,516</b>	<b>556,408</b>	<b>629,517</b>
<b>Total Debt - Issued and Unissued</b>	<b>849,343</b>	<b>959,489</b>	<b>1,031,251</b>	<b>1,261,049</b>
<b>Rate Supported</b>				
<b>Opening Issued Net Debt</b>	93,980	95,508	121,788	163,481
Estimated New Issues	8,875	35,000	50,000	55,000
Principal Payment and Sinking Fund Increases	(7,347)	(8,720)	(8,307)	(9,495)
<b>Closing Issued Net debt</b>	<b>95,508</b>	<b>121,788</b>	<b>163,481</b>	<b>208,986</b>
<b>Opening Unissued Net Debt</b>	176,248	170,452	214,925	286,333
New Authority	3,079	79,473	121,408	95,027
New Issues	(8,875)	(35,000)	(50,000)	(55,000)
<b>Closing Unissued Net Debt</b>	<b>170,452</b>	<b>214,925</b>	<b>286,333</b>	<b>326,360</b>
<b>Total Debt - Issued and Unissued</b>	<b>265,960</b>	<b>336,713</b>	<b>449,814</b>	<b>535,346</b>

**City of Ottawa**  
**Capital Budget - Debt**

In Thousands (\$000)

	2009	2010	2011	2012
<b>Gas Tax Supported</b>				
<b>Opening Issued Net Debt</b>	38,481	87,026	116,250	123,983
Estimated New Issues	50,120	35,000	15,000	9,884
Principal Payment and Sinking Fund Increases	(1,575)	(5,776)	(7,267)	(8,062)
<b>Closing Issued Net debt</b>	<b>87,026</b>	<b>116,250</b>	<b>123,983</b>	<b>125,805</b>
<b>Opening Unissued Net Debt</b>	133,461	79,662	59,315	47,371
New Authority	(3,679)	14,653	3,056	-
New Issues	(50,120)	(35,000)	(15,000)	(9,884)
Closing Unissued Net Debt	79,662	59,315	47,371	37,487
<b>Total Debt - Issued and Unissued</b>	<b>166,688</b>	<b>175,565</b>	<b>171,354</b>	<b>163,292</b>
<b>Development Charge Supported</b>				
<b>Opening Issued Net Debt</b>	11,701	10,602	42,598	77,183
Estimated New Issues	-	33,000	38,000	39,000
Principal Payment and Sinking Fund Increases	(1,099)	(1,004)	(3,415)	(6,247)
<b>Closing Issued Net debt</b>	<b>10,602</b>	<b>42,598</b>	<b>77,183</b>	<b>109,936</b>
<b>Opening Unissued Net Debt</b>	145,258	162,841	153,999	169,664
New Authority	17,583	24,158	53,665	13,244
New Issues	-	(33,000)	(38,000)	(39,000)
Closing Unissued Net Debt	162,841	153,999	169,664	143,908
<b>Total Debt - Issued and Unissued</b>	<b>173,443</b>	<b>196,597</b>	<b>246,847</b>	<b>253,844</b>

## 2011 Operating Revenue Budget Changes

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

Operating Revenue	2010		2011 Adjustments						2011	Change Over '10 Estimate
	Revenue Adopted	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	New Services / Needs	Efficiencies	User Fees and Charges	Revenue Forecast	
<b>CSEDC Committee</b>										
City Manager's Office	(390)	-	-	-	-	-	-	-	(390)	-
Real Estate Partnerships & Develop.	(2,596)	-	-	-	-	-	-	-	(2,596)	-
Financial Services	(6,314)	-	-	-	-	-	-	-	(6,314)	-
City Clerk & Solicitor	(4,581)	2,757	-	-	-	-	-	-	(1,824)	2,757
City Operations DCM's Office	-	-	-	-	-	-	-	-	-	-
Organizational Develop. & Perform.	(163)	-	-	-	-	-	-	-	(163)	-
Human Resources	-	-	-	-	-	-	-	-	-	-
Information Technology	(31)	-	-	-	-	-	-	-	(31)	-
Communications & Customer Serv.	(28)	-	-	-	-	-	-	-	(28)	-
ISCS Deputy City Manager's Office	-	-	-	-	-	-	-	-	-	-
Community Sustainability - Eco. Develop.	-	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>(14,103)</b>	<b>2,757</b>	-	-	-	-	-	-	<b>(11,346)</b>	<b>2,757</b>
<b>CPS Committee</b>										
Emergency & Protective Services	(59,945)	(500)	(20)	-	(2,705)	-	-	(165)	(63,335)	(3,390)
Community & Social Services	(309,740)	(1)	-	(7,402)	-	-	-	-	(317,144)	(7,403)
Ottawa Public Health	(34,478)	(500)	-	(770)	-	-	-	-	(35,748)	(1,270)
Parks, Recreation and Cultural Services	(55,724)	(20)	(20)	-	(492)	(15)	-	(1,010)	(57,281)	(1,557)
Parks, Buildings & Grounds	(6,242)	-	-	-	-	-	-	-	(6,242)	-
<b>Total</b>	<b>(466,129)</b>	<b>(1,021)</b>	<b>(40)</b>	<b>(8,173)</b>	<b>(3,197)</b>	<b>(15)</b>	-	<b>(1,175)</b>	<b>(479,750)</b>	<b>(13,621)</b>
<b>Transportation Committee</b>										
Public Works General Manager	-	-	-	-	-	-	-	-	-	-
Operations, Eng & Technical Services	(135)	-	-	-	-	-	-	-	(135)	-
Roads & Traffic Maintenance	(2,158)	-	-	-	-	-	-	-	(2,158)	-
Parking Operations	(13,987)	-	-	-	-	-	-	-	(13,987)	-
Fleet Services	(654)	-	-	-	-	-	-	-	(654)	-
Transportation Planning	(78)	-	-	-	-	-	-	-	(78)	-
<b>Total</b>	<b>(17,012)</b>	-	-	-	-	-	-	-	<b>(17,012)</b>	-

## 2011 Operating Revenue Budget Changes

City of Ottawa

### Budget Changes - Operating Revenue

In Thousands (\$000)

Operating Revenue	2010		2011 Adjustments						2011	Change Over '10 Estimate
	Revenue Adopted	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	New Services / Needs	Efficiencies	User Fees and Charges	Revenue Forecast	
<b>Planning and Environment Committee</b>										
Planning & Growth Management	(16,242)	751	-	-	-	-	-	(380)	(15,871)	371
Building Code Services - OBC	(19,345)	(2)	-	-	-	-	-	(435)	(19,782)	(437)
Infrastructure Services	(1,736)	-	-	-	-	-	-	(35)	(1,771)	(35)
Community Sustainability	-	-	-	-	-	-	-	-	-	-
Solid Waste Services	(42,091)	-	-	-	-	-	-	(2,962)	(45,053)	(2,962)
Forestry Services	-	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>(322,698)</b>	<b>749</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(3,812)</b>	<b>(82,477)</b>	<b>(3,063)</b>
<b>Transit Committee</b>										
Transit Services	(192,681)	-	(1,552)	-	(6,584)	-	-	(3,546)	(204,363)	(11,682)
<b>Total</b>	<b>(192,681)</b>	<b>-</b>	<b>(1,552)</b>	<b>-</b>	<b>(6,584)</b>	<b>-</b>	<b>-</b>	<b>(3,546)</b>	<b>(204,363)</b>	<b>(11,682)</b>
<b>Agriculture &amp; Rural Affairs Committee</b>										
Development Review (Rural)	-	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Audit, Budget &amp; Finance Working Group</b>										
Elected Officials	-	-	-	-	-	-	-	-	-	-
Auditor General	-	-	-	-	-	-	-	-	-	-
Non Departmental	(1,478,422)	(4,259)	(54,484)	-	(20,815)	-	-	-	(1,557,980)	(79,558)
<b>Total</b>	<b>(1,478,422)</b>	<b>(4,259)</b>	<b>(54,484)</b>	<b>-</b>	<b>(20,815)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(1,557,980)</b>	<b>(79,558)</b>
<b>Total Operating Revenue</b>	<b>(2,491,045)</b>	<b>(1,774)</b>	<b>(56,076)</b>	<b>(8,173)</b>	<b>(30,596)</b>	<b>(15)</b>	<b>-</b>	<b>(8,533)</b>	<b>(2,352,928)</b>	<b>(105,167)</b>
<b>Percent of 2009 Revenue Budget</b>		<b>0.1%</b>	<b>2.3%</b>	<b>0.3%</b>	<b>1.2%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.3%</b>	<b>4.2%</b>	



## 2011 Operating Expenditure Budget Changes

### City of Ottawa

### Budget Changes - Operating Expenditures

In Thousands (\$000)

Net of Recoveries and After Inter-departmental Allocations

Operating Expenditures	2010		2011 Adjustments					2011	Change Over '10 Estimate
	Adopted	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	New Services / Needs	Efficiencies	Forecast	
<b>CSEDC Committee</b>									
City Manager's Office	4,119	54	50	-	-	-	-	4,223	104
Real Estate Partnerships & Develop.	6,822	69	375	-	-	-	-	7,266	444
Financial Services	34,177	(397)	2,000	20	195	100	-	36,095	1,918
City Clerk & Solicitor	22,797	(2,621)	1,405	-	125	-	-	21,706	(1,091)
City Operations DCM's Office	877	(5)	20	-	-	-	-	892	15
Organizational Develop. & Perform.	6,370	(438)	135	-	-	-	-	6,067	(303)
Human Resources	13,936	(80)	355	-	770	790	-	15,771	1,835
Information Technology	40,888	573	1,090	-	1,825	200	-	44,576	3,688
Communications & Customer Serv.	10,575	(13)	300	-	-	150	-	11,012	437
ISCS Deputy City Manager's Office	870	232	35	-	-	-	-	1,137	267
Community Sustainability - Eco. Develop.	3,510	20	61	-	200	-	-	3,791	281
<b>Total</b>	<b>144,941</b>	<b>(2,606)</b>	<b>5,826</b>	<b>20</b>	<b>3,115</b>	<b>1,240</b>	<b>-</b>	<b>152,536</b>	<b>7,595</b>
<b>CPS Committee</b>									
Emergency & Protective Services	209,263	1,940	3,970	1,840	9,889	1,040	-	227,942	18,679
Community & Social Services	502,897	(932)	1,495	(7,874)	-	-	-	495,586	(7,311)
Ottawa Public Health	45,260	(240)	-	4,935	-	-	-	49,955	4,695
Parks, Recreation & Cultural Services	143,347	(223)	3,075	45	3,095	669	-	150,008	6,661
Parks, Buildings & Grounds	58,818	(1,113)	3,785	-	3,929	850	-	66,269	7,451
<b>Total</b>	<b>959,585</b>	<b>(568)</b>	<b>12,325</b>	<b>(1,054)</b>	<b>16,913</b>	<b>2,559</b>	<b>-</b>	<b>989,760</b>	<b>30,175</b>
<b>Transportation Committee</b>									
Public Works General Manager	1,820	123	55	-	-	-	-	1,998	178
Operations, Eng & Technical Services	12,490	336	435	-	425	253	-	13,939	1,449
Roads & Traffic Maintenance	113,557	(194)	2,810	35	3,547	-	-	119,755	6,198
Parking Operations	13,987	-	-	-	-	-	-	13,987	-
Fleet Services	654	-	3,425	-	-	350	-	4,429	3,775
Transportation Planning	1,743	-	121	-	-	-	-	1,864	121
<b>Total</b>	<b>144,251</b>	<b>265</b>	<b>6,846</b>	<b>35</b>	<b>3,972</b>	<b>603</b>	<b>-</b>	<b>155,972</b>	<b>11,721</b>

## 2011 Operating Expenditure Budget Changes

City of Ottawa

### Budget Changes - Operating Expenditures

In Thousands (\$000)

Net of Recoveries and After Inter-departmental Allocations

Operating Expenditures	2010		2011 Adjustments					2011	Change Over '10 Estimate
	Adopted	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	New Services / Needs	Efficiencies	Forecast	
<b>Planning and Environment Committee</b>									
Planning & Growth Management	17,911	350	470	-	40	1,250	-	20,021	2,110
Building Code Services - OBC	14,856	20	435	-	-	-	-	15,311	455
Infrastructure Services	7,084	(114)	436	-	480	-	-	7,886	802
Community Sustainability	2,155	105	94	-	-	-	-	2,354	199
Solid Waste Services	66,237	478	1,460	-	1,002	-	-	69,177	2,940
Forestry Services	9,956	(365)	220	-	605	2,150	-	12,566	2,610
<b>Total</b>	<b>241,022</b>	<b>474</b>	<b>3,171</b>	<b>-</b>	<b>2,127</b>	<b>3,400</b>	<b>-</b>	<b>127,315</b>	<b>9,116</b>
<b>Transit Committee</b>									
Transit Services	367,341	(3,202)	13,340	-	10,777	-	-	388,256	20,915
<b>Total</b>	<b>367,341</b>	<b>(3,202)</b>	<b>13,340</b>	<b>-</b>	<b>10,777</b>	<b>-</b>	<b>-</b>	<b>388,256</b>	<b>20,915</b>
<b>Agriculture &amp; Rural Affairs Committee</b>									
Development Review (Rural)	3,184	101	93	-	-	-	-	3,378	194
<b>Total</b>	<b>3,184</b>	<b>101</b>	<b>93</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>3,378</b>	<b>194</b>
<b>Audit, Budget and Finance Working Group</b>									
Elected Officials	10,354	-	235	-	-	-	-	10,589	235
Auditor General	1,765	260	85	-	-	-	-	2,110	345
Non Departmental	234,639	8,365	6,885	570	-	4,330	(13,000)	241,789	7,150
<b>Total</b>	<b>246,758</b>	<b>8,625</b>	<b>7,205</b>	<b>570</b>	<b>-</b>	<b>4,330</b>	<b>(13,000)</b>	<b>254,488</b>	<b>7,730</b>
<b>Total Operating Expenditures</b>	<b>2,107,082</b>	<b>3,089</b>	<b>48,807</b>	<b>(429)</b>	<b>36,904</b>	<b>12,132</b>	<b>(13,000)</b>	<b>2,071,705</b>	<b>87,447</b>
<b>Percent of 2009 Expenditure Budget</b>		<b>0.1%</b>	<b>2.3%</b>	<b>0.0%</b>	<b>1.8%</b>	<b>0.6%</b>	<b>-0.6%</b>	<b>4.2%</b>	

## 2011 Operating Net Requirement Budget Changes

City of Ottawa

### Budget Changes - Operating Net Requirement

In Thousands (\$000)

Operating Net Requirement	2010		2011 Adjustments						2011	Change Over '10 Estimate
	Net Requirement Adopted	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	New Services / Needs	Efficiencies	User Fees and Charges	Net Requirement Forecast	
<b>CSEDC Committee</b>										
City Manager's Office	3,729	54	50	-	-	-	-	-	3,833	104
Real Estate Partnerships & Develop.	4,226	69	375	-	-	-	-	-	4,670	444
Financial Services	27,863	(397)	2,000	20	195	100	-	-	29,781	1,918
City Clerk & Solicitor	18,216	136	1,405	-	125	-	-	-	19,882	1,666
City Operations DCM's Office	877	(5)	20	-	-	-	-	-	892	15
Organizational Develop. & Perform.	6,207	(438)	135	-	-	-	-	-	5,904	(303)
Human Resources	13,936	(80)	355	-	770	790	-	-	15,771	1,835
Information Technology	40,857	573	1,090	-	1,825	200	-	-	44,545	3,688
Communications & Customer Serv.	10,547	(13)	300	-	-	150	-	-	10,984	437
ISCS Deputy City Manager's Office	870	232	35	-	-	-	-	-	1,137	267
Community Sustainability - Eco. Develop.	3,510	20	61	-	200	-	-	-	3,791	281
<b>Total</b>	<b>130,838</b>	<b>151</b>	<b>5,826</b>	<b>20</b>	<b>3,115</b>	<b>1,240</b>	<b>-</b>	<b>-</b>	<b>141,190</b>	<b>10,352</b>
<b>CPS Committee</b>										
Emergency & Protective Services	149,318	1,440	3,950	1,840	7,184	1,040	-	(165)	164,607	15,289
Community & Social Services	193,156	(933)	1,495	(15,276)	-	-	-	-	178,442	(14,714)
Ottawa Public Health	10,782	(740)	-	4,165	-	-	-	-	14,207	3,425
Parks, Recreation and Cultural Services	87,623	(243)	3,055	45	2,603	654	-	(1,010)	92,727	5,104
Parks, Buildings & Grounds	52,576	(1,113)	3,785	-	3,929	850	-	-	60,027	7,451
<b>Total</b>	<b>493,455</b>	<b>(1,589)</b>	<b>12,285</b>	<b>(9,227)</b>	<b>13,716</b>	<b>2,544</b>	<b>-</b>	<b>(1,175)</b>	<b>510,010</b>	<b>16,554</b>
<b>Transportation Committee</b>										
Public Works General Manager	1,820	123	55	-	-	-	-	-	1,998	178
Operations, Eng & Technical Services	12,355	336	435	-	425	253	-	-	13,804	1,449
Roads & Traffic Maintenance	111,399	(194)	2,810	35	3,547	-	-	-	117,597	6,198
Parking Operations	-	-	-	-	-	-	-	-	-	-
Fleet Services	-	-	3,425	-	-	350	-	-	3,775	3,775
Transportation Planning	1,665	-	121	-	-	-	-	-	1,786	121
<b>Total</b>	<b>127,239</b>	<b>265</b>	<b>6,846</b>	<b>35</b>	<b>3,972</b>	<b>603</b>	<b>-</b>	<b>-</b>	<b>138,960</b>	<b>11,721</b>

## 2011 Operating Net Requirement Budget Changes

City of Ottawa

### Budget Changes - Operating Net Requirement

In Thousands (\$000)

Operating Net Requirement	2010		2011 Adjustments						2011	Change Over '10 Estimate
	Net Requirement Adopted	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	New Services / Needs	Efficiencies	User Fees and Charges	Net Requirement Forecast	
<b>Planning and Environment Committee</b>										
Planning & Growth Management	1,669	1,101	470	-	40	1,250	-	(380)	4,150	2,481
Building Code Services - OBC	(4,489)	18	435	-	-	-	-	(435)	(4,471)	18
Infrastructure Services	5,348	(114)	436	-	480	-	-	(35)	6,115	767
Community Sustainability	2,155	105	94	-	-	-	-	-	2,354	199
Solid Waste Services	24,146	478	1,460	-	1,002	-	-	(2,962)	24,124	(22)
Forestry Services	9,956	(365)	220	-	605	2,150	-	-	12,566	2,610
<b>Total</b>	<b>(81,676)</b>	<b>1,223</b>	<b>3,171</b>	<b>-</b>	<b>2,127</b>	<b>3,400</b>	<b>-</b>	<b>(3,812)</b>	<b>44,838</b>	<b>3,572</b>
<b>Transit Committee</b>										
Transit Services	174,660	(3,202)	11,788	-	4,193	-	-	(3,546)	183,893	9,233
<b>Total</b>	<b>174,660</b>	<b>(3,202)</b>	<b>11,788</b>	<b>-</b>	<b>4,193</b>	<b>-</b>	<b>-</b>	<b>(3,546)</b>	<b>183,893</b>	<b>9,233</b>
<b>Agriculture &amp; Rural Affairs Committee</b>										
Development Review (Rural)	3,184	101	93	-	-	-	-	-	3,378	194
<b>Total</b>	<b>3,184</b>	<b>101</b>	<b>93</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>3,378</b>	<b>194</b>
<b>Audit, Budget &amp; Finance Working Group</b>										
Elected Officials	10,354	-	235	-	-	-	-	-	10,589	235
Auditor General	1,765	260	85	-	-	-	-	-	2,110	345
Non Departmental	(1,243,783)	4,106	(47,599)	570	(20,815)	4,330	(13,000)	-	(1,316,191)	(72,408)
<b>Total</b>	<b>(1,231,664)</b>	<b>4,366</b>	<b>(47,279)</b>	<b>570</b>	<b>(20,815)</b>	<b>4,330</b>	<b>(13,000)</b>	<b>-</b>	<b>(1,303,492)</b>	<b>(71,828)</b>
<b>Total Operating Net Requirement</b>	<b>(383,964)</b>	<b>1,315</b>	<b>(7,269)</b>	<b>(8,602)</b>	<b>6,308</b>	<b>12,117</b>	<b>(13,000)</b>	<b>(8,533)</b>	<b>(281,223)</b>	<b>(20,201)</b>
<b>Percent of 2009 Net Requirement Budget</b>		<b>-0.3%</b>	<b>1.9%</b>	<b>2.2%</b>	<b>-1.6%</b>	<b>-3.2%</b>	<b>3.4%</b>	<b>2.2%</b>	<b>5.3%</b>	

## 2011 Operating FTE Budget Changes

### City of Ottawa Budget Changes - Full Time Equivalents (FTE's)

Full Time Equivalents (FTE's)	2010 Baseline		2011 Adjustments					2011	Change Over '10 Budget
	Adopted	Adjustments to Base Budget	Maintain Services	Provincial Legislated	Growth	New Services / Needs	Efficiencies	Forecast	
<b>CSEDC Committee</b>									
City Manager's Office	20.00	-	-	-	-	-	-	20.00	-
Real Estate Partnerships & Develop.	42.50	-	-	-	-	-	-	42.50	-
Financial Services	490.66	(1.00)	2.00	-	4.00	-	-	495.66	5.00
City Clerk & Solicitor	197.84	-	-	-	1.00	-	-	198.84	1.00
City Operations DCM's Office	7.00	-	-	-	-	-	-	7.00	-
Organizational Develop. & Perform.	46.00	-	-	-	-	-	-	46.00	-
Human Resources	127.00	-	-	-	2.50	4.00	-	133.50	6.50
Information Technology	341.00	-	-	-	12.00	-	-	353.00	12.00
Communications & Customer Serv.	132.23	-	-	-	-	2.00	-	134.23	2.00
ISCS Deputy City Manager's Office	10.49	-	-	-	-	-	-	10.49	-
Community Sustainability - Eco. Develop.	6.00	-	-	-	2.00	-	-	8.00	2.00
<b>Total</b>	<b>1,420.72</b>	<b>(1.00)</b>	<b>2.00</b>	<b>-</b>	<b>21.50</b>	<b>6.00</b>	<b>-</b>	<b>1,449.22</b>	<b>28.50</b>
<b>CPS Committee</b>									
Emergency & Protective Services	1,786.35	1.00	1.00	-	130.00	6.00	-	1,924.35	138.00
Community & Social Services	1,366.83	-	-	2.00	-	-	-	1,368.83	2.00
Ottawa Public Health	475.70	-	-	34.00	-	-	-	509.70	34.00
Parks, Recreation and Cultural Services	1,011.72	1.00	-	0.25	25.72	4.42	-	1,043.11	31.39
Parks, Buildings & Grounds	813.53	(8.65)	-	-	20.03	7.93	-	832.84	19.31
<b>Total</b>	<b>5,454.13</b>	<b>(6.65)</b>	<b>1.00</b>	<b>36.25</b>	<b>175.75</b>	<b>18.35</b>	<b>-</b>	<b>5,678.83</b>	<b>224.70</b>
<b>Transportation Committee</b>									
Public Works General Manager	19.16	-	-	-	-	-	-	19.16	-
Operations, Eng & Technical Services	146.54	-	-	-	3.00	2.00	-	151.54	5.00
Roads & Traffic Maintenance	671.14	-	-	-	16.05	-	-	687.19	16.05
Parking Operations	31.01	-	-	-	-	-	-	31.01	-
Fleet Services	145.00	-	-	-	-	-	-	145.00	-
Transportation Planning	34.00	-	-	-	-	-	-	34.00	-
<b>Total</b>	<b>1,046.85</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>19.05</b>	<b>2.00</b>	<b>-</b>	<b>1,067.90</b>	<b>21.05</b>

## 2011 Operating FTE Budget Changes

### City of Ottawa

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

Full Time Equivalents (FTE's)	2010 Baseline		2011 Adjustments					2011	Change Over '10 Budget
	Adopted	Adjustments to Base Budget	Maintain Services	Provincial Legislated	Growth	New Services / Needs	Efficiencies	Forecast	
<b>Planning and Environment Committee</b>	-	-							
Planning & Growth Management	209.40	1.00	-	-	-	-	-	210.40	1.00
Building Code Services - OBC	174.65	-	-	-	-	-	-	174.65	-
Infrastructure Services	294.17	-	-	-	5.00	-	-	299.17	5.00
Community Sustainability	25.00	-	-	-	-	-	-	25.00	-
Solid Waste Services	102.25	-	-	-	-	-	-	102.25	-
Forestry Services	73.60	-	-	-	3.60	18.00	-	95.20	21.60
Development Review	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>1,517.82</b>	<b>1.00</b>	<b>-</b>	<b>-</b>	<b>8.60</b>	<b>18.00</b>	<b>-</b>	<b>906.67</b>	<b>27.60</b>
<b>Transit Committee</b>	-	-							
Transit Services	3,052.04	(38.00)	2.00	-	60.00	-	-	3,076.04	24.00
<b>Total</b>	<b>3,052.04</b>	<b>(38.00)</b>	<b>2.00</b>	<b>-</b>	<b>60.00</b>	<b>-</b>	<b>-</b>	<b>3,076.04</b>	<b>24.00</b>
<b>Agriculture &amp; Rural Affairs Committee</b>	-	-							
Development Review (Rural)	20.00	-	-	-	-	-	-	20.00	-
<b>Total</b>	<b>20.00</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>20.00</b>	<b>-</b>
<b>Audit, Budget and Finance Working Group</b>	-	-							
Elected Officials	-	-	-	-	-	-	-	-	-
Auditor General	8.00	-	-	-	-	-	-	8.00	-
Efficiency Target *	(169.99)	-	-	-	-	-	-	(176.02)	(6.03)
<b>Total</b>	<b>(161.99)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(168.02)</b>	<b>(6.03)</b>
<b>Total Full Time Equivalents (FTE's)</b>	<b>12,349.57</b>	<b>(44.65)</b>	<b>5.00</b>	<b>36.25</b>	<b>284.90</b>	<b>44.35</b>	<b>-</b>	<b>12,030.64</b>	<b>(318.93)</b>
<b>Percent of 2009 FTEs</b>		<b>-0.4%</b>	<b>0.0%</b>	<b>0.3%</b>	<b>2.3%</b>	<b>0.4%</b>	<b>0.0%</b>	<b>-2.6%</b>	

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

## 2012 Operating Revenue Budget Changes

City of Ottawa

### Budget Changes - Operating Revenue

In Thousands (\$000)

Operating Revenue	2011		2012 Adjustments						2012	Change Over '11 Forecast
	Revenue Forecast	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	New Services / Needs	Efficiencies	User Fees and Charges	Revenue Forecast	
<b>CSEDC Committee</b>										
City Manager's Office	(390)	-	-	-	-	-	-	-	(390)	-
Real Estate Partnerships & Develop.	(2,596)	-	-	-	-	-	-	-	(2,596)	-
Financial Services	(6,314)	-	-	-	-	-	-	-	(6,314)	-
City Clerk & Solicitor	(1,824)	5	-	-	-	-	-	-	(1,819)	5
City Operations DCM's Office	-	-	-	-	-	-	-	-	-	-
Organizational Develop. & Perform.	(163)	-	-	-	-	-	-	-	(163)	-
Human Resources	-	-	-	-	-	-	-	-	-	-
Information Technology	(31)	-	-	-	-	-	-	-	(31)	-
Communications & Customer Serv.	(28)	-	-	-	-	-	-	-	(28)	-
ISCS Deputy City Manager's Office	-	-	-	-	-	-	-	-	-	-
Community Sustainability - Eco. Develop.	-	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>(11,346)</b>	<b>5</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(11,341)</b>	<b>5</b>
<b>CPS Committee</b>										
Emergency & Protective Services	(63,335)	190	(20)	-	(3,955)	-	-	(165)	(67,285)	(3,950)
Community & Social Services	(317,144)	1	-	(7,885)	-	-	-	-	(325,028)	(7,884)
Ottawa Public Health	(35,748)	-	-	(875)	-	-	-	-	(36,624)	(875)
Parks, Recreation and Cultural Services	(57,281)	-	-	-	(1,925)	-	-	(10)	(59,216)	(1,935)
Parks, Buildings & Grounds	(6,242)	-	-	-	-	-	-	-	(6,242)	-
<b>Total</b>	<b>(479,750)</b>	<b>191</b>	<b>(20)</b>	<b>(8,760)</b>	<b>(5,880)</b>	<b>-</b>	<b>-</b>	<b>(175)</b>	<b>(494,395)</b>	<b>(14,644)</b>
<b>Transportation Committee</b>										
Public Works General Manager	-	-	-	-	-	-	-	-	-	-
Operations, Eng & Technical Services	(135)	-	-	-	-	-	-	-	(135)	-
Roads & Traffic Maintenance	(2,158)	-	-	-	-	-	-	-	(2,158)	-
Parking Operations	(13,987)	-	-	-	-	-	-	-	(13,987)	-
Fleet Services	(654)	-	-	-	-	-	-	-	(654)	-
Transportation Planning	(78)	-	-	-	-	-	-	-	(78)	-
<b>Total</b>	<b>(17,012)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(17,012)</b>	<b>-</b>

## 2012 Operating Revenue Budget Changes

City of Ottawa

### Budget Changes - Operating Revenue

In Thousands (\$000)

Operating Revenue	2011		2012 Adjustments					2012	Change Over '11 Forecast	
	Revenue Forecast	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	New Services / Needs	Efficiencies	User Fees and Charges		Revenue Forecast
<b>Planning and Environment Committee</b>										
Planning & Growth Management	(15,871)	-	-	-	-	-	-	(390)	(16,261)	(390)
Building Code Services - OBC	(19,782)	-	-	-	-	-	-	(455)	(20,237)	(455)
Infrastructure Services	(1,771)	-	-	-	-	-	-	(35)	(1,806)	(35)
Community Sustainability	-	-	-	-	-	-	-	-	-	-
Solid Waste Services	(45,053)	-	-	-	-	-	-	(2,324)	(47,377)	(2,324)
Forestry Services	-	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>(82,477)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(3,204)</b>	<b>(85,681)</b>	<b>(3,204)</b>
<b>Transit Committee</b>										
Transit Services	(204,363)	-	(2,147)	-	(5,283)	-	-	(2,267)	(214,060)	(9,697)
<b>Total</b>	<b>(204,363)</b>	<b>-</b>	<b>(2,147)</b>	<b>-</b>	<b>(5,283)</b>	<b>-</b>	<b>-</b>	<b>(2,267)</b>	<b>(214,060)</b>	<b>(9,697)</b>
<b>Agriculture &amp; Rural Affairs Committee</b>										
Development Review (Rural)	-	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Audit, Budget &amp; Finance Working Group</b>										
Elected Officials	-	-	-	-	-	-	-	-	-	-
Auditor General	-	-	-	-	-	-	-	-	-	-
Non Departmental	(1,557,980)	-	(63,574)	-	(20,815)	-	-	-	(1,642,369)	(84,389)
<b>Total</b>	<b>(1,557,980)</b>	<b>-</b>	<b>(63,574)</b>	<b>-</b>	<b>(20,815)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(1,642,369)</b>	<b>(84,389)</b>
<b>Total Operating Revenue</b>	<b>(2,352,928)</b>	<b>196</b>	<b>(65,741)</b>	<b>(8,760)</b>	<b>(31,978)</b>	<b>-</b>	<b>-</b>	<b>(5,646)</b>	<b>(2,464,858)</b>	<b>(111,929)</b>
<b>Percent of 2009 Revenue Budget</b>		<b>0.0%</b>	<b>2.8%</b>	<b>0.4%</b>	<b>1.4%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.2%</b>	<b>4.8%</b>	



## 2012 Operating Expenditure Budget Changes

City of Ottawa

### Budget Changes - Operating Expenditures

In Thousands (\$000)

Net of Recoveries and After Inter-departmental Allocations

Operating Expenditures	2011		2012 Adjustments					2012	Change Over '11 Forecast
	Forecast	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	New Services / Needs	Efficiencies	Forecast	
<b>CSEDC Committee</b>									
City Manager's Office	4,223	-	50	-	-	-	-	4,273	50
Real Estate Partnerships & Develop.	7,266	-	400	-	-	-	-	7,666	400
Financial Services	36,095	-	1,130	20	115	-	-	37,360	1,265
City Clerk & Solicitor	21,706	(5)	500	-	45	-	-	22,246	540
City Operations DCM's Office	892	-	20	-	-	-	-	912	20
Organizational Develop. & Perform.	6,067	-	40	-	-	-	-	6,107	40
Human Resources	15,771	-	340	85	335	-	-	16,531	760
Information Technology	44,576	-	1,130	-	790	200	-	46,696	2,120
Communications & Customer Serv.	11,012	-	310	-	-	150	-	11,472	460
ISCS Deputy City Manager's Office	1,137	-	35	-	-	-	-	1,172	35
Community Sustainability - Eco. Develop.	3,791	-	63	-	-	-	-	3,854	63
<b>Total</b>	<b>152,536</b>	<b>(5)</b>	<b>4,018</b>	<b>105</b>	<b>1,285</b>	<b>350</b>	<b>-</b>	<b>158,289</b>	<b>5,753</b>
<b>CPS Committee</b>									
Emergency & Protective Services	227,942	(190)	3,895	1,515	10,295	-	-	243,457	15,515
Community & Social Services	495,586	-	1,440	9,693	-	-	-	506,719	11,133
Ottawa Public Health	49,955	-	-	4,110	-	-	-	54,065	4,110
Parks, Recreation & Cultural Services	150,008	-	3,204	-	4,790	320	-	158,322	8,314
Parks, Buildings & Grounds	66,269	-	4,865	-	2,205	155	-	73,494	7,225
<b>Total</b>	<b>989,760</b>	<b>(190)</b>	<b>13,404</b>	<b>15,318</b>	<b>17,290</b>	<b>475</b>	<b>-</b>	<b>1,036,057</b>	<b>46,297</b>
<b>Transportation Committee</b>									
Public Works General Manager	1,998	(121)	55	-	-	-	-	1,932	(66)
Operations, Eng & Technical Services	13,939	-	445	-	320	200	-	14,904	965
Roads & Traffic Maintenance	119,755	-	2,580	-	2,600	-	-	124,935	5,180
Parking Operations	13,987	-	-	-	-	-	-	13,987	-
Fleet Services	4,429	-	3,525	-	-	-	-	7,954	3,525
Transportation Planning	1,864	(77)	164	-	-	-	-	1,951	87
<b>Total</b>	<b>155,972</b>	<b>(198)</b>	<b>6,769</b>	<b>-</b>	<b>2,920</b>	<b>200</b>	<b>-</b>	<b>165,663</b>	<b>9,691</b>

## 2012 Operating Expenditure Budget Changes

City of Ottawa

### Budget Changes - Operating Expenditures

In Thousands (\$000)

Net of Recoveries and After Inter-departmental Allocations

Operating Expenditures	2011		2012 Adjustments					2012	Change Over '11 Forecast
	Forecast	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	New Services / Needs	Efficiencies	Forecast	
<b>Planning and Environment Committee</b>	-								
Planning & Growth Management	20,021	286	453	-	-	-	-	20,760	739
Building Code Services - OBC	15,311	-	455	-	-	-	-	15,766	455
Infrastructure Services	7,886	-	450	-	-	-	-	8,336	450
Community Sustainability	2,354	(1)	97	-	-	-	-	2,450	96
Solid Waste Services	69,177	-	1,462	-	862	-	-	71,501	2,324
Forestry Services	12,566	-	220	-	350	995	-	14,131	1,565
<b>Total</b>	<b>127,315</b>	<b>285</b>	<b>3,137</b>	<b>-</b>	<b>1,212</b>	<b>995</b>	<b>-</b>	<b>132,944</b>	<b>5,629</b>
<b>Transit Committee</b>	-								
Transit Services	388,256	-	12,520	-	19,442	-	-	420,218	31,962
<b>Total</b>	<b>388,256</b>	<b>-</b>	<b>12,520</b>	<b>-</b>	<b>19,442</b>	<b>-</b>	<b>-</b>	<b>420,218</b>	<b>31,962</b>
<b>Agriculture &amp; Rural Affairs Committee</b>	-								
Development Review (Rural)	3,378	(2)	38	-	-	-	-	3,414	36
<b>Total</b>	<b>3,378</b>	<b>(2)</b>	<b>38</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>3,414</b>	<b>36</b>
<b>Audit, Budget and Finance Working Group</b>	-								
Elected Officials	10,589	-	240	-	-	-	-	10,829	240
Auditor General	2,110	-	85	-	-	-	-	2,195	85
Non Departmental	241,789	-	7,253	2,570	-	-	(16,100)	235,512	(6,277)
<b>Total</b>	<b>254,488</b>	<b>-</b>	<b>7,578</b>	<b>2,570</b>	<b>-</b>	<b>-</b>	<b>(16,100)</b>	<b>248,536</b>	<b>(5,952)</b>
<b>Total Operating Expenditures</b>	<b>2,071,705</b>	<b>(110)</b>	<b>47,464</b>	<b>17,993</b>	<b>42,149</b>	<b>2,020</b>	<b>(16,100)</b>	<b>2,165,121</b>	<b>93,416</b>
<b>Percent of 2009 Expenditure Budget</b>		<b>0.0%</b>	<b>2.3%</b>	<b>0.9%</b>	<b>2.0%</b>	<b>0.1%</b>	<b>-0.8%</b>	<b>4.5%</b>	

## 2012 Operating Net Requirement Budget Changes

City of Ottawa

Departmental Budget Changes - Operating Net Requirement

In Thousands (\$000)

Operating Net Requirement	2011		2012 Adjustments						2012	Change Over '11 Estimate
	Net Requirement Estimate	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	New Services / Needs	Efficiencies	User Fees and Charges	Net Requirement Forecast	
<b>CSEDC Committee</b>										
City Manager's Office	3,833	-	50	-	-	-	-	-	3,883	50
Real Estate Partnerships & Develop.	4,670	-	400	-	-	-	-	-	5,070	400
Financial Services	29,781	-	1,130	20	115	-	-	-	31,046	1,265
City Clerk & Solicitor	19,882	-	500	-	45	-	-	-	20,427	545
City Operations DCM's Office	892	-	20	-	-	-	-	-	912	20
Organizational Develop. & Perform.	5,904	-	40	-	-	-	-	-	5,944	40
Human Resources	15,771	-	340	85	335	-	-	-	16,531	760
Information Technology	44,545	-	1,130	-	790	200	-	-	46,665	2,120
Communications & Customer Serv.	10,984	-	310	-	-	150	-	-	11,444	460
ISCS Deputy City Manager's Office	1,137	-	35	-	-	-	-	-	1,172	35
Community Sustainability - Eco. Develop.	3,791	-	63	-	-	-	-	-	3,854	63
<b>Total</b>	<b>141,190</b>	<b>-</b>	<b>4,018</b>	<b>105</b>	<b>1,285</b>	<b>350</b>	<b>-</b>	<b>-</b>	<b>146,948</b>	<b>5,758</b>
<b>CPS Committee</b>										
Emergency & Protective Services	164,607	-	3,875	1,515	6,340	-	-	(165)	176,172	11,565
Community & Social Services	178,442	1	1,440	1,808	-	-	-	-	181,691	3,249
Ottawa Public Health	14,207	-	-	3,235	-	-	-	-	17,441	3,235
Parks, Recreation and Cultural Services	92,727	-	3,204	-	2,865	320	-	(10)	99,106	6,379
Parks, Buildings & Grounds	60,027	-	4,865	-	2,205	155	-	-	67,252	7,225
<b>Total</b>	<b>510,010</b>	<b>1</b>	<b>13,384</b>	<b>6,558</b>	<b>11,410</b>	<b>475</b>	<b>-</b>	<b>(175)</b>	<b>541,662</b>	<b>31,653</b>
<b>Transportation Committee</b>										
Public Works General Manager	1,998	(121)	55	-	-	-	-	-	1,932	(66)
Operations, Eng & Technical Services	13,804	-	445	-	320	200	-	-	14,769	965
Roads & Traffic Maintenance	117,597	-	2,580	-	2,600	-	-	-	122,777	5,180
Parking Operations	-	-	-	-	-	-	-	-	-	-
Fleet Services	3,775	-	3,525	-	-	-	-	-	7,300	3,525
Transportation Planning	1,786	(77)	164	-	-	-	-	-	1,873	87
<b>Total</b>	<b>138,960</b>	<b>(198)</b>	<b>6,769</b>	<b>-</b>	<b>2,920</b>	<b>200</b>	<b>-</b>	<b>-</b>	<b>148,651</b>	<b>9,691</b>

## 2012 Operating Net Requirement Budget Changes

City of Ottawa

### Departmental Budget Changes - Operating Net Requirement

In Thousands (\$000)

Operating Net Requirement	2011		2012 Adjustments						2012	Change Over '11 Estimate
	Net Requirement Estimate	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	New Services / Needs	Efficiencies	User Fees and Charges	Net Requirement Forecast	
<b>Planning and Environment Committee</b>										
Planning & Growth Management	4,150	286	453	-	-	-	-	(390)	4,499	349
Building Code Services - OBC	(4,471)	-	455	-	-	-	-	(455)	(4,471)	-
Infrastructure Services	6,115	-	450	-	-	-	-	(35)	6,530	415
Community Sustainability	2,354	(1)	97	-	-	-	-	-	2,450	96
Solid Waste Services	24,124	-	1,462	-	862	-	-	(2,324)	24,124	-
Forestry Services	12,566	-	220	-	350	995	-	-	14,131	1,565
<b>Total</b>	<b>44,838</b>	<b>1,223</b>	<b>3,171</b>	<b>-</b>	<b>2,127</b>	<b>3,400</b>	<b>-</b>	<b>(3,812)</b>	<b>47,263</b>	<b>2,076</b>
<b>Transit Committee</b>										
Transit Services	183,893	-	10,373	-	14,159	-	-	(2,267)	206,158	22,265
<b>Total</b>	<b>183,893</b>	<b>-</b>	<b>10,373</b>	<b>-</b>	<b>14,159</b>	<b>-</b>	<b>-</b>	<b>(2,267)</b>	<b>206,158</b>	<b>22,265</b>
<b>Agriculture &amp; Rural Affairs Committee</b>										
Development Review (Rural)	3,378	(2)	38	-	-	-	-	-	3,414	36
<b>Total</b>	<b>3,378</b>	<b>(2)</b>	<b>38</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>3,414</b>	<b>36</b>
<b>Audit, Budget &amp; Finance Working Group</b>										
Elected Officials	10,589	-	240	-	-	-	-	-	10,829	240
Auditor General	2,110	-	85	-	-	-	-	-	2,195	85
Non Departmental	(1,316,191)	-	(56,321)	2,570	(20,815)	-	(16,100)	-	(1,406,857)	(90,666)
<b>Total</b>	<b>(1,303,492)</b>	<b>-</b>	<b>(55,996)</b>	<b>2,570</b>	<b>(20,815)</b>	<b>-</b>	<b>(16,100)</b>	<b>-</b>	<b>(1,393,833)</b>	<b>(90,341)</b>
<b>Total Operating Net Requirement</b>	<b>(281,223)</b>	<b>1,024</b>	<b>(18,243)</b>	<b>9,233</b>	<b>11,086</b>	<b>4,425</b>	<b>(16,100)</b>	<b>(6,254)</b>	<b>(299,737)</b>	<b>(18,862)</b>
<b>Percent of 2009 Net Requirement Budget</b>		<b>-0.4%</b>	<b>6.5%</b>	<b>-3.3%</b>	<b>-3.9%</b>	<b>-1.6%</b>	<b>5.7%</b>	<b>2.2%</b>	<b>6.7%</b>	

## 2012 Operating FTE Budget Changes

### City of Ottawa

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

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

## 2012 Operating FTE Budget Changes

### City of Ottawa

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

Full Time Equivalents (FTE's)	2011 Baseline		2012 Adjustments					2012	Change Over '11 Budget
	Estimate	Adjustments to Base Budget	Maintain Services	Provincial Legislated	Growth	New Services / Needs	Efficiencies	Forecast	
<b>Planning and Environment Committee</b>									
Planning & Growth Management	210.40	-	-	-	-	-	-	210.40	-
Building Code Services - OBC	174.65	-	-	-	-	-	-	174.65	-
Infrastructure Services	299.17	-	-	-	-	-	-	299.17	-
Community Sustainability	25.00	-	-	-	-	-	-	25.00	-
Solid Waste Services	102.25	-	-	-	-	-	-	102.25	-
Forestry Services	95.20	-	-	-	2.30	7.00	-	104.50	9.30
<b>Total</b>	<b>906.67</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2.30</b>	<b>7.00</b>	<b>-</b>	<b>915.97</b>	<b>9.30</b>
<b>Transit Committee</b>									
Transit Services	3,076.04	-	(4.00)	-	119.00	-	-	3,191.04	115.00
<b>Total</b>	<b>3,076.04</b>	<b>-</b>	<b>(4.00)</b>	<b>-</b>	<b>119.00</b>	<b>-</b>	<b>-</b>	<b>3,191.04</b>	<b>115.00</b>
<b>Agriculture &amp; Rural Affairs Committee</b>									
Development Review (Rural)	20.00	-	-	-	-	-	-	20.00	-
<b>Total</b>	<b>20.00</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>20.00</b>	<b>-</b>
<b>Audit, Budget and Finance Working Group</b>									
Elected Officials	-	-	-	-	-	-	-	-	-
Auditor General	8.00	-	-	-	-	-	-	8.00	-
Efficiency Target *	(176.02)	-	-	-	-	-	-	(176.02)	-
<b>Total</b>	<b>(168.02)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(168.02)</b>	<b>-</b>
<b>Total Full Time Equivalents (FTE's)</b>	<b>12,030.64</b>	<b>-</b>	<b>(4.00)</b>	<b>30.50</b>	<b>280.29</b>	<b>11.70</b>	<b>-</b>	<b>12,349.13</b>	<b>318.49</b>
<b>Percent of 2009 FTEs</b>		<b>0.0%</b>	<b>0.0%</b>	<b>0.3%</b>	<b>2.3%</b>	<b>0.1%</b>	<b>0.0%</b>	<b>2.6%</b>	

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

**City of Ottawa**  
**Elected Officials - Operating Resource Requirement**

In Thousands (\$000)

Operating Resource Requirement	2008	2009		2010	Change Over		2011	2012
	Actual	Actual	Budget	Adopted	2009 Budget	2008 Actual	Forecast	
<b>Expenditures by Program</b>								
Mayor's Office	674	685	837	851	14	177	864	878
Councillors	8,782	9,160	9,757	10,003	246	1,221	10,225	10,451
Provision for Surplus	-	-	(500)	(500)	-	(500)	(500)	(500)
<b>Gross Expenditure</b>	<b>9,456</b>	<b>9,845</b>	<b>10,094</b>	<b>10,354</b>	<b>260</b>	<b>898</b>	<b>10,589</b>	<b>10,829</b>
Recoveries & Allocations	(52)	(106)	-	-	-	-	-	-
<b>Net Expenditure</b>	<b>9,404</b>	<b>9,739</b>	<b>10,094</b>	<b>10,354</b>	<b>260</b>	<b>950</b>	<b>10,589</b>	<b>10,829</b>
<b>Expenditures by Type</b>								
Salaries, Wages & Benefits	7,703	7,800	8,425	8,685	260	982	8,920	9,160
Overtime	3	5	-	-	-	-	-	-
Material & Services	1,471	1,624	1,473	1,473	-	2	1,473	1,473
Transfers/Grants/Financial Charges	89	151	8	8	-	(81)	8	8
Fleet Costs	1	-	-	-	-	-	-	-
Program Facility Costs	-	-	-	-	-	-	-	-
Other Internal Costs	189	265	188	188	-	(1)	188	188
<b>Gross Expenditures</b>	<b>9,456</b>	<b>9,845</b>	<b>10,094</b>	<b>10,354</b>	<b>260</b>	<b>898</b>	<b>10,589</b>	<b>10,829</b>
Recoveries & Allocations	(52)	(106)	-	-	-	-	-	-
<b>Net Expenditure</b>	<b>9,404</b>	<b>9,739</b>	<b>10,094</b>	<b>10,354</b>	<b>260</b>	<b>950</b>	<b>10,589</b>	<b>10,829</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>Net Requirement</b>	<b>9,404</b>	<b>9,739</b>	<b>10,094</b>	<b>10,354</b>	<b>260</b>	<b>950</b>	<b>10,589</b>	<b>10,829</b>
<b>Full Time Equivalents</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

**City of Ottawa**  
**Elected Officials - Operating Resource Requirement Analysis**

In Thousands (\$000)

Operating Resource Requirement Analysis	2009 Baseline			2010 Adjustments						2010	Change Over '09 Budget	% of Exp. on Comp./ Benefits
	Actual	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	New Services / Needs	Efficiencies	User Fees & Charges	Adopted		
<b>Expenditures by Program</b>												
Mayor's Office	685	837	2	12	-	-	-	-	-	851	14	4.8%
Councillors	9,160	9,757	48	198	-	-	-	-	-	10,003	246	84.0%
Provision for Surplus		(500)	-	-	-	-	-	-	-	(500)	-	-4.8%
<b>Gross Expenditure</b>	<b>9,845</b>	<b>10,094</b>	<b>50</b>	<b>210</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>10,354</b>	<b>260</b>	<b>83.9%</b>
Recoveries & Allocations	(106)	-	-	-	-	-	-	-	-	-	-	-
<b>Net Expenditure</b>	<b>9,739</b>	<b>10,094</b>	<b>50</b>	<b>210</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>10,354</b>	<b>260</b>	
<b>Percent of 2009 Net Expenditure Budget</b>			<b>0.5%</b>	<b>2.1%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>2.6%</b>		
<b>Expenditures by Type</b>												
Salaries, Wages & Benefits	7,800	8,425	50	210	-	-	-	-	-	8,685	260	
Overtime	5	-	-	-	-	-	-	-	-	-	-	
Material & Services	1,624	1,473	-	-	-	-	-	-	-	1,473	-	
Transfers/Grants/Financial Charges	151	8	-	-	-	-	-	-	-	8	-	
Fleet Costs	-	-	-	-	-	-	-	-	-	-	-	
Program Facility Costs	-	-	-	-	-	-	-	-	-	-	-	
Other Internal Costs	265	188	-	-	-	-	-	-	-	188	-	
<b>Gross Expenditures</b>	<b>9,845</b>	<b>10,094</b>	<b>50</b>	<b>210</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>10,354</b>	<b>260</b>	
Recoveries & Allocations	(106)	-	-	-	-	-	-	-	-	-	-	
<b>Net Expenditure</b>	<b>9,739</b>	<b>10,094</b>	<b>50</b>	<b>210</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>10,354</b>	<b>260</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>Percent of 2009 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>Net Requirement</b>	<b>9,739</b>	<b>10,094</b>	<b>50</b>	<b>210</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>10,354</b>	<b>260</b>	
<b>Percent of 2009 Net Requirement Budget</b>			<b>0.5%</b>	<b>2.1%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>2.6%</b>		
<b>Full Time Equivalents (FTE's)</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 2009 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>		



**City of Ottawa**

**Elected Officials - Operating Resource Requirement Explanatory Notes**

In Thousands (\$000)

2009 Actual vs. Budget Variance Explanation	Surplus / (Deficit)		
	Exp.	Rev.	Net
<b>Actual vs. Budget Variance Explanation</b> Surpluses experienced within the Elected Officials area are the result of gapping savings and reductions in spending related to conferences and travel.	355	-	355
<b>Total Surplus / (Deficit)</b>	<b>355</b>	<b>-</b>	<b>355</b>

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

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

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

In Thousands (\$000)

Operating Resource Requirement	2008	2009		2010	Change Over		2011	2012
	Actual	Actual	Budget	Adopted	2009 Budget	2008 Actual	Forecast	
<b>Expenditures by Program</b>								
Office of the Auditor General	1,854	1,946	1,940	1,765	(175)	(89)	2,110	2,195
Productivity Improvements	-	-	-	-	-	-	-	-
<b>Gross Expenditure</b>	<b>1,854</b>	<b>1,946</b>	<b>1,940</b>	<b>1,765</b>	<b>(175)</b>	<b>(89)</b>	<b>2,110</b>	<b>2,195</b>
Recoveries & Allocations	-	-	-	-	-	-	-	-
<b>Net Expenditure</b>	<b>1,854</b>	<b>1,946</b>	<b>1,940</b>	<b>1,765</b>	<b>(175)</b>	<b>(89)</b>	<b>2,110</b>	<b>2,195</b>
<b>Expenditures by Type</b>								
Salaries, Wages & Benefits	949	974	897	929	32	(20)	929	929
Overtime	-	-	-	-	-	-	-	-
Material & Services	877	955	1,038	781	(257)	(96)	1,124	1,208
Transfers/Grants/Financial Charges	-	-	-	-	-	-	-	-
Fleet Costs	-	-	-	-	-	-	-	-
Program Facility Costs	-	-	-	-	-	-	-	-
Other Internal Costs	28	17	5	55	50	27	57	58
<b>Gross Expenditures</b>	<b>1,854</b>	<b>1,946</b>	<b>1,940</b>	<b>1,765</b>	<b>(175)</b>	<b>(89)</b>	<b>2,110</b>	<b>2,195</b>
Recoveries & Allocations	-	-	-	-	-	-	-	-
<b>Net Expenditure</b>	<b>1,854</b>	<b>1,946</b>	<b>1,940</b>	<b>1,765</b>	<b>(175)</b>	<b>(89)</b>	<b>2,110</b>	<b>2,195</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>Net Requirement</b>	<b>1,854</b>	<b>1,946</b>	<b>1,940</b>	<b>1,765</b>	<b>(175)</b>	<b>(89)</b>	<b>2,110</b>	<b>2,195</b>
<b>Full Time Equivalents</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>-</b>	<b>-</b>	<b>8.00</b>	<b>8.00</b>

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

In Thousands (\$000)

Operating Resource Requirement Analysis	2009 Baseline			2010 Adjustments						2010	Change Over '09 Budget	% of Exp. on Comp./ Benefits
	Actual	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	New Services / Needs	Efficiencies	User Fees & Charges	Adopted		
<b>Expenditures by Program</b>												
Office of the Auditor General	1,946	1,940	-	(175)	-	-	-	-	-	1,765	(175)	52.6%
Productivity Improvements	-	-	-	-	-	-	-	-	-	-	-	0.0%
<b>Gross Expenditure</b>	<b>1,946</b>	<b>1,940</b>	<b>-</b>	<b>(175)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,765</b>	<b>(175)</b>	<b>52.6%</b>
Recoveries & Allocations	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Expenditure</b>	<b>1,946</b>	<b>1,940</b>	<b>-</b>	<b>(175)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,765</b>	<b>(175)</b>	
<b>Percent of 2009 Net Expenditure Budget</b>			<b>0.0%</b>	<b>-9.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>-9.0%</b>		
<b>Expenditures by Type</b>												
Salaries, Wages & Benefits	974	897	-	32	-	-	-	-	-	929	32	
Overtime	-	-	-	-	-	-	-	-	-	-	-	
Material & Services	955	1,038	-	(207)	-	(50)	-	-	-	781	(257)	
Transfers/Grants/Financial Charges	-	-	-	-	-	-	-	-	-	-	-	
Fleet Costs	-	-	-	-	-	-	-	-	-	-	-	
Program Facility Costs	-	-	-	-	-	-	-	-	-	-	-	
Other Internal Costs	17	5	-	-	-	50	-	-	-	55	50	
<b>Gross Expenditures</b>	<b>1,946</b>	<b>1,940</b>	<b>-</b>	<b>(175)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,765</b>	<b>(175)</b>	
Recoveries & Allocations	-	-	-	-	-	-	-	-	-	-	-	
<b>Net Expenditure</b>	<b>1,946</b>	<b>1,940</b>	<b>-</b>	<b>(175)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,765</b>	<b>(175)</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>Percent of 2009 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>Net Requirement</b>	<b>1,946</b>	<b>1,940</b>	<b>-</b>	<b>(175)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,765</b>	<b>(175)</b>	
<b>Percent of 2009 Net Requirement Budget</b>			<b>0.0%</b>	<b>-9.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>-9.0%</b>		
<b>Full Time Equivalents (FTE's)</b>	<b>8.00</b>	<b>8.00</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>8.00</b>	<b>-</b>	
<b>Percent of 2009 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>		

**City of Ottawa**

**Office of the Auditor General - Operating Resource Requirement Explanatory Notes**

In Thousands (\$000)

2009 Actual vs. Budget Variance Explanation	Surplus / (Deficit)		
	Exp.	Rev.	Net
<b>Actual vs. Budget Variance Explanation</b>			
Various minor cost overruns (ex. Computer supplies, fixed assets, etc.).	(6)	-	(6)
<b>Total Surplus / (Deficit)</b>	<b>(6)</b>	<b>-</b>	<b>(6)</b>

2010 Pressure Category / Explanation	Increase / (Decrease)			
	Exp.	Rev.	Net 2010 Changes	FTE Impact
<b>Maintain Services</b>				
Increase to maintain Auditor General's budget at 0.08% of the City's gross operating budget.	85	-	85	-
Reduce Operating Budget from 0.08% to 0.07% of the operating budget.	(260)	-	(260)	-
<b>Total Maintain Services</b>	<b>(175)</b>	<b>-</b>	<b>(175)</b>	<b>-</b>
<b>Growth</b>				
IT Security Analyst position required to meet the increased workload resulting from the requirements of the Office of the Auditor General to conduct audits related to Fraud & Waste complaints and specific audits.	50		50	-
Adjustment to fund IT Security Analyst and keep total budget at 0.08% of the City's gross operating budget	(50)		(50)	-
<b>Total Growth</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Budget Changes</b>	<b>(175)</b>	<b>-</b>	<b>(175)</b>	<b>-</b>

**City of Ottawa**

**Office of the Auditor General - Committee / Council Recommendations**

In Thousands (\$000)

Strategy Category	Program / Service Adjustment	2010 Council Recommendations			
		Exp	Rev	Net Impact	FTE Impact
N/A	<u>Recommendation</u> Reduce Operating Budget from 0.08% to 0.07% of the operating budget.	(260)	-	(260)	-
<b>Total Council Recommendations</b>		<b>(260)</b>	<b>-</b>	<b>(260)</b>	<b>-</b>

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

In Thousands (\$000)

Operating Resource Requirement	2008	2009		2010	Change Over	
	Actual	Actual	Budget	Adopted	2009 Budget	2008 Actual
<b>Corporate Human Resource Provision</b>						
Corporate Accounts General	800	-	-	-	-	(800)
Sick Leave Banks	4,508	4,996	5,920	5,920	-	1,412
Retiree Costs	6,123	6,371	6,311	21,376	15,065	15,253
Employee Benefits	1,170	974	680	(160)	(840)	(1,330)
Benefits Adjustments	-	174	75	75	-	75
<b>Gross Expenditure</b>	<b>12,601</b>	<b>12,515</b>	<b>12,986</b>	<b>27,211</b>	<b>14,225</b>	<b>13,998</b>
Recoveries & Allocations	(1,149)	-	-	-	-	1,149
<b>Net Expenditure</b>	<b>11,452</b>	<b>12,515</b>	<b>12,986</b>	<b>27,211</b>	<b>14,225</b>	<b>15,147</b>
<b>Revenue</b>						
Transfer from Reserves	-	-	-	(6,700)	(6,700)	(6,700)
<b>Total Revenue</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(6,700)</b>	<b>(6,700)</b>	<b>(6,700)</b>
<b>Net Corporate Human Resource Provision</b>	<b>11,452</b>	<b>12,515</b>	<b>12,986</b>	<b>20,511</b>	<b>7,525</b>	<b>8,447</b>
<b>Capital Formation Cost</b>						
<b>Expenditure</b>						
Contribution to Capital Reserves	79,826	92,693	92,133	65,688	(26,445)	(14,138)
Contribution to Capital Reserves - LRT	-	-	-	34,970	34,970	34,970
Capital Tax Levy	20,000	11,781	11,789	-	(11,789)	(20,000)
Transfer to Capital from Endowment Fund	-	-	-	9,000	9,000	9,000
Debt Charges	71,055	71,110	71,570	75,805	4,235	4,750
Sale of Surplus Lands	523	112	-	-	-	(523)
Ottawa Lands Development	-	-	3,000	500	(2,500)	500
100 Constellation Lease	5,497	5,691	5,497	5,697	200	200
<b>Gross Expenditure</b>	<b>176,901</b>	<b>181,387</b>	<b>183,989</b>	<b>191,660</b>	<b>7,671</b>	<b>14,759</b>
Recoveries & Allocations	(303)	(303)	(303)	(303)	-	-
<b>Net Expenditure</b>	<b>176,598</b>	<b>181,084</b>	<b>183,686</b>	<b>191,357</b>	<b>7,671</b>	<b>14,759</b>
<b>Revenue</b>						
Contribution to Capital Reserves	(171)	(171)	(171)	(171)	-	-
Debt Charges	(2,663)	(3,560)	(3,486)	(3,486)	-	(823)
Sale of Former Ottawa City Hall - Reserve	(4,443)	(4,443)	(4,443)	(4,443)	-	-
Sale of Surplus Lands	(2,596)	(1,951)	-	-	-	2,596
Distribution from Endowment Fund	-	-	-	(9,000)	(9,000)	(9,000)
Ottawa Lands Development	-	-	(8,000)	(6,000)	2,000	(6,000)
Development Charges	(964)	(964)	(964)	(964)	-	-
Provincial revenues - LTC per diem	(1,477)	(1,477)	(1,477)	(1,477)	-	-
<b>Total Revenue</b>	<b>(12,314)</b>	<b>(12,566)</b>	<b>(18,541)</b>	<b>(25,541)</b>	<b>(7,000)</b>	<b>(13,227)</b>
<b>Net Capital Formation Costs Requirement</b>	<b>164,284</b>	<b>168,518</b>	<b>165,145</b>	<b>165,816</b>	<b>671</b>	<b>1,532</b>

**City of Ottawa**  
**Non Departmental - Operating Resource Requirement**

In Thousands (\$000)

Operating Resource Requirement	2008	2009		2010	Change Over	
	Actual	Actual	Budget	Adopted	2009 Budget	2008 Actual
<b>Corporate Common Expenditure</b>						
<b>Expenditure</b>						
Contribution to Election Expense Reserve	1,125	1,125	1,125	1,125	-	-
Self Insurance	7,964	7,193	7,866	7,976	110	12
Corporate Contingency	-	-	-	2,800	2,800	2,800
Transfer from City Wide Reserve	-	-	-	(2,800)	(2,800)	(2,800)
Transit Strike Mitigation Measures	-	1,912	1,912	-	(1,912)	-
Financial Charges & Other	4,517	41,261	4,259	4,463	204	(54)
<b>Gross Expenditure</b>	<b>13,606</b>	<b>51,491</b>	<b>15,162</b>	<b>13,564</b>	<b>(1,598)</b>	<b>(42)</b>
Recoveries & Allocations	(17,612)	(18,026)	(18,388)	(19,124)	(736)	-
<b>Net Expenditure</b>	<b>(4,006)</b>	<b>33,465</b>	<b>(3,226)</b>	<b>(5,560)</b>	<b>(2,334)</b>	<b>(42)</b>
<b>Revenue</b>						
Self Insurance	(251)	(225)	(459)	(459)	-	(208)
Transit Strike Mitigation Measures	-	(1,912)	(1,912)	-	1,912	-
<b>Total Revenue</b>	<b>(251)</b>	<b>(2,137)</b>	<b>(2,371)</b>	<b>(459)</b>	<b>1,912</b>	<b>(208)</b>
<b>Net Corp Common Expend Requirement</b>	<b>(4,257)</b>	<b>31,328</b>	<b>(5,597)</b>	<b>(6,019)</b>	<b>(422)</b>	<b>(250)</b>
<b>Corporate Efficiency Targets</b>						
Asset Rationalization	-	-	(2,000)	(300)	1,700	(300)
Technology Investments	-	-	(4,916)	(700)	4,216	(700)
Procurement	(351)	(533)	-	(5,916)	(5,916)	(5,565)
Unallocated Service Excellence Plan Initiatives	-	-	-	(2,276)	(2,276)	(2,276)
Technology Roadmap	-	-	-	(200)	(200)	(200)
Tax and Lease Revenues	-	-	-	-	-	-
<b>Gross Expenditure</b>	<b>(351)</b>	<b>(533)</b>	<b>(6,916)</b>	<b>(9,392)</b>	<b>(2,476)</b>	<b>(9,041)</b>
Recoveries & Allocations	-	-	-	-	-	-
<b>Net Corporate Efficiency Targets</b>	<b>(351)</b>	<b>(533)</b>	<b>(6,916)</b>	<b>(9,392)</b>	<b>(2,476)</b>	<b>(9,041)</b>

**City of Ottawa**  
**Non Departmental - Operating Resource Requirement**

In Thousands (\$000)

Operating Resource Requirement	2008	2009		2010	Change Over	
	Actual	Actual	Budget	Adopted	2009 Budget	2008 Actual
<b>Corporate Common Revenue</b>						
<b>Expenditure</b>						
Transfer to Tax Rate Stabilization Reserve Fund	12,000	-	-	-	-	(12,000)
<b>Gross Expenditure</b>	<b>12,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(12,000)</b>
Recoveries & Allocations	-	-	-	-	-	-
<b>Net Expenditure</b>	<b>12,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(12,000)</b>
<b>Revenue</b>						
Penalty & Interest	(11,118)	(10,734)	(10,800)	(10,950)	(150)	168
Investments Income	(21,617)	(12,201)	(19,816)	(15,816)	4,000	5,801
Ottawa Lands Development	-	-	-	-	-	-
Hydro Ottawa Dividends	(28,375)	(17,200)	(14,000)	(16,000)	(2,000)	12,375
Ontario Municipal Partnership Fund	(10,809)	-	-	-	-	10,809
Provincial Offences Act	(10,221)	(10,274)	(12,532)	(13,607)	(1,075)	(3,386)
Rideau Carleton Raceway	(4,300)	(4,430)	(4,300)	(4,300)	-	-
Lottery Fees	(997)	(885)	(1,004)	(1,004)	-	(7)
Tax Rate Stabilization Reserve Fund	(24,600)	(13,000)	(13,000)	-	13,000	24,600
Other Miscellaneous Revenue	(2,571)	(39,876)	(1,695)	(1,695)	-	876
<b>Total Revenue</b>	<b>(114,608)</b>	<b>(108,600)</b>	<b>(77,147)</b>	<b>(63,372)</b>	<b>13,775</b>	<b>51,236</b>
<b>Net Corporate Common Revenue</b>	<b>(102,608)</b>	<b>(108,600)</b>	<b>(77,147)</b>	<b>(63,372)</b>	<b>13,775</b>	<b>39,236</b>
<b>Taxation Related Revenue &amp; Expenditure</b>						
<b>Expenditure</b>						
Tax Rebates & Remissions	15,965	18,712	19,102	19,102	-	3,137
Municipal Property Assessment Corp	10,880	11,242	11,351	11,921	570	1,041
<b>Gross Expenditure</b>	<b>26,845</b>	<b>29,954</b>	<b>30,453</b>	<b>31,023</b>	<b>570</b>	<b>4,178</b>
Recoveries & Allocations	-	-	-	-	-	-
<b>Net Expenditure</b>	<b>26,845</b>	<b>29,954</b>	<b>30,453</b>	<b>31,023</b>	<b>570</b>	<b>4,178</b>
<b>Revenue</b>						
Supplemental Assessment	(31,146)	(21,917)	(21,217)	(24,117)	(2,900)	7,029
Payments-in-lieu of Taxation	(173,150)	(161,374)	(166,634)	(167,634)	(1,000)	5,516
Public Institutions	(5,087)	(5,184)	(5,051)	(5,184)	(133)	(97)
Local Improvement Revenue	(98)	(82)	(200)	(200)	-	(102)
Federal Revenue - Police	-	(2,000)	(2,000)	(2,000)	-	(2,000)
<b>Total Revenue</b>	<b>(209,481)</b>	<b>(190,557)</b>	<b>(195,102)</b>	<b>(199,135)</b>	<b>(4,033)</b>	<b>10,346</b>
<b>Net Taxation Related Revenue &amp; Expenditure</b>	<b>(182,636)</b>	<b>(160,603)</b>	<b>(164,649)</b>	<b>(168,112)</b>	<b>(3,463)</b>	<b>14,524</b>
<b>Property Tax Revenue</b>	<b>(1,043,301)</b>	<b>(1,123,061)</b>	<b>(1,123,066)</b>	<b>(1,183,215)</b>	<b>(60,149)</b>	<b>(139,914)</b>
<b>Net Requirement</b>	<b>(1,157,417)</b>	<b>(1,180,436)</b>	<b>(1,199,244)</b>	<b>(1,243,783)</b>	<b>(44,539)</b>	<b>(85,466)</b>



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

Operating Resource Requirement Analysis	2009 Baseline			2010 Adjustments						2010	Change Over '09 Budget	% of Exp. on Comp. / Benefits
	Actual	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	New Services / Needs	Efficiencies	User Fees & Charges	Adopted		
<b>Corporate Human Resource Provision</b>												
Corporate Accounts General	-	-	-	-	-	-	-	-	-	-	-	0.0%
Sick Leave Banks	4,996	5,920	-	-	-	-	-	-	-	5,920	-	0.0%
Retiree Costs	6,371	6,311	-	15,065	-	-	-	-	-	21,376	15,065	0.0%
Employee Benefits	974	680	-	(840)	-	-	-	-	-	(160)	(840)	0.0%
Benefits Adjustments	174	75	-	-	-	-	-	-	-	75	-	0.0%
<b>Gross Expenditure</b>	<b>12,515</b>	<b>12,986</b>	<b>-</b>	<b>14,225</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>27,211</b>	<b>14,225</b>	<b>0.0%</b>
Recoveries & Allocations	-	-	-	-	-	-	-	-	-	-	-	
<b>Net Expenditure</b>	<b>12,515</b>	<b>12,986</b>	<b>-</b>	<b>14,225</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>27,211</b>	<b>14,225</b>	
<b>Revenue</b>												
Transfer from Reserves	-	-	-	(6,700)	-	-	-	-	-	(6,700)	(6,700)	0.0%
<b>Total Revenue</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(6,700)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(6,700)</b>	<b>(6,700)</b>	<b>0.0%</b>
<b>Net Corporate Human Resource Provision</b>	<b>12,515</b>	<b>12,986</b>	<b>-</b>	<b>7,525</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>20,511</b>	<b>7,525</b>	
<b>Capital Formation Cost</b>												
<b>Expenditure</b>												
Contribution to Capital Reserves	92,693	92,133	(34,941)	(3,293)	-	-	-	-	-	65,688	(26,445)	0.0%
Contribution to Capital Reserves - LRT	-	-	34,970	-	-	-	-	-	-	34,970	34,970	0.0%
Capital Tax Levy	11,781	11,789	-	-	-	-	-	-	-	-	(11,789)	0.0%
Transfer to Capital from Endowment Fund	-	-	9,000	-	-	-	-	-	-	9,000	9,000	0.0%
Debt Charges	71,110	71,570	-	-	-	-	4,235	-	-	75,805	4,235	0.0%
Sale of Surplus Lands	112	-	-	-	-	-	-	-	-	-	-	0.0%
Ottawa Lands Development	-	3,000	(2,500)	-	-	-	-	-	-	500	(2,500)	0.0%
100 Constellation Lease	5,691	5,497	-	200	-	-	-	-	-	5,697	200	0.0%
<b>Gross Expenditure</b>	<b>181,387</b>	<b>183,989</b>	<b>6,529</b>	<b>(3,093)</b>	<b>-</b>	<b>-</b>	<b>4,235</b>	<b>-</b>	<b>-</b>	<b>191,660</b>	<b>7,671</b>	<b>0.0%</b>
Recoveries & Allocations	(303)	(303)	-	-	-	-	-	-	-	(303)	-	
<b>Net Expenditure</b>	<b>181,084</b>	<b>183,686</b>	<b>6,529</b>	<b>(3,093)</b>	<b>-</b>	<b>-</b>	<b>4,235</b>	<b>-</b>	<b>-</b>	<b>191,357</b>	<b>7,671</b>	
<b>Revenue</b>												
Transfer from Reserves	(171)	(171)	-	-	-	-	-	-	-	(171)	-	0.0%
Debt Charges	(3,560)	(3,486)	-	-	-	-	-	-	-	(3,486)	-	0.0%
Sale of Former Ottawa City Hall - Reserve	(4,443)	(4,443)	-	-	-	-	-	-	-	(4,443)	-	0.0%
Sale of Surplus Lands	(1,951)	-	-	-	-	-	-	-	-	-	-	0.0%
Distribution from Endowment Fund	-	-	(9,000)	-	-	-	-	-	-	(9,000)	(9,000)	0.0%
Ottawa Lands Development	-	(8,000)	2,500	-	-	-	(500)	-	-	(6,000)	2,000	0.0%
Development Charges	(964)	(964)	-	-	-	-	-	-	-	(964)	-	0.0%
Provincial revenues - LTC per diem	(1,477)	(1,477)	-	-	-	-	-	-	-	(1,477)	-	0.0%
<b>Total Revenue</b>	<b>(12,566)</b>	<b>(18,541)</b>	<b>(6,500)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(500)</b>	<b>-</b>	<b>-</b>	<b>(25,541)</b>	<b>(7,000)</b>	<b>0.0%</b>
<b>Net Capital Formation Costs Requirement</b>	<b>168,518</b>	<b>165,145</b>	<b>29</b>	<b>(3,093)</b>	<b>-</b>	<b>-</b>	<b>3,735</b>	<b>-</b>	<b>-</b>	<b>165,816</b>	<b>671</b>	

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

Operating Resource Requirement Analysis	2009 Baseline			2010 Adjustments						2010	Change Over '09 Budget	% of Exp. on Comp./ Benefits
	Actual	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	New Services / Needs	Efficiencies	User Fees & Charges	Adopted		
<b>Corporate Common Expenditure</b>												
<b>Expenditure</b>												
Contribution to Election Expense Reserve	1,125	1,125	-	-	-	-	-	-	-	1,125	-	0.0%
Self Insurance	7,193	7,866	-	110	-	-	-	-	-	7,976	110	0.0%
One-Time & Unforseen	-	-	-	-	-	-	2,800	-	-	2,800	2,800	0.0%
Transfer from City Wide Reserve	-	-	-	-	-	-	(2,800)	-	-	(2,800)	(2,800)	0.0%
Transit Strike Mitigation Measures	1,912	1,912	(1,912)	-	-	-	-	-	-	-	(1,912)	0.0%
Financial Charges & Other	41,261	4,259	-	204	-	-	-	-	-	4,463	204	0.0%
<b>Gross Expenditure</b>	<b>51,491</b>	<b>15,162</b>	<b>(1,912)</b>	<b>314</b>	-	-	-	-	-	<b>13,564</b>	<b>(1,598)</b>	<b>0.0%</b>
Recoveries & Allocations	(18,026)	(18,388)	-	(736)	-	-	-	-	-	(19,124)	(736)	
<b>Net Expenditure</b>	<b>33,465</b>	<b>(3,226)</b>	<b>(1,912)</b>	<b>(422)</b>	-	-	-	-	-	<b>(5,560)</b>	<b>(2,334)</b>	
<b>Revenue</b>												
Self Insurance	(225)	(459)	-	-	-	-	-	-	-	(459)	-	0.0%
Transit Strike Mitigation Measures	(1,912)	(1,912)	1,912	-	-	-	-	-	-	-	1,912	0.0%
<b>Total Revenue</b>	<b>(2,137)</b>	<b>(2,371)</b>	<b>1,912</b>	-	-	-	-	-	-	<b>(459)</b>	<b>1,912</b>	<b>0.0%</b>
<b>Net Corp Common Expend Requirement</b>	<b>31,328</b>	<b>(5,597)</b>	-	<b>(422)</b>	-	-	-	-	-	<b>(6,019)</b>	<b>(422)</b>	
<b>Corporate Efficiency Targets</b>												
Asset Rationalization	-	(2,000)	1,700	-	-	-	-	-	-	(300)	1,700	0.0%
Technology Investments	-	(4,916)	4,216	-	-	-	-	-	-	(700)	4,216	0.0%
Procurement	(533)	-	(5,916)	-	-	-	-	-	-	(5,916)	(5,916)	0.0%
Unallocated Service Excellence Plan Initiatives	-	-	-	-	-	-	-	(2,276)	-	(2,276)	(2,276)	0.0%
Technology Roadmap	-	-	-	-	-	-	-	(200)	-	(200)	(200)	0.0%
Tax and Lease Revenues	-	-	-	-	-	-	-	-	-	-	-	0.0%
<b>Gross Expenditure</b>	<b>(533)</b>	<b>(6,916)</b>	-	-	-	-	-	<b>(2,476)</b>	-	<b>(9,392)</b>	<b>(2,476)</b>	<b>0.0%</b>
Recoveries & Allocations	-	-	-	-	-	-	-	-	-	-	-	
<b>Net Corporate Efficiency Targets</b>	<b>(533)</b>	<b>(6,916)</b>	-	-	-	-	-	<b>(2,476)</b>	-	<b>(9,392)</b>	<b>(2,476)</b>	
<b>Corporate Common Revenue</b>												
<b>Expenditure</b>												
Transfer to Tax Rate Stabilization Reserve Fund	-	-	-	-	-	-	-	-	-	-	-	0.0%
<b>Gross Expenditure</b>	-	-	-	-	-	-	-	-	-	-	-	<b>0.0%</b>
Recoveries & Allocations	-	-	-	-	-	-	-	-	-	-	-	
<b>Net Expenditure</b>	-	-	-	-	-	-	-	-	-	-	-	
<b>Revenue</b>												
Penalty & Interest	(10,734)	(10,800)	(150)	-	-	-	-	-	-	(10,950)	(150)	0.0%
Investments Income	(12,201)	(19,816)	-	4,000	-	-	-	-	-	(15,816)	4,000	0.0%
Hydro Ottawa Dividends	(17,200)	(14,000)	-	(2,000)	-	-	-	-	-	(16,000)	(2,000)	0.0%
Ontario Municipal Partnership Fund	-	-	-	-	-	-	-	-	-	-	-	0.0%
Provincial Offences Act	(10,274)	(12,532)	-	(325)	-	-	(750)	-	-	(13,607)	(1,075)	0.0%
Rideau Carleton Raceway	(4,430)	(4,300)	-	-	-	-	-	-	-	(4,300)	-	0.0%
Lottery Fees	(885)	(1,004)	-	-	-	-	-	-	-	(1,004)	-	0.0%
Tax Rate Stabilization Reserve Fund	(13,000)	(13,000)	13,000	-	-	-	-	-	-	-	13,000	0.0%
Other Miscellaneous Revenue	(39,876)	(1,695)	-	-	-	-	-	-	-	(1,695)	-	0.0%
<b>Total Revenue</b>	<b>(108,600)</b>	<b>(77,147)</b>	<b>12,850</b>	<b>1,675</b>	-	-	<b>(750)</b>	-	-	<b>(63,372)</b>	<b>13,775</b>	<b>0.0%</b>
<b>Net Corporate Common Revenue</b>	<b>(108,600)</b>	<b>(77,147)</b>	<b>12,850</b>	<b>1,675</b>	-	-	<b>(750)</b>	-	-	<b>(63,372)</b>	<b>13,775</b>	

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

Operating Resource Requirement Analysis	2009 Baseline			2010 Adjustments						2010	Change Over '09 Budget	% of Exp. on Comp. / Benefits
	Actual	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	New Services / Needs	Efficiencies	User Fees & Charges	Adopted		
<b>Taxation Related Revenue &amp; Expenditure</b>												
<b>Expenditure</b>												
Tax Rebates & Remissions	18,712	19,102	-	-	-	-	-	-	-	19,102	-	0.0%
Municipal Property Assessment Corp	11,242	11,351	-	-	570	-	-	-	-	11,921	570	0.0%
<b>Gross Expenditure</b>	<b>29,954</b>	<b>30,453</b>	-	-	<b>570</b>	-	-	-	-	<b>31,023</b>	<b>570</b>	<b>0.0%</b>
Recoveries & Allocations	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Expenditure</b>	<b>29,954</b>	<b>30,453</b>	-	-	<b>570</b>	-	-	-	-	<b>31,023</b>	<b>570</b>	-
<b>Revenue</b>												
Supplemental Assessment	(21,917)	(21,217)	-	-	-	(2,900)	-	-	-	(24,117)	(2,900)	0.0%
Payments-in-lieu of Taxation	(161,374)	(166,634)	-	(1,000)	-	-	-	-	-	(167,634)	(1,000)	0.0%
Public Institutions	(5,184)	(5,051)	(133)	-	-	-	-	-	-	(5,184)	(133)	0.0%
Local Improvement Revenue	(82)	(200)	-	-	-	-	-	-	-	(200)	-	0.0%
Federal Revenue - Police	(2,000)	(2,000)	-	-	-	-	-	-	-	(2,000)	-	0.0%
<b>Total Revenue</b>	<b>(190,557)</b>	<b>(195,102)</b>	<b>(133)</b>	<b>(1,000)</b>	-	<b>(2,900)</b>	-	-	-	<b>(199,135)</b>	<b>(4,033)</b>	<b>0.0%</b>
<b>Net Taxation Related Revenue &amp; Expenditure</b>	<b>(160,603)</b>	<b>(164,649)</b>	<b>(133)</b>	<b>(1,000)</b>	<b>570</b>	<b>(2,900)</b>	-	-	-	<b>(168,112)</b>	<b>(3,463)</b>	-
<b>Property Tax Revenue</b>	<b>(1,123,061)</b>	<b>(1,123,066)</b>	-	-	(42,429)	-	-	-	-	<b>(1,183,215)</b>	<b>(60,149)</b>	<b>0.0%</b>
<b>Net Requirement</b>	<b>(1,180,436)</b>	<b>(1,199,244)</b>	<b>12,746</b>	<b>(37,744)</b>	<b>570</b>	<b>(20,620)</b>	<b>2,985</b>	<b>(2,476)</b>	-	<b>(1,243,783)</b>	<b>(44,539)</b>	<b>0.0%</b>
<b>Expenditure by Type</b>												
Salaries, Wages & Benefits	12,973	12,973	-	14,225	-	-	-	-	-	27,198	14,225	0.0%
Overtime	-	-	-	-	-	-	-	-	-	-	-	0.0%
Material & Services	7,667	751	-	310	-	-	-	(2,476)	-	(1,415)	(2,166)	0.0%
Transfers/Grants/Financial Charges	182,599	150,375	4,617	(3,089)	570	-	-	-	-	152,473	2,098	0.0%
Debt	71,570	71,570	-	-	-	-	4,235	-	-	75,805	4,235	0.0%
Program Facility Costs	-	-	-	-	-	-	-	-	-	-	-	0.0%
Other Internal Costs	5	5	-	-	-	-	-	-	-	5	-	0.0%
<b>Gross Expenditure</b>	<b>274,814</b>	<b>235,674</b>	<b>4,617</b>	<b>11,446</b>	<b>570</b>	-	<b>4,235</b>	<b>(2,476)</b>	-	<b>254,066</b>	<b>18,392</b>	<b>0.0%</b>
Recoveries & Allocations	(18,329)	(18,691)	-	(736)	-	-	-	-	-	(19,427)	(736)	-
<b>Net Expenditure</b>	<b>256,485</b>	<b>216,983</b>	<b>4,617</b>	<b>10,710</b>	<b>570</b>	-	<b>4,235</b>	<b>(2,476)</b>	-	<b>234,639</b>	<b>17,656</b>	-
<b>Revenue By Type</b>												
Federal	(3,939)	(3,939)	-	-	-	-	-	-	-	(3,939)	-	0.0%
Provincial	(8,197)	(7,702)	-	-	-	-	-	-	-	(7,702)	-	0.0%
Municipal	-	-	-	-	-	-	-	-	-	-	-	0.0%
Own Funds	(57,946)	(20,180)	4,000	(6,700)	-	-	-	-	-	(22,880)	(2,700)	0.0%
Property Taxes	(1,145,421)	(1,144,776)	-	(42,429)	-	(20,620)	-	-	-	(1,207,825)	(63,049)	0.0%
Investment Income	(29,074)	(33,441)	-	2,000	-	-	-	-	-	(31,441)	2,000	0.0%
Development Charges	(962)	(964)	-	-	-	-	-	-	-	(964)	-	0.0%
Payment-in-lieu of taxation	(166,559)	(171,685)	(133)	(1,000)	-	-	-	-	-	(172,818)	(1,133)	0.0%
Fees and Service Charges	(1,265)	(1,794)	-	-	-	-	(500)	-	-	(2,294)	(500)	0.0%
Fines & Penalties	(21,609)	(23,746)	(150)	(325)	-	-	(750)	-	-	(24,971)	(1,225)	0.0%
Other	(1,949)	(8,000)	4,412	-	-	-	-	-	-	(3,588)	4,412	0.0%
<b>Total Revenue</b>	<b>(1,436,921)</b>	<b>(1,416,227)</b>	<b>8,129</b>	<b>(48,454)</b>	-	<b>(20,620)</b>	<b>(1,250)</b>	-	-	<b>(1,478,422)</b>	<b>(62,195)</b>	<b>0.0%</b>
<b>Percent of 2009 Revenue Budget</b>			<b>-0.6%</b>	<b>3.4%</b>	<b>0.0%</b>	<b>1.5%</b>	<b>0.1%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>4.4%</b>		
<b>Net Requirement</b>	<b>(1,180,436)</b>	<b>(1,199,244)</b>	<b>12,746</b>	<b>(37,744)</b>	<b>570</b>	<b>(20,620)</b>	<b>2,985</b>	<b>(2,476)</b>	-	<b>(1,243,783)</b>	<b>(44,539)</b>	
<b>Percent of 2009 Net Requirement Budget</b>			<b>-1.1%</b>	<b>3.1%</b>	<b>0.0%</b>	<b>1.7%</b>	<b>-0.2%</b>	<b>0.2%</b>	<b>0.0%</b>	<b>3.7%</b>		
<b>Full Time Equivalents (FTE's)</b>												
<b>Percent of 2009 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>		

**City of Ottawa**

**Non Departmental - Operating Resource Requirement Explanatory Notes**

In Thousands (\$000)

2009 Actual vs. Budget Variance Explanation	Surplus / (Deficit)		
	Exp.	Rev.	Net
<b>Actual vs. Budget Variance Explanation</b>			
Sick leave bank cash payouts during the year were less	471	-	471
Self Insurance	705	(234)	471
\$35 Million Settlement of Light Rail Litigation funded by the City Wide Reserve.	(35,000)	35,000	-
Financial Charges consist of cost arising from commodity Tax Audit, overexpenditure in Credit Card Processing fee.	(3,225)	3,181	(44)
Sale of Surplus Land with projected sales based on year-to-date and 2009 actual.	(112)	1,951	1,839
Ottawa Lands Development Corp not met in 2009 but will be met in 2010	3,000	(8,000)	(5,000)
Investment income decline due to market conditions.	-	(7,675)	(7,675)
Provincial Offences Act Revenue ticket issuance was down and dollar value of tickets issued was lower than anticipated.	-	(2,258)	(2,258)
Hydro Ottawa dividends surplus in excess of budget. Total receipt was \$17.2 M.	-	3,200	3,200
Efficiencies - Procurement	(28)	-	(28)
Efficiencies - Asset Rationalization.	(2,000)	-	(2,000)
Efficiencies - Technology.	(4,916)	-	(4,916)
Accumulation of various minor adjustments to expenditures and revenues	1,603	(930)	673
One-time adjustment for write-offs of PILT from prior years, on the assumption that the Province will not resolve the outstanding issue with respect to the loss of income when Federal properties are privatized. Of the total of \$4 million written off, \$0.5M of that amount was recorded against a provision for doubtful accounts.	-	(3,541)	(3,541)
	<b>(39,502)</b>	<b>20,694</b>	<b>(18,808)</b>

**City of Ottawa**

**Non Departmental - Operating Resource Requirement Explanatory Notes**

In Thousands (\$000)

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

**City of Ottawa**

**Non Departmental - Operating Resource Requirement Explanatory Notes**

In Thousands (\$000)

2010 Pressure Category / Explanation	Increase / (Decrease)			FTE Impact
	Exp.	Rev.	Net 2010 Changes	
<b>Maintain Services</b>				
City of Ottawa Superannuation Fund budget adjustment to reflect actual expenses.	145	-	145	-
OMERS - Base Adjustment for Transit Services pensionable earnings.	350	-	350	-
Retiree Benefit Costs.	265		265	-
Pension Buybacks for maternity leaves, elimination periods for LTD and WSIB.	65	-	65	-
The OC Transpo Pension Plan is a closed pension plan that, in accordance with the requirements of the Pension Benefits Standards Act 1985, is required to file an actuarial valuation every three years and, if the plan has a solvency deficiency, for special payments to commence in order to return the plan to a solvent position. Due to the decline in the economic conditions in Canada and abroad, the OC Transpo Pension Plan is forecast to have a solvency deficiency at the end of 2009 and, as the next filing date is 2010, the City will be obligated to start making these special payments from January, 2010. The original projected deficit as presented to Transit Committee was \$8.1 million. Based on updated information provided to the ABF Committee in November, an increase of \$6.7 million is projected which is to be funded from the Transit Capital Reserve Fund.	14,800	(6,700)	8,100	-
Reduction in Cost of Long Term Disability Program - to achieve a 40% liability funding target by 2025, when compared to the current funding model, LTD premiums will be less in 2010 to 2016, and begin to increase in 2017 to 2025. Departmental benefit budgets will be reduced to achieve this efficiency.	(1,400)	-	(1,400)	-

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

2010 Pressure Category / Explanation	Increase / (Decrease)			
	Exp.	Rev.	Net 2010 Changes	FTE Impact
<i>Maintained cont'd</i>				
Contribution to capital reflecting the construction price index of 2.7% and inflation of 2.2%.	3,142	-	3,142	-
Decrease contribution to capital for Strategic Initiatives	(2,000)	-	(2,000)	-
Decrease contribution to capital for reduction or deferral of capital projects per the Omnibus Motion	(4,435)	-	(4,435)	-
Increase Hydro dividend revenues	-	(2,000)	(2,000)	-
Inflationary increase on lease at 100 Constellation.	200	-	200	-
Credit card processing fees increased expenditures to reflect change in merchant fees over the past three years from 1.7% to 2.0% .	204	-	204	-
Increase Water & Sewer Administration Allocation recovery by 4% over 2009 per Omnibus Motion	(736)	-	(736)	-
Income earned on investments has declined due to low short-term interest rates. Average returns were 3.67% in 2008. For 2009 and 2010, returns are expected to average just over 2%.	-	4,000	4,000	-
Increase in Provincial Offences Act revenue due to expansion of Red Light Camera Program as per Council directive (expenditures captured in Public Works).		(325)	(325)	-
Payments in lieu of taxation account budget increase. This represents \$2.5 million additional revenue generated from the estimated tax increase; offset by a reduction in revenue of \$1.5 million as a result of a decrease in claw backs on PILT properties.	-	(1,000)	(1,000)	-
Tax increase of .84% for Ottawa Police Services	-	(9,380)	(9,380)	-
Tax increase of 2.93% for City Services	-	(33,049)	(33,049)	-
Increase of 5% for premium and insurance broker costs.	110		110	-
<b>Total Maintain Services</b>	<b>10,710</b>	<b>(48,454)</b>	<b>(37,744)</b>	<b>-</b>
<b>Provincial Legislated</b>				
Municipal Property Assessment Corporation increase to projected billing.	570	-	570	-
<b>Total Provincial Legislated</b>	<b>570</b>	<b>-</b>	<b>570</b>	<b>-</b>
<b>Growth</b>				
Additional supplementary taxation based on the number and value of building permits issued in 2009.	-	(2,900)	(2,900)	-
Additional taxation revenue for City Services of 1.58% from assessment growth (including Police).	-	(17,720)	(17,720)	-
<b>Total Growth</b>	<b>-</b>	<b>(20,620)</b>	<b>(20,620)</b>	<b>-</b>

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

2010 Pressure Category / Explanation	Increase / (Decrease)			FTE Impact
	Exp.	Rev.	Net 2010 Changes	
<b>New Services / Needs</b>				
Additional revenue for Ottawa Lands development	-	(500)	(500)	-
Additional Provincial Offences Act and parking fine revenues to be generated under provisions of Bill 212 which allow better collection processes.	-	(750)	(750)	-
Additional debt servicing - \$20M for 10 years at 4.75%.	2,560	-	2,560	-
Congress Centre debt servicing - \$20M for 20 years at 5.5%.	1,675	-	1,675	-
One-time transfer from City Wide Capital Reserve to fund Corporate Contingency Account.	(2,800)	-	(2,800)	-
Corporate Contingency Account: annual allocation to provide for unanticipated expenditures and expenditures of a one-time nature. Examples include, but are not limited to: emergencies; the cost of unforeseen OMB hearings; one-time program start up costs. All funds spent from the account would be separately approved by Council. Any surplus in the account at year-end would be contributed to the tax stabilization reserve, unless the City tax-supported accounts are in an overall deficit. The 2007 fiscal framework recommended that funds be maintained in a tax stabilization account in order to manage annual deficits. During the development of these estimates, staff identified one-time expenditures that would require funding from the contingency account in 2010. If Council does not approve funding for the contingency account, these one-time expenditures will be budget pressures for 2010 and will need to be reviewed during the 2010 budget process to determine if funding should be allocated to these specific expenditures.	2,800	-	2,800	-
<b>Total New Services / Needs</b>	<b>4,235</b>	<b>(1,250)</b>	<b>2,985</b>	<b>-</b>
<b>Efficiencies</b>				
Total Service Excellence Savings initiatives not allocated to departments: · enable citizen-centric services \$400K · increase employee mobility \$905K · energy \$302K · sponsorship revenue \$670K	(2,276)	-	(2,276)	-
Technology Roadmap	(200)	-	(200)	-
<b>Total Efficiencies</b>	<b>(2,476)</b>	<b>-</b>	<b>(2,476)</b>	<b>-</b>
<b>Total Budget Changes</b>	<b>17,656</b>	<b>(62,195)</b>	<b>(44,539)</b>	<b>-</b>



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

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

<b>1 - New Revenue Opportunities</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**  
**Non-Departmental - Committee Recommendations**  
 In Thousands (\$000)

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

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

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

<b>1 - New Revenue Opportunities</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**  
**Non-Departmental - Committee Recommendations**  
 In Thousands (\$000)

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

<b>1 - New Revenue Opportunities</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**  
**Non-Departmental - Committee Recommendations**  
 In Thousands (\$000)

Strategy Category	Branch	Program / Service Adjustment	2010 Council Recommendations			
			Exp	Rev	Net Impact	FTE Impact
N/A	Non-Departmental	<u>Recommendation</u> Decrease contribution to capital for reduction or deferral of capital projects per the Omnibus Motion 904957 Generator Strategy - \$500,000 905685 IT Desktop and Peripherals Renewal - \$935,000 905695 IT Egovernment Technology Investment - \$250,000 905725 LCR-Lansdowne Park 2010 - \$2,000,000 905696 Environmental Assessment Studies Arterial Roads - \$750,000	(4,435)	-	(4,435)	-
N/A	Non-Departmental	<u>Recommendation</u> Additional reduction to the city's Long Term Disability program resulting from Actuary review staff recommended further reduction in expenditures.	(400)	-	(400)	-
N/A	Non-Departmental	<u>Recommendation</u> Reduction in assessment growth from 1.84% to 1.58% based on the 2010 assessment roll analysis.	-	2,900	2,900	-
N/A	Non-Departmental	<u>Recommendation</u> Additional supplementary taxation based on the number and value of building permits issued in 2009.	-	(2,900)	(2,900)	-
N/A	Non-Departmental	<u>Recommendation</u> Increase Water & Sewer Administration Allocation recovery by 4% over 2009 per Omnibus Motion	(786)	-	(786)	-
N/A	Non-Departmental	<u>Recommendation</u> Additional revenue for Ottawa Lands development	-	(500)	(500)	-
<b>Total Council Recommendations</b>			<b>(5,621)</b>	<b>(500)</b>	<b>(6,121)</b>	<b>-</b>
<b>Total Committee Recommendations</b>			<b>(17,621)</b>	<b>10,050</b>	<b>(7,571)</b>	<b>-</b>

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

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

<b>1 - New Revenue Opportunities</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**  
**Non-Departmental - Committee Recommendations**  
 In Thousands (\$000)

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

<b>1 - New Revenue Opportunities</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**  
**Non-Departmental - Committee Recommendations**  
 In Thousands (\$000)

Strategy Category	Branch	Program / Service Adjustment	2010 ABFC Recommendations			
			Exp	Rev	Net Impact	FTE Impact
1	Non-Departmental	<b><u>Recommendation</u></b> Adjust inflation component of increase in contribution to Capital Fund	(3,000)	-	(3,000)	-
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<b>1 - New Revenue Opportunities</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**  
**Non-Departmental - Committee Recommendations**  
 In Thousands (\$000)

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

<b>1 - New Revenue Opportunities</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**  
**Non-Departmental - Committee Recommendations**  
 In Thousands (\$000)

Strategy Category	Branch	Program / Service Adjustment	2010 Council Recommendations			
			Exp	Rev	Net Impact	FTE Impact
N/A	Non-Departmental	<u>Recommendation</u> Decrease contribution to capital for reduction or deferral of capital projects per the Omnibus Motion 904957 Generator Strategy - \$500,000 905685 IT Desktop and Peripherals Renewal - \$935,000 905695 IT Egovernment Technology Investment - \$250,000 905725 LCR-Lansdowne Park 2010 - \$2,000,000 905696 Environmental Assessment Studies Arterial Roads - \$750,000	(4,435)	-	(4,435)	-
N/A	Non-Departmental	<u>Recommendation</u> Additional reduction to the city's Long Term Disability program resulting from Actuary review staff recommended further reduction in expenditures.	(400)	-	(400)	-
N/A	Non-Departmental	<u>Recommendation</u> Reduction in assessment growth from 1.84% to 1.58% based on the 2010 assessment roll analysis.	-	2,900	2,900	-
N/A	Non-Departmental	<u>Recommendation</u> Additional supplementary taxation based on the number and value of building permits issued in 2009.	-	(2,900)	(2,900)	-
N/A	Non-Departmental	<u>Recommendation</u> Increase Water & Sewer Administration Allocation recovery by 4% over 2009 per Omnibus Motion	(786)	-	(786)	-
N/A	Non-Departmental	<u>Recommendation</u> Additional revenue for Ottawa Lands development	-	(500)	(500)	-
<b>Total Council Recommendations</b>			<b>(5,621)</b>	<b>(500)</b>	<b>(6,121)</b>	<b>-</b>
<b>Total Committee Recommendations</b>			<b>(17,621)</b>	<b>10,050</b>	<b>(7,571)</b>	<b>-</b>

1 - New Revenue Opportunities	2 - Deferral of Proposed New Service Expenditures	3 - Deferral of Capital Projects	4 Adjustments to Existing Services
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**City of Ottawa**  
**Planning and Growth Management**  
**Development Review Process (Rural) - Operating Resource Requirement**  
In Thousands (\$000)

Operating Resource Requirement	2008	2009		2010	Change Over		2011	2012
	Actual	Actual	Budget	Adopted	2009 Budget	2008 Actual	Forecast	
<b>Expenditure by Program</b>								
Development Review Process (Rural) - Development Reviews Rural & Rural Affairs Office	3,011	2,599	3,197	3,224	27	213	3,317	3,377
<b>Gross Expenditure</b>	<b>3,011</b>	<b>2,599</b>	<b>3,197</b>	<b>3,224</b>	<b>27</b>	<b>213</b>	<b>3,317</b>	<b>3,377</b>
Recoveries & Allocations	(188)	77	(40)	(40)	-	148	(40)	(40)
<b>Net Expenditure</b>	<b>2,823</b>	<b>2,676</b>	<b>3,157</b>	<b>3,184</b>	<b>27</b>	<b>361</b>	<b>3,277</b>	<b>3,337</b>
<b>Expenditure by Type</b>								
Salaries, Wages & Benefits	1,808	1,586	1,717	1,825	108	17	1,898	1,958
Overtime	21	3	21	21	-	-	21	21
Material & Services	1,023	878	1,214	1,133	(81)	110	1,153	1,153
Transfers/Grants/Financial Charges	86	92	160	160	-	74	160	160
Fleet Costs	71	-	-	-	-	(71)	-	-
Program Facility Costs	-	-	-	-	-	-	-	-
Other Internal Costs	2	40	85	85	-	83	85	85
<b>Gross Expenditures</b>	<b>3,011</b>	<b>2,599</b>	<b>3,197</b>	<b>3,224</b>	<b>27</b>	<b>213</b>	<b>3,317</b>	<b>3,377</b>
Recoveries & Allocations	(188)	77	(40)	(40)	-	148	(40)	(40)
<b>Net Expenditure</b>	<b>2,823</b>	<b>2,676</b>	<b>3,157</b>	<b>3,184</b>	<b>27</b>	<b>361</b>	<b>3,277</b>	<b>3,337</b>
<b>Revenue 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>Net Requirement</b>	<b>2,823</b>	<b>2,676</b>	<b>3,157</b>	<b>3,184</b>	<b>27</b>	<b>361</b>	<b>3,277</b>	<b>3,337</b>
<b>Full Time Equivalents</b>	<b>20.00</b>	<b>20.00</b>	<b>20.00</b>	<b>20.00</b>	<b>0.00</b>	<b>0.00</b>	<b>20.00</b>	<b>20.00</b>

**City of Ottawa**  
**Planning and Growth Management**  
**Development Review Process (Rural) - Operating Resource Requirement Analysis**  
 In Thousands (\$000)

Operating Resource Requirement Analysis	2009 Baseline			2010 Adjustments						2010	Change Over '09 Budget	% of Exp. on Comp./ Benefits
	Actual	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	New Services / Needs	Efficiencies	User Fees & Charges	Adopted		
<b>Expenditure by Program</b>												
Development Review Process (Rural) - Development Reviews Rural & Rural Affairs	2,599	3,197	72	(45)	-	-	-	-	-	3,224	27	57.3%
Productivity Improvements	-	-	-	-	-	-	-	-	-	-	-	0.0%
<b>Gross Expenditure</b>	<b>2,599</b>	<b>3,197</b>	<b>72</b>	<b>(45)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>3,224</b>	<b>27</b>	<b>57.3%</b>
Recoveries & Allocations	77	(40)	-	-	-	-	-	-	-	(40)	-	
<b>Net Expenditure</b>	<b>2,676</b>	<b>3,157</b>	<b>72</b>	<b>(45)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>3,184</b>	<b>27</b>	
<b>Percent of 2009 Net Expenditure Budget</b>			<b>2.3%</b>	<b>-1.4%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.9%</b>		
<b>Expenditure by Type</b>												
Salaries, Wages & Benefits	1,586	1,717	73	35	-	-	-	-	-	1,825	108	
Overtime	3	21	-	-	-	-	-	-	-	21	-	
Material & Services	878	1,214	(1)	(80)	-	-	-	-	-	1,133	(81)	
Transfers/Grants/Financial Charges	92	160	-	-	-	-	-	-	-	160	-	
Fleet Costs	-	-	-	-	-	-	-	-	-	-	-	
Program Facility Costs	-	-	-	-	-	-	-	-	-	-	-	
Other Internal Costs	40	85	-	-	-	-	-	-	-	85	-	
<b>Gross Expenditures</b>	<b>2,599</b>	<b>3,197</b>	<b>72</b>	<b>(45)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>3,224</b>	<b>27</b>	
Recoveries & Allocations	77	(40)	-	-	-	-	-	-	-	(40)	-	
<b>Net Expenditure</b>	<b>2,676</b>	<b>3,157</b>	<b>72</b>	<b>(45)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>3,184</b>	<b>27</b>	
<b>Revenue 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>Percent of 2009 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>Net Requirement</b>	<b>2,676</b>	<b>3,157</b>	<b>72</b>	<b>(45)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>3,184</b>	<b>27</b>	
<b>Percent of 2009 Net Requirement Budget</b>			<b>2.3%</b>	<b>-1.4%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.9%</b>		
<b>Full Time Equivalents (FTE's)</b>	20.00	20.00	-	-	-	-	-	-	-	20.00	0.00	
<b>Percent of 2009 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>		

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

2009 Actual vs. Budget Variance Explanation	Surplus / (Deficit)		
	Exp.	Rev.	Net
<b>Actual vs. Budget Variance Explanation</b> Miscellaneous savings. Vacancies maintained wherever possible in the short-term and expenditures managed to assist in broader city-wide deficit.	481	-	481
<b>Total Surplus / (Deficit)</b>	<b>481</b>	<b>-</b>	<b>481</b>

2009 Baseline Adjustments / Explanations	Increase / (Decrease)			
	Exp.	Rev.	Net 2010 Changes	FTE Impact
<b>Adjustments to Base Budget</b>				
Adjustment for 2009 budget shortfall in Collective Agreement provision.	73	-	73	-
Decrease in Business Travel (Corporate reduction of \$425K).	(1)	-	(1)	-
<b>Total Adjustments to Base Budget</b>	<b>72</b>	<b>-</b>	<b>72</b>	<b>-</b>

2010 Pressure Category / Explanation	Increase / (Decrease)			
	Exp.	Rev.	Net 2010 Changes	FTE Impact
<b>Maintain Services</b>				
All programs include an adjustment for 2010 contract settlements, increments and benefit adjustments.	35	-	35	-
Defer project for streamlining of permits for pre-engineered buildings.	(20)	-	(20)	-
Reduce funding for 'Buy Local' initiatives.	(10)	-	(10)	-
Reduce training for 'Rural Experts' (Call Centre).	(50)	-	(50)	-
<b>Total Maintain Services</b>	<b>(45)</b>	<b>-</b>	<b>(45)</b>	<b>-</b>
<b>Total Budget Changes</b>	<b>27</b>	<b>-</b>	<b>27</b>	<b>-</b>

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

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

Strategy Category	Branch	Program / Service Adjustment	2010 Council Recommendations			
			Exp	Rev	Net Impact	FTE Impact
N/A	ARAC	<b>Recommendation</b> Decrease in Business Travel (Corporate reduction of \$425K).	(1)	-	(1)	-
<b>Total ABFC Recommendations</b>			<b>(1)</b>	<b>-</b>	<b>(1)</b>	<b>-</b>

<b>Total Recommendations</b>			<b>(81)</b>	<b>-</b>	<b>(81)</b>	<b>-</b>
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1 - New Revenue Opportunities	2 - Deferral of Proposed New Service Expenditures	3 - Deferral of Capital Projects	4 Adjustments to Existing Services
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**City of Ottawa  
Capital Budget - New Authority  
In Thousands (\$000)**

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





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

Operating Resource Requirement	2008	2009		2010	Change Over		2011	2012
	Actual	Actual	Budget	Adopted	2009 Budget	2008 Actual	Forecast	
<b>Expenditures by Program</b>								
General Manager's Office	271	283	262	272	10	1	282	292
Productivity Improvements	-	-	-	-	-	-	-	-
<b>Gross Expenditure</b>	<b>271</b>	<b>283</b>	<b>262</b>	<b>272</b>	<b>10</b>	<b>1</b>	<b>282</b>	<b>292</b>
Recoveries & Allocations	-	-	-	-	-	-	-	-
<b>Net Expenditure</b>	<b>271</b>	<b>283</b>	<b>262</b>	<b>272</b>	<b>10</b>	<b>1</b>	<b>282</b>	<b>292</b>
<b>Expenditures by Type</b>								
Salaries, Wages & Benefits	254	272	253	263	10	9	273	283
Overtime	-	-	-	-	-	-	-	-
Material & Services	17	11	9	9	-	(8)	9	9
Transfers/Grants/Financial Charges	-	-	-	-	-	-	-	-
Fleet Costs	-	-	-	-	-	-	-	-
Program Facility Costs	-	-	-	-	-	-	-	-
Other Internal Costs	-	-	-	-	-	-	-	-
<b>Gross Expenditures</b>	<b>271</b>	<b>283</b>	<b>262</b>	<b>272</b>	<b>10</b>	<b>1</b>	<b>282</b>	<b>292</b>
Recoveries & Allocations	-	-	-	-	-	-	-	-
<b>Net Expenditure</b>	<b>271</b>	<b>283</b>	<b>262</b>	<b>272</b>	<b>10</b>	<b>1</b>	<b>282</b>	<b>292</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>Net Requirement</b>	<b>271</b>	<b>283</b>	<b>262</b>	<b>272</b>	<b>10</b>	<b>1</b>	<b>282</b>	<b>292</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>	<b>2.00</b>	<b>2.00</b>

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

In Thousands (\$000)

Operating Resource Requirement Analysis	2009 Baseline			2010 Adjustments						2010	Change Over '09 Budget	% of Exp. on Comp./ Benefits
	Actual	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	New Services / Needs	Efficiencies	User Fees & Charges	Adopted		
<b>Expenditures by Program</b>												
General Manager's Office	283	262	-	10	-	-	-	-	-	272	10	96.0%
Productivity Improvements	-	-	-	-	-	-	-	-	-	-	-	0.0%
<b>Gross Expenditure</b>	<b>283</b>	<b>262</b>	<b>-</b>	<b>10</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>272</b>	<b>10</b>	<b>96.0%</b>
Recoveries & Allocations	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Expenditure</b>	<b>283</b>	<b>262</b>	<b>-</b>	<b>10</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>272</b>	<b>10</b>	
<b>Percent of 2009 Net Expenditure Budget</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>0.0%</b>	<b>3.8%</b>		
<b>Expenditures by Type</b>												
Salaries, Wages & Benefits	272	253	-	10	-	-	-	-	-	263	10	
Overtime	-	-	-	-	-	-	-	-	-	-	-	
Material & Services	11	9	-	-	-	-	-	-	-	9	-	
Transfers/Grants/Financial Charges	-	-	-	-	-	-	-	-	-	-	-	
Fleet Costs	-	-	-	-	-	-	-	-	-	-	-	
Program Facility Costs	-	-	-	-	-	-	-	-	-	-	-	
Other Internal Costs	-	-	-	-	-	-	-	-	-	-	-	
<b>Gross Expenditures</b>	<b>283</b>	<b>262</b>	<b>-</b>	<b>10</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>272</b>	<b>10</b>	
Recoveries & Allocations	-	-	-	-	-	-	-	-	-	-	-	
<b>Net Expenditure</b>	<b>283</b>	<b>262</b>	<b>-</b>	<b>10</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>272</b>	<b>10</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>Percent of 2009 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>Net Requirement</b>	<b>283</b>	<b>262</b>	<b>-</b>	<b>10</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>272</b>	<b>10</b>	
<b>Percent of 2009 Net Requirement Budget</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>0.0%</b>	<b>3.8%</b>		
<b>Full Time Equivalent (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>2.00</b>	<b>-</b>	
<b>Percent of 2009 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>		

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

2009 Actual vs. Budget Variance Explanation	Surplus / (Deficit)		
	Exp.	Rev.	Net
<b>Actual vs. Budget Variance Explanation</b> Increased compensation due to benefits.	(21)	-	(21)
<b>Total Surplus / (Deficit)</b>	<b>(21)</b>	<b>-</b>	<b>(21)</b>

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

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

Operating Resource Requirement	2008	2009		2010	Change Over		2011	2012
	Actual	Actual	Budget	Adopted	2009 Budget	2008 Actual	Forecast	
<b>Expenditures by Program</b>								
Integrated Public Safety Unit	7,430	6,207	6,400	6,464	64	(966)	6,639	6,819
Productivity Improvements	-	-	-	-	-	-	-	-
<b>Gross Expenditure</b>	<b>7,430</b>	<b>6,207</b>	<b>6,400</b>	<b>6,464</b>	<b>64</b>	<b>(966)</b>	<b>6,639</b>	<b>6,819</b>
Recoveries & Allocations	(2,349)	(1,883)	(1,654)	(1,604)	50	745	(1,604)	(1,604)
<b>Net Expenditure</b>	<b>5,081</b>	<b>4,324</b>	<b>4,746</b>	<b>4,860</b>	<b>114</b>	<b>(221)</b>	<b>5,035</b>	<b>5,215</b>
<b>Expenditures by Type</b>								
Salaries, Wages & Benefits	2,561	2,409	2,630	2,720	90	159	2,800	2,885
Overtime	-	21	24	24	-	24	24	24
Material & Services	2,742	2,171	2,270	2,196	(74)	(546)	2,241	2,286
Transfers/Grants/Financial Charges	1	-	-	-	-	-	-	-
Fleet Costs	-	-	-	-	-	-	-	-
Program Facility Costs	-	-	-	-	-	-	-	-
Other Internal Costs	2,126	1,606	1,476	1,524	48	(602)	1,574	1,624
<b>Gross Expenditures</b>	<b>7,430</b>	<b>6,207</b>	<b>6,400</b>	<b>6,464</b>	<b>64</b>	<b>(966)</b>	<b>6,639</b>	<b>6,819</b>
Recoveries & Allocations	(2,349)	(1,883)	(1,654)	(1,604)	50	745	(1,604)	(1,604)
<b>Net Expenditure</b>	<b>5,081</b>	<b>4,324</b>	<b>4,746</b>	<b>4,860</b>	<b>114</b>	<b>(221)</b>	<b>5,035</b>	<b>5,215</b>
<b>Revenues By Type</b>								
Federal	-	(2)	-	-	-	-	-	-
Provincial	-	-	-	-	-	-	-	-
Municipal	-	-	-	-	-	-	-	-
Own Funds	-	-	-	-	-	-	-	-
Fees and Services	(220)	(154)	(97)	(97)	-	123	(97)	(97)
Fines	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
<b>Total Revenue</b>	<b>(220)</b>	<b>(156)</b>	<b>(97)</b>	<b>(97)</b>	<b>-</b>	<b>123</b>	<b>(97)</b>	<b>(97)</b>
<b>Net Requirement</b>	<b>4,861</b>	<b>4,168</b>	<b>4,649</b>	<b>4,763</b>	<b>114</b>	<b>(98)</b>	<b>4,938</b>	<b>5,118</b>
<b>Full Time Equivalents</b>	<b>34.33</b>	<b>34.33</b>	<b>34.33</b>	<b>34.33</b>	<b>-</b>	<b>-</b>	<b>34.33</b>	<b>34.33</b>

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

In Thousands (\$000)

Operating Resource Requirement Analysis	2009 Baseline			2010 Adjustments						2010	Change Over '09 Budget	% of Exp. on Comp./ Benefits
	Actual	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	New Services / Needs	Efficiencies	User Fees & Charges	Adopted		
<b>Expenditures by Program</b>												
Integrated Public Safety Unit	6,207	6,400	(146)	210	-	-	-	-	-	6,464	64	42.5%
Productivity Improvements	-	-	-	-	-	-	-	-	-	-	-	0.0%
<b>Gross Expenditure</b>	<b>6,207</b>	<b>6,400</b>	<b>(146)</b>	<b>210</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>6,464</b>	<b>64</b>	<b>42.5%</b>
Recoveries & Allocations	(1,883)	(1,654)	-	50	-	-	-	-	-	(1,604)	50	
<b>Net Expenditure</b>	<b>4,324</b>	<b>4,746</b>	<b>(146)</b>	<b>260</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>4,860</b>	<b>114</b>	
<b>Percent of 2009 Net Expenditure Budget</b>			<b>-3.1%</b>	<b>5.5%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>2.4%</b>		
<b>Expenditures by Type</b>												
Salaries, Wages & Benefits	2,409	2,630	30	60	-	-	-	-	-	2,720	90	
Overtime	21	24	-	-	-	-	-	-	-	24	-	
Material & Services	2,171	2,270	(176)	102	-	-	-	-	-	2,196	(74)	
Transfers/Grants/Financial Charges	-	-	-	-	-	-	-	-	-	-	-	
Fleet Costs	-	-	-	-	-	-	-	-	-	-	-	
Program Facility Costs	-	-	-	-	-	-	-	-	-	-	-	
Other Internal Costs	1,606	1,476	-	48	-	-	-	-	-	1,524	48	
<b>Gross Expenditures</b>	<b>6,207</b>	<b>6,400</b>	<b>(146)</b>	<b>210</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>6,464</b>	<b>64</b>	
Recoveries & Allocations	(1,883)	(1,654)	-	50	-	-	-	-	-	(1,604)	50	
<b>Net Expenditure</b>	<b>4,324</b>	<b>4,746</b>	<b>(146)</b>	<b>260</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>4,860</b>	<b>114</b>	
<b>Revenues By Type</b>												
Federal	(2)	-	-	-	-	-	-	-	-	-	-	
Provincial	-	-	-	-	-	-	-	-	-	-	-	
Municipal	-	-	-	-	-	-	-	-	-	-	-	
Own Funds	-	-	-	-	-	-	-	-	-	-	-	
Fees and Services	(154)	(97)	-	-	-	-	-	-	-	(97)	-	
Fines	-	-	-	-	-	-	-	-	-	-	-	
Other	-	-	-	-	-	-	-	-	-	-	-	
<b>Total Revenue</b>	<b>(156)</b>	<b>(97)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(97)</b>	<b>-</b>	
<b>Percent of 2009 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>Net Requirement</b>	<b>4,168</b>	<b>4,649</b>	<b>(146)</b>	<b>260</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>4,763</b>	<b>114</b>	
<b>Percent of 2009 Net Requirement Budget</b>			<b>-3.1%</b>	<b>5.6%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>2.5%</b>		
<b>Full Time Equivalent (FTE's)</b>	<b>34.33</b>	<b>34.33</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>34.33</b>	<b>-</b>	
<b>Percent of 2009 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>		

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

2009 Actual vs. Budget Variance Explanation	Surplus / (Deficit)		
	Exp.	Rev.	Net
<b>Actual vs. Budget Variance Explanation</b>			
Savings in compensation primarily due to vacancies attributed to new positions as a result of the corporate re-organization.	224	-	224
Savings in Materials and Services mostly due to upgrades in the corporate radio system not undertaken.	176	-	176
Increased client radio recoveries due to additional users on the corporate radio system,	22	-	22
Increased revenue due to additional external users on the corporate radio system.	-	59	59
<b>Total Surplus / (Deficit)</b>	<b>422</b>	<b>59</b>	<b>481</b>

2009 Baseline Adjustments / Explanations	Increase / (Decrease)			
	Exp.	Rev.	Net 2010 Changes	FTE Impact
<b>Adjustments to Base Budget</b>				
Adjustment for 2009 budget shortfall in Collective Agreement provision.	30	-	30	-
Reduction to Corporate Security contracted service.	(170)	-	(170)	-
Decrease in Business Travel (Corporate reduction of \$425K).	(6)	-	(6)	-
<b>Total Adjustments to Base Budget</b>	<b>(146)</b>	<b>-</b>	<b>(146)</b>	<b>-</b>

2010 Pressure Category / Explanation	Increase / (Decrease)			
	Exp.	Rev.	Net 2010 Changes	FTE Impact
<b>Maintain Services</b>				
All programs include an adjustment for 2010 contract settlements, increments, and benefit adjustments.	60	-	60	-
	55	-	55	-
Corporate Radio System maintenance agreement increase.	45	-	45	-
Eliminate operating budget recovery from Security capital budget.	50	-	50	-
Transfer repairs and maintenance from capital budget to operating budget.	50	-	50	-
<b>Total Maintain Services</b>	<b>260</b>	<b>-</b>	<b>260</b>	<b>-</b>
<b>Total Budget Changes</b>	<b>114</b>	<b>-</b>	<b>114</b>	<b>-</b>

**City of Ottawa**  
**Emergency & Protective Services**  
**Integrated Public Safety Unit - Committee / Council Recommendations**  
 In Thousands (\$000)

		2010 Council Recommendations			
Strategy Category	Program / Service Adjustment	Exp	Rev	Net Impact	FTE Impact
N/A	<b>Recommendation</b>				
	Decrease in Business Travel (Corporate reduction of \$425K).	(6)	-	(6)	-
<b>Total Council Recommendations</b>		<b>(6)</b>	<b>-</b>	<b>(6)</b>	<b>-</b>

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

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

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

Operating Resource Requirement	2008	2009		2010	Change Over		2011	2012
	Actual	Actual	Budget	Adopted	2009 Budget	2008 Actual	Forecast	
<b>Expenditures by Program</b>								
Chief's Office	272	316	270	287	17	15	294	302
Operations	105,849	104,701	105,683	109,295	3,612	3,446	117,339	122,658
Prevention	5,283	5,028	5,244	5,433	189	150	5,757	5,905
Communications	3,926	4,443	4,439	4,579	140	653	5,125	5,229
Operational Support	4,288	4,609	4,256	4,399	143	111	5,112	5,368
Productivity Improvements	-	-	(2,681)	(2,681)	-	(2,681)	(2,681)	(2,681)
<b>Gross Expenditure</b>	<b>119,618</b>	<b>119,097</b>	<b>117,211</b>	<b>121,312</b>	<b>4,101</b>	<b>1,694</b>	<b>130,946</b>	<b>136,781</b>
Recoveries & Allocations	-	-	-	-	-	-	-	-
<b>Net Expenditure</b>	<b>119,618</b>	<b>119,097</b>	<b>117,211</b>	<b>121,312</b>	<b>4,101</b>	<b>1,694</b>	<b>130,946</b>	<b>136,781</b>
<b>Expenditures by Type</b>								
Salaries, Wages & Benefits	105,076	104,192	104,219	107,787	3,568	2,711	115,934	121,579
Overtime	2,668	2,662	1,653	1,653	-	(1,015)	1,768	1,768
Material & Services	2,972	3,088	2,507	2,518	11	(454)	3,208	3,208
Transfers/Grants/Financial Charges	-	-	-	-	-	-	-	-
Fleet Costs	6,040	6,382	6,095	6,429	334	389	6,727	6,727
Program Facility Costs	2,236	2,315	2,184	2,372	188	136	2,646	2,796
Other Internal Costs	626	458	553	553	-	(73)	663	703
<b>Gross Expenditures</b>	<b>119,618</b>	<b>119,097</b>	<b>117,211</b>	<b>121,312</b>	<b>4,101</b>	<b>1,694</b>	<b>130,946</b>	<b>136,781</b>
Recoveries & Allocations	-	-	-	-	-	-	-	-
<b>Net Expenditure</b>	<b>119,618</b>	<b>119,097</b>	<b>117,211</b>	<b>121,312</b>	<b>4,101</b>	<b>1,694</b>	<b>130,946</b>	<b>136,781</b>
<b>Revenues By Type</b>								
Federal	4	(100)	-	-	-	-	-	-
Provincial	(94)	-	-	-	-	-	-	-
Municipal	-	-	-	-	-	-	-	-
Own Funds	(165)	-	-	-	-	-	-	-
Fees and Services	(881)	(638)	(667)	(682)	(15)	199	(697)	(712)
Fines	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
<b>Total Revenue</b>	<b>(1,136)</b>	<b>(738)</b>	<b>(667)</b>	<b>(682)</b>	<b>(15)</b>	<b>454</b>	<b>(697)</b>	<b>(712)</b>
<b>Net Requirement</b>	<b>118,482</b>	<b>118,359</b>	<b>116,544</b>	<b>120,630</b>	<b>4,086</b>	<b>2,148</b>	<b>130,249</b>	<b>136,069</b>
<b>Full Time Equivalents</b>	<b>987.00</b>	<b>983.00</b>	<b>983.00</b>	<b>1,003.00</b>	<b>20.00</b>	<b>16.00</b>	<b>1,061.00</b>	<b>1,061.00</b>

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

Operating Resource Requirement Analysis	2009 Baseline			2010 Adjustments						2010	Change Over '09 Budget	% of Exp. on Comp./ Benefits
	Actual	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	New Services / Needs	Efficiencies	User Fees & Charges	Adopted		
<b>Expenditures by Program</b>												
Chief's Office	316	270	1	16	-	-	-	-	-	287	17	93.0%
Operations	104,701	105,683	4	2,823	-	785	-	-	-	109,295	3,612	90.1%
Prevention	5,028	5,244	3	171	-	15	-	-	-	5,433	189	95.7%
Communications	4,443	4,439	-	140	-	-	-	-	-	4,579	140	80.2%
Operational Support	4,609	4,256	11	132	-	-	-	-	-	4,399	143	81.6%
Productivity Improvements	-	(2,681)	-	-	-	-	-	-	-	(2,681)	-	0.0%
<b>Gross Expenditure</b>	<b>119,097</b>	<b>117,211</b>	<b>19</b>	<b>3,282</b>	<b>-</b>	<b>800</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>121,312</b>	<b>4,101</b>	<b>91.7%</b>
Recoveries & Allocations	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Expenditure</b>	<b>119,097</b>	<b>117,211</b>	<b>19</b>	<b>3,282</b>	<b>-</b>	<b>800</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>121,312</b>	<b>4,101</b>	
<b>Percent of 2009 Net Expenditure Budget</b>			<b>0.0%</b>	<b>2.8%</b>	<b>0.0%</b>	<b>0.7%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>3.5%</b>		
<b>Expenditures by Type</b>												
Salaries, Wages & Benefits	104,192	104,219	20	2,900	-	648	-	-	-	107,787	3,568	
Overtime	2,662	1,653	-	-	-	-	-	-	-	1,653	-	
Material & Services	3,088	2,507	(4)	-	-	15	-	-	-	2,518	11	
Transfers/Grants/Financial Charges	-	-	-	-	-	-	-	-	-	-	-	
Fleet Costs	6,382	6,095	-	197	-	137	-	-	-	6,429	334	
Program Facility Costs	2,315	2,184	3	185	-	-	-	-	-	2,372	188	
Other Internal Costs	458	553	-	-	-	-	-	-	-	553	-	
<b>Gross Expenditures</b>	<b>119,097</b>	<b>117,211</b>	<b>19</b>	<b>3,282</b>	<b>-</b>	<b>800</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>121,312</b>	<b>4,101</b>	
Recoveries & Allocations	-	-	-	-	-	-	-	-	-	-	-	
<b>Net Expenditure</b>	<b>119,097</b>	<b>117,211</b>	<b>19</b>	<b>3,282</b>	<b>-</b>	<b>800</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>121,312</b>	<b>4,101</b>	
<b>Revenues By Type</b>												
Federal	(100)	-	-	-	-	-	-	-	-	-	-	
Provincial	-	-	-	-	-	-	-	-	-	-	-	
Municipal	-	-	-	-	-	-	-	-	-	-	-	
Own Funds	-	-	-	-	-	-	-	-	-	-	-	
Fees and Services	(638)	(667)	-	-	-	-	-	-	(15)	(682)	(15)	
Fines	-	-	-	-	-	-	-	-	-	-	-	
Other	-	-	-	-	-	-	-	-	-	-	-	
<b>Total Revenue</b>	<b>(738)</b>	<b>(667)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(15)</b>	<b>(682)</b>	<b>(15)</b>	
<b>Percent of 2009 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>2.2%</b>		
<b>Net Requirement</b>	<b>118,359</b>	<b>116,544</b>	<b>19</b>	<b>3,282</b>	<b>-</b>	<b>800</b>	<b>-</b>	<b>-</b>	<b>(15)</b>	<b>120,630</b>	<b>4,086</b>	
<b>Percent of 2009 Net Requirement Budget</b>			<b>0.0%</b>	<b>2.8%</b>	<b>0.0%</b>	<b>0.7%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>3.5%</b>		
<b>Full Time Equivalents (FTE's)</b>	<b>983.00</b>	<b>983.00</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>20.00</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,003.00</b>	<b>20.00</b>	
<b>Percent of 2009 FTE's</b>			<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>2.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>2.0%</b>		

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

2009 Actual vs. Budget Variance Explanation	Surplus / (Deficit)		
	Exp.	Rev.	Net
<b>Actual vs. Budget Variance Explanation</b>			
Compensation exceeds budget due to unrealized Productivity Improvement Savings. Excluding this, compensation is lower than budget mainly due to vacancies and reduced WSIB costs despite increased overtime.	(734)	-	(734)
Materials and Services are over budget mainly due to increased communication services (pagers and radio systems repairs and maintenance), parts, bunker suit cleaning and repairs, Self-Contained Breathing Apparatus maintenance, station cleaning supplies and volunteer firefighter insurance.	(527)	-	(527)
Fleet expenses are higher than budget mainly due to increased maintenance, management fee and fuel.	(288)	-	(288)
Increased supplies due to H1N1 operational response.	(144)	-	(144)
Facility costs are higher due to increased repairs & maintenance and hydro costs.	(131)	-	(131)
Other secondary costs exceeded budget mainly due to increased radio and surface operations' chargebacks.	(62)	-	(62)
Increased revenue mainly due to MTO Highway Claims.		71	71
<b>Total Surplus / (Deficit)</b>	<b>(1,886)</b>	<b>71</b>	<b>(1,815)</b>

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

2009 Baseline Adjustments / Explanations	Increase / (Decrease)			FTE Impact
	Exp.	Rev.	Net 2010 Changes	
<b>Adjustments to Base Budget</b>				
Adjustment for 2009 budget shortfall in Collective Agreement provision.	20	-	20	-
Increase in facility costs due to 2009 budget shortfall in Collective Agreement provision.	3	-	3	-
Decrease in Business Travel (Corporate reduction of \$425K).	(4)	-	(4)	-
<b>Total Adjustments to Base Budget</b>	<b>19</b>	<b>-</b>	<b>19</b>	<b>-</b>

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

2010 Pressure Category / Explanation	Increase / (Decrease)			FTE Impact
	Exp.	Rev.	Net 2010 Changes	
<b>Maintain Services</b>				
All programs include an adjustment for 2010 contract settlements, increments, and benefit adjustments.	2,900	-	2,900	-
Inflationary increase on facility costs such as hydro, compensation and leases.	185	-	185	-
Increased Fleet costs due to inflation on fuel and maintenance.	197		197	-
<b>Total Maintain Services</b>	<b>3,282</b>	<b>-</b>	<b>3,282</b>	<b>-</b>
<b>Growth</b>				
Additional Fire FTEs for the new Ottawa West fire station due to growth. The budget pressure reflects the hiring of 20 FTEs in September 2010. The balance of the annualized costs of the 20 FTEs is \$1,325K which is included in the 2011 Forecast.	700	-	700	20.00
Additional Fleet costs for Command Unit (related to capital budget 904382 Fire Command Unit approved in 2007) and growth vehicles (related to project 905611 Fire Vehicles-2010).	85	-	85	-
Additional licensing for Mobile Office (related to capital project 905509 Fire Mobile Office-Prevention).	15	-	15	-
<b>Total Growth</b>	<b>800</b>	<b>-</b>	<b>800</b>	<b>20.00</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>4,101</b>	<b>(15)</b>	<b>4,086</b>	<b>20.00</b>

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

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

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

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



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

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

<b>1 - New Revenue Opportunities</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**  
**Emergency & Protective Services**  
**Ottawa Fire Services - Committee / Council Recommendations**  
 In Thousands (\$000)

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

<b>1 - New Revenue Opportunities</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  
 Emergency & Protective Services  
 Ottawa Fire Services - Committee / Council Recommendations  
 In Thousands (\$000)

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

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

		2010 Council Recommendations			
Strategy Category	Program / Service Adjustment	Exp	Rev	Net Impact	FTE Impact
N/A	<u>Recommendation</u> Decrease in Business Travel (Corporate reduction of \$425K).	(4)	-	(4)	-
<b>Total Council Recommendations</b>		<b>(4)</b>	<b>-</b>	<b>(4)</b>	<b>-</b>
<b>Total Recommendations</b>		<b>(609)</b>	<b>-</b>	<b>(609)</b>	<b>(1.00)</b>

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

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

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

Operating Resource Requirement	2008	2009		2010	Change Over		2011	2012
	Actual	Actual	Budget	Adopted	2009 Budget	2008 Actual	Forecast	
<b>Expenditures by Program</b>								
Chief's Office	255	250	247	254	7	(1)	259	264
Operations	33,709	37,573	36,767	42,793	6,026	9,084	48,628	56,758
Technical Services	15,060	16,531	15,521	16,148	627	1,088	16,798	17,378
Central Ambulance Communication Centre (CACC)	5,515	6,083	6,166	6,166	-	651	6,166	6,166
Productivity Improvements	-	-	-	-	-	-	-	-
<b>Gross Expenditure</b>	<b>54,539</b>	<b>60,437</b>	<b>58,701</b>	<b>65,361</b>	<b>6,660</b>	<b>10,822</b>	<b>71,851</b>	<b>80,566</b>
Recoveries & Allocations	(141)	(194)	-	-	-	-	-	-
<b>Net Expenditure</b>	<b>54,398</b>	<b>60,243</b>	<b>58,701</b>	<b>65,361</b>	<b>6,660</b>	<b>10,963</b>	<b>71,851</b>	<b>80,566</b>
<b>Expenditures by Type</b>								
Salaries, Wages & Benefits	40,838	44,805	45,395	51,456	6,061	10,618	57,401	65,571
Overtime	2,263	2,472	1,830	1,890	60	(373)	1,940	1,990
Material & Services	5,268	6,595	5,085	5,135	50	(133)	5,300	5,465
Transfers/Grants/Financial Charges	-	-	-	-	-	-	-	-
Fleet Costs	4,111	4,273	4,167	4,641	474	530	4,971	5,301
Program Facility Costs	1,560	1,766	1,700	1,715	15	155	1,715	1,715
Other Internal Costs	499	526	524	524	-	25	524	524
<b>Gross Expenditures</b>	<b>54,539</b>	<b>60,437</b>	<b>58,701</b>	<b>65,361</b>	<b>6,660</b>	<b>10,822</b>	<b>71,851</b>	<b>80,566</b>
Recoveries & Allocations	(141)	(194)	-	-	-	-	-	-
<b>Net Expenditure</b>	<b>54,398</b>	<b>60,243</b>	<b>58,701</b>	<b>65,361</b>	<b>6,660</b>	<b>10,963</b>	<b>71,851</b>	<b>80,566</b>
<b>Revenues By Type</b>								
Federal	104	(123)	-	-	-	-	-	-
Provincial	(31,739)	(33,575)	(33,151)	(35,681)	(2,530)	(3,942)	(38,006)	(41,606)
Municipal	-	-	-	-	-	-	-	-
Own Funds	-	-	-	-	-	-	-	-
Fees and Services	(681)	(900)	(280)	(280)	-	401	(280)	(280)
Fines	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
<b>Total Revenue</b>	<b>(32,316)</b>	<b>(34,598)</b>	<b>(33,431)</b>	<b>(35,961)</b>	<b>(2,530)</b>	<b>(3,645)</b>	<b>(38,286)</b>	<b>(41,886)</b>
<b>Net Requirement</b>	<b>22,082</b>	<b>25,645</b>	<b>25,270</b>	<b>29,400</b>	<b>4,130</b>	<b>7,318</b>	<b>33,565</b>	<b>38,680</b>
<b>Full Time Equivalents</b>	<b>487.45</b>	<b>552.45</b>	<b>552.45</b>	<b>575.45</b>	<b>23.00</b>	<b>88.00</b>	<b>649.45</b>	<b>725.45</b>

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

In Thousands (\$000)

Operating Resource Requirement Analysis	2009 Baseline			2010 Adjustments						2010	Change Over '09 Budget	% of Exp. on Comp./ Benefits
	Actual	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	New Services / Needs	Efficiencies	User Fees & Charges	Adopted		
<b>Expenditures by Program</b>												
Chief's Office	250	247	1	-	6	-	-	-	-	254	7	97.6%
Operations	37,573	36,767	371	-	925	4,730	-	-	-	42,793	6,026	98.6%
Technical Services	16,531	15,521	35	-	257	335	-	-	-	16,148	627	30.5%
CACC Contract	6,083	6,166	-	-	-	-	-	-	-	6,166	-	97.1%
Productivity Improvements	-	-	-	-	-	-	-	-	-	-	-	0.0%
<b>Gross Expenditure</b>	<b>60,437</b>	<b>58,701</b>	<b>407</b>	-	<b>1,188</b>	<b>5,065</b>	-	-	-	<b>65,361</b>	<b>6,660</b>	<b>81.6%</b>
Recoveries & Allocations	(194)	-	-	-	-	-	-	-	-	-	-	-
<b>Net Expenditure</b>	<b>60,243</b>	<b>58,701</b>	<b>407</b>	-	<b>1,188</b>	<b>5,065</b>	-	-	-	<b>65,361</b>	<b>6,660</b>	
<b>Percent of 2009 Net Expenditure Budget</b>			<b>0.7%</b>	<b>0.0%</b>	<b>2.0%</b>	<b>8.6%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>11.3%</b>		
<b>Expenditures by Type</b>												
Salaries, Wages & Benefits	44,805	45,395	400	-	995	4,666	-	-	-	51,456	6,061	
Overtime	2,472	1,830	15	-	45	-	-	-	-	1,890	60	
Material & Services	6,595	5,085	(9)	-	-	59	-	-	-	5,135	50	
Transfers/Grants/Financial Charges	-	-	-	-	-	-	-	-	-	-	-	
Fleet Costs	4,273	4,167	-	-	134	340	-	-	-	4,641	474	
Program Facility Costs	1,766	1,700	1	-	14	-	-	-	-	1,715	15	
Other Internal Costs	526	524	-	-	-	-	-	-	-	524	-	
<b>Gross Expenditures</b>	<b>60,437</b>	<b>58,701</b>	<b>407</b>	-	<b>1,188</b>	<b>5,065</b>	-	-	-	<b>65,361</b>	<b>6,660</b>	
Recoveries & Allocations	(194)	-	-	-	-	-	-	-	-	-	-	
<b>Net Expenditure</b>	<b>60,243</b>	<b>58,701</b>	<b>407</b>	-	<b>1,188</b>	<b>5,065</b>	-	-	-	<b>65,361</b>	<b>6,660</b>	
<b>Revenues By Type</b>												
Federal	(123)	-	-	-	-	-	-	-	-	-	-	
Provincial	(33,575)	(33,151)	-	-	-	(2,530)	-	-	-	(35,681)	(2,530)	
Municipal	-	-	-	-	-	-	-	-	-	-	-	
Own Funds	-	-	-	-	-	-	-	-	-	-	-	
Fees and Services	(900)	(280)	-	-	-	-	-	-	-	(280)	-	
Fines	-	-	-	-	-	-	-	-	-	-	-	
Other	-	-	-	-	-	-	-	-	-	-	-	
<b>Total Revenue</b>	<b>(34,598)</b>	<b>(33,431)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(2,530)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(35,961)</b>	<b>(2,530)</b>	
<b>Percent of 2009 Revenue Budget</b>			<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>7.6%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>7.6%</b>		
<b>Net Requirement</b>	<b>25,645</b>	<b>25,270</b>	<b>407</b>	-	<b>1,188</b>	<b>2,535</b>	-	-	-	<b>29,400</b>	<b>4,130</b>	
<b>Percent of 2009 Net Requirement Budget</b>			<b>1.6%</b>	<b>0.0%</b>	<b>4.7%</b>	<b>10.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>16.3%</b>		
<b>Full Time Equivalents (FTE's)</b>	<b>552.45</b>	<b>552.45</b>	<b>-</b>	-	-	<b>23.00</b>	-	-	-	<b>575.45</b>	<b>23.00</b>	
<b>Percent of 2009 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>4.2%</b>		

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

2009 Actual vs. Budget Variance Explanation	Surplus / (Deficit)		
	Exp.	Rev.	Net
<b>Actual vs. Budget Variance Explanation</b>			
Increased Compensation mostly in support of one-time events (Obama Visit, first aid, etc.) which is recovered, and is offset by savings due to vacancies.	(53)	-	(53)
Increased Materials and Services primarily in support of one-time initiatives (i.e. Nurse Off-load, CBRN, Obama visit, first aid, etc.) which is funded/recovered.	(786)	-	(786)
Increased Materials and Services primarily in medical supplies, equipment, pharmaceuticals, uniforms, etc. in support of operations.	(640)	-	(640)
Additional costs incurred for H1N1 operational response (not reimbursed).	(77)	-	(77)
Secondary costs are higher than budget mainly in Fleet fuel (\$105K) and an increase in facility costs (\$65K)	(170)	-	(170)
Increased recoveries are due to internal first aid training provided to other city departments.	184	-	184
Increased revenue due to additional provincial funding for Nurse Offload and Chemical, Biological, Radiological and Nuclear (CBRN) training projects (\$790K), federal reimbursement related to President Obama visit (\$123K) and increased standby services and first aid training provided to external agencies (\$621K).	-	1,534	1,534
Shortfall in Provincial revenue as additional growth paramedics were not funded.	-	(367)	(367)
<b>Total Surplus / (Deficit)</b>	<b>(1,542)</b>	<b>1,167</b>	<b>(375)</b>

2009 Baseline Adjustments / Explanations	Increase / (Decrease)			
	Exp.	Rev.	Net 2010 Changes	FTE Impact
<b>Adjustments to Base Budget</b>				
Adjustment for 2009 budget shortfall in Collective Agreement provision.	415	-	415	-
Increase in facility costs due to 2009 budget shortfall in Collective Agreement provision.	1	-	1	-
Decrease in Business Travel (Corporate reduction of \$425K).	(9)	-	(9)	-
<b>Total Adjustments to Base Budget</b>	<b>407</b>	<b>-</b>	<b>407</b>	<b>-</b>



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

2010 Pressure Category / Explanation	Increase / (Decrease)			FTE Impact
	Exp.	Rev.	Net 2010 Changes	
<b>Provincial Legislated</b>				
All programs include an adjustment for 2010 contract settlements, increments, and benefit adjustments.	1,040	-	1,040	-
Inflationary increase on facility costs such as hydro, compensation and leases.	14	-	14	
Increased Fleet costs due to inflation on fuel and maintenance.	134		134	
<b>Total Provincial Legislated</b>	<b>1,188</b>	<b>-</b>	<b>1,188</b>	<b>-</b>
<b>Growth</b>				
Annualization of 65 FTEs approved in 2009	3,595	(1,795)	1,800	-
Additional Paramedic FTEs due to growth, which is to be funded 50% by the Province. The budget pressure reflects the hiring of 23 FTEs in May 2010. The balance of the annualized costs, net of provincial funding, is \$1,315K which is included in the 2011 Forecast. As per October 16, 2008 CPS Committee, Report ACS2009-CPS-OPS-0003, Ottawa Paramedic Service - 2008 Trends Report.	1,470	(735)	735	23.00
<b>Total Growth</b>	<b>5,065</b>	<b>(2,530)</b>	<b>2,535</b>	<b>23.00</b>
<b>Total Budget Changes</b>	<b>6,660</b>	<b>(2,530)</b>	<b>4,130</b>	<b>23.00</b>

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

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

<b>1 - New Revenue Opportunities</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  
 Emergency & Protective Services  
 Ottawa Paramedic Service - Committee / Council Recommendations  
 In Thousands (\$000)

Strategy Category	Program / Service Adjustment	2010 Council Recommendations			
		Exp	Rev	Net Impact	FTE Impact
N/A	<b>Recommendation</b> Decrease in Business Travel (Corporate reduction of \$425K).	(9)	-	(9)	-
<b>Total Council Recommendations</b>		(9)	-	(9)	-
<b>Total Recommendations</b>		(1,919)	955	(964)	(40.00)

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

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

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

Operating Resource Requirement	2008	2009		2010	Change Over		2011	2012
	Actual	Actual	Budget	Adopted	2009 Budget	2008 Actual	Forecast	
<b>Expenditures by Program</b>								
Manager's Office	301	312	313	324	11	23	333	342
Operations & Licensing	15,732	15,274	15,771	16,470	699	738	17,471	18,217
Spay / Neuter Clinic	286	307	344	349	5	63	354	359
Humane Society - Pound Service	776	810	787	822	35	46	837	852
Productivity Improvements	-	-	-	-	-	-	-	-
<b>Gross Expenditure</b>	<b>17,095</b>	<b>16,703</b>	<b>17,215</b>	<b>17,965</b>	<b>750</b>	<b>870</b>	<b>18,995</b>	<b>19,770</b>
Recoveries & Allocations	(796)	(404)	(507)	(507)	-	289	(507)	(507)
<b>Net Expenditure</b>	<b>16,299</b>	<b>16,299</b>	<b>16,708</b>	<b>17,458</b>	<b>750</b>	<b>1,159</b>	<b>18,488</b>	<b>19,263</b>
<b>Expenditures by Type</b>								
Salaries, Wages & Benefits	11,492	12,059	12,314	12,949	635	1,457	13,839	14,719
Overtime	463	317	256	256	-	(207)	256	256
Material & Services	2,886	2,794	2,623	2,673	50	(213)	2,783	2,838
Transfers/Grants/Financial Charges	789	404	681	676	(5)	(113)	676	486
Fleet Costs	968	939	974	1,038	64	70	1,068	1,098
Program Facility Costs	-	-	-	-	-	-	-	-
Other Internal Costs	497	190	367	373	6	(124)	373	373
<b>Gross Expenditures</b>	<b>17,095</b>	<b>16,703</b>	<b>17,215</b>	<b>17,965</b>	<b>750</b>	<b>870</b>	<b>18,995</b>	<b>19,770</b>
Recoveries & Allocations	(796)	(404)	(507)	(507)	-	289	(507)	(507)
<b>Net Expenditure</b>	<b>16,299</b>	<b>16,299</b>	<b>16,708</b>	<b>17,458</b>	<b>750</b>	<b>1,159</b>	<b>18,488</b>	<b>19,263</b>
<b>Revenues By Type</b>								
Federal	(2)	-	-	-	-	-	-	-
Provincial	-	-	-	-	-	-	-	-
Municipal	-	-	-	-	-	-	-	-
Own Funds	-	-	-	-	-	-	-	-
Fees and Services	(22,974)	(22,815)	(22,815)	(23,205)	(390)	(231)	(23,755)	(24,090)
Fines	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
<b>Total Revenue</b>	<b>(22,976)</b>	<b>(22,815)</b>	<b>(22,815)</b>	<b>(23,205)</b>	<b>(390)</b>	<b>(229)</b>	<b>(23,755)</b>	<b>(24,090)</b>
<b>Net Requirement</b>	<b>(6,677)</b>	<b>(6,516)</b>	<b>(6,107)</b>	<b>(5,747)</b>	<b>360</b>	<b>930</b>	<b>(5,267)</b>	<b>(4,827)</b>
<b>Full Time Equivalents</b>	<b>159.57</b>	<b>164.57</b>	<b>164.57</b>	<b>171.57</b>	<b>7.00</b>	<b>12.00</b>	<b>177.57</b>	<b>183.57</b>

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

In Thousands (\$000)

Operating Resource Requirement Analysis	2009 Baseline			2010 Adjustments						2010	Change Over '09 Budget	% of Exp. on Comp./ Benefits
	Actual	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	New Services / Needs	Efficiencies	User Fees & Charges	Adopted		
<b>Expenditures by Program</b>												
Manager's Office	312	313	3	8	-	-	-	-	-	324	11	100.0%
Operations & Licensing	15,274	15,771	22	352	-	325	-	-	-	16,470	699	77.0%
Spay / Neuter Clinic	307	344	-	5	-	-	-	-	-	349	5	56.4%
Humane Society - Pound Service	810	787	-	35	-	-	-	-	-	822	35	0.0%
Productivity Improvements	-	-	-	-	-	-	-	-	-	-	-	0.0%
<b>Gross Expenditure</b>	<b>16,703</b>	<b>17,215</b>	<b>25</b>	<b>400</b>	<b>-</b>	<b>325</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>17,965</b>	<b>750</b>	<b>73.5%</b>
Recoveries & Allocations	(404)	(507)	-	-	-	-	-	-	-	(507)	-	
<b>Net Expenditure</b>	<b>16,299</b>	<b>16,708</b>	<b>25</b>	<b>400</b>	<b>-</b>	<b>325</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>17,458</b>	<b>750</b>	
<b>Percent of 2009 Net Expenditure Budget</b>			<b>0.1%</b>	<b>2.4%</b>	<b>0.0%</b>	<b>1.9%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>4.5%</b>		
<b>Expenditures by Type</b>												
Salaries, Wages & Benefits	12,059	12,314	40	325	-	270	-	-	-	12,949	635	
Overtime	317	256	-	-	-	-	-	-	-	256	-	
Material & Services	2,794	2,623	(10)	40	-	20	-	-	-	2,673	50	
Transfers/Grants/Financial Charges	404	681	(5)	-	-	-	-	-	-	676	(5)	
Fleet Costs	939	974	-	29	-	35	-	-	-	1,038	64	
Program Facility Costs	-	-	-	-	-	-	-	-	-	-	-	
Other Internal Costs	190	367	-	6	-	-	-	-	-	373	6	
<b>Gross Expenditures</b>	<b>16,703</b>	<b>17,215</b>	<b>25</b>	<b>400</b>	<b>-</b>	<b>325</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>17,965</b>	<b>750</b>	
Recoveries & Allocations	(404)	(507)	-	-	-	-	-	-	-	(507)	-	
<b>Net Expenditure</b>	<b>16,299</b>	<b>16,708</b>	<b>25</b>	<b>400</b>	<b>-</b>	<b>325</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>17,458</b>	<b>750</b>	
<b>Revenues By Type</b>												
Federal	-	-	-	-	-	-	-	-	-	-	-	
Provincial	-	-	-	-	-	-	-	-	-	-	-	
Municipal	-	-	-	-	-	-	-	-	-	-	-	
Own Funds	-	-	-	-	-	-	-	-	-	-	-	
Fees and Services	(22,815)	(22,815)	5	(40)	-	(205)	-	-	(150)	(23,205)	(390)	
Fines	-	-	-	-	-	-	-	-	-	-	-	
Other	-	-	-	-	-	-	-	-	-	-	-	
<b>Total Revenue</b>	<b>(22,815)</b>	<b>(22,815)</b>	<b>5</b>	<b>(40)</b>	<b>-</b>	<b>(205)</b>	<b>-</b>	<b>-</b>	<b>(150)</b>	<b>(23,205)</b>	<b>(390)</b>	
<b>Percent of 2009 Revenue Budget</b>			<b>0.0%</b>	<b>0.2%</b>	<b>0.0%</b>	<b>0.9%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.7%</b>	<b>1.7%</b>		
<b>Net Requirement</b>	<b>(6,516)</b>	<b>(6,107)</b>	<b>30</b>	<b>360</b>	<b>-</b>	<b>120</b>	<b>-</b>	<b>-</b>	<b>(150)</b>	<b>(5,747)</b>	<b>360</b>	
<b>Percent of 2009 Net Requirement Budget</b>			<b>-0.5%</b>	<b>-5.9%</b>	<b>0.0%</b>	<b>-2.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>2.5%</b>	<b>5.9%</b>		
<b>Full Time Equivalents (FTE's)</b>	<b>164.57</b>	<b>164.57</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>7.00</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>171.57</b>	<b>7.00</b>	
<b>Percent of 2009 FTE's</b>			<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>4.3%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>4.3%</b>		

**City of Ottawa**

**Emergency & Protective Services**

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

In Thousands (\$000)

2009 Actual vs. Budget Variance Explanation	Surplus / (Deficit)		
	Exp.	Rev.	Net
<b>Actual vs. Budget Variance Explanation</b>			
Savings in compensation primarily due to vacancies.	194	-	194
Reduced Transfer Payments primarily due to lower reserve contribution and realty taxes in Markets.	114		114
Increased recoveries mostly due to increased winter parking enforcement.	66		66
Fleet savings due to reduced rentals and motor pool.	35	-	35
<b>Total Surplus / (Deficit)</b>	<b>409</b>	<b>-</b>	<b>409</b>

2009 Baseline Adjustments / Explanations	Increase / (Decrease)			
	Exp.	Rev.	Net 2010 Changes	FTE Impact
<b>Adjustments to Base Budget</b>				
Adjustment for 2009 budget shortfall in Collective Agreement provision.	130	-	130	-
Corporate Reorganization savings due to implementation of service excellence initiative.	(90)	-	(90)	-
Reverse 2009 contribution/repayment to reserve and one-time licensing fee revenue for taxi cameras - Council Report Ref No. ACS2008-CPS-BYL-0024.	(195)	195	-	-
2010 Contribution/repayment to reserve and one-time licensing fee revenue for taxi cameras - Council Report Ref No. ACS2008-CPS-BYL-0024.	190	(190)	-	-
Decrease in Business Travel (Corporate reduction of \$425K).	(10)	-	(10)	-
<b>Total Adjustments to Base Budget</b>	<b>25</b>	<b>5</b>	<b>30</b>	<b>-</b>

**City of Ottawa**

**Emergency & Protective Services**

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

In Thousands (\$000)

2010 Pressure Category / Explanation	Increase / (Decrease)			FTE Impact
	Exp.	Rev.	Net 2010 Changes	
<b>Maintain Services</b>				
All programs include an adjustment for 2010 contract settlements, increments, and benefit adjustments.	325	-	325	-
Contract Increase for the Ottawa Humane Society Municipal Animal Shelter Service Agreement and the Spay-Neuter Clinic veterinarian.	40	(40)	-	-
Inflationary increase on facility costs such as hydro, compensation and leases.	6		6	-
Increased Fleet costs due to inflation on fuel and maintenance.	29	-	29	-
<b>Total Maintain Services</b>	<b>400</b>	<b>(40)</b>	<b>360</b>	<b>-</b>
<b>Growth</b>				
Additional By-Law & Regulatory Services FTEs due to growth in call volume, which is primarily offset by increased revenue associated with the FTEs.	325	(205)	120	7.00
<b>Total Growth</b>	<b>325</b>	<b>(205)</b>	<b>120</b>	<b>7.00</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>750</b>	<b>(390)</b>	<b>360</b>	<b>7.00</b>



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

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

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

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

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

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

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

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

City of Ottawa  
 Emergency & Protective Services  
 By-Law and Regulatory Services - Committee / Council Recommendations  
 In Thousands (\$000)

Strategy Category	Program / Service Adjustment	2010 Council Recommendations			
		Exp	Rev	Net Impact	FTE Impact
N/A	<b>Recommendation</b> Decrease in Business Travel (Corporate reduction of \$425K).	(10)	-	(10)	-
<b>Total Council Recommendations</b>		<b>(10)</b>	<b>-</b>	<b>(10)</b>	<b>-</b>

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

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

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

Operating Resource Requirement	2008	2009		2010	Change Over		2011	2012
	Actual	Actual	Budget	Adopted	2009 Budget	2008 Actual	Forecast	
<b>Expenditures by Program</b>								
General Manager's Office	-	241	288	290	2	290	300	310
Productivity Improvements	-	-	-	-	-	-	-	-
<b>Gross Expenditure</b>	-	<b>241</b>	<b>288</b>	<b>290</b>	<b>2</b>	<b>290</b>	<b>300</b>	<b>310</b>
Recoveries & Allocations	-	-	-	-	-	-	-	-
<b>Net Expenditure</b>	-	<b>241</b>	<b>288</b>	<b>290</b>	<b>2</b>	<b>290</b>	<b>300</b>	<b>310</b>
<b>Expenditures by Type</b>								
Salaries, Wages & Benefits	-	233	264	269	5	269	279	289
Overtime	-	-	-	-	-	-	-	-
Material & Services	-	8	24	21	(3)	21	21	21
Transfers/Grants/Financial Charges	-	-	-	-	-	-	-	-
Fleet Costs	-	-	-	-	-	-	-	-
Program Facility Costs	-	-	-	-	-	-	-	-
Other Internal Costs	-	-	-	-	-	-	-	-
<b>Gross Expenditures</b>	-	<b>241</b>	<b>288</b>	<b>290</b>	<b>2</b>	<b>290</b>	<b>300</b>	<b>310</b>
Recoveries & Allocations	-	-	-	-	-	-	-	-
<b>Net Expenditure</b>	-	<b>241</b>	<b>288</b>	<b>290</b>	<b>2</b>	<b>290</b>	<b>300</b>	<b>310</b>
<b>Revenues By Type</b>								
Federal	-	-	-	-	-	-	-	-
Provincial	-	-	-	-	-	-	-	-
Municipal	-	-	-	-	-	-	-	-
Own Funds	-	-	-	-	-	-	-	-
Fees and Services	-	-	-	-	-	-	-	-
Fines	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
<b>Total Revenue</b>	-	-	-	-	-	-	-	-
<b>Net Requirement</b>	-	<b>241</b>	<b>288</b>	<b>290</b>	<b>2</b>	<b>290</b>	<b>300</b>	<b>310</b>
<b>Full Time Equivalents</b>	-	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	-	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>

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

In Thousands (\$000)

Operating Resource Requirement Analysis	2009 Baseline			2010 Adjustments						2010	Change Over '09 Budget	% of Exp. on Comp./ Benefits
	Actual	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	New Services / Needs	Efficiencies	User Fees & Charges	Adopted		
<b>Expenditures by Program</b>												
General Manager's Office	241	288	(3)	5	-	-	-	-	-	290	2	92.8%
Productivity Improvements	-	-	-	-	-	-	-	-	-	-	-	0.0%
<b>Gross Expenditure</b>	<b>241</b>	<b>288</b>	<b>(3)</b>	<b>5</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>290</b>	<b>2</b>	<b>92.8%</b>
Recoveries & Allocations	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Expenditure</b>	<b>241</b>	<b>288</b>	<b>(3)</b>	<b>5</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>290</b>	<b>2</b>	
<b>Percent of 2009 Net Expenditure Budget</b>			<b>-1.0%</b>	<b>1.7%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.7%</b>		
<b>Expenditures by Type</b>												
Salaries, Wages & Benefits	233	264	-	5	-	-	-	-	-	269	5	
Overtime	-	-	-	-	-	-	-	-	-	-	-	-
Material & Services	8	24	(3)	-	-	-	-	-	-	21	(3)	
Transfers/Grants/Financial Charges	-	-	-	-	-	-	-	-	-	-	-	-
Fleet Costs	-	-	-	-	-	-	-	-	-	-	-	-
Program Facility Costs	-	-	-	-	-	-	-	-	-	-	-	-
Other Internal Costs	-	-	-	-	-	-	-	-	-	-	-	-
<b>Gross Expenditures</b>	<b>241</b>	<b>288</b>	<b>(3)</b>	<b>5</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>290</b>	<b>2</b>	
Recoveries & Allocations	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Expenditure</b>	<b>241</b>	<b>288</b>	<b>(3)</b>	<b>5</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>290</b>	<b>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 2009 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>Net Requirement</b>	<b>241</b>	<b>288</b>	<b>(3)</b>	<b>5</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>290</b>	<b>2</b>	
<b>Percent of 2009 Net Requirement Budget</b>			<b>-1.0%</b>	<b>1.7%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.7%</b>		
<b>Full Time Equivalent (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>2.00</b>	<b>-</b>	
<b>Percent of 2009 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>		



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

2009 Actual vs. Budget Variance Explanation	Surplus / (Deficit)		
	Exp.	Rev.	Net
Actual vs. Budget Variance Explanation			
	-	-	-
<b>Total Surplus / (Deficit)</b>	<b>47</b>	<b>-</b>	<b>47</b>

2009 Baseline Adjustments / Explanations	Increase / (Decrease)			
	Exp.	Rev.	Net 2010 Changes	FTE Impact
<b>Adjustments to Base Budget</b>				
Decrease in Business Travel (Corporate reduction of \$425K).	(3)	-	(3)	-
<b>Total Adjustments to Base Budget</b>	<b>(3)</b>	<b>-</b>	<b>(3)</b>	<b>-</b>

2010 Pressure Category / Explanation	Increase / (Decrease)			
	Exp.	Rev.	Net 2010 Changes	FTE Impact
<b>Maintain Services</b>				
All programs include an adjustment for 2010 contract settlements, increments, and benefit adjustments.	5	-	5	-
<b>Total Maintain Services</b>	<b>5</b>	<b>-</b>	<b>5</b>	<b>-</b>
<b>Total Budget Changes</b>	<b>2</b>	<b>-</b>	<b>2</b>	<b>-</b>

**City of Ottawa**  
**Community & Social Services**  
**General Manager's Office - Committee / Council Recommendations**  
 In Thousands (\$000)

		2010 Council Recommendations			
Strategy Category	Program / Service Adjustment	Exp	Rev	Net Impact	FTE Impact
N/A	<b>Recommendation</b>				
	Decrease in Business Travel (Corporate reduction of \$425K).	(3)	-	(3)	-
<b>Total Council Recommendations</b>		<b>(3)</b>	<b>-</b>	<b>(3)</b>	<b>-</b>

1 - New Revenue Opportunities	2 - Deferral of Proposed New Service Expenditures	3 - Deferral of Capital Projects	4 Adjustments to Existing Services
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**City of Ottawa**  
**Community & Social Services**  
**Employment & Financial Assistance - Operating Resource Requirement**  
In Thousands (\$000)

Operating Resource Requirement	2008	2009		2010	Change Over		2011	2012
	Actual	Actual	Budget	Adopted	2009 Budget	2008 Actual	Forecast	
<b>Expenditures by Program</b>								
Financial Assistance	134,194	129,232	132,883	136,263	3,380	2,069	144,988	150,978
Employment Programs	22,033	23,497	23,258	23,406	148	1,374	23,746	24,096
Essential Health & Social Support (EHSS)	10,795	9,136	8,228	8,228	-	(2,567)	8,228	8,228
EHSS 100% City	1,969	1,968	1,780	1,780	-	(190)	1,780	1,780
Home Support Programs	3,823	3,816	3,917	3,972	55	149	4,022	4,072
Ontario Disability Support Program	47,312	42,396	42,396	24,226	(18,170)	(23,086)	1,996	-
EFA Program Delivery	36,343	36,192	35,437	36,942	1,505	598	38,142	39,382
Productivity Improvements	-	-	-	(695)	(695)	(695)	(695)	(695)
<b>Gross Expenditure</b>	<b>256,470</b>	<b>246,238</b>	<b>247,899</b>	<b>234,122</b>	<b>(13,777)</b>	<b>(22,348)</b>	<b>222,207</b>	<b>227,841</b>
Recoveries & Allocations	(25,548)	(18,258)	(18,158)	(18,158)	-	7,390	(18,158)	(18,158)
<b>Net Expenditure</b>	<b>230,922</b>	<b>227,979</b>	<b>229,741</b>	<b>215,964</b>	<b>(13,777)</b>	<b>(14,958)</b>	<b>204,049</b>	<b>209,683</b>
<b>Expenditures by Type</b>								
Salaries, Wages & Benefits	47,479	47,020	46,646	48,392	1,746	913	49,982	51,622
Overtime	3	2	-	-	-	-	-	-
Material & Services	1,740	2,739	2,165	1,458	(707)	(282)	1,458	1,458
Transfers/Grants/Financial Charges	197,336	189,943	192,482	177,477	(15,005)	(19,859)	163,972	167,966
Fleet Costs	-	-	-	-	-	-	-	-
Program Facility Costs	4,394	4,041	3,966	4,155	189	(240)	4,155	4,155
Other Internal Costs	5,519	2,493	2,641	2,641	-	(2,878)	2,641	2,641
<b>Gross Expenditures</b>	<b>256,470</b>	<b>246,238</b>	<b>247,899</b>	<b>234,122</b>	<b>(13,777)</b>	<b>(22,348)</b>	<b>222,207</b>	<b>227,841</b>
Recoveries & Allocations	(25,548)	(18,258)	(18,158)	(18,158)	-	7,390	(18,158)	(18,158)
<b>Net Expenditure</b>	<b>230,922</b>	<b>227,979</b>	<b>229,741</b>	<b>215,964</b>	<b>(13,777)</b>	<b>(14,958)</b>	<b>204,049</b>	<b>209,683</b>
<b>Revenues By Type</b>								
Federal	-	-	-	-	-	-	-	-
Provincial	(133,513)	(137,243)	(138,582)	(142,432)	(3,850)	(8,919)	(150,397)	(157,837)
Municipal	-	-	-	-	-	-	-	-
Own Funds	-	-	-	-	-	-	-	-
Fees and Services	-	-	-	-	-	-	-	-
Fines	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
<b>Total Revenue</b>	<b>(133,513)</b>	<b>(137,243)</b>	<b>(138,582)</b>	<b>(142,432)</b>	<b>(3,850)</b>	<b>(8,919)</b>	<b>(150,397)</b>	<b>(157,837)</b>
<b>Net Requirement</b>	<b>97,409</b>	<b>90,736</b>	<b>91,158</b>	<b>73,531</b>	<b>(17,627)</b>	<b>(23,877)</b>	<b>53,651</b>	<b>51,845</b>
<b>Full Time Equivalents</b>	<b>567.00</b>	<b>556.00</b>	<b>556.00</b>	<b>556.00</b>	<b>-</b>	<b>(11.00)</b>	<b>556.00</b>	<b>556.00</b>

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

In Thousands (\$000)

Operating Resource Requirement Analysis	2009 Baseline			2010 Adjustments						2010	Change Over '09 Budget	% of Exp. on Comp./ Benefits
	Actual	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	New Services / Needs	Efficiencies	User Fees & Charges	Adopted		
<b>Expenditures by Program</b>												
Financial Assistance	129,232	132,883	(4,610)	-	7,990	-	-	-	-	136,263	3,380	0.0%
Employment Programs	23,497	23,258	(221)	-	369	-	-	-	-	23,406	148	44.2%
Essential Health & Social Support	9,136	8,228	-	-	-	-	-	-	-	8,228	-	0.0%
EHSS 100% City	1,968	1,780	-	-	-	-	-	-	-	1,780	-	0.0%
Home Support Programs	3,816	3,917	10	-	45	-	-	-	-	3,972	55	39.2%
Ontario Disability Support Program	42,396	42,396	-	-	(18,170)	-	-	-	-	24,226	(18,170)	0.0%
EFA Program Delivery	36,192	35,437	308	-	1,197	-	-	-	-	36,942	1,505	98.8%
Productivity Improvements	-	-	-	-	-	-	-	(695)	-	(695)	-	0.0%
<b>Gross Expenditure</b>	<b>246,238</b>	<b>247,899</b>	<b>(4,513)</b>	<b>-</b>	<b>(8,569)</b>	<b>-</b>	<b>-</b>	<b>(695)</b>	<b>-</b>	<b>234,122</b>	<b>(13,777)</b>	<b>20.7%</b>
Recoveries & Allocations	(18,258)	(18,158)	-	-	-	-	-	-	-	(18,158)	-	
<b>Net Expenditure</b>	<b>227,980</b>	<b>229,741</b>	<b>(4,513)</b>	<b>-</b>	<b>(8,569)</b>	<b>-</b>	<b>-</b>	<b>(695)</b>	<b>-</b>	<b>215,964</b>	<b>(13,777)</b>	
<b>Percent of 2009 Net Expenditure Budget</b>			<b>-2.0%</b>	<b>0.0%</b>	<b>-3.7%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>-0.3%</b>	<b>0.0%</b>	<b>-6.0%</b>		
<b>Expenditures by Type</b>												
Salaries, Wages & Benefits	47,020	46,646	324	-	1,422	-	-	-	-	48,392	1,746	
Overtime	2	-	-	-	-	-	-	-	-	-	-	
Material & Services	2,739	2,165	(12)	-	-	-	-	(695)	-	1,458	(707)	
Transfers/Grants/Financial Charges	189,943	192,482	(4,825)	-	(10,180)	-	-	-	-	177,477	(15,005)	
Fleet Costs	-	-	-	-	-	-	-	-	-	-	-	
Program Facility Costs	4,041	3,966	-	-	189	-	-	-	-	4,155	189	
Other Internal Costs	2,493	2,641	-	-	-	-	-	-	-	2,641	-	
<b>Gross Expenditures</b>	<b>246,238</b>	<b>247,899</b>	<b>(4,513)</b>	<b>-</b>	<b>(8,569)</b>	<b>-</b>	<b>-</b>	<b>(695)</b>	<b>-</b>	<b>234,122</b>	<b>(13,777)</b>	
Recoveries & Allocations	(18,258)	(18,158)	-	-	-	-	-	-	-	(18,158)	-	
<b>Net Expenditure</b>	<b>227,980</b>	<b>229,741</b>	<b>(4,513)</b>	<b>-</b>	<b>(8,569)</b>	<b>-</b>	<b>-</b>	<b>(695)</b>	<b>-</b>	<b>215,964</b>	<b>(13,777)</b>	
<b>Revenues By Type</b>												
Federal	-	-	-	-	-	-	-	-	-	-	-	
Provincial	(137,243)	(138,582)	3,420	-	(7,270)	-	-	-	-	(142,432)	(3,850)	
Municipal	-	-	-	-	-	-	-	-	-	-	-	
Own Funds	-	-	-	-	-	-	-	-	-	-	-	
Fees and Services	-	-	-	-	-	-	-	-	-	-	-	
Fines	-	-	-	-	-	-	-	-	-	-	-	
Other	-	-	-	-	-	-	-	-	-	-	-	
<b>Total Revenue</b>	<b>(137,243)</b>	<b>(138,582)</b>	<b>3,420</b>	<b>-</b>	<b>(7,270)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(142,432)</b>	<b>(3,850)</b>	
<b>Percent of 2009 Revenue Budget</b>			<b>-2.5%</b>	<b>0.0%</b>	<b>5.2%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>2.8%</b>		
<b>Net Requirement</b>	<b>90,737</b>	<b>91,159</b>	<b>(1,093)</b>	<b>-</b>	<b>(15,839)</b>	<b>-</b>	<b>-</b>	<b>(695)</b>	<b>-</b>	<b>73,531</b>	<b>(17,628)</b>	
<b>Percent of 2009 Net Requirement Budget</b>			<b>-1.2%</b>	<b>0.0%</b>	<b>-17.4%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>-0.8%</b>	<b>0.0%</b>	<b>-19.3%</b>		
<b>Full Time Equivalents (FTE's)</b>	<b>556.00</b>	<b>556.00</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>556.00</b>	<b>-</b>	
<b>Percent of 2009 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>		

City of Ottawa

Community & Social Services

Employment & Financial Assistance - Operating Resource Requirement Explanatory Notes

In Thousands (\$000)

2009 Actual vs. Budget Variance Explanation	Surplus / (Deficit)		
	Exp.	Rev.	Net
<b>Actual vs. Budget Variance Explanation</b> Savings in Employment and Financial assistance as a result of provincial implementation of the Ontario Child Benefit was the primary driver of the surplus. This positive variance was partially offset by the 2009 budget shortfall in the Collective Agreement Provision, and reduced Provincial subsidy in program delivery.			
<b>Total Surplus / (Deficit)</b>	<b>1,761</b>	<b>(1,339)</b>	<b>422</b>

2009 Baseline Adjustments / Explanations	Increase / (Decrease)			
	Exp.	Rev.	Net 2010 Changes	FTE Impact
<b>Adjustments to Base Budget</b>				
Adjustment for 2009 budget shortfall in Collective Agreement provision.	438	-	438	-
Corporate Reorganization savings due to implementation of service excellence initiative.	(114)	-	(114)	-
Reduced budget requirement from Provincial implementation of the Ontario Child Benefit.	(4,610)	3,250	(1,360)	-
Adjustment to reflect final 2009 Ontario Works Employment contract with Province.	(215)	170	(45)	-
Decrease in Business Travel (Corporate reduction of \$425K).	(12)	-	(12)	-
<b>Total Adjustments to Base Budget</b>	<b>(4,513)</b>	<b>3,420</b>	<b>(1,093)</b>	<b>-</b>

City of Ottawa

Community & Social Services

Employment & Financial Assistance - Operating Resource Requirement Explanatory Notes

In Thousands (\$000)

2010 Pressure Category / Explanation	Increase / (Decrease)			FTE Impact
	Exp.	Rev.	Net 2010 Changes	
<b>Provincial Legislated</b>				
All programs include an adjustment for 2010 contract settlements, increments, and benefit adjustments.	1,422	-	1,422	-
Inflationary increase on facility costs such as hydro, compensation and leases.	189	-	189	-
Provincial upload, 20% municipal share of Ontario Disability Support Program (ODSP) benefits reduced to 10%.	(19,200)	-	(19,200)	-
OW - Provincial upload, 3% reduction of City share. (leaves City share @ 19.4% vs. 20%)	-	(880)	(880)	-
ODSP - 3% caseload increase estimate based on caseload trends analysis from 2001-2008.	610	-	610	-
ODSP - City share of mandated 2% rate increase announced by Province in March 2009.	420	-	420	-
OW - 5.0% caseload increase on benefits only (not on program delivery). Province predicting avg increase of 18% across Province and 7.5% for Ottawa. From Jan - Sept/09 avg increase for Ottawa has been 5%. There has been a 50% increase in EI recipients.	5,590	(4,470)	1,120	-
OW - City share of mandated 2% rate increase announced by Province in March 2009 and confirmed by Regulations filed Oct 2009.	2,400	(1,920)	480	-
<b>Total Provincial Legislated</b>	<b>(8,569)</b>	<b>(7,270)</b>	<b>(15,839)</b>	<b>-</b>
<b>Efficiencies</b>				
Service Excellence initiative to realign Community & Social Services.	(695)	-	(695)	-
<b>Total Efficiencies</b>	<b>(695)</b>	<b>-</b>	<b>(695)</b>	<b>-</b>
<b>Total Budget Changes</b>	<b>(13,777)</b>	<b>(3,850)</b>	<b>(17,627)</b>	<b>-</b>

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

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

Strategy Category	Branch	Program / Service Adjustment	2010 Council			
			Exp	Rev	Net Impact	FTE Impact
N/A	Finance	<b>Recommendation</b> Decrease in Business Travel (Corporate reduction of \$425K).	(12)	-	(12)	-
<b>Total</b>			<b>(12)</b>	<b>-</b>	<b>(12)</b>	<b>-</b>

<b>Total Recommendations</b>			<b>(2,802)</b>	<b>2,230</b>	<b>(572)</b>	<b>-</b>
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1 - New Revenue Opportunities	2 - Deferral of Proposed New Service Expenditures	3 - Deferral of Capital Projects	4 Adjustments to Existing Services
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**City of Ottawa  
Capital Budget - New Authority  
In Thousands (\$000)**

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



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

Operating Resource Requirement	2008	2009		2010	Change Over		2011	2012
	Actual	Actual	Budget	Adopted	2009 Budget	2008 Actual	Forecast	
<b>Expenditures by Program</b>								
Fee Subsidy	51,207	54,190	54,596	55,927	1,331	4,720	57,286	58,548
Administration	3,273	2,987	3,006	2,970	(36)	(303)	3,040	3,113
Ontario Works	4,484	4,350	4,292	4,316	24	(168)	4,337	4,358
Wage Subsidy, Special Needs & Early Years	20,616	21,010	21,034	21,034	-	418	21,034	21,034
Best Start	10,812	11,066	11,098	11,132	34	320	11,148	11,165
Small Water Works	71	71	71	71	-	-	71	71
Productivity Improvements	-	-	-	-	-	-	-	-
<b>Gross Expenditure</b>	<b>90,463</b>	<b>93,674</b>	<b>94,097</b>	<b>95,450</b>	<b>1,353</b>	<b>4,987</b>	<b>96,916</b>	<b>98,290</b>
Recoveries & Allocations	(136)	(183)	(112)	(112)	-	24	(112)	(112)
<b>Net Expenditure</b>	<b>90,327</b>	<b>93,491</b>	<b>93,985</b>	<b>95,338</b>	<b>1,353</b>	<b>5,011</b>	<b>96,804</b>	<b>98,178</b>
<b>Expenditures by Type</b>								
Salaries, Wages & Benefits	12,878	12,876	12,677	13,071	394	193	13,553	13,927
Overtime	4	4	-	-	-	-	-	-
Material & Services	52,308	55,028	55,752	56,707	955	4,399	57,691	58,691
Transfers/Grants/Financial Charges	24,430	24,859	24,879	24,879	-	449	24,879	24,879
Fleet Costs	-	-	-	-	-	-	-	-
Program Facility Costs	678	765	699	703	4	25	703	703
Other Internal Costs	165	142	90	90	-	(75)	90	90
<b>Gross Expenditures</b>	<b>90,463</b>	<b>93,674</b>	<b>94,097</b>	<b>95,450</b>	<b>1,353</b>	<b>4,987</b>	<b>96,916</b>	<b>98,290</b>
Recoveries & Allocations	(136)	(183)	(112)	(112)	-	24	(112)	(112)
<b>Net Expenditure</b>	<b>90,327</b>	<b>93,491</b>	<b>93,985</b>	<b>95,338</b>	<b>1,353</b>	<b>5,011</b>	<b>96,804</b>	<b>98,178</b>
<b>Revenues By Type</b>								
Federal	-	-	-	-	-	-	-	-
Provincial	(67,478)	(67,141)	(67,352)	(66,296)	1,056	1,182	(65,089)	(65,089)
Municipal	-	(71)	(71)	(71)	-	(71)	(71)	(71)
Own Funds	-	-	-	-	-	-	-	-
Fees and Services	(5,036)	(5,981)	(5,332)	(5,994)	(662)	(958)	(5,994)	(5,994)
Fines	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
<b>Total Revenue</b>	<b>(72,514)</b>	<b>(73,193)</b>	<b>(72,755)</b>	<b>(72,361)</b>	<b>394</b>	<b>153</b>	<b>(71,154)</b>	<b>(71,154)</b>
<b>Net Requirement</b>	<b>17,813</b>	<b>20,298</b>	<b>21,230</b>	<b>22,977</b>	<b>1,747</b>	<b>5,164</b>	<b>25,650</b>	<b>27,024</b>
<b>Full Time Equivalents</b>	<b>194.10</b>	<b>193.10</b>	<b>193.10</b>	<b>193.10</b>	<b>-</b>	<b>(1.00)</b>	<b>195.10</b>	<b>195.10</b>

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

Operating Resource Requirement Analysis	2009 Baseline			2010 Adjustments						2010	Change Over '09 Budget	% of Exp. on Comp./ Benefits
	Actual	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	New Services / Needs	Efficiencies	User Fees & Charges	Adopted		
<b>Expenditures by Program</b>												
Fee Subsidy	54,190	54,596	85	-	1,246	-	-	-	-	55,927	1,331	16.6%
Administration	2,987	3,006	(28)	-	(8)	-	-	-	-	2,970	(36)	82.4%
Ontario Works	4,350	4,292	6	-	18	-	-	-	-	4,316	24	17.2%
Wage Subsidy, Special Needs & Early Yr	21,010	21,034	-	-	-	-	-	-	-	21,034	-	0.0%
Best Start	11,066	11,098	6	-	28	-	-	-	-	11,132	34	5.4%
Small Water Works	71	71	-	-	-	-	-	-	-	71	-	0.0%
Productivity Improvements	-	-	-	-	-	-	-	-	-	-	-	0.0%
<b>Gross Expenditure</b>	<b>93,674</b>	<b>94,097</b>	<b>69</b>	-	<b>1,284</b>	-	-	-	-	<b>95,450</b>	<b>1,353</b>	<b>13.7%</b>
Recoveries & Allocations	(183)	(112)	-	-	-	-	-	-	-	(112)	-	
<b>Net Expenditure</b>	<b>93,491</b>	<b>93,985</b>	<b>69</b>	-	<b>1,284</b>	-	-	-	-	<b>95,338</b>	<b>1,353</b>	
<b>Percent of 2009 Net Expenditure Budget</b>			<b>0.1%</b>	<b>0.0%</b>	<b>1.4%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>1.4%</b>		
<b>Expenditures by Type</b>												
Salaries, Wages & Benefits	12,876	12,677	74	-	320	-	-	-	-	13,071	394	
Overtime	4	-	-	-	-	-	-	-	-	-	-	
Material & Services	55,028	55,752	(5)	-	960	-	-	-	-	56,707	955	
Transfers/Grants/Financial Charges	24,859	24,879	-	-	-	-	-	-	-	24,879	-	
Fleet Costs	-	-	-	-	-	-	-	-	-	-	-	
Program Facility Costs	765	699	-	-	4	-	-	-	-	703	4	
Other Internal Costs	142	90	-	-	-	-	-	-	-	90	-	
<b>Gross Expenditures</b>	<b>93,674</b>	<b>94,097</b>	<b>69</b>	-	<b>1,284</b>	-	-	-	-	<b>95,450</b>	<b>1,353</b>	
Recoveries & Allocations	(183)	(112)	-	-	-	-	-	-	-	(112)	-	
<b>Net Expenditure</b>	<b>93,491</b>	<b>93,985</b>	<b>69</b>	-	<b>1,284</b>	-	-	-	-	<b>95,338</b>	<b>1,353</b>	
<b>Revenues By Type</b>												
Federal	-	-	-	-	-	-	-	-	-	-	-	
Provincial	(67,141)	(67,352)	-	-	1,056	-	-	-	-	(66,296)	1,056	
Municipal	(71)	(71)	-	-	-	-	-	-	-	(71)	-	
Own Funds	-	-	-	-	-	-	-	-	-	-	-	
Fees and Services	(5,981)	(5,332)	(600)	-	-	-	-	-	(62)	(5,994)	(662)	
Fines	-	-	-	-	-	-	-	-	-	-	-	
Other	-	-	-	-	-	-	-	-	-	-	-	
<b>Total Revenue</b>	<b>(73,193)</b>	<b>(72,755)</b>	<b>(600)</b>	-	<b>1,056</b>	-	-	-	<b>(62)</b>	<b>(72,361)</b>	<b>394</b>	
<b>Percent of 2009 Revenue Budget</b>			<b>0.8%</b>	<b>0.0%</b>	<b>-1.5%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.1%</b>	<b>-0.5%</b>		
<b>Net Requirement</b>	<b>20,298</b>	<b>21,230</b>	<b>(531)</b>	-	<b>2,340</b>	-	-	-	<b>(62)</b>	<b>22,977</b>	<b>1,747</b>	
<b>Percent of 2009 Net Requirement Budget</b>			<b>-2.5%</b>	<b>0.0%</b>	<b>11.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>-0.3%</b>	<b>8.2%</b>		
<b>Full Time Equivalents (FTE's)</b>	<b>193.10</b>	<b>193.10</b>	-	-	-	-	-	-	-	<b>193.10</b>	-	
<b>Percent of 2009 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>		

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

2009 Actual vs. Budget Variance Explanation	Surplus / (Deficit)		
	Exp.	Rev.	Net
<b>Actual vs. Budget Variance Explanation</b> Surplus mostly related to increased parental contributions & full fees due to legislated changes to income testing and lower fee subsidy rates for purchase of service agencies.			
<b>Total Surplus / (Deficit)</b>	<b>494</b>	<b>438</b>	<b>932</b>

2009 Baseline Adjustments / Explanations	Increase / (Decrease)			
	Exp.	Rev.	Net 2010 Changes	FTE Impact
<b>Adjustments to Base Budget</b>				
Adjustment for 2009 budget shortfall in Collective Agreement provision.	125	-	125	-
Increased parental contributions and full fees due to legislated changes to income testing.	-	(600)	(600)	-
Corporate Reorganization savings due to implementation of service excellence initiative.	(51)	-	(51)	-
Decrease in Business Travel (Corporate reduction of \$425K).	(5)	-	(5)	-
<b>Total Adjustments to Base Budget</b>	<b>69</b>	<b>(600)</b>	<b>(531)</b>	<b>-</b>

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

2010 Pressure Category / Explanation	Increase / (Decrease)			FTE Impact
	Exp.	Rev.	Net 2010 Changes	
<b>Provincial Legislated</b>				
All programs include an adjustment for 2010 contract settlements, increments, and benefit adjustments.	320	-	320	-
Inflationary increase on fee subsidy rates for purchase of service agencies. Report ACS2009-CPS-SOC0003 approved by Council Apr 22/09 included that a child care service price index formula be used to establish the indexed rate annually for fee subsidy rates.	960	-	960	-
One-time bridge funding to maintain stability in the Child Care Program beginning in the third quarter of 2010 as a result of provincial funding reductions to the Best Start Program. Further details will be known once the province makes its announcement on the implementation of a new Early Learning Program that would result in changes to Child Care delivery.	-	1,056	1,056	-
Inflationary increase on facility costs such as hydro, compensation and leases.	4	-	4	-
<b>Total Provincial Legislated</b>	<b>1,284</b>	<b>1,056</b>	<b>2,340</b>	<b>-</b>
<b>User Fees &amp; Charges</b>				
See following user fee schedule for details on the specific rates.	-	(62)	(62)	-
<b>Total User Fees &amp; Charges</b>	<b>-</b>	<b>(62)</b>	<b>(62)</b>	<b>-</b>
<b>Total Budget Changes</b>	<b>1,353</b>	<b>394</b>	<b>1,747</b>	<b>-</b>

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

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

**City of Ottawa**  
**Community & Social Services**  
**Child Care Services - Committee / Council Recommendations**  
 In Thousands (\$000)

		2010 Council Recommendations			
Strategy Category	Program / Service Adjustment	Exp	Rev	Net Impact	FTE Impact
N/A	<b>Recommendation</b>				
	Decrease in Business Travel (Corporate reduction of \$425K).	(5)	-	(5)	-
<b>Total Council Recommendations</b>		<b>(5)</b>	<b>-</b>	<b>(5)</b>	<b>-</b>

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

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

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

Operating Resource Requirement	2008	2009		2010	Change Over		2011	2012
	Actual	Actual	Budget	Adopted	2009 Budget	2008 Actual	Forecast	
<b>Expenditures by Program</b>								
Nursing & Personal Care	27,570	28,929	27,904	28,680	776	1,110	29,391	30,122
Program & Support Services	2,131	2,202	2,226	2,301	75	170	2,353	2,407
Food Purchases	1,978	2,008	1,971	1,971	-	(7)	1,971	1,971
Accommodation	16,998	16,721	15,943	16,079	136	(919)	16,342	16,613
Outreach Programs	424	428	403	420	17	(4)	429	438
Productivity Improvements	-	-	-	-	-	-	-	-
<b>Gross Expenditure</b>	<b>49,101</b>	<b>50,288</b>	<b>48,447</b>	<b>49,451</b>	<b>1,004</b>	<b>350</b>	<b>50,486</b>	<b>51,551</b>
Recoveries & Allocations	(864)	(739)	(474)	(474)	-	390	(474)	(474)
<b>Net Expenditure</b>	<b>48,237</b>	<b>49,549</b>	<b>47,973</b>	<b>48,977</b>	<b>1,004</b>	<b>740</b>	<b>50,012</b>	<b>51,077</b>
<b>Expenditures by Type</b>								
Salaries, Wages & Benefits	39,733	40,658	39,098	40,066	968	333	41,101	42,166
Overtime	116	85	75	75	-	(41)	75	75
Material & Services	6,076	6,270	5,861	5,860	(1)	(216)	5,860	5,860
Transfers/Grants/Financial Charges	-	-	-	-	-	-	-	-
Fleet Costs	70	60	53	55	2	(15)	55	55
Program Facility Costs	2,803	2,931	3,063	3,098	35	295	3,098	3,098
Other Internal Costs	303	284	297	297	-	(6)	297	297
<b>Gross Expenditures</b>	<b>49,101</b>	<b>50,288</b>	<b>48,447</b>	<b>49,451</b>	<b>1,004</b>	<b>350</b>	<b>50,486</b>	<b>51,551</b>
Recoveries & Allocations	(864)	(739)	(474)	(474)	-	390	(474)	(474)
<b>Net Expenditure</b>	<b>48,237</b>	<b>49,549</b>	<b>47,973</b>	<b>48,977</b>	<b>1,004</b>	<b>740</b>	<b>50,012</b>	<b>51,077</b>
<b>Revenues By Type</b>								
Federal	-	-	-	-	-	-	-	-
Provincial	(24,084)	(25,510)	(24,811)	(25,161)	(350)	(1,077)	(25,461)	(25,751)
Municipal	-	-	-	-	-	-	-	-
Own Funds	-	-	-	-	-	-	-	-
Fees and Services	(15,229)	(15,605)	(15,230)	(15,230)	-	(1)	(15,230)	(15,230)
Fines	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
<b>Total Revenue</b>	<b>(39,313)</b>	<b>(41,115)</b>	<b>(40,041)</b>	<b>(40,391)</b>	<b>(350)</b>	<b>(1,078)</b>	<b>(40,691)</b>	<b>(40,981)</b>
<b>Net Requirement</b>	<b>8,924</b>	<b>8,434</b>	<b>7,932</b>	<b>8,586</b>	<b>654</b>	<b>(338)</b>	<b>9,321</b>	<b>10,096</b>
<b>Full Time Equivalents</b>	<b>557.85</b>	<b>552.33</b>	<b>552.33</b>	<b>552.33</b>	<b>-</b>	<b>(5.52)</b>	<b>552.33</b>	<b>552.33</b>



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

Operating Resource Requirement Analysis	2009 Baseline			2010 Adjustments						2010	Change Over '09 Budget	% of Exp. on Comp./ Benefits
	Actual	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	New Services / Needs	Efficiencies	User Fees & Charges	Adopted		
<b>Expenditures by Program</b>												
Nursing & Personal Care	28,929	27,904	189	-	587	-	-	-	-	28,680	776	95.3%
Program & Support Services	2,202	2,226	16	-	59	-	-	-	-	2,301	75	87.7%
Food Purchases	2,008	1,971	-	-	-	-	-	-	-	1,971	-	0.0%
Accommodation	16,721	15,943	(121)	-	257	-	-	-	-	16,079	136	63.2%
Outreach Programs	428	403	3	-	14	-	-	-	-	420	17	79.0%
Productivity Improvements	-	-	-	-	-	-	-	-	-	-	-	0.0%
<b>Gross Expenditure</b>	<b>50,288</b>	<b>48,447</b>	<b>87</b>	-	<b>917</b>	-	-	-	-	<b>49,451</b>	<b>1,004</b>	<b>80.6%</b>
Recoveries & Allocations	(739)	(474)	-	-	-	-	-	-	-	(474)	-	-
<b>Net Expenditure</b>	<b>49,549</b>	<b>47,973</b>	<b>87</b>	-	<b>917</b>	-	-	-	-	<b>48,977</b>	<b>1,004</b>	
<b>Percent of 2009 Net Expenditure Budget</b>			<b>0.2%</b>	<b>0.0%</b>	<b>1.9%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>2.1%</b>		
<b>Expenditures by Type</b>												
Salaries, Wages & Benefits	40,658	39,098	78	-	890	-	-	-	-	40,066	968	
Overtime	85	75	-	-	-	-	-	-	-	75	-	
Material & Services	6,270	5,861	(1)	-	-	-	-	-	-	5,860	(1)	
Transfers/Grants/Financial Charges	-	-	-	-	-	-	-	-	-	-	-	
Fleet Costs	60	53	-	-	2	-	-	-	-	55	2	
Program Facility Costs	2,931	3,063	10	-	25	-	-	-	-	3,098	35	
Other Internal Costs	284	297	-	-	-	-	-	-	-	297	-	
<b>Gross Expenditures</b>	<b>50,288</b>	<b>48,447</b>	<b>87</b>	-	<b>917</b>	-	-	-	-	<b>49,451</b>	<b>1,004</b>	
Recoveries & Allocations	(739)	(474)	-	-	-	-	-	-	-	(474)	-	
<b>Net Expenditure</b>	<b>49,549</b>	<b>47,973</b>	<b>87</b>	-	<b>917</b>	-	-	-	-	<b>48,977</b>	<b>1,004</b>	
<b>Revenues By Type</b>												
Federal	-	-	-	-	-	-	-	-	-	-	-	
Provincial	(25,510)	(24,811)	-	-	(350)	-	-	-	-	(25,161)	(350)	
Municipal	-	-	-	-	-	-	-	-	-	-	-	
Own Funds	-	-	-	-	-	-	-	-	-	-	-	
Fees and Services	(15,605)	(15,230)	-	-	-	-	-	-	-	(15,230)	-	
Fines	-	-	-	-	-	-	-	-	-	-	-	
Other	-	-	-	-	-	-	-	-	-	-	-	
<b>Total Revenue</b>	<b>(41,115)</b>	<b>(40,041)</b>	<b>-</b>	-	<b>(350)</b>	-	-	-	-	<b>(40,391)</b>	<b>(350)</b>	
<b>Percent of 2009 Revenue Budget</b>			<b>0.0%</b>	<b>0.0%</b>	<b>0.9%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.9%</b>		
<b>Net Requirement</b>	<b>8,434</b>	<b>7,932</b>	<b>87</b>	-	<b>567</b>	-	-	-	-	<b>8,586</b>	<b>654</b>	
<b>Percent of 2009 Net Requirement Budget</b>			<b>1.1%</b>	<b>0.0%</b>	<b>7.1%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>8.2%</b>		
<b>Full Time Equivalents (FTE's)</b>	<b>552.33</b>	<b>552.33</b>	<b>-</b>	-	-	-	-	-	-	<b>552.33</b>	<b>-</b>	
<b>Percent of 2009 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>		

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

2009 Actual vs. Budget Variance Explanation	Surplus / (Deficit)		
	Exp.	Rev.	Net
<b>Actual vs. Budget Variance Explanation</b>			
One-Time Provincial Funding increase.	(300)	300	-
Increase in Provincial Funding and Fees	(774)	774	-
2009 budget shortfall in Collective Agreement provision.	(281)	-	(281)
Miscellaneous adjustments	287	-	287
Staff replacement costs as a result of increased WSIB claims and modified work requirements resulting from claims.	(508)	-	(508)
<b>Total Surplus / (Deficit)</b>	<b>(1,576)</b>	<b>1,074</b>	<b>(502)</b>

2009 Baseline Adjustments / Explanations	Increase / (Decrease)			
	Exp.	Rev.	Net 2010 Changes	FTE Impact
<b>Adjustments to Base Budget</b>				
Adjustment for 2009 budget shortfall in Collective Agreement provision.	281	-	281	-
Corporate Reorganization savings due to implementation of service excellence initiative.	(203)	-	(203)	-
Increase in facility costs due to 2009 budget shortfall in Collective Agreement provision.	10	-	10	-
Decrease in Business Travel (Corporate reduction of \$425K).	(1)	-	(1)	-
<b>Total Adjustments to Base Budget</b>	<b>87</b>	<b>-</b>	<b>87</b>	<b>-</b>

2010 Pressure Category / Explanation	Increase / (Decrease)			
	Exp.	Rev.	Net 2010 Changes	FTE Impact
<b>Provincial Legislated</b>				
All programs include an adjustment for 2010 contract settlements, increments, and benefit adjustments.	890	-	890	-
Ministry of Health and Long-Term Care Nursing & Personal Care funding increase.	-	(350)	(350)	-
Inflationary increase on facility costs such as hydro, compensation and leases.	25	-	25	-
Increased Fleet costs due to inflation on fuel and maintenance.	2	-	2	-
<b>Total Provincial Legislated</b>	<b>917</b>	<b>(350)</b>	<b>567</b>	<b>-</b>
<b>Total Budget Changes</b>	<b>1,004</b>	<b>(350)</b>	<b>654</b>	<b>-</b>

City of Ottawa  
 Community & Social Services  
 Long Term Care - Committee / Council Recommendations  
 In Thousands (\$000)

Strategy Category	Program / Service Adjustment	2010 Council Recommendations			
		Exp	Rev	Net Impact	FTE Impact
N/A	<b>Recommendation</b> Decrease in Business Travel (Corporate reduction of \$425K).	(1)	-	(1)	-
<b>Total Council Recommendations</b>		<b>(1)</b>	<b>-</b>	<b>(1)</b>	<b>-</b>

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

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

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

Operating Resource Requirement	2008	2009		2010	Change Over		2011	2012
	Actual	Actual	Budget	Adopted	2009 Budget	2008 Actual	Forecast	
<b>Expenditures by Program</b>								
Social Housing Programs	100,658	101,162	102,978	103,446	468	2,788	103,506	105,931
Emergency Hostels & Domiciliary Hostels	23,507	26,026	21,380	24,040	2,660	533	26,915	27,450
Affordable Housing	786	773	266	383	117	(403)	393	403
Homelessness (Community Partners)	13,006	14,639	14,257	14,620	363	1,614	14,700	14,780
Productivity Improvements	-	-	-	-	-	-	-	-
<b>Gross Expenditure</b>	<b>137,956</b>	<b>142,600</b>	<b>138,881</b>	<b>142,489</b>	<b>3,608</b>	<b>4,533</b>	<b>145,514</b>	<b>148,564</b>
Recoveries & Allocations	(149)	(507)	(161)	(161)	-	(12)	(161)	(161)
<b>Net Expenditure</b>	<b>137,807</b>	<b>142,093</b>	<b>138,720</b>	<b>142,328</b>	<b>3,608</b>	<b>4,521</b>	<b>145,353</b>	<b>148,403</b>
<b>Expenditures by Type</b>								
Salaries, Wages & Benefits	5,722	5,760	5,573	5,826	253	104	6,011	6,201
Overtime	47	60	60	60	-	13	60	60
Material & Services	1,147	969	674	668	(6)	(479)	668	668
Transfers/Grants/Financial Charges	129,319	134,073	130,934	134,239	3,305	4,920	137,079	139,939
Fleet Costs	10	8	7	7	-	(3)	7	7
Program Facility Costs	658	661	648	704	56	46	704	704
Other Internal Costs	1,052	1,069	985	985	-	(67)	985	985
<b>Gross Expenditures</b>	<b>137,956</b>	<b>142,600</b>	<b>138,881</b>	<b>142,489</b>	<b>3,608</b>	<b>4,533</b>	<b>145,514</b>	<b>148,564</b>
Recoveries & Allocations	(149)	(507)	(161)	(161)	-	(12)	(161)	(161)
<b>Net Expenditure</b>	<b>137,807</b>	<b>142,093</b>	<b>138,720</b>	<b>142,328</b>	<b>3,608</b>	<b>4,521</b>	<b>145,353</b>	<b>148,403</b>
<b>Revenues By Type</b>								
Federal	(28,509)	(29,301)	(29,459)	(29,314)	145	(805)	(29,229)	(28,824)
Provincial	(26,560)	(28,689)	(23,077)	(25,242)	(2,165)	1,318	(25,672)	(26,232)
Municipal	-	-	-	-	-	-	-	-
Own Funds	-	-	-	-	-	-	-	-
Fees and Services	-	-	-	-	-	-	-	-
Fines	-	-	-	-	-	-	-	-
Other	(6)	(14)	-	-	-	-	-	-
<b>Total Revenue</b>	<b>(55,075)</b>	<b>(58,004)</b>	<b>(52,536)</b>	<b>(54,556)</b>	<b>(2,020)</b>	<b>519</b>	<b>(54,901)</b>	<b>(55,056)</b>
<b>Net Requirement</b>	<b>82,732</b>	<b>84,089</b>	<b>86,184</b>	<b>87,772</b>	<b>1,588</b>	<b>5,040</b>	<b>90,452</b>	<b>93,347</b>
<b>Full Time Equivalents</b>	<b>63.40</b>	<b>63.40</b>	<b>63.40</b>	<b>63.40</b>	<b>-</b>	<b>-</b>	<b>63.40</b>	<b>63.40</b>

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

In Thousands (\$000)

Operating Resource Requirement Analysis	2009 Baseline			2010 Adjustments						2010	Change Over '09 Budget	% of Exp. on Comp./ Benefits
	Actual	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	New Services / Needs	Efficiencies	User Fees & Charges	Adopted		
<b>Expenditures by Program</b>												
Social Housing Programs	101,162	102,978	(1,557)	645	1,380	-	-	-	-	103,446	468	1.8%
Emergency Hostels & Domiciliary Hostels	26,026	21,380	2,088	137	435	-	-	-	-	24,040	2,660	10.9%
Affordable Housing	773	266	107	10	-	-	-	-	-	383	117	100.0%
Homelessness (Community Partners)	14,639	14,257	323	40	-	-	-	-	-	14,620	363	7.4%
Productivity Improvements	-	-	-	-	-	-	-	-	-	-	-	0.0%
<b>Gross Expenditure</b>	<b>142,600</b>	<b>138,881</b>	<b>961</b>	<b>832</b>	<b>1,815</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>142,489</b>	<b>3,608</b>	<b>4.1%</b>
Recoveries & Allocations	(507)	(161)	-	-	-	-	-	-	-	(161)	-	-
<b>Net Expenditure</b>	<b>142,093</b>	<b>138,720</b>	<b>961</b>	<b>832</b>	<b>1,815</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>142,328</b>	<b>3,608</b>	
<b>Percent of 2009 Net Expenditure Budget</b>			<b>0.7%</b>	<b>0.6%</b>	<b>1.3%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>2.6%</b>		
<b>Expenditures by Type</b>												
Salaries, Wages & Benefits	5,760	5,573	91	162	-	-	-	-	-	5,826	253	
Overtime	60	60	-	-	-	-	-	-	-	60	-	
Material & Services	969	674	(6)	-	-	-	-	-	-	668	(6)	
Transfers/Grants/Financial Charges	134,073	130,934	875	615	1,815	-	-	-	-	134,239	3,305	
Fleet Costs	8	7	-	-	-	-	-	-	-	7	-	
Program Facility Costs	661	648	1	55	-	-	-	-	-	704	56	
Other Internal Costs	1,069	985	-	-	-	-	-	-	-	985	-	
<b>Gross Expenditures</b>	<b>142,600</b>	<b>138,881</b>	<b>961</b>	<b>832</b>	<b>1,815</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>142,489</b>	<b>3,608</b>	
Recoveries & Allocations	(507)	(161)	-	-	-	-	-	-	-	(161)	-	
<b>Net Expenditure</b>	<b>142,093</b>	<b>138,720</b>	<b>961</b>	<b>832</b>	<b>1,815</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>142,328</b>	<b>3,608</b>	
<b>Revenues By Type</b>												
Federal	(29,301)	(29,459)	-	-	145	-	-	-	-	(29,314)	145	
Provincial	(28,689)	(23,077)	(1,745)	-	(420)	-	-	-	-	(25,242)	(2,165)	
Municipal	-	-	-	-	-	-	-	-	-	-	-	
Own Funds	-	-	-	-	-	-	-	-	-	-	-	
Fees and Services	-	-	-	-	-	-	-	-	-	-	-	
Fines	-	-	-	-	-	-	-	-	-	-	-	
Other	(14)	-	-	-	-	-	-	-	-	-	-	
<b>Total Revenue</b>	<b>(58,004)</b>	<b>(52,536)</b>	<b>(1,745)</b>	<b>-</b>	<b>(275)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(54,556)</b>	<b>(2,020)</b>	
<b>Percent of 2009 Revenue Budget</b>			<b>3.3%</b>	<b>0.0%</b>	<b>0.5%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>3.8%</b>		
<b>Net Requirement</b>	<b>84,089</b>	<b>86,184</b>	<b>(784)</b>	<b>832</b>	<b>1,540</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>87,772</b>	<b>1,588</b>	
<b>Percent of 2009 Net Requirement Budget</b>			<b>-0.9%</b>	<b>1.0%</b>	<b>1.8%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>1.8%</b>		
<b>Full Time Equivalents (FTE's)</b>	<b>63.40</b>	<b>63.40</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>63.40</b>	<b>-</b>	
<b>Percent of 2009 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>		

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

2009 Actual vs. Budget Variance Explanation	Surplus / (Deficit)		
	Exp.	Rev.	Net
<b>Actual vs. Budget Variance Explanation</b> Surplus mostly due to favourable mortgage renewal rates.			
<b>Total Surplus / (Deficit)</b>	<b>(3,373)</b>	<b>5,468</b>	<b>2,095</b>

2009 Baseline Adjustments / Explanations	Increase / (Decrease)			
	Exp.	Rev.	Net 2010 Changes	FTE Impact
<b>Adjustments to Base Budget</b>				
Adjustment to reflect Emergency Shelter occupancy levels and cost sharing with Province.	1,100	(880)	220	-
Adjustment to reflect Domiciliary Hostel occupancy levels and cost sharing contract with Province.	1,180	(1,025)	155	-
Increase in facility costs due to 2009 budget shortfall in collective agreement provision.	1	-	1	-
Adjustment for 2009 budget shortfall in Collective Agreement provision.	54	-	54	-
Affordable Housing - removal from base of funding from Province that provided administrative support as part of previous Affordable Housing Program funding agreement.	-	160	160	-
Social Housing - Impact of increased tenant incomes and mortgage renewals at lower interest rates.	(1,405)	-	(1,405)	-
Corporate Reorganization savings due to implementation of service excellence initiative.	37	-	37	-
Decrease in Business Travel (Corporate reduction of \$425K).	(6)	-	(6)	-
<b>Total Adjustments to Base Budget</b>	<b>961</b>	<b>(1,745)</b>	<b>(784)</b>	<b>-</b>

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

2010 Pressure Category / Explanation	Increase / (Decrease)			FTE Impact
	Exp.	Rev.	Net 2010 Changes	
<b>Maintain Services</b>				
Adjustment for 2010 contract settlements, increments and benefit adjustments.	162	-	162	-
Inflationary increase on facility costs such as hydro, compensation & leases.	55	-	55	-
Public Housing Programs increase due to indexing factors. Report ACS2009-COS-HOU-0001 approved by Council Feb 11/09 set out agreement whereby the level of funding for all of Ottawa Community Housing Corporation's Public Housing and Section 95 Municipal Non-Profit stock shall be calculated in the same manner that the City is currently required to calculate the annual subsidy for the Provincial Reformed stock as set out in the Social Housing Reform Act.	565	-	565	-
Ottawa Community Housing "Safer Communities"	30	-	30	-
Homelessness - increase on City portion of contracts with service agencies that provide homelessness services.	20	-	20	-
<b>Total Maintain Services</b>	<b>832</b>	<b>-</b>	<b>832</b>	<b>-</b>
<b>Provincial Legislated</b>				
Legislated Social Housing Programs - increase due to indexing factors calculated and mandated by the Province.	1,035	-	1,035	-
Rent Supplement - rent increase of 2.1%.	345		345	-
Other Federal Revenue - reduction of federal funding in rent supplement programs.	-	145	145	-
Emergency Shelters - Provincial upload, 3% reduction of City share (leaves City share @ 19.4% vs. 20%).	-	(75)	(75)	-
Emergency Shelters - Provincial contract increase.	290	(230)	60	-
Domiciliary Hostels - Provincial contract increase.	145	(115)	30	-
<b>Total Provincial Legislated</b>	<b>1,815</b>	<b>(275)</b>	<b>1,540</b>	<b>-</b>
<b>Total Budget Changes</b>	<b>3,608</b>	<b>(2,020)</b>	<b>1,588</b>	<b>-</b>



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

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

			2010 Council Recommendations			
Strategy Category	Branch	Program / Service Adjustment	Exp	Rev	Net Impact	FTE Impact
N/A		<u>Recommendation</u> Decrease in Business Travel (Corporate reduction of \$425K).	(6)	-	(6)	-
<b>Total Council Recommendations</b>			<b>(6)</b>	<b>-</b>	<b>(6)</b>	<b>-</b>

<b>Total Recommendations</b>			<b>14</b>	<b>-</b>	<b>14</b>	<b>-</b>
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1 - New Revenue Opportunities	2 - Deferral of Proposed New Service Expenditures	3 - Deferral of Capital Projects	4 Adjustments to Existing Services
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**City of Ottawa  
Capital Budget - New Authority  
In Thousands (\$000)**

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

**City of Ottawa**  
**Ottawa Public Health - Operating Resource Requirement**

In Thousands (\$000)

Operating Resource Requirement	2008	2009		2010	Change Over		2011	2012
	Actual	Actual	Budget	Adopted	2009 Budget	2008 Actual	Forecast	
<b>Expenditures by Program</b>								
Ontario Public Health Standards								
Foundational Standards	5,755	5,645	6,155	6,363	208	608	7,996	8,957
Chronic Diseases & Injuries	8,329	7,824	8,458	8,836	378	507	9,613	10,148
Family Health	10,026	8,885	9,426	9,900	474	(126)	10,711	11,265
Infectious Disease	8,760	8,265	8,037	8,206	169	(554)	9,659	11,130
Environmental Health	4,405	4,765	5,929	5,929	-	1,524	6,173	6,747
Emergency Preparedness	510	507	594	625	31	115	642	657
100% Prov. / Fed. Funded Programs	7,726	7,551	7,549	7,549	-	(177)	7,549	7,549
Res, Education & Development Program	769	961	1,086	1,086	-	317	1,086	1,086
H1N1 Pandemic	-	10,314	-	-	-	-	-	-
Productivity Improvements	-	-	-	-	-	-	-	-
<b>Gross Expenditure</b>	<b>46,280</b>	<b>54,717</b>	<b>47,234</b>	<b>48,494</b>	<b>1,260</b>	<b>2,214</b>	<b>53,429</b>	<b>57,539</b>
Recoveries & Allocations	(3,876)	(3,934)	(3,234)	(3,234)	-	642	(3,234)	(3,234)
<b>Net Expenditure</b>	<b>42,404</b>	<b>50,783</b>	<b>44,000</b>	<b>45,260</b>	<b>1,260</b>	<b>2,856</b>	<b>50,195</b>	<b>54,305</b>
<b>Expenditures by Type</b>								
Salaries, Wages & Benefits	35,987	40,733	37,790	38,863	1,073	2,876	42,783	46,243
Overtime	290	1,401	265	265	-	(25)	265	265
Material & Services	6,100	7,447	6,288	6,178	(110)	78	7,193	7,843
Transfers/Grants/Financial Charges	426	560	30	280	250	(146)	280	280
Fleet Costs	34	32	28	29	1	(5)	29	29
Program Facility Costs	481	517	390	436	46	(45)	436	436
Other Internal Costs	2,962	4,027	2,443	2,443	-	(519)	2,443	2,443
<b>Gross Expenditures</b>	<b>46,280</b>	<b>54,717</b>	<b>47,234</b>	<b>48,494</b>	<b>1,260</b>	<b>2,214</b>	<b>53,429</b>	<b>57,539</b>
Recoveries & Allocations	(3,876)	(3,934)	(3,234)	(3,234)	-	642	(3,234)	(3,234)
<b>Net Expenditure</b>	<b>42,404</b>	<b>50,783</b>	<b>44,000</b>	<b>45,260</b>	<b>1,260</b>	<b>2,856</b>	<b>50,195</b>	<b>54,305</b>
<b>Revenues By Type</b>								
Federal	-	-	-	-	-	-	-	-
Provincial	(34,142)	(40,430)	(33,733)	(34,478)	(745)	(336)	(35,248)	(36,123)
Municipal	-	-	-	-	-	-	-	-
Own Funds	(8,800)	(50)	(50)	-	-	-	-	-
Fees and Services	-	-	-	-	-	-	-	-
Fines	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
<b>Total Revenue</b>	<b>(42,942)</b>	<b>(40,480)</b>	<b>(33,783)</b>	<b>(34,478)</b>	<b>(695)</b>	<b>8,464</b>	<b>(35,248)</b>	<b>(36,123)</b>
<b>Net Requirement</b>	<b>(538)</b>	<b>10,303</b>	<b>10,217</b>	<b>10,782</b>	<b>565</b>	<b>11,320</b>	<b>14,947</b>	<b>18,182</b>
<b>Full Time Equivalents</b>	<b>466.20</b>	<b>475.70</b>	<b>475.70</b>	<b>475.70</b>	<b>-</b>	<b>9.50</b>	<b>509.70</b>	<b>539.20</b>

**City of Ottawa**  
**Ottawa Public Health - Operating Resource Requirement Analysis**

In Thousands (\$000)

Operating Resource Requirement Analysis	2009 Baseline			2010 Adjustments						2010	Change Over '09 Budget	% of Exp. on Comp./ Benefits
	Actual	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	New Services / Needs	Efficiencies	User Fees & Charges	Adopted		
<b>Expenditures by Program</b>												
Ontario Public Health Standards												
Foundational Standards	5,645	6,155	144	-	64	-	-	-	-	6,363	208	61.8%
Chronic Diseases & Injuries	7,824	8,458	160	-	218	-	-	-	-	8,836	378	90.6%
Family Health	8,885	9,426	66	-	408	-	-	-	-	9,900	474	85.3%
Infectious Disease	8,265	8,037	(53)	1	221	-	-	-	-	8,206	169	80.2%
Environmental Health	4,765	5,929	(74)	-	74	-	-	-	-	5,929	-	79.0%
Emergency Preparedness	507	594	5	-	26	-	-	-	-	625	31	80.0%
100% Prov. / Fed. Funded Programs	7,551	7,549	-	-	-	-	-	-	-	7,549	-	83.5%
Res, Education & Development Progr	961	1,086	-	-	-	-	-	-	-	1,086	-	17.2%
H1N1 Pandemic	10,314	-	-	-	-	-	-	-	-	-	(1)	0.0%
Productivity Improvements	-	-	-	-	-	-	-	-	-	-	-	0.0%
<b>Gross Expenditure</b>	<b>54,717</b>	<b>47,234</b>	<b>248</b>	<b>1</b>	<b>1,011</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>48,494</b>	<b>1,260</b>	<b>79.7%</b>
Recoveries & Allocations	(3,934)	(3,234)	-	-	-	-	-	-	-	(3,234)	-	
<b>Net Expenditure</b>	<b>50,783</b>	<b>44,000</b>	<b>248</b>	<b>1</b>	<b>1,011</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>45,260</b>	<b>1,260</b>	
<b>Percent of 2009 Net Expenditure Budget</b>			<b>0.6%</b>	<b>0.0%</b>	<b>2.3%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>2.9%</b>		
<b>Expenditures by Type</b>												
Salaries, Wages & Benefits	40,733	37,790	108	-	965	-	-	-	-	38,863	1,073	
Overtime	1,401	265	-	-	-	-	-	-	-	265	-	
Material & Services	7,447	6,288	(110)	-	-	-	-	-	-	6,178	(110)	
Transfers/Grants/Financial Charges	560	30	250	-	-	-	-	-	-	280	250	
Fleet Costs	32	28	-	1	-	-	-	-	-	29	1	
Program Facility Costs	517	390	-	-	46	-	-	-	-	436	46	
Other Internal Costs	4,027	2,443	-	-	-	-	-	-	-	2,443	-	
<b>Gross Expenditures</b>	<b>54,717</b>	<b>47,234</b>	<b>248</b>	<b>1</b>	<b>1,011</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>48,494</b>	<b>1,260</b>	
Recoveries & Allocations	(3,934)	(3,234)	-	-	-	-	-	-	-	(3,234)	-	
<b>Net Expenditure</b>	<b>50,783</b>	<b>44,000</b>	<b>248</b>	<b>1</b>	<b>1,011</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>45,260</b>	<b>1,260</b>	
<b>Revenues By Type</b>												
Federal	-	-	-	-	-	-	-	-	-	-	-	
Provincial	(40,430)	(33,733)	-	-	(745)	-	-	-	-	(34,478)	(745)	
Municipal	-	-	-	-	-	-	-	-	-	-	-	
Own Funds	(50)	(50)	50	-	-	-	-	-	-	-	50	
Fees and Services	-	-	-	-	-	-	-	-	-	-	-	
Fines	-	-	-	-	-	-	-	-	-	-	-	
Other	-	-	-	-	-	-	-	-	-	-	-	
<b>Total Revenue</b>	<b>(40,480)</b>	<b>(33,783)</b>	<b>50</b>	<b>-</b>	<b>(745)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(34,478)</b>	<b>(695)</b>	
<b>Percent of 2009 Revenue Budget</b>			<b>-0.1%</b>	<b>0.0%</b>	<b>2.2%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>2.1%</b>		
<b>Net Requirement</b>	<b>10,303</b>	<b>10,217</b>	<b>298</b>	<b>1</b>	<b>266</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>10,782</b>	<b>565</b>	
<b>Percent of 2009 Net Requirement Budget</b>			<b>2.9%</b>	<b>0.0%</b>	<b>2.6%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>5.5%</b>		
<b>Full Time Equivalents (FTE's)</b>	<b>475.70</b>	<b>475.70</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>475.70</b>	<b>-</b>	
<b>Percent of 2009 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>		

# City of Ottawa

## Ottawa Public Health - Operating Resource Requirement Explanatory Notes

In Thousands (\$000)

2009 Actual vs. Budget Variance Explanation	Surplus / (Deficit)		
	Exp.	Rev.	Net
<b>Actual vs. Budget Variance Explanation</b> The increased expenditures and revenues are a result of H1N1. All City costs associated with the emergency measures initiative have been accumulated in the Public Health Department. Revenues include a receivable for incremental costs of \$3.7M. The claim has been submitted as per Ministry of Health directives and the City is anticipating payment.	-	-	-
<b>Total Surplus / (Deficit)</b>	<b>(6,783)</b>	<b>6,697</b>	<b>(86)</b>

2009 Baseline Adjustments / Explanations	Increase / (Decrease)			
	Exp.	Rev.	Net 2010 Changes	FTE Impact
<b>Adjustments to Base Budget</b>				
Adjustment for 2009 budget shortfall in Collective Agreement provision	368	-	368	-
Corporate Reorganization savings due to implementation of service excellence initiative	(260)	-	(260)	-
Remove one-time Expanded Needle Recovery Program - Approved Council Report (June 25, 2008, ACS2008-CPS-OPH-0008)	(50)	50	-	-
City funding of partnership associated with school based outreach programs and coordinated through Ottawa Centre for Research and Innovation (OCRI).	250	-	250	-
Decrease in Business Travel (Corporate reduction of \$425K)	(60)	-	(60)	-
<b>Total Adjustments to Base Budget</b>	<b>248</b>	<b>50</b>	<b>298</b>	<b>-</b>

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

City of Ottawa

Ottawa Public Health - Operating Resource Requirement Explanatory Notes

In Thousands (\$000)

2010 Pressure Category / Explanation	Increase / (Decrease)			FTE Impact
	Exp.	Rev.	Net 2010 Changes	
<b>Provincial Legislated</b>				
All programs include an adjustment for 2010 contract settlements, increments, and benefit adjustments.	965	-	965	-
Estimated funding increase to maintain Mandated Programs @ 3%.	-	(745)	(745)	-
Inflationary increase on facility costs such as hydro, compensation and leases.	46	-	46	-
<b>Total Provincial Legislated</b>	<b>1,011</b>	<b>(745)</b>	<b>266</b>	<b>-</b>
<b>Total Budget Changes</b>	<b>1,260</b>	<b>(695)</b>	<b>565</b>	<b>-</b>

# City of Ottawa

## Ottawa Public Health - Committee / Council Recommendations

In Thousands (\$000)

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

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

		2010 Council Recommendations			
Strategy Category	Program / Service Adjustment	Exp	Rev	Net Impact	FTE Impact
	<b>Recommendation</b> Estimated Ministry funding change from 5% to 3% (Mandated Programs).	500	-	500	-
N/A	<b>Recommendation</b> Decrease in Business Travel (Corporate reduction of \$425K)	(60)	-	(60)	-
<b>Total Council Recommendations</b>		<b>(60)</b>	<b>-</b>	<b>(60)</b>	<b>-</b>
<b>Total Recommendations</b>		<b>(750)</b>	<b>-</b>	<b>(750)</b>	<b>(5.00)</b>

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

Operating Resource Requirement	2008	2009		2010	Change Over		2011	2012
	Actual	Actual	Budget	Adopted	2009 Budget	2008 Actual	Forecast	
<b>Expenditures by Program</b>								
General Manager's Office	520	561	763	769	6	249	782	795
Complexes, Fitness & Aquatic Prgms	45,421	47,519	44,481	46,097	1,616	676	46,866	50,222
Sports & Rec. Venues, Parks & Prgms	20,111	19,360	19,524	20,293	769	182	20,760	20,993
Community Programs	23,068	24,123	23,064	23,897	833	829	25,689	26,292
Arts & Heritage Services	10,681	14,537	14,047	15,239	1,192	4,558	17,100	19,707
Customer Relations, Business Integration & Funding	31,424	36,081	36,456	37,703	1,247	6,279	39,685	41,187
Productivity Savings	-	-	-	-	-	-	-	-
<b>Gross Expenditure</b>	<b>131,225</b>	<b>142,181</b>	<b>138,335</b>	<b>143,998</b>	<b>5,663</b>	<b>12,773</b>	<b>150,882</b>	<b>159,196</b>
Recoveries & Allocations	(1,651)	(1,507)	(651)	(651)	-	1,000	(651)	(651)
<b>Net Expenditure</b>	<b>129,574</b>	<b>140,674</b>	<b>137,684</b>	<b>143,347</b>	<b>5,663</b>	<b>13,773</b>	<b>150,231</b>	<b>158,545</b>
<b>Expenditures by Type</b>								
Salaries, Wages & Benefits	51,395	54,244	52,500	54,844	2,344	3,449	58,687	62,502
Overtime	242	281	151	151	-	(91)	151	151
Material & Services	11,015	11,309	9,777	10,251	474	(764)	10,822	11,392
Transfers/Grants/Financial Charges	29,432	30,994	31,026	32,344	1,318	2,912	33,954	35,008
Fleet Costs	195	208	162	167	5	(28)	177	182
Program Facility Costs	41,487	44,949	44,355	45,877	1,522	4,390	46,727	49,597
Other Internal Costs	(2,541)	196	364	364	-	2,905	364	364
<b>Gross Expenditures</b>	<b>131,225</b>	<b>142,181</b>	<b>138,335</b>	<b>143,998</b>	<b>5,663</b>	<b>12,773</b>	<b>150,882</b>	<b>159,196</b>
Recoveries & Allocations	(1,651)	(1,507)	(651)	(651)	-	1,000	(651)	(651)
<b>Net Expenditure</b>	<b>129,574</b>	<b>140,674</b>	<b>137,684</b>	<b>143,347</b>	<b>5,663</b>	<b>13,773</b>	<b>150,231</b>	<b>158,545</b>
<b>Revenues By Type</b>								
Federal	(97)	(211)	(29)	(29)	-	68	(29)	(29)
Provincial	(1,262)	(1,246)	(1,157)	(1,157)	-	105	(1,157)	(1,157)
Municipal	-	-	-	-	-	-	-	-
Own Funds	(1,355)	(618)	(629)	(114)	515	1,241	(114)	(114)
Fees and Services	(49,280)	(51,353)	(51,472)	(54,424)	(2,952)	(5,144)	(55,961)	(57,896)
Fines	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
<b>Total Revenue</b>	<b>(51,994)</b>	<b>(53,428)</b>	<b>(53,287)</b>	<b>(55,724)</b>	<b>(2,437)</b>	<b>(3,730)</b>	<b>(57,261)</b>	<b>(59,196)</b>
<b>Net Requirement</b>	<b>77,580</b>	<b>87,246</b>	<b>84,397</b>	<b>87,623</b>	<b>3,226</b>	<b>10,043</b>	<b>92,970</b>	<b>99,349</b>
<b>Full Time Equivalents</b>	<b>972.55</b>	<b>999.57</b>	<b>999.57</b>	<b>1,011.72</b>	<b>12.15</b>	<b>39.17</b>	<b>1,043.11</b>	<b>1,088.31</b>

City of Ottawa

Parks, Recreation & Cultural Services - Operating Resource Requirement Analysis

In Thousands (\$000)

Operating Resource Requirement Analysis	2009 Baseline			2010 Adjustments						2010	Change Over '09 Budget	% of Exp. on Comp./ Benefits
	Actual	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	New Services / Needs	Efficiencies	User Fees & Charges	Adopted		
<b>Expenditures by Program</b>												
General Manager's Office	561	763	(31)	37	-	-	-	-	-	769	6	47.1%
Complexes, Fitness & Aquatic Prgms	47,519	44,481	197	1,194	-	105	120	-	-	46,097	1,616	43.0%
Sports & Rec. Venues, Parks & Prgms	19,360	19,524	158	611	-	-	-	-	-	20,293	769	29.5%
Community Programs	24,123	23,064	123	459	30	110	111	-	-	23,897	833	67.9%
Arts & Heritage Services	14,537	14,047	467	325	-	100	300	-	-	15,239	1,192	51.0%
Customer Relations, Business Integration & Funding	36,081	36,456	(593)	630	-	-	1,210	-	-	37,703	1,247	12.2%
Productivity Savings	-	-	-	-	-	-	-	-	-	-	-	0.0%
<b>Gross Expenditure</b>	<b>142,181</b>	<b>138,335</b>	<b>321</b>	<b>3,256</b>	<b>30</b>	<b>315</b>	<b>1,741</b>	<b>-</b>	<b>-</b>	<b>143,998</b>	<b>5,663</b>	<b>38.0%</b>
Recoveries & Allocations	(1,507)	(651)	-	-	-	-	-	-	-	(651)	-	
<b>Net Expenditure</b>	<b>140,674</b>	<b>137,684</b>	<b>321</b>	<b>3,256</b>	<b>30</b>	<b>315</b>	<b>1,741</b>	<b>-</b>	<b>-</b>	<b>143,347</b>	<b>5,663</b>	
<b>Percent of 2009 Net Expenditure Budget</b>			<b>0.2%</b>	<b>2.4%</b>	<b>0.0%</b>	<b>0.2%</b>	<b>1.3%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>4.1%</b>		
<b>Expenditures by Type</b>												
Salaries, Wages & Benefits	54,244	52,500	69	1,470	30	315	460	-	-	54,844	2,344	
Overtime	281	151	-	-	-	-	-	-	-	151	-	
Material & Services	11,309	9,777	49	25	-	-	400	-	-	10,251	474	
Transfers/Grants/Financial Charges	30,994	31,026	-	558	-	-	760	-	-	32,344	1,318	
Fleet Costs	208	162	-	5	-	-	-	-	-	167	5	
Program Facility Costs	44,949	44,355	203	1,198	-	-	121	-	-	45,877	1,522	
Other Internal Costs	196	364	-	-	-	-	-	-	-	364	-	
<b>Gross Expenditures</b>	<b>142,181</b>	<b>138,335</b>	<b>321</b>	<b>3,256</b>	<b>30</b>	<b>315</b>	<b>1,741</b>	<b>-</b>	<b>-</b>	<b>143,998</b>	<b>5,663</b>	
Recoveries & Allocations	(1,507)	(651)	-	-	-	-	-	-	-	(651)	-	
<b>Net Expenditure</b>	<b>140,674</b>	<b>137,684</b>	<b>321</b>	<b>3,256</b>	<b>30</b>	<b>315</b>	<b>1,741</b>	<b>-</b>	<b>-</b>	<b>143,347</b>	<b>5,663</b>	
<b>Revenues By Type</b>												
Federal	(211)	(29)	-	-	-	-	-	-	-	(29)	-	
Provincial	(1,246)	(1,157)	-	-	-	-	-	-	-	(1,157)	-	
Municipal	-	-	-	-	-	-	-	-	-	-	-	
Own Funds	(618)	(629)	515	-	-	-	-	-	-	(114)	515	
Fees and Services	(51,353)	(51,472)	(600)	(1,009)	-	(175)	-	(202)	(966)	(54,424)	(2,952)	
Fines	-	-	-	-	-	-	-	-	-	-	-	
Other	-	-	-	-	-	-	-	-	-	-	-	
<b>Total Revenue</b>	<b>(53,428)</b>	<b>(53,287)</b>	<b>(85)</b>	<b>(1,009)</b>	<b>-</b>	<b>(175)</b>	<b>-</b>	<b>(202)</b>	<b>(966)</b>	<b>(55,724)</b>	<b>(2,437)</b>	
<b>Percent of 2009 Revenue Budget</b>			<b>0.2%</b>	<b>1.9%</b>	<b>0.0%</b>	<b>0.3%</b>	<b>0.0%</b>	<b>0.4%</b>	<b>1.8%</b>	<b>4.6%</b>		
<b>Net Requirement</b>	<b>87,246</b>	<b>84,397</b>	<b>236</b>	<b>2,247</b>	<b>30</b>	<b>140</b>	<b>1,741</b>	<b>(202)</b>	<b>(966)</b>	<b>87,623</b>	<b>3,226</b>	
<b>Percent of 2009 Net Requirement Budget</b>			<b>0.3%</b>	<b>2.7%</b>	<b>0.0%</b>	<b>0.2%</b>	<b>2.1%</b>	<b>-0.2%</b>	<b>-1.1%</b>	<b>3.8%</b>		
<b>Full Time Equivalentents (FTE's)</b>	<b>999.57</b>	<b>999.57</b>	<b>-</b>	<b>-</b>	<b>0.50</b>	<b>6.35</b>	<b>5.30</b>	<b>-</b>	<b>-</b>	<b>1,011.72</b>	<b>12.15</b>	
<b>Percent of 2009 FTE's</b>			<b>0.0%</b>	<b>0.0%</b>	<b>0.1%</b>	<b>0.6%</b>	<b>0.5%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>1.2%</b>		

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

2009 Actual vs. Budget Variance Explanation	Surplus / (Deficit)		
	Exp.	Rev.	Net
<b>Actual vs. Budget Variance Explanation</b>			
Deficit due to 2009 budget shortfall in collective agreements.	(406)	-	(406)
Centrepointe Theatre operations exceeding budget	(2,584)	141	(2,443)
<b>Total Surplus / (Deficit)</b>	<b>(2,990)</b>	<b>141</b>	<b>(2,849)</b>

2009 Baseline Adjustments / Explanations	Increase / (Decrease)			
	Exp.	Rev.	Net 2010 Changes	FTE Impact
<b>Adjustments to Base Budget</b>				
Adjustment for 2009 shortfall in collective agreement provision and benefit adjustment.	425	-	425	-
Corporate reorganization savings due to implementation of service excellence initiative	(356)	-	(356)	-
Increase in facility costs due to 2009 shortfall in collective agreement provision and reciprocal use agreements with school boards	203	-	203	-
Base adjustment to Centrepointe Theatre to reflect actual operations	600	(600)	-	-
Removal of 2009 one-time item for new East end community space	(46)	46	-	-
Removal of 2009 one-time item for the BellSensplex agreement	(400)	400	-	-
Removal of 2009 one-time item for funding on-line application for grants	(69)	69	-	-
Decrease in Business Travel (Corporate reduction \$425K)	(36)	-	(36)	-
<b>Total Adjustments to Base Budget</b>	<b>321</b>	<b>(85)</b>	<b>236</b>	<b>-</b>

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

2010 Pressure Category / Explanation	Increase / (Decrease)			
	Exp.	Rev.	Net 2010 Changes	FTE Impact
<b>Maintain Services</b>				
Adjustment for 2010 contracts settlements, increments and benefit adjustments.	1,390	-	1,390	-
Increased fleet costs due to inflation on fuel and maintenance.	5	-	5	-
Inflationary increase on facility costs such as hydro, compensation, and leases.	1,631	-	1,631	-
Calculated risk related to the Green initiatives and energy retrofits undertaken to reduce hydro consumption in buildings.	(433)	-	(433)	-
Collective Agreement - Recertification of fitness staff	80	-	80	-
Loss of vehicle sponsorship for Fleet rental for Youth on the Move & Park-ticipate programs	15	-	15	-
Inflationary increase to Renewable Community Funding.	380	-	380	-
Inflationary increase to Cultural Funding.	165	-	165	-
P3 Contract increases for operating and purchase of ice costs for the Bell Sensplex and Cavanagh Sensplex arenas; offset by increase on the city's ice rental rates when selling	10	(20)	(10)	-
Annualization of 2009 Recreation fee increases	-	(1,009)	(1,009)	-
Rochester Heights Community House - increase community funding	13	-	13	-
Centrepointe Theatre - increase subsidy	-	20	20	-
<b>Total Maintain Services</b>	<b>3,256</b>	<b>(1,009)</b>	<b>2,247</b>	<b>-</b>
<b>Provincial Legislated</b>				
Training requirement for Accessibility for Ontarions with Disabilities (AODA) legislation for Special Needs part-time staff	30	-	30	0.50
<b>Total Provincial Legislated</b>	<b>30</b>	<b>-</b>	<b>30</b>	<b>0.50</b>
<b>Growth</b>				
Branch wide support for fitness services & programs (ie, 50+ shift) as a result of growth	90	(90)	-	1.00
Operating impacts from capital for expansion of the Glen Cairn pool - doubling the capacity	15	(5)	10	0.67
Adjust staffing to support City-wide sports due to growth in programs	80	(80)	-	1.00
Adjust part-time hours for Special Needs Shared Care services to address growth in programs	20	-	20	0.55
Operating impact for capital project for Old South Ottawa Community Centre addition	10	-	10	0.13
Part-year operating impact from capital for new Archives facility opening early 2011	100	-	100	3.00
<b>Total Growth</b>	<b>315</b>	<b>(175)</b>	<b>140</b>	<b>6.35</b>

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

2010 Pressure Category / Explanation	Increase / (Decrease)			
	Exp.	Rev.	Net 2010 Changes	FTE Impact
<b>New Services / Needs</b>				
New preventative maintenance systems to improve air quality in pools.	121	-	121	-
Increased staffing related to providing services to address Accessibility for Ontarions with Disabilities (AODA) customer service requirements	80	-	80	1.00
Operating impacts from capital for new community building - Ledbury Fieldhouse	30		30	0.60
Arts & Heritage Plan - ongoing studies and assessments for plan review & implementation	100	-	100	-
Improved controls for Corporate Art collection as a result of 2008 Audit to meet needs for maintenance, conservation and appraisals.	200	-	200	0.70
Arts Investment Strategy and Festival Funding - approved by Council February 14, 2007 (ASC2007-CPS-CSF-0001) as part of the Arts Investment Strategy and Festivals Sustainability Plan. Included is an investment of \$400K in 2008, \$400K in 2009, and \$200K in 2010 for consideration in the annual operating budget submission to meet existing and emerging community needs. 2010 is the 4th year of a 4 year-plan.	200	-	200	-
Parks & Recreation master plan - ongoing studies and assessments for plan implementation	150	-	150	-
Staff to provide development, compliance, control and monitoring of community partners and purchase of service arrangements.	160	-	160	2.00
Outdoor signage - to address Council approved commemorative renaming of parks & facilities	50	-	50	-
City Wide Training Coordinator for implementation of new guidelines, policies and procedures associated with the Master Plan implementation	90	-	90	1.00
Funding for seniors programming to provide seniors services in areas identified as having unmet needs.	60	-	60	-
Community Funding Sustainability - approved by Council February 8, 2006 as part of the Community Funding Framework. Included is an investment of \$500K for consideration in the annual operating budget submission each year for 10 yrs, effective 2007, with a review after 5 years. 2010 is the 4th year of a 10 year plan.	500	-	500	-
<b>Total New Services / Needs</b>	<b>1,741</b>	<b>-</b>	<b>1,741</b>	<b>5.30</b>
<b>Efficiencies</b>				
Service Excellence initiative to optimize utilization of recreational facilities.	-	(202)	(202)	-
<b>Total Efficiencies</b>	<b>-</b>	<b>(202)</b>	<b>(202)</b>	<b>-</b>
<b>User Fees &amp; Charges</b>				
See following user fee schedule for details on the specific rates.	-	(966)	(966)	-
<b>Total User Fees &amp; Charges</b>	<b>-</b>	<b>(966)</b>	<b>(966)</b>	<b>-</b>
<b>Total Budget Changes</b>	<b>5,663</b>	<b>(2,437)</b>	<b>3,226</b>	<b>12.15</b>

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

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

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

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

City of Ottawa

Parks, Recreation & Cultural Services - Committee / Council Recommendations

In Thousands (\$000)

Strategy Category	Program / Service Adjustment	2010 Council Recommendations			
		Exp	Rev	Net Impact	FTE Impact
4	<b>Recommendation</b> Decrease in Business Travel (Corporate reduction of \$425K).	(36)	-	(36)	-
4	<b>Recommendation</b> Increase in annual funding for the Rochester Heights Community House	13	-	13	-
4	<b>Recommendation</b> Centrepointe Theatre - increase subsidy	-	20	20	-
<b>Total Council Recommendations</b>		<b>(23)</b>	<b>20</b>	<b>(3)</b>	<b>-</b>

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

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

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

Description	2010	Funding						
	New Authority	Revenues	Tax Supported & Other Reserves	Rate Supported	Develop. Charges	Debt		
						Tax	Rate	DC
<b>Strategic Initiatives</b>								
903716 Museum Sustainability Plan	500	-	500	-	-	-	-	-
903918 Parks & Facility Signage	150	-	150	-	-	-	-	-
903919 Park Pathway Lighting 2010	300	-	300	-	-	-	-	-
905122 Major Cap. Comm. Partnership 2010	600	-	600	-	-	-	-	-
905654 Minor Cap. Comm. Partnership 2010	330	-	330	-	-	-	-	-
905665 Accessibility - Cultural Services	10	-	10	-	-	-	-	-
905668 Accessibility - Parks & Rec	400	-	400	-	-	-	-	-
905713 SE-Optimize Utilization - Rec Facilities	900	-	-	-	-	900	-	-
	<b>3,190</b>	-	<b>2,290</b>	-	-	<b>900</b>	-	-
<b>Total</b>	<b>25,270</b>	-	<b>5,809</b>	-	<b>2,989</b>	<b>16,472</b>	-	-
Per the Omnibus motions approved by the ABF Committee, the following projects have been deferred or reduced:								
1) Motion: Decrease contribution to capital for Strategic projects								
905460 2010 Vehicle/Equip Parks, Bdgs & Grounds	(134)	-	(134)	-	-	-	-	-
2) Motion: Adjust inflation component of increase in contribution to Capital Fund								
905655 LCR - Parks & Recreation	(208)	-	-	-	-	(208)	-	-
905634 Community Centre Space 2010	(855)				(423)	(432)		

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

In Thousands (\$000)

Operating Resource Requirement	2008	2009		2010	Change Over		2011	2012
	Actual	Actual	Budget	Adopted	2009 Budget	2008 Actual	Forecast	
<b>Expenditures by Program</b>								
Parks & Sports Field Maintenance	26,000	27,336	25,913	26,989	1,076	989	27,956	29,246
Building & Grounds	99,838	101,054	100,092	104,721	4,629	4,883	111,205	117,140
Productivity Improvements	-	-	-	-	-	-	-	-
<b>Gross Expenditure</b>	<b>125,838</b>	<b>128,390</b>	<b>126,005</b>	<b>131,710</b>	<b>5,705</b>	<b>5,872</b>	<b>139,161</b>	<b>146,386</b>
Recoveries & Allocations	(70,160)	(71,871)	(69,760)	(72,892)	(3,132)	(2,732)	(72,892)	(72,892)
<b>Net Expenditure</b>	<b>55,678</b>	<b>56,519</b>	<b>56,245</b>	<b>58,818</b>	<b>2,573</b>	<b>3,140</b>	<b>66,269</b>	<b>73,494</b>
<b>Expenditures by Type</b>								
Salaries, Wages & Benefits	50,796	51,907	50,900	52,772	1,872	1,976	55,228	57,699
Overtime	2,130	1,183	1,162	1,176	14	(954)	1,223	1,263
Material & Services	61,282	64,095	64,023	67,392	3,369	6,110	72,141	76,635
Transfers/Grants/Financial Charges	413	561	736	751	15	338	771	791
Fleet Costs	7,734	7,820	7,633	8,026	393	292	8,153	8,253
Program Facility Costs	-	-	-	-	-	-	-	-
Other Internal Costs	3,483	2,824	1,551	1,593	42	(1,890)	1,645	1,745
<b>Gross Expenditures</b>	<b>125,838</b>	<b>128,390</b>	<b>126,005</b>	<b>131,710</b>	<b>5,705</b>	<b>5,872</b>	<b>139,161</b>	<b>146,386</b>
Recoveries & Allocations	(70,160)	(71,871)	(69,760)	(72,892)	(3,132)	(2,732)	(72,892)	(72,892)
<b>Net Expenditure</b>	<b>55,678</b>	<b>56,519</b>	<b>56,245</b>	<b>58,818</b>	<b>2,573</b>	<b>3,140</b>	<b>66,269</b>	<b>73,494</b>
<b>Revenues By Type</b>								
Federal	-	-	-	-	-	-	-	-
Provincial	-	-	-	-	-	-	-	-
Municipal	-	-	-	-	-	-	-	-
Own Funds	(125)	(95)	(95)	-	95	125	-	-
Fees and Services	(5,765)	(6,299)	(6,147)	(6,242)	(95)	(477)	(6,242)	(6,242)
Fines	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
<b>Total Revenue</b>	<b>(5,890)</b>	<b>(6,394)</b>	<b>(6,242)</b>	<b>(6,242)</b>	<b>-</b>	<b>(352)</b>	<b>(6,242)</b>	<b>(6,242)</b>
<b>Net Requirement</b>	<b>49,788</b>	<b>50,125</b>	<b>50,003</b>	<b>52,576</b>	<b>2,573</b>	<b>2,788</b>	<b>60,027</b>	<b>67,252</b>
<b>Full Time Equivalents</b>	<b>797.26</b>	<b>804.88</b>	<b>804.88</b>	<b>813.53</b>	<b>8.65</b>	<b>16.27</b>	<b>832.84</b>	<b>847.70</b>

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

In Thousands (\$000)

Operating Resource Requirement Analysis	2009 Baseline			2010 Adjustments						2010	Change Over '09 Budget	% of Exp. on Comp./ Benefits
	Actual	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	New Services / Needs	Efficiencies	User Fees & Charges	Adopted		
<b>Expenditures by Program</b>												
Parks & Sports Field Maintenance	27,336	25,913	(218)	694	-	565	35	-	-	26,989	1,076	58.0%
Building & Grounds	101,054	100,092	236	3,015	-	1,155	223	-	-	104,721	4,629	36.6%
Productivity Improvements	-	-	-	-	-	-	-	-	-	-	-	0.0%
<b>Gross Expenditure</b>	<b>128,390</b>	<b>126,005</b>	<b>18</b>	<b>3,709</b>	<b>-</b>	<b>1,720</b>	<b>258</b>	<b>-</b>	<b>-</b>	<b>131,710</b>	<b>5,705</b>	<b>41.0%</b>
Recoveries & Allocations	(71,871)	(69,760)	(242)	(1,689)	(278)	(803)	(120)	-	-	(72,892)	(3,132)	
<b>Net Expenditure</b>	<b>56,519</b>	<b>56,245</b>	<b>(224)</b>	<b>2,020</b>	<b>(278)</b>	<b>917</b>	<b>138</b>	<b>-</b>	<b>-</b>	<b>58,818</b>	<b>2,573</b>	
<b>Percent of 2009 Net Expenditure Budget</b>			<b>-0.4%</b>	<b>3.6%</b>	<b>-0.5%</b>	<b>1.6%</b>	<b>0.2%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>4.6%</b>		
<b>Expenditures by Type</b>												
Salaries, Wages & Benefits	51,907	50,900	24	1,383	-	382	83	-	-	52,772	1,872	
Overtime	1,183	1,162	4	10	-	-	-	-	-	1,176	14	
Material & Services	64,095	64,023	(10)	2,025	-	1,179	175	-	-	67,392	3,369	
Transfers/Grants/Financial Charges	561	736	-	15	-	-	-	-	-	751	15	
Fleet Costs	7,820	7,633	-	276	-	117	-	-	-	8,026	393	
Program Facility Costs	-	-	-	-	-	-	-	-	-	-	-	
Other Internal Costs	2,824	1,551	-	-	-	42	-	-	-	1,593	42	
<b>Gross Expenditures</b>	<b>128,390</b>	<b>126,005</b>	<b>18</b>	<b>3,709</b>	<b>-</b>	<b>1,720</b>	<b>258</b>	<b>-</b>	<b>-</b>	<b>131,710</b>	<b>5,705</b>	
Recoveries & Allocations	(71,871)	(69,760)	(242)	(1,689)	(278)	(803)	(120)	-	-	(72,892)	(3,132)	
<b>Net Expenditure</b>	<b>56,519</b>	<b>56,245</b>	<b>(224)</b>	<b>2,020</b>	<b>(278)</b>	<b>917</b>	<b>138</b>	<b>-</b>	<b>-</b>	<b>58,818</b>	<b>2,573</b>	
<b>Revenues By Type</b>												
Federal	-	-	-	-	-	-	-	-	-	-	-	
Provincial	-	-	-	-	-	-	-	-	-	-	-	
Municipal	-	-	-	-	-	-	-	-	-	-	-	
Own Funds	(95)	(95)	95	-	-	-	-	-	-	-	95	
Fees and Services	(6,299)	(6,147)	(95)	-	-	-	-	-	-	(6,242)	(95)	
Fines	-	-	-	-	-	-	-	-	-	-	-	
Other	-	-	-	-	-	-	-	-	-	-	-	
<b>Total Revenue</b>	<b>(6,394)</b>	<b>(6,242)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(6,242)</b>	<b>-</b>	
<b>Percent of 2009 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>Net Requirement</b>	<b>50,125</b>	<b>50,003</b>	<b>(224)</b>	<b>2,020</b>	<b>(278)</b>	<b>917</b>	<b>138</b>	<b>-</b>	<b>-</b>	<b>52,576</b>	<b>2,573</b>	
<b>Percent of 2009 Net Requirement Budget</b>			<b>-0.4%</b>	<b>4.0%</b>	<b>-0.6%</b>	<b>1.8%</b>	<b>0.3%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>5.1%</b>		
<b>Full Time Equivalents (FTE's)</b>	<b>804.88</b>	<b>804.88</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>6.99</b>	<b>1.66</b>	<b>-</b>	<b>-</b>	<b>813.53</b>	<b>8.65</b>	
<b>Percent of 2009 FTE's</b>			<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.9%</b>	<b>0.2%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>1.1%</b>		

City of Ottawa

Public Works

Parks, Buildings & Grounds - Operating Resource Requirement Explanatory Notes

In Thousands (\$000)

2009 Actual vs. Budget Variance Explanation	Surplus / (Deficit)		
	Exp.	Rev.	Net
<b>Actual vs. Budget Variance Explanation</b>			
As reported in the 2009 Corporate tax Supported status report – q2 at June 30th Public Works had a \$2 million deficit, primarily due to winter maintenance costs. Management mitigation measures in combination with savings in the later part of the year due to lower snow volumes enabled the Department to limit the deficit. The primary driver of the remaining deficit is the shortfall in the compensation cost of living adjustment of 2.5% versus 1% identified in the Q2 report.	(274)	152	(122)
<b>Total Surplus / (Deficit)</b>	<b>(274)</b>	<b>152</b>	<b>(122)</b>

2009 Baseline Adjustments / Explanations	Increase / (Decrease)			
	Exp.	Rev.	Net 2010 Changes	FTE Impact
<b>Adjustments to Base Budget</b>				
Adjustment for 2009 budget shortfall in Collective Agreement provision.	525	-	525	-
Corporate Reorganization savings due to implementation of service excellence initiative.	(497)	-	(497)	-
Some costs identified above are transferred to client Branch budgets.	(242)	-	(242)	-
Decrease in Business Travel (Corporate reduction of \$425K)	(10)	-	(10)	-
Removal of the one-time funding for the grant to the Central Canada Exhibition relating to rent at Lansdowne Park.	-	95	95	-
Increase in revenue to Lansdowne Park to reflect removal of one-time funding of the grant to the Central Canada Exhibition.	-	(95)	(95)	-
<b>Total Adjustments to Base Budget</b>	<b>(224)</b>	<b>-</b>	<b>(224)</b>	<b>-</b>

City of Ottawa

Public Works

Parks, Buildings & Grounds - Operating Resource Requirement Explanatory Notes

In Thousands (\$000)

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

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

City of Ottawa

Public Works

Parks, Buildings & Grounds - Operating Resource Requirement Explanatory Notes

In Thousands (\$000)

2010 Pressure Category / Explanation	Increase / (Decrease)			
	Exp.	Rev.	Net 2010 Changes	FTE Impact
<b>Growth</b>				
Adjustment to operating provisions for New Facilities and Major Upgrades for new and expanded facilities. These facilities are Greenborough CC Expansion, Hunt Club CC Expansion, Balena C.C., F.S, - Iber Rd, Kanata Rec. Complex Expansion, 125 Walgreen, Gardners House-104 Greenview, Nep. Creative Arts Ctr, Belltown Addition, Stittsville Foodbank and two new Police facilities.	1,138	-	1,138	2.88
Adjust the increased operating provisions for maintenance divisions resulting from growth of 46 ha of parks and other park amenities from developer built and City capital works.	465	-	465	4.11
Increased Fleet costs associated to growth in parks and facilities.	117	-	117	
Costs identified above are transferred to Police budgets.	(803)	-	(803)	
<b>Total Growth</b>	<b>917</b>	<b>-</b>	<b>917</b>	<b>6.99</b>

2010 Pressure Category / Explanation	Increase / (Decrease)			
	Exp.	Rev.	Net 2010 Changes	FTE Impact
<b>New Services / Needs</b>				
New Preventative Maintenance Strategies - Oxy-Bright Slurry system at the Bob MacQuarie Complex, new ultra-violet water treatment for indoor pools and Catch Basin maintenance in parks.	155	-	155	-
Maintenance of hand sanitizers in municipal facilities as part of H1N1 Preventative Measures.	20	-	20	-
Support services for energy reduction strategies.	83	-	83	1.66
Some costs identified above are transferred to client Branch budgets.	(120)	-	(120)	
<b>Total New Services / Needs</b>	<b>138</b>	<b>-</b>	<b>138</b>	<b>1.66</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>Total Budget Changes</b>	<b>2,573</b>	<b>-</b>	<b>2,573</b>	<b>8.65</b>

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

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



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

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

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

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

<b>1 - New Revenue Opportunities</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  
 Public Works  
 Parks, Buildings & Grounds - Committee Recommendations  
 In Thousands (\$000)

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

<b>1 - New Revenue Opportunities</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  
 Public Works  
 Parks, Buildings & Grounds - Committee Recommendations  
 In Thousands (\$000)

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

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

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

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

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

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

Strategy Category	Branch	Program / Service Adjustment	2010 Council Recommendations			
			Exp	Rev	Net Impact	FTE Impact
N/A	Park, Build, Gnds	<b>Recommendation</b> Adjustment to operating provisions for New Facilities and Major Upgrades for new and expanded facilities. These facilities are Greenborough CC Expansion, Hunt Club CC Expansion, Balena C.C., F.S. - Iber Rd, Kanata Rec. Complex Expansion, 125 Walgreen, Gardners House-104 Greenview, Nep. Creative Arts Ctr, Belltown Addition, Stittsville Foodbank and two new Police facilities.	335	-	335	2.88
N/A	Park, Build, Gnds	<b>Recommendation</b> Adjust the increased operating provisions for maintenance divisions resulting from growth of 46 ha of parks and other park amenities from developer built and City capital works.	465	-	465	4.11
N/A	Park, Build, Gnds	<b>Recommendation</b> Support services for energy reduction strategies.	83	-	83	1.66
N/A	Park, Build, Gnds	<b>Recommendation</b> Increased Fleet costs associated to growth in parks and facilities.	117	-	117	-
N/A	Park, Build, Gnds	<b>Recommendation</b> Reduce H1N1 Hand Sanitizer Budget	(80)	-	(80)	-
N/A	Park, Build, Gnds	<b>Recommendation</b> Decrease in Business Travel (Corporate reduction of \$425K)	(10)	-	(10)	-
<b>Total Council Recommendations</b>			<b>910</b>	<b>-</b>	<b>910</b>	<b>8.65</b>
<b>Total Recommendations</b>			<b>(1,199)</b>	<b>-</b>	<b>(1,199)</b>	<b>(5.27)</b>

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

In Thousands (\$000)

Operating Resource Requirement	2008	2009		2010	Change Over		2011	2012
	Actual	Actual	Budget	Adopted	2009 Budget	2008 Actual	Forecast	
<b>Expenditures by Program</b>								
City Manager's Office	1,444	1,553	1,539	1,368	(171)	(76)	1,395	1,422
French Language Services	2,671	2,676	2,774	2,798	24	127	2,821	2,844
Productivity Improvements	-	-	-	-	-	-	-	-
<b>Gross Expenditure</b>	<b>4,115</b>	<b>4,229</b>	<b>4,313</b>	<b>4,166</b>	<b>(147)</b>	<b>51</b>	<b>4,216</b>	<b>4,266</b>
Recoveries & Allocations	181	(85)	(47)	(47)	-	(228)	(47)	(47)
<b>Net Expenditure</b>	<b>4,296</b>	<b>4,144</b>	<b>4,266</b>	<b>4,119</b>	<b>(147)</b>	<b>(177)</b>	<b>4,169</b>	<b>4,219</b>
<b>Expenditures by Type</b>								
Salaries, Wages & Benefits	1,883	1,841	1,889	1,943	54	60	1,993	2,043
Overtime	8	3	11	11	-	3	11	11
Material & Services	1,995	2,231	2,208	2,007	(201)	12	2,007	2,007
Transfers/Grants/Financial Charges	215	154	205	205	-	(10)	205	205
Fleet Costs	-	-	-	-	-	-	-	-
Program Facility Costs	-	-	-	-	-	-	-	-
Other Internal Costs	14	-	-	-	-	-	-	-
<b>Gross Expenditures</b>	<b>4,115</b>	<b>4,229</b>	<b>4,313</b>	<b>4,166</b>	<b>(147)</b>	<b>51</b>	<b>4,216</b>	<b>4,266</b>
Recoveries & Allocations	181	(85)	(47)	(47)	-	(228)	(47)	(47)
<b>Net Expenditure</b>	<b>4,296</b>	<b>4,144</b>	<b>4,266</b>	<b>4,119</b>	<b>(147)</b>	<b>(177)</b>	<b>4,169</b>	<b>4,219</b>
<b>Revenues By Type</b>								
Federal	(580)	(398)	(390)	(390)	-	190	(390)	(390)
Provincial	-	-	-	-	-	-	-	-
Municipal	-	-	-	-	-	-	-	-
Own Funds	-	(200)	(200)	-	-	-	-	-
Fees and Services	-	-	-	-	-	-	-	-
Fines	-	-	-	-	-	-	-	-
Other	(4)	-	-	-	-	-	-	-
<b>Total Revenue</b>	<b>(584)</b>	<b>(598)</b>	<b>(590)</b>	<b>(390)</b>	<b>200</b>	<b>194</b>	<b>(390)</b>	<b>(390)</b>
<b>Net Requirement</b>	<b>3,712</b>	<b>3,546</b>	<b>3,676</b>	<b>3,729</b>	<b>53</b>	<b>17</b>	<b>3,779</b>	<b>3,829</b>
<b>Full Time Equivalents</b>	<b>20.00</b>	<b>20.00</b>	<b>20.00</b>	<b>20.00</b>	<b>-</b>	<b>-</b>	<b>20.00</b>	<b>20.00</b>



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

In Thousands (\$000)

Operating Resource Requirement Analysis	2009 Baseline			2010 Adjustments						2010	Change Over '09 Budget	% of Exp. on Comp./ Benefits
	Actual	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	New Services / Needs	Efficiencies	User Fees & Charges	Adopted		
<b>Expenditures by Program</b>												
City Manager's Office	1,553	1,539	(198)	27	-	-	-	-	-	1,368	(171)	89.8%
French Language Services	2,676	2,774	7	17	-	-	-	-	-	2,798	24	25.9%
Productivity Improvements	-	-	-	-	-	-	-	-	-	-	-	0.0%
<b>Gross Expenditure</b>	<b>4,229</b>	<b>4,313</b>	<b>(191)</b>	<b>44</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>4,166</b>	<b>(147)</b>	<b>46.9%</b>
Recoveries & Allocations	(85)	(47)	-	-	-	-	-	-	-	(47)	-	
<b>Net Expenditure</b>	<b>4,144</b>	<b>4,266</b>	<b>(191)</b>	<b>44</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>4,119</b>	<b>(147)</b>	
<b>Percent of 2009 Net Expenditure Budget</b>			<b>-4.5%</b>	<b>1.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>-3.4%</b>		
<b>Expenditures by Type</b>												
Salaries, Wages & Benefits	1,841	1,889	10	44	-	-	-	-	-	1,943	54	
Overtime	3	11	-	-	-	-	-	-	-	11	-	
Material & Services	2,231	2,208	(201)	-	-	-	-	-	-	2,007	(201)	
Transfers/Grants/Financial Charges	154	205	-	-	-	-	-	-	-	205	-	
Fleet Costs	-	-	-	-	-	-	-	-	-	-	-	
Program Facility Costs	-	-	-	-	-	-	-	-	-	-	-	
Other Internal Costs	-	-	-	-	-	-	-	-	-	-	-	
<b>Gross Expenditures</b>	<b>4,229</b>	<b>4,313</b>	<b>(191)</b>	<b>44</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>4,166</b>	<b>(147)</b>	
Recoveries & Allocations	(85)	(47)	-	-	-	-	-	-	-	(47)	-	
<b>Net Expenditure</b>	<b>4,144</b>	<b>4,266</b>	<b>(191)</b>	<b>44</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>4,119</b>	<b>(147)</b>	
<b>Revenues By Type</b>												
Federal	(398)	(390)	-	-	-	-	-	-	-	(390)	-	
Provincial	-	-	-	-	-	-	-	-	-	-	-	
Municipal	-	-	-	-	-	-	-	-	-	-	-	
Own Funds	(200)	(200)	200	-	-	-	-	-	-	-	200	
Fees and Services	-	-	-	-	-	-	-	-	-	-	-	
Fines	-	-	-	-	-	-	-	-	-	-	-	
Other	-	-	-	-	-	-	-	-	-	-	-	
<b>Total Revenue</b>	<b>(598)</b>	<b>(590)</b>	<b>200</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(390)</b>	<b>200</b>	
<b>Percent of 2009 Revenue Budget</b>			<b>-33.9%</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>-33.9%</b>		
<b>Net Requirement</b>	<b>3,546</b>	<b>3,676</b>	<b>9</b>	<b>44</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>3,729</b>	<b>53</b>	
<b>Percent of 2009 Net Requirement Budget</b>			<b>0.2%</b>	<b>1.2%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>1.4%</b>		
<b>Full Time Equivalents (FTE's)</b>	<b>20.00</b>	<b>20.00</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>20.00</b>	<b>-</b>	
<b>Percent of 2009 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>		

City of Ottawa

City Manager's Office - Operating Resource Requirement Explanatory Notes

In Thousands (\$000)

2009 Actual vs. Budget Variance Explanation	Surplus / (Deficit)		
	Exp.	Rev.	Net
<b>Actual vs. Budget Variance Explanation</b>			
Surplus in French Language Services due to reduced requests for translation services.	122	8	130
<b>Total Surplus / (Deficit)</b>	<b>122</b>	<b>8</b>	<b>130</b>

2009 Baseline Adjustments / Explanations	Increase / (Decrease)			
	Exp.	Rev.	Net 2010 Changes	FTE Impact
<b>Adjustments to Base Budget</b>				
Adjustment for 2009 budget shortfall in Collective Agreement provision.	10	-	10	-
Removal of 2009 one-time item for Lansdowne Park	(200)	200		
Decrease in Business Travel (Corporate reduction of \$425K).	(1)	-	(1)	-
<b>Total Adjustments to Base Budget</b>	<b>(191)</b>	<b>200</b>	<b>9</b>	<b>-</b>

2010 Pressure Category / Explanation	Increase / (Decrease)			
	Exp.	Rev.	Net 2010 Changes	FTE Impact
<b>Maintain Services</b>				
All programs include an adjustment for 2010 contract settlements, increments, and benefit adjustments	44	-	44	-
<b>Total Maintain Services</b>	<b>44</b>	<b>-</b>	<b>44</b>	<b>-</b>
<b>Total Budget Changes</b>	<b>(147)</b>	<b>200</b>	<b>53</b>	<b>-</b>

**City of Ottawa**  
**City Manager's Office - Committee / Council Recommendations**  
 In Thousands (\$000)

Strategy Category	Program / Service Adjustment	2010 Council Recommendations			
		Exp	Rev	Net Impact	FTE Impact
N/A	<b>Recommendation</b> Decrease in Business Travel (Corporate reduction of \$425K).	(1)	-	(1)	-
<b>Total Council Recommendations</b>		<b>(1)</b>	<b>-</b>	<b>(1)</b>	<b>-</b>

1 - New Revenue Opportunities	2 - Deferral of Proposed New Service Expenditures	3 - Deferral of Capital Projects	4 Adjustments to Existing Services
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**City of Ottawa**  
**Real Estate Partnerships Development Office - Operating Resource Requirement**

In Thousands (\$000)

Operating Resource Requirement	2008	2009		2010	Change Over		2011	2012
	Actual	Actual	Budget	Adopted	2009 Budget	2008 Actual	Forecast	
<b>Expenditures by Program</b>								
Director's Office	-	109	211	214	3	214	219	224
Realty Services	4,540	4,923	5,080	5,397	317	857	5,717	6,062
Realty Initiatives & Development	1,950	1,770	1,535	1,562	27	(388)	1,612	1,662
Productivity Improvements	-	-	-	-	-	-	-	-
<b>Gross Expenditure</b>	<b>6,490</b>	<b>6,802</b>	<b>6,826</b>	<b>7,173</b>	<b>347</b>	<b>683</b>	<b>7,548</b>	<b>7,948</b>
Recoveries & Allocations	(209)	(388)	(351)	(351)	-	(142)	(351)	(351)
<b>Net Expenditure</b>	<b>6,281</b>	<b>6,414</b>	<b>6,475</b>	<b>6,822</b>	<b>347</b>	<b>541</b>	<b>7,197</b>	<b>7,597</b>
<b>Expenditures by Type</b>								
Salaries, Wages & Benefits	3,715	3,737	3,779	3,932	153	217	4,057	4,182
Overtime	16	18	35	35	-	19	35	35
Material & Services	2,303	2,609	2,631	2,825	194	522	3,075	3,350
Transfers/Grants/Financial Charges	413	363	372	372	-	(41)	372	372
Fleet Costs	-	-	-	-	-	-	-	-
Program Facility Costs	-	-	-	-	-	-	-	-
Other Internal Costs	43	75	9	9	-	(34)	9	9
<b>Gross Expenditures</b>	<b>6,490</b>	<b>6,802</b>	<b>6,826</b>	<b>7,173</b>	<b>347</b>	<b>683</b>	<b>7,548</b>	<b>7,948</b>
Recoveries & Allocations	(209)	(388)	(351)	(351)	-	(142)	(351)	(351)
<b>Net Expenditure</b>	<b>6,281</b>	<b>6,414</b>	<b>6,475</b>	<b>6,822</b>	<b>347</b>	<b>541</b>	<b>7,197</b>	<b>7,597</b>
<b>Revenues By Type</b>								
Federal	-	-	-	-	-	-	-	-
Provincial	-	-	-	-	-	-	-	-
Municipal	-	-	-	-	-	-	-	-
Own Funds	-	-	-	-	-	-	-	-
Fees and Services	(2,177)	(2,213)	(1,866)	(2,096)	(230)	81	(2,096)	(2,096)
Fines	-	-	-	-	-	-	-	-
Other	-	-	(500)	(500)	-	(500)	(500)	(500)
<b>Total Revenue</b>	<b>(2,177)</b>	<b>(2,213)</b>	<b>(2,366)</b>	<b>(2,596)</b>	<b>(230)</b>	<b>(419)</b>	<b>(2,596)</b>	<b>(2,596)</b>
<b>Net Requirement</b>	<b>4,104</b>	<b>4,201</b>	<b>4,109</b>	<b>4,226</b>	<b>117</b>	<b>122</b>	<b>4,601</b>	<b>5,001</b>
<b>Full Time Equivalents</b>	<b>40.50</b>	<b>42.50</b>	<b>42.50</b>	<b>42.50</b>	<b>-</b>	<b>2.00</b>	<b>42.50</b>	<b>42.50</b>

City of Ottawa

Real Estate Partnerships Development Office - Operating Resource Requirement Analysis

In Thousands (\$000)

Operating Resource Requirement Analysis	2009 Baseline			2010 Adjustments						2010	Change Over '09 Budget	% of Exp. on Comp./ Benefits
	Actual	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	New Services / Needs	Efficiencies	User Fees & Charges	Adopted		
<b>Expenditures by Program</b>												
Director's Office	109	211	1	2	-	-	-	-	-	214	3	124.8%
Realty Services	4,923	5,080	29	288	-	-	-	-	-	5,397	317	41.3%
Realty Initiatives & Development	1,770	1,535	9	18	-	-	-	-	-	1,562	27	98.3%
Productivity Improvements	-	-	-	-	-	-	-	-	-	-	-	0.0%
<b>Gross Expenditure</b>	<b>6,802</b>	<b>6,826</b>	<b>39</b>	<b>308</b>	-	-	-	-	-	<b>7,173</b>	<b>347</b>	<b>56.2%</b>
Recoveries & Allocations	(388)	(351)	-	-	-	-	-	-	-	(351)	-	
<b>Net Expenditure</b>	<b>6,414</b>	<b>6,475</b>	<b>39</b>	<b>308</b>	-	-	-	-	-	<b>6,822</b>	<b>347</b>	
<b>Percent of 2009 Net Expenditure Budget</b>			<b>0.6%</b>	<b>4.8%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>5.4%</b>		
<b>Expenditures by Type</b>												
Salaries, Wages & Benefits	3,737	3,779	45	108	-	-	-	-	-	3,932	153	
Overtime	18	35		-	-	-	-	-	-	35	-	
Material & Services	2,609	2,631	(6)	200	-	-	-	-	-	2,825	194	
Transfers/Grants/Financial Charges	363	372		-	-	-	-	-	-	372	-	
Fleet Costs	-	-		-	-	-	-	-	-	-	-	
Program Facility Costs	-	-		-	-	-	-	-	-	-	-	
Other Internal Costs	75	9		-	-	-	-	-	-	9	-	
<b>Gross Expenditures</b>	<b>6,802</b>	<b>6,826</b>	<b>39</b>	<b>308</b>	-	-	-	-	-	<b>7,173</b>	<b>347</b>	
Recoveries & Allocations	(388)	(351)		-	-	-	-	-	-	(351)	-	
<b>Net Expenditure</b>	<b>6,414</b>	<b>6,475</b>	<b>39</b>	<b>308</b>	-	-	-	-	-	<b>6,822</b>	<b>347</b>	
<b>Revenues By Type</b>												
Federal	-	-		-	-	-	-	-	-	-	-	
Provincial	-	-		-	-	-	-	-	-	-	-	
Municipal	-	-		-	-	-	-	-	-	-	-	
Own Funds	-	-		-	-	-	-	-	-	-	-	
Fees and Services	(2,213)	(1,866)		-	-	-	-	-	(230)	(2,096)	(230)	
Fines	-	-		-	-	-	-	-	-	-	-	
Other	-	(500)		-	-	-	-	-	-	(500)	-	
<b>Total Revenue</b>	<b>(2,213)</b>	<b>(2,366)</b>	-	-	-	-	-	-	<b>(230)</b>	<b>(2,596)</b>	<b>(230)</b>	
<b>Percent of 2009 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>9.7%</b>	<b>9.7%</b>		
<b>Net Requirement</b>	<b>4,201</b>	<b>4,109</b>	<b>39</b>	<b>308</b>	-	-	-	-	<b>(230)</b>	<b>4,226</b>	<b>117</b>	
<b>Percent of 2009 Net Requirement Budget</b>			<b>0.9%</b>	<b>7.5%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>-5.6%</b>	<b>2.8%</b>		
<b>Full Time Equivalent (FTE's)</b>	<b>42.50</b>	<b>42.50</b>	-		-	-	-	-	-	<b>42.50</b>	-	
<b>Percent of 2009 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>		

City of Ottawa

Real Estate Partnerships Development Office - Operating Resource Requirement Explanatory Notes

In Thousands (\$000)

2009 Actual vs. Budget Variance Explanation	Surplus / (Deficit)		
	Exp.	Rev.	Net
<b>Actual vs. Budget Variance Explanation</b> Minor departmental deficit caused by a shortfall in revenue caused by development transactions not closing in 2009 as originally anticipated.	61	(153)	(92)
<b>Total Surplus / (Deficit)</b>	<b>61</b>	<b>(153)</b>	<b>(92)</b>

2009 Baseline Adjustments / Explanations	Increase / (Decrease)			
	Exp.	Rev.	Net 2010 Changes	FTE Impact
<b>Adjustments to Base Budget</b>				
Adjustment for 2009 budget shortfall in Collective Agreement provision.	45	-	45	-
Decrease in Business Travel (Corporate reduction of \$425K).	(6)	-	(6)	-
<b>Total Adjustments to Base Budget</b>	<b>39</b>	<b>-</b>	<b>39</b>	<b>-</b>

2010 Pressure Category / Explanation	Increase / (Decrease)			
	Exp.	Rev.	Net 2010 Changes	FTE Impact
<b>Maintain Services</b>				
All programs include an adjustment for 2010 contract settlements, increments and benefit adjustments.	108	-	108	-
Inflationary increase on facility costs for leases.	200	-	200	-
<b>Total Maintain Services</b>	<b>308</b>	<b>-</b>	<b>308</b>	<b>-</b>
<b>User Fees &amp; Charges</b>				
See following user fee schedule for details on the specific rates.		(230)	(230)	-
<b>Total User Fees &amp; Charges</b>	<b>-</b>	<b>(230)</b>	<b>(230)</b>	<b>-</b>
<b>Total Budget Changes</b>	<b>347</b>	<b>(230)</b>	<b>117</b>	<b>-</b>

**City of Ottawa**  
**Real Estate Partnership Development Office - User Fees**

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

# City of Ottawa

## Real Estate Partnerships Development Office - Committee / Council Recommendations

In Thousands (\$000)

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

Strategy Category	Program / Service Adjustment	2010 Council Recommendations			
		Exp	Rev	Net Impact	FTE Impact
N/A	<b>Recommendation</b> Decrease in Business Travel (Corporate reduction of \$425K).	(6)	-	(6)	-
<b>Total Council Recommendations</b>		(6)	-	(6)	-

<b>Total Recommendations</b>		(6)	(230)	(236)	-
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1 - New Revenue Opportunities	2 - Deferral of Proposed New Service Expenditures	3 - Deferral of Capital Projects	4 Adjustments to Existing Services
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**City of Ottawa  
Capital Budget - New Authority  
In Thousands (\$000)**

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

**City of Ottawa**  
**Financial Services - Operating Resource Requirement**

In Thousands (\$000)

Operating Resource Requirement	2008	2009		2010	Change Over		2011	2012
	Actual	Actual	Budget	Adopted	2009 Budget	2008 Actual	Forecast	
<b>Expenditures by Program</b>								
City Treasurer's Office	526	459	538	543	5	17	555	567
Revenue	12,068	13,533	13,683	14,145	462	2,077	15,414	15,999
Corporate Finance	4,648	4,879	4,427	4,481	54	(167)	4,609	4,739
Legislative, Planning & Performance Management	264	297	355	362	7	98	374	387
Controller's Office	14,645	15,293	15,658	15,632	(26)	987	16,363	16,801
Supply Management	6,708	6,908	6,728	6,984	256	276	7,257	7,454
Productivity Improvements	-	-	-	-	-	-	-	-
<b>Gross Expenditure</b>	<b>38,859</b>	<b>41,369</b>	<b>41,389</b>	<b>42,147</b>	<b>758</b>	<b>3,288</b>	<b>44,572</b>	<b>45,947</b>
Recoveries & Allocations	(7,267)	(7,965)	(7,835)	(7,970)	(135)	(703)	(8,080)	(8,190)
<b>Net Expenditure</b>	<b>31,592</b>	<b>33,404</b>	<b>33,554</b>	<b>34,177</b>	<b>623</b>	<b>2,585</b>	<b>36,492</b>	<b>37,757</b>
<b>Expenditures by Type</b>								
Salaries, Wages & Benefits	34,226	36,361	36,369	37,229	860	3,003	39,154	40,479
Overtime	3,936	168	234	234	-	(3,702)	234	234
Material & Services	-	4,210	4,288	4,183	(105)	4,183	4,683	4,733
Transfers/Grants/Financial Charges	-	-	-	-	-	-	-	-
Fleet Costs	84	87	83	86	3	2	86	86
Program Facility Costs	-	-	-	-	-	-	-	-
Other Internal Costs	613	543	415	415	-	(198)	415	415
<b>Gross Expenditures</b>	<b>38,859</b>	<b>41,369</b>	<b>41,389</b>	<b>42,147</b>	<b>758</b>	<b>3,288</b>	<b>44,572</b>	<b>45,947</b>
Recoveries & Allocations	(7,267)	(7,965)	(7,835)	(7,970)	(135)	(703)	(8,080)	(8,190)
<b>Net Expenditure</b>	<b>31,592</b>	<b>33,404</b>	<b>33,554</b>	<b>34,177</b>	<b>623</b>	<b>2,585</b>	<b>36,492</b>	<b>37,757</b>
<b>Revenues By Type</b>								
Federal	-	-	-	-	-	-	-	-
Provincial	-	-	-	-	-	-	-	-
Municipal	-	-	-	-	-	-	-	-
Own Funds	(7,241)	(825)	(825)	-	-	-	-	-
Fees and Services	-	(5,653)	(5,540)	(5,749)	(209)	(5,749)	(5,749)	(5,749)
Fines	-	(523)	(565)	(565)	-	(565)	(565)	(565)
Other	-	-	-	-	-	-	-	-
<b>Total Revenue</b>	<b>(7,241)</b>	<b>(7,001)</b>	<b>(6,930)</b>	<b>(6,314)</b>	<b>616</b>	<b>927</b>	<b>(6,314)</b>	<b>(6,314)</b>
<b>Net Requirement</b>	<b>24,351</b>	<b>26,403</b>	<b>26,624</b>	<b>27,863</b>	<b>1,239</b>	<b>3,512</b>	<b>30,178</b>	<b>31,443</b>
<b>Full Time Equivalents</b>	<b>480.66</b>	<b>485.66</b>	<b>485.66</b>	<b>490.66</b>	<b>5.00</b>	<b>10.00</b>	<b>495.66</b>	<b>498.66</b>

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

Operating Resource Requirement Analysis	2009 Baseline			2010 Adjustments						2010	Change Over '09 Budget	% of Exp. on Comp./ Benefits
	Actual	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	New Services / Needs	Efficiencies	User Fees & Charges	Adopted		
<b>Expenditures by Program</b>												
City Treasurer's Office	459	538	(1)	6	-	-	-	-	-	543	5	74.8%
Revenue	13,533	13,683	(126)	330	-	258	-	-	-	14,145	462	77.8%
Corporate Finance	4,879	4,427	(19)	73	-	-	-	-	-	4,481	54	82.1%
Legislative, Planning & Performance Mgm	297	355	1	6	-	-	-	-	-	362	7	92.5%
Controller's Office	15,293	15,658	(434)	408	-	-	-	-	-	15,632	(26)	95.0%
Supply Management	6,908	6,728	62	194	-	-	-	-	-	6,984	256	96.8%
Productivity Improvements	-	-	-	-	-	-	-	-	-	-	-	0.0%
<b>Gross Expenditure</b>	<b>41,369</b>	<b>41,389</b>	<b>(517)</b>	<b>1,017</b>	-	<b>258</b>	-	-	-	<b>42,147</b>	<b>758</b>	<b>87.9%</b>
Recoveries & Allocations	(7,965)	(7,835)	-	(45)	-	(90)	-	-	-	(7,970)	(135)	
<b>Net Expenditure</b>	<b>33,404</b>	<b>33,554</b>	<b>(517)</b>	<b>972</b>	-	<b>168</b>	-	-	-	<b>34,177</b>	<b>623</b>	
<b>Percent of 2009 Net Expenditure Budget</b>			<b>-1.5%</b>	<b>2.9%</b>	<b>0.0%</b>	<b>0.5%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>1.9%</b>		
<b>Expenditures by Type</b>												
Salaries, Wages & Benefits	36,361	36,369	(262)	984	-	138	-	-	-	37,229	860	
Overtime	168	234	-	-	-	-	-	-	-	234	-	
Material & Services	4,210	4,288	(255)	30	-	120	-	-	-	4,183	(105)	
Transfers/Grants/Financial Charges	-	-	-	-	-	-	-	-	-	-	-	
Fleet Costs	87	83	-	3	-	-	-	-	-	86	3	
Program Facility Costs	-	-	-	-	-	-	-	-	-	-	-	
Other Internal Costs	543	415	-	-	-	-	-	-	-	415	-	
<b>Gross Expenditures</b>	<b>41,369</b>	<b>41,389</b>	<b>(517)</b>	<b>1,017</b>	-	<b>258</b>	-	-	-	<b>42,147</b>	<b>758</b>	
Recoveries & Allocations	(7,965)	(7,835)	-	(45)	-	(90)	-	-	-	(7,970)	(135)	
<b>Net Expenditure</b>	<b>33,404</b>	<b>33,554</b>	<b>(517)</b>	<b>972</b>	-	<b>168</b>	-	-	-	<b>34,177</b>	<b>623</b>	
<b>Revenues By Type</b>												
Federal	-	-	-	-	-	-	-	-	-	-	-	
Provincial	-	-	-	-	-	-	-	-	-	-	-	
Municipal	-	-	-	-	-	-	-	-	-	-	-	
Own Funds	(825)	(825)	825	-	-	-	-	-	-	-	825	
Fees and Services	(5,653)	(5,540)	-	-	-	-	-	-	(209)	(5,749)	(209)	
Fines	(523)	(565)	-	-	-	-	-	-	-	(565)	-	
Other	-	-	-	-	-	-	-	-	-	-	-	
<b>Total Revenue</b>	<b>(7,001)</b>	<b>(6,930)</b>	<b>825</b>	-	-	-	-	-	<b>(209)</b>	<b>(6,314)</b>	<b>616</b>	
<b>Percent of 2009 Revenue Budget</b>			<b>-11.9%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>3.0%</b>	<b>-8.9%</b>		
<b>Net Requirement</b>	<b>26,403</b>	<b>26,624</b>	<b>308</b>	<b>972</b>	-	<b>168</b>	-	-	<b>(209)</b>	<b>27,863</b>	<b>1,239</b>	
<b>Percent of 2009 Net Requirement Budget</b>			<b>1.2%</b>	<b>3.7%</b>	<b>0.0%</b>	<b>0.6%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>-0.8%</b>	<b>4.7%</b>		
<b>Full Time Equivalents (FTE's)</b>	<b>485.66</b>	<b>485.66</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>5.00</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>490.66</b>	<b>5.00</b>	
<b>Percent of 2009 FTE's</b>			<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>1.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>1.0%</b>		

## City of Ottawa

### Financial Services - Operating Resource Requirement Explanatory Notes

In Thousands (\$000)

2009 Actual vs. Budget Variance Explanation	Surplus / (Deficit)		
	Exp.	Rev.	Net
<b>Actual vs. Budget Variance Explanation</b> Staffing/spending requests were delayed and/or deferred in response to the projected 2009 corporate operating deficit resulting in a small surplus.	150	71	221
<b>Total Surplus / (Deficit)</b>	<b>150</b>	<b>71</b>	<b>221</b>

2009 Baseline Adjustments / Explanations	Increase / (Decrease)			
	Exp.	Rev.	Net 2010 Changes	FTE Impact
<b>Adjustments to Base Budget</b>				
Adjustment for 2009 budget shortfall in Collective Agreement provision.	380	-	380	-
Removal of 2009 one-time item for the implementation of accounts receivable auto calling system.	(146)	146	-	-
Removal of 2009 one-time item for the reprogramming and updating of the database for the water billing system.	(80)	80	-	-
Removal of 2009 one-time item for the Payroll SAP redesign which increased efficiency, updated legislated and collective agreement changes and ongoing SAP releases and maintenance.	(393)	393	-	-
Removal of 2009 one-time item for support for the SAP system and ensure audit compliance for time leave forms.	(206)	206	-	-
Corporate Reorganization savings due to implementation of service excellence initiative.	(43)	-	(43)	-
Decrease in Business Travel (Corporate reduction of \$425K).	(29)	-	(29)	-
<b>Total Adjustments to Base Budget</b>	<b>(517)</b>	<b>825</b>	<b>308</b>	<b>-</b>

# City of Ottawa

## Financial Services - Operating Resource Requirement Explanatory Notes

In Thousands (\$000)

2010 Pressure Category / Explanation	Increase / (Decrease)			FTE Impact
	Exp.	Rev.	Net 2010 Changes	
<b>Maintain Services</b>				
All programs include an adjustment for 2010 contracts settlements, increments and benefit adjustments.	939	-	939	-
Increased Fleet costs due to inflation on fuel and maintenance.	3	-	3	-
Inflationary pressure on purchased services and materials for tax bills.	15	-	15	-
Inflationary pressure on purchased services and materials for water bills.	45	-	45	-
Inflationary pressure on purchased services and materials for water bills recovered from the Water/Sewer Fund.	(45)	-	(45)	-
Increase in audit fees with respect to tangible capital asset reporting.	15	-	15	-
<b>Total Maintain Services</b>	<b>972</b>	<b>-</b>	<b>972</b>	<b>-</b>
<b>Growth</b>				
Inflationary pressures on purchased services and materials for new tax accounts.	30	-	30	-
Inflationary pressure on purchased services and materials for water bills.	90	-	90	-
Inflationary pressure on purchased services and materials for water bills recovered from the Water/Sewer Fund.	(90)	-	(90)	-
Growth component to be implemented such that the net expenditure for 2010 be reduced by \$212K	(212)	-	(212)	-
Additional collectors required to implement changes in POA and Parking Ticket collection practices as a result of Bill 212. Costs offset by increased POA and parking ticket revenues.	350	-	350	5.00
<b>Total Growth</b>	<b>168</b>	<b>-</b>	<b>168</b>	<b>5.00</b>
<b>User Fees &amp; Charges</b>				
See following user fee schedule for details on the specific rates.	-	(209)	(209)	-
<b>Total User Fees &amp; Charges</b>	<b>-</b>	<b>(209)</b>	<b>(209)</b>	<b>-</b>
<b>Total Budget Changes</b>	<b>623</b>	<b>616</b>	<b>1,239</b>	<b>5.00</b>

**City of Ottawa**  
**Financial Services - User Fees**

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

**City of Ottawa**  
**Financial Services - User Fees**

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

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

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

<b>1 - New Revenue Opportunities</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**  
**Financial Services - Committee / Council Recommendations**  
 In Thousands (\$000)

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

			2010 Council Recommendations			
Strategy Category	Branch	Program / Service Adjustment	Exp	Rev	Net Impact	FTE Impact
N/A	Finance	<b>Recommendation</b> Decrease in Business Travel (Corporate reduction of \$425K).	(29)	-	(29)	-
<b>Total Council Recommendations</b>			<b>(29)</b>	<b>-</b>	<b>(29)</b>	<b>-</b>

<b>Total Recommendations</b>			<b>109</b>	<b>(130)</b>	<b>(21)</b>	<b>5.00</b>
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1 - New Revenue Opportunities	2 - Deferral of Proposed New Service Expenditures	3 - Deferral of Capital Projects	4 Adjustments to Existing Services
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**City of Ottawa  
Capital Budget - New Authority  
In Thousands (\$000)**

Description	2010	Funding						
	New Authority	Revenues	Tax Supported & Other Reserves	Rate Supported	Develop. Charges	Debt		
						Tax	Rate	DC
<b>Financial Services</b>								
<b>Strategic Initiatives</b>								
905134 Payment Card Compliance Requirements	2,000	-	2,000	-	-	-	-	-
	<b>2,000</b>	-	<b>2,000</b>	-	-	-	-	-
<b>Total</b>	<b>2,000</b>	-	<b>2,000</b>	-	-	-	-	-

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

In Thousands (\$000)

Operating Resource Requirement	2008	2009		2010	Change Over		2011	2012
	Actual	Actual	Budget	Adopted	2009 Budget	2008 Actual	Forecast	
<b>Expenditures by Program</b>								
City Clerk & Solicitor's Office	889	626	719	590	(129)	(299)	597	603
Legal Services	11,182	11,505	9,321	9,097	(224)	(2,085)	10,156	10,362
Protocol	1,020	788	997	1,011	14	(9)	1,021	1,032
Legislative Services	3,165	3,394	3,277	3,369	92	204	3,439	3,513
Municipal Elections & MFIPPA	1,003	1,261	1,299	3,935	2,636	2,932	1,230	1,278
Courthouse & Provincial Offences Services	11,221	10,842	10,433	10,741	308	(481)	11,072	11,267
Productivity Improvements	-	-	-	-	-	-	-	-
<b>Gross Expenditure</b>	<b>28,480</b>	<b>28,416</b>	<b>26,046</b>	<b>28,742</b>	<b>2,696</b>	<b>262</b>	<b>27,515</b>	<b>28,055</b>
Recoveries & Allocations	(7,562)	(7,767)	(5,933)	(5,945)	(12)	1,617	(5,945)	(5,945)
<b>Net Expenditure</b>	<b>20,918</b>	<b>20,649</b>	<b>20,113</b>	<b>22,797</b>	<b>2,684</b>	<b>1,879</b>	<b>21,570</b>	<b>22,110</b>
<b>Expenditures by Type</b>								
Salaries, Wages & Benefits	15,539	15,165	15,197	16,567	1,370	1,028	16,204	16,669
Overtime	116	73	158	463	305	347	158	158
Material & Services	12,140	12,584	10,311	11,318	1,007	(822)	10,786	10,863
Transfers/Grants/Financial Charges	184	30	35	35	-	(149)	35	35
Fleet Costs	67	68	84	86	2	19	86	86
Program Facility Costs	-	-	-	-	-	-	-	-
Other Internal Costs	434	496	261	273	12	(161)	246	244
<b>Gross Expenditures</b>	<b>28,480</b>	<b>28,416</b>	<b>26,046</b>	<b>28,742</b>	<b>2,696</b>	<b>262</b>	<b>27,515</b>	<b>28,055</b>
Recoveries & Allocations	(7,562)	(7,767)	(5,933)	(5,945)	(12)	1,617	(5,945)	(5,945)
<b>Net Expenditure</b>	<b>20,918</b>	<b>20,649</b>	<b>20,113</b>	<b>22,797</b>	<b>2,684</b>	<b>1,879</b>	<b>21,570</b>	<b>22,110</b>
<b>Revenues By Type</b>								
Federal	-	-	-	-	-	-	-	-
Provincial	-	-	-	-	-	-	-	-
Municipal	-	-	-	-	-	-	-	-
Own Funds	(391)	(1,076)	(1,076)	(3,215)	(2,139)	(2,824)	(458)	(453)
Fees and Services	(1,666)	(1,571)	(1,336)	(1,366)	(30)	300	(1,366)	(1,366)
Fines	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
<b>Total Revenue</b>	<b>(2,057)</b>	<b>(2,647)</b>	<b>(2,412)</b>	<b>(4,581)</b>	<b>(2,169)</b>	<b>(2,524)</b>	<b>(1,824)</b>	<b>(1,819)</b>
<b>Net Requirement</b>	<b>18,861</b>	<b>18,002</b>	<b>17,701</b>	<b>18,216</b>	<b>515</b>	<b>(645)</b>	<b>19,746</b>	<b>20,291</b>
<b>Full Time Equivalents</b>	<b>194.84</b>	<b>196.84</b>	<b>196.84</b>	<b>197.84</b>	<b>1.00</b>	<b>3.00</b>	<b>198.84</b>	<b>198.84</b>

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

In Thousands (\$000)

Operating Resource Requirement Analysis	2009 Baseline			2010 Adjustments						2010	Change Over '09 Budget	% of Exp. on Comp./ Benefits
	Actual	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	New Services / Needs	Efficiencies	User Fees & Charges	Adopted		
<b>Expenditures by Program</b>												
City Clerk & Solicitor's Office	626	719	(134)	5	-	-	-	-	-	590	(129)	41.7%
Legal Services	11,505	9,321	(410)	186	-	-	-	-	-	9,097	(224)	82.8%
Protocol	788	997	5	9	-	-	-	-	-	1,011	14	39.1%
Legislative Services	3,394	3,277	22	70	-	-	-	-	-	3,369	92	79.7%
Municipal Elections & MFIPPA	1,261	1,299	9	2,627	-	-	-	-	-	3,935	2,636	49.7%
Courthouse & Provincial Offences Serv	10,842	10,433	63	160	-	85	-	-	-	10,741	308	39.3%
Productivity Improvements	-	-	-	-	-	-	-	-	-	-	-	0.0%
<b>Gross Expenditure</b>	<b>28,416</b>	<b>26,046</b>	<b>(445)</b>	<b>3,056</b>	<b>-</b>	<b>85</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>28,742</b>	<b>2,696</b>	<b>59.3%</b>
Recoveries & Allocations	(7,767)	(5,933)	-	(12)	-	-	-	-	-	(5,945)	(12)	
<b>Net Expenditure</b>	<b>20,649</b>	<b>20,113</b>	<b>(445)</b>	<b>3,044</b>	<b>-</b>	<b>85</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>22,797</b>	<b>2,684</b>	
<b>Percent of 2009 Net Expenditure Budget</b>			<b>-2.2%</b>	<b>15.1%</b>	<b>0.0%</b>	<b>0.4%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>13.3%</b>		
<b>Expenditures by Type</b>												
Salaries, Wages & Benefits	15,165	15,197	26	1,224	-	-	120	-	-	16,567	1,370	
Overtime	73	158		305	-	-	-	-	-	463	305	
Material & Services	12,584	10,311	(471)	1,513	-	85	(120)	-	-	11,318	1,007	
Transfers/Grants/Financial Charges	30	35	-	-	-	-	-	-	-	35	-	
Fleet Costs	68	84	-	2	-	-	-	-	-	86	2	
Program Facility Costs	-	-	-	-	-	-	-	-	-	-	-	
Other Internal Costs	496	261	-	12	-	-	-	-	-	273	12	
<b>Gross Expenditures</b>	<b>28,416</b>	<b>26,046</b>	<b>(445)</b>	<b>3,056</b>	<b>-</b>	<b>85</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>28,742</b>	<b>2,696</b>	
Recoveries & Allocations	(7,767)	(5,933)	-	(12)	-	-	-	-	-	(5,945)	(12)	
<b>Net Expenditure</b>	<b>20,649</b>	<b>20,113</b>	<b>(445)</b>	<b>3,044</b>	<b>-</b>	<b>85</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>22,797</b>	<b>2,684</b>	
<b>Revenues By Type</b>												
Federal	-	-	-	-	-	-	-	-	-	-	-	
Provincial	-	-	-	-	-	-	-	-	-	-	-	
Municipal	-	-	-	-	-	-	-	-	-	-	-	
Own Funds	(1,076)	(1,076)	457	(2,596)	-	-	-	-	-	(3,215)	(2,139)	
Fees and Services	(1,571)	(1,336)	-	-	80	(85)	-	-	(25)	(1,366)	(30)	
Fines	-	-	-	-	-	-	-	-	-	-	-	
Other	-	-	-	-	-	-	-	-	-	-	-	
<b>Total Revenue</b>	<b>(2,647)</b>	<b>(2,412)</b>	<b>457</b>	<b>(2,596)</b>	<b>80</b>	<b>(85)</b>	<b>-</b>	<b>-</b>	<b>(25)</b>	<b>(4,581)</b>	<b>(2,169)</b>	
<b>Percent of 2009 Revenue Budget</b>			<b>-18.9%</b>	<b>107.6%</b>	<b>-3.3%</b>	<b>3.5%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>1.0%</b>	<b>89.9%</b>		
<b>Net Requirement</b>	<b>18,002</b>	<b>17,701</b>	<b>12</b>	<b>448</b>	<b>80</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(25)</b>	<b>18,216</b>	<b>515</b>	
<b>Percent of 2009 Net Requirement Budget</b>			<b>0.1%</b>	<b>2.5%</b>	<b>0.5%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>-0.1%</b>	<b>2.9%</b>		
<b>Full Time Equivalents (FTE's)</b>	<b>196.84</b>	<b>196.84</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1.00</b>	<b>-</b>	<b>-</b>	<b>197.84</b>	<b>1.00</b>	
<b>Percent of 2009 FTE's</b>			<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.5%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.5%</b>		

**City of Ottawa**

**City Clerk & Solicitor - Operating Resource Requirement Explanatory Notes**

In Thousands (\$000)

2009 Actual vs. Budget Variance Explanation	Surplus / (Deficit)		
	Exp.	Rev.	Net
<b>Actual vs. Budget Variance Explanation</b> Deficit primarily the result of increased cost of external legal services with respect to contracts (i.e. Pay and Display, Ottawa Congress Centre, Plasco Energy, Source Separated Organics, etc.) partially offset by increased mailroom and print shop recoveries and increased revenues resulting from the delay in the provincial upload of birth registrations.	(536)	235	(301)
<b>Total Surplus / (Deficit)</b>	<b>(536)</b>	<b>235</b>	<b>(301)</b>

2009 Baseline Adjustments / Explanations	Increase / (Decrease)			
	Exp.	Rev.	Net 2010 Changes	FTE Impact
<b>Adjustments to Base Budget</b> Adjustment for 2009 budget shortfall in Collective Agreement provision.	160	-	160	-
Removal of 2009 one-time item for outsourced development work for appeals to the City's Comprehensive Zoning By-law.	(457)	457	-	-
Corporate Reorganization savings due to implementation of service excellence initiative.	(134)	-	(134)	-
Decrease in Business Travel (Corporate reduction of \$425K).	(14)	-	(14)	-
<b>Total Adjustments to Base Budget</b>	<b>(445)</b>	<b>457</b>	<b>12</b>	<b>-</b>

**City of Ottawa**

**City Clerk & Solicitor - Operating Resource Requirement Explanatory Notes**

In Thousands (\$000)

2010 Pressure Category / Explanation	Increase / (Decrease)			FTE Impact
	Exp.	Rev.	Net 2010 Changes	
<b>Maintain Services</b>				
Increased 2010 Election requirement funded from Election Reserve.	2,596	(2,596)	-	-
All programs include an adjustment for 2010 contract settlements, increments, and benefit adjustments.	391	-	391	-
Increased Mail Services costs due to Canada Post rate increases.	55	-	55	-
Increased Fleet costs due to inflation on fuel and maintenance.	2	-	2	-
<b>Total Maintain Services</b>	<b>3,044</b>	<b>(2,596)</b>	<b>448</b>	<b>-</b>

# City of Ottawa

## City Clerk & Solicitor - Operating Resource Requirement Explanatory Notes

In Thousands (\$000)

2010 Pressure Category / Explanation	Increase / (Decrease)			
	Exp.	Rev.	Net 2010 Changes	FTE Impact
<b>Provincial Legislated</b>				
Provincial 2009/10 upload of Vital Statistics Birth Registrations program.	-	80	80	-
<b>Total Provincial Legislated</b>	-	80	80	-
<b>Growth</b>				
Courthouse and Provincial Offences Services - An increase in parking ticket volumes requires additional capacity within the Branch to process tickets which is offset by increased parking ticket revenue.	85	(85)	-	-
<b>Total Growth</b>	85	(85)	-	-
<b>New Services / Needs</b>				
Legal Services - There is a need to hire a Senior Labour Relations Consultant to meet the requirements of Council's approach to Strategic Collective Bargaining, as well as commitments made in response to the 2007 Auditor General's Labour Relations Audit. This FTE and funding were deferred during the 2009 budget deliberations.	120	-	120	1.00
ABF committee recommendation to find resource within existing budgets to offset the pressure for the Senior Labour Relations Consultant.	(120)	-	(120)	-
<b>Total New Services / Needs</b>	-	-	-	1.00
<b>User Fees &amp; Charges</b>				
See following user fee schedule for details on the specific rates.	-	(25)	(25)	-
<b>Total User Fees &amp; Charges</b>	-	(25)	(25)	-
<b>Total Budget Changes</b>	<b>2,684</b>	<b>(2,169)</b>	<b>515</b>	<b>1.00</b>

**City of Ottawa**  
**City Clerk & Solicitor - User Fees**

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



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

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

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

Strategy Category	Branch	Program / Service Adjustment	2010 Council Recommendations			
			Exp	Rev	Net Impact	FTE Impact
N/A	Finance	<u>Recommendation</u> Decrease in Business Travel (Corporate reduction of \$425K).	(14)	-	(14)	-
<b>Total Council Recommendations</b>			<b>(14)</b>	<b>-</b>	<b>(14)</b>	<b>-</b>
<b>Total Recommendations</b>			<b>(384)</b>	<b>-</b>	<b>(384)</b>	<b>-</b>

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

In Thousands (\$000)

Operating Resource Requirement	2008	2009		2010	Change Over		2011	2012
	Actual	Actual	Budget	Adopted	2009 Budget	2008 Actual	Forecast	
<b>Expenditures by Program</b>								
Deputy City Manager's Office	427	436	433	463	30	36	475	485
City Operations Legislative Support	385	393	389	414	25	29	422	432
Productivity Improvements	-	-	-	-	-	-	-	-
<b>Gross Expenditure</b>	<b>812</b>	<b>829</b>	<b>822</b>	<b>877</b>	<b>55</b>	<b>65</b>	<b>897</b>	<b>917</b>
Recoveries & Allocations	-	(2)	-	-	-	-	-	-
<b>Net Expenditure</b>	<b>812</b>	<b>827</b>	<b>822</b>	<b>877</b>	<b>55</b>	<b>65</b>	<b>897</b>	<b>917</b>
<b>Expenditures by Type</b>								
Salaries, Wages & Benefits	798	806	808	863	55	65	883	902
Overtime	-	-	-	-	-	-	-	-
Material & Services	14	18	14	14	-	-	14	15
Transfers/Grants/Financial Charges	-	2	-	-	-	-	-	-
Fleet Costs	-	-	-	-	-	-	-	-
Program Facility Costs	-	-	-	-	-	-	-	-
Other Internal Costs	-	3	-	-	-	-	-	-
<b>Gross Expenditures</b>	<b>812</b>	<b>829</b>	<b>822</b>	<b>877</b>	<b>55</b>	<b>65</b>	<b>897</b>	<b>917</b>
Recoveries & Allocations	-	(2)	-	-	-	-	-	-
<b>Net Expenditure</b>	<b>812</b>	<b>827</b>	<b>822</b>	<b>877</b>	<b>55</b>	<b>65</b>	<b>897</b>	<b>917</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>Net Requirement</b>	<b>812</b>	<b>827</b>	<b>822</b>	<b>877</b>	<b>55</b>	<b>65</b>	<b>897</b>	<b>917</b>
<b>Full Time Equivalents</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>	<b>-</b>	<b>-</b>	<b>7.00</b>	<b>7.00</b>

City of Ottawa

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

In Thousands (\$000)

Operating Resource Requirement Analysis	2009 Baseline			2010 Adjustments						2010	Change Over '09 Budget	% of Exp. on Comp./ Benefits
	Actual	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	New Services / Needs	Efficiencies	User Fees & Charges	Adopted		
<b>Expenditures by Program</b>												
Deputy City Manager's Office	436	433	1	29	-	-	-	-	-	463	30	97.0%
City Operations Legislative Support	393	389	4	21	-	-	-	-	-	414	25	100.0%
Productivity Improvements	-	-	-	-	-	-	-	-	-	-	-	0.0%
<b>Gross Expenditure</b>	<b>829</b>	<b>822</b>	<b>5</b>	<b>50</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>877</b>	<b>55</b>	<b>98.4%</b>
Recoveries & Allocations	(2)	-	-	-	-	-	-	-	-	-	-	-
<b>Net Expenditure</b>	<b>827</b>	<b>822</b>	<b>5</b>	<b>50</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>877</b>	<b>55</b>	
<b>Percent of 2009 Net Expenditure Budget</b>			<b>0.6%</b>	<b>6.1%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>6.7%</b>		
<b>Expenditures by Type</b>												
Salaries, Wages & Benefits	806	808	5	50	-	-	-	-	-	863	55	
Overtime	-	-	-	-	-	-	-	-	-	-	-	
Material & Services	18	14	-	-	-	-	-	-	-	14	-	
Transfers/Grants/Financial Charges	2	-	-	-	-	-	-	-	-	-	-	
Fleet Costs	-	-	-	-	-	-	-	-	-	-	-	
Program Facility Costs	-	-	-	-	-	-	-	-	-	-	-	
Other Internal Costs	3	-	-	-	-	-	-	-	-	-	-	
<b>Gross Expenditures</b>	<b>829</b>	<b>822</b>	<b>5</b>	<b>50</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>877</b>	<b>55</b>	
Recoveries & Allocations	(2)	-	-	-	-	-	-	-	-	-	-	
<b>Net Expenditure</b>	<b>827</b>	<b>822</b>	<b>5</b>	<b>50</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>877</b>	<b>55</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>Percent of 2009 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>Net Requirement</b>	<b>827</b>	<b>822</b>	<b>5</b>	<b>50</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>877</b>	<b>55</b>	
<b>Percent of 2009 Net Requirement Budget</b>			<b>0.6%</b>	<b>6.1%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>6.7%</b>		
<b>Full Time Equivalents (FTE's)</b>	<b>7.00</b>	<b>7.00</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>7.00</b>	<b>-</b>	
<b>Percent of 2009 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>		

**City of Ottawa**

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

In Thousands (\$000)

2009 Actual vs. Budget Variance Explanation	Surplus / (Deficit)		
	Exp.	Rev.	Net
<b>Actual vs. Budget Variance Explanation</b>			
Various minor cost overruns (ex. legal fees, fixed assets, etc.).	(5)	-	(5)
<b>Total Surplus / (Deficit)</b>	<b>(5)</b>	<b>-</b>	<b>(5)</b>

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

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

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

Description	2010	Funding						
	New Authority	Revenues	Tax Supported & Other Reserves	Rate Supported	Develop. Charges	Debt		
						Tax	Rate	DC
<b>City Operations DCM's Office</b>								
<b>Strategic Initiatives</b>								
905717 SE-Community Based Mobile Workforce	5,400	-	-	-	-	5,400	-	-
905734 SE-Sponsorship & Advertizing	300	-	-	-	-	300	-	-
	<b>5,700</b>	-	-	-	-	<b>5,700</b>	-	-
<b>Total</b>	<b>5,700</b>	-	-	-	-	<b>5,700</b>	-	-
As per the Omnibus Motion carried by Council during consideration of the 2010 Draft Operating and Capital Budgets on January 28, 2010, the following projects have been deferred or reduced:								
904957 Generator Strategy	(500)	-	(500)	-	-	-	-	-
	<b>(500)</b>	-	<b>(500)</b>	-	-	-	-	-

**City of Ottawa**  
**Organizational Development & Performance - Operating Resource Requirement**

In Thousands (\$000)

Operating Resource Requirement	2008	2009		2010	Change Over		2011	2012
	Actual	Actual	Budget	Adopted	2009 Budget	2008 Actual	Forecast	
<b>Expenditures by Program</b>								
Director's Office	735	716	680	700	20	(35)	709	712
Corporate Business Services	4,490	4,373	4,742	3,292	(1,450)	(1,198)	3,356	3,375
Client Services Strategies	1,147	1,117	1,305	1,408	103	261	1,440	1,450
Organizational Development	793	772	909	970	61	177	1,001	1,010
Productivity Improvements	-	-	-	-	-	-	-	-
<b>Gross Expenditure</b>	<b>7,164</b>	<b>6,978</b>	<b>7,636</b>	<b>6,370</b>	<b>(1,266)</b>	<b>(794)</b>	<b>6,506</b>	<b>6,546</b>
Recoveries & Allocations	-	(2)	-	-	-	-	-	-
<b>Net Expenditure</b>	<b>7,164</b>	<b>6,976</b>	<b>7,636</b>	<b>6,370</b>	<b>(1,266)</b>	<b>(794)</b>	<b>6,506</b>	<b>6,546</b>
<b>Expenditures by Type</b>								
Salaries, Wages & Benefits	5,338	4,418	4,433	4,480	47	(858)	4,616	4,656
Overtime	-	3	6	6	-	6	6	6
Material & Services	1,787	2,511	3,160	1,847	(1,313)	60	1,847	1,847
Transfers/Grants/Financial Charges	-	10	-	-	-	-	-	-
Fleet Costs	-	-	-	-	-	-	-	-
Program Facility Costs	-	-	-	-	-	-	-	-
Other Internal Costs	39	36	37	37	-	(2)	37	37
<b>Gross Expenditures</b>	<b>7,164</b>	<b>6,978</b>	<b>7,636</b>	<b>6,370</b>	<b>(1,266)</b>	<b>(794)</b>	<b>6,506</b>	<b>6,546</b>
Recoveries & Allocations	-	(2)	-	-	-	-	-	-
<b>Net Expenditure</b>	<b>7,164</b>	<b>6,976</b>	<b>7,636</b>	<b>6,370</b>	<b>(1,266)</b>	<b>(794)</b>	<b>6,506</b>	<b>6,546</b>
<b>Revenues By Type</b>								
Federal	-	-	-	-	-	-	-	-
Provincial	(87)	(79)	(163)	(163)	-	(76)	(163)	(163)
Municipal	-	-	-	-	-	-	-	-
Own Funds	(290)	(1,462)	(1,462)	-	-	-	-	-
Fees and Services	-	-	-	-	-	-	-	-
Fines	-	-	-	-	-	-	-	-
Other	-	(9)	-	-	-	-	-	-
<b>Total Revenue</b>	<b>(377)</b>	<b>(1,550)</b>	<b>(1,625)</b>	<b>(163)</b>	<b>1,462</b>	<b>214</b>	<b>(163)</b>	<b>(163)</b>
<b>Net Requirement</b>	<b>6,787</b>	<b>5,426</b>	<b>6,011</b>	<b>6,207</b>	<b>196</b>	<b>(580)</b>	<b>6,343</b>	<b>6,383</b>
<b>Full Time Equivalents</b>	<b>49.50</b>	<b>46.00</b>	<b>46.00</b>	<b>46.00</b>	<b>-</b>	<b>(3.50)</b>	<b>46.00</b>	<b>46.00</b>

City of Ottawa

Organizational Development & Performance - Operating Resource Requirement Analysis

In Thousands (\$000)

Operating Resource Requirement Analysis	2009 Baseline			2010 Adjustments						2010	Change Over '09 Budget	% of Exp. on Comp./ Benefits
	Actual	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	New Services / Needs	Efficiencies	User Fees & Charges	Adopted		
<b>Expenditures by Program</b>												
Director's Office	716	680	5	15	-	-	-	-	-	700	20	43.9%
Corporate Business Services	4,373	4,742	(1,510)	60	-	-	-	-	-	3,292	(1,450)	63.8%
Client Services Strategies	1,117	1,305	(83)	31	75	-	80	-	-	1,408	103	75.6%
Organizational Development	772	909	9	52	-	-	-	-	-	970	61	104.6%
Productivity Improvements		-	-	-	-	-	-	-	-	-	-	0.0%
<b>Gross Expenditure</b>	<b>6,978</b>	<b>7,636</b>	<b>(1,579)</b>	<b>158</b>	<b>75</b>	<b>-</b>	<b>80</b>	<b>-</b>	<b>-</b>	<b>6,370</b>	<b>(1,266)</b>	<b>70.4%</b>
Recoveries & Allocations	(2)	-	-	-	-	-	-	-	-	-	-	-
<b>Net Expenditure</b>	<b>6,976</b>	<b>7,636</b>	<b>(1,579)</b>	<b>158</b>	<b>75</b>	<b>-</b>	<b>80</b>	<b>-</b>	<b>-</b>	<b>6,370</b>	<b>(1,266)</b>	
<b>Percent of 2009 Net Expenditure Budget</b>			<b>-20.7%</b>	<b>2.1%</b>	<b>1.0%</b>	<b>0.0%</b>	<b>1.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>-16.6%</b>		
<b>Expenditures by Type</b>												
Salaries, Wages & Benefits	4,418	4,433	(111)	158	-	-	-	-	-	4,480	47	
Overtime	3	6	-	-	-	-	-	-	-	6	-	
Material & Services	2,511	3,160	(1,468)	-	75	-	80	-	-	1,847	(1,313)	
Transfers/Grants/Financial Charges	10	-	-	-	-	-	-	-	-	-	-	
Fleet Costs	-	-	-	-	-	-	-	-	-	-	-	
Program Facility Costs	-	-	-	-	-	-	-	-	-	-	-	
Other Internal Costs	36	37	-	-	-	-	-	-	-	37	-	
<b>Gross Expenditures</b>	<b>6,978</b>	<b>7,636</b>	<b>(1,579)</b>	<b>158</b>	<b>75</b>	<b>-</b>	<b>80</b>	<b>-</b>	<b>-</b>	<b>6,370</b>	<b>(1,266)</b>	
Recoveries & Allocations	(2)	-	-	-	-	-	-	-	-	-	-	
<b>Net Expenditure</b>	<b>6,976</b>	<b>7,636</b>	<b>(1,579)</b>	<b>158</b>	<b>75</b>	<b>-</b>	<b>80</b>	<b>-</b>	<b>-</b>	<b>6,370</b>	<b>(1,266)</b>	
<b>Revenues By Type</b>												
Federal	-	-	-	-	-	-	-	-	-	-	-	
Provincial	(79)	(163)	-	-	-	-	-	-	-	(163)	-	
Municipal	-	-	-	-	-	-	-	-	-	-	-	
Own Funds	(1,462)	(1,462)	1,462	-	-	-	-	-	-	-	1,462	
Fees and Services	-	-	-	-	-	-	-	-	-	-	-	
Fines	-	-	-	-	-	-	-	-	-	-	-	
Other	(9)	-	-	-	-	-	-	-	-	-	-	
<b>Total Revenue</b>	<b>(1,550)</b>	<b>(1,625)</b>	<b>1,462</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(163)</b>	<b>1,462</b>	
<b>Percent of 2009 Revenue Budget</b>			<b>-90.0%</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>-90.0%</b>		
<b>Net Requirement</b>	<b>5,426</b>	<b>6,011</b>	<b>(117)</b>	<b>158</b>	<b>75</b>	<b>-</b>	<b>80</b>	<b>-</b>	<b>-</b>	<b>6,207</b>	<b>196</b>	
<b>Percent of 2009 Net Requirement Budget</b>			<b>-1.9%</b>	<b>2.6%</b>	<b>1.2%</b>	<b>0.0%</b>	<b>1.3%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>3.3%</b>		
<b>Full Time Equivalents (FTE's)</b>	<b>46.00</b>	<b>46.00</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>46.00</b>	<b>-</b>	
<b>Percent of 2009 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>		



City of Ottawa

Organizational Development & Performance - Operating Resource Requirement Explanatory Notes

In Thousands (\$000)

2009 Actual vs. Budget Variance Explanation	Surplus / (Deficit)		
	Exp.	Rev.	Net
<b>Actual vs. Budget Variance Explanation</b>			
Staffing/spending initiatives delayed as a result of corporate reorganization from which the ODP Department was created.	576	-	576
Ontario Funding Agreement	84	(84)	-
Unbudgeted donation Aboriginal Working Committee Initiative.		9	9
<b>Total Surplus / (Deficit)</b>	<b>660</b>	<b>(75)</b>	<b>585</b>

2009 Baseline Adjustments / Explanations	Increase / (Decrease)			
	Exp.	Rev.	Net 2010 Changes	FTE Impact
<b>Adjustments to Base Budget</b>				
Removal of 2009 one-time item for the organizational re-alignment and implementation of a targeted budget reduction strategy, which identified priority areas for service improvements and cost reduction over the short, medium and long term.	(1,371)	1,371	-	-
Removal of 2009 one-time item for the development and implementation of corporate strategies, tools and initiatives to comply with new provincial accessibility standards (AODA).	(91)	91	-	-
Adjustment for 2009 budget shortfall in Collective Agreement provision.	39	-	39	-
Corporate Reorganization savings due to implementation of service excellence initiative.	(150)	-	(150)	-
Decrease in Business Travel (Corporate reduction of \$425K).	(6)	-	(6)	-
<b>Total Adjustments to Base Budget</b>	<b>(1,579)</b>	<b>1,462</b>	<b>(117)</b>	<b>-</b>
<b>Maintain Services</b>				
All programs include an adjustment for 2010 contract settlements, increments, and benefit adjustments.	158	-	158	-
<b>Total Maintain Services</b>	<b>158</b>	<b>-</b>	<b>158</b>	<b>-</b>

**City of Ottawa**

**Organizational Development & Performance - Operating Resource Requirement Explanatory Notes**

In Thousands (\$000)

2010 Pressure Category / Explanation	Increase / (Decrease)			
	Exp.	Rev.	Net 2010 Changes	FTE Impact
<b>Provincial Legislated</b>				
Accessibility - to implement provincially legislated Accessibility of Ontarians with Disabilities Act (AODA) standards. Standards to be enacted in 2010-2012 are expected information & communication, employment, transportation standards and built environment.	75	-	75	-
<b>Total Provincial Legislated</b>	<b>75</b>	<b>-</b>	<b>75</b>	<b>-</b>
<b>New Services / Needs</b>				
Seniors Strategy - to implement a City of Ottawa Older Adult/Senior strategy as mandated by Council in motion (ACS2009-CCV-SAC-001). Activities to be undertaken in 2010 include: conducting an environmental scan, consulting with community residents and partners, and developing a 5 year action plan to support the successful engagement of older adults in Ottawa's community and improve service provisions to this client group.	80	-	80	-
<b>Total New Services / Needs</b>	<b>80</b>	<b>-</b>	<b>80</b>	<b>-</b>
<b>Total Budget Changes</b>	<b>(1,266)</b>	<b>1,462</b>	<b>196</b>	<b>-</b>

City of Ottawa

Organizational Development & Performance - Committee / Council Recommendations

In Thousands (\$000)

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

		2010 Council Recommendations			
Strategy Category	Program / Service Adjustment	Exp	Rev	Net Impact	FTE Impact
N/A	<u>Recommendation</u> Decrease in Business Travel (Corporate reduction of \$425K).	(6)	-	(6)	-
	Reinstate the Crime Prevention Ottawa funding.	110	-	110	-
<b>Total Council Recommendations</b>		<b>104</b>	<b>-</b>	<b>104</b>	<b>-</b>

<b>Total Recommendations</b>		<b>(6)</b>	<b>-</b>	<b>(6)</b>	<b>-</b>
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1 - New Revenue Opportunities	2 - Deferral of Proposed New Service Expenditures	3 - Deferral of Capital Projects	4 Adjustments to Existing Services
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**City of Ottawa**  
**Human Resources - Operating Resource Requirement**

In Thousands (\$000)

Operating Resource Requirement	2008	2009		2010	Change Over		2011	2012
	Actual	Actual	Budget	Adopted	2009 Budget	2008 Actual	Forecast	
<b>Expenditures by Program</b>								
Director's Office	335	327	338	343	5	8	350	357
Diversity & Employment Equity	275	371	338	446	108	171	455	549
HR Client & Business Solutions	3,214	2,969	2,865	2,931	66	(283)	3,616	3,693
Resourcing & Talent Management	2,699	3,798	3,957	4,015	58	1,316	4,874	5,275
Compensation & Benefits	3,691	3,975	3,784	3,869	85	178	4,142	4,238
Occupational Health & Safety	2,878	3,253	3,151	3,150	(1)	272	3,232	3,317
Productivity Improvements	-	-	-	-	-	-	-	-
<b>Gross Expenditure</b>	<b>13,092</b>	<b>14,693</b>	<b>14,433</b>	<b>14,754</b>	<b>321</b>	<b>1,662</b>	<b>16,669</b>	<b>17,429</b>
Recoveries & Allocations	(1,020)	(1,097)	(818)	(818)	-	202	(818)	(818)
<b>Net Expenditure</b>	<b>12,072</b>	<b>13,596</b>	<b>13,615</b>	<b>13,936</b>	<b>321</b>	<b>1,864</b>	<b>15,851</b>	<b>16,611</b>
<b>Expenditures by Type</b>								
Salaries, Wages & Benefits	10,705	11,782	11,433	11,747	314	1,042	12,632	13,152
Overtime	6	10	4	4	-	(2)	4	4
Material & Services	2,161	2,701	2,872	2,879	7	718	3,909	4,149
Transfers/Grants/Financial Charges	-	-	-	-	-	-	-	-
Fleet Costs	-	-	-	-	-	-	-	-
Program Facility Costs	-	-	-	-	-	-	-	-
Other Internal Costs	220	200	124	124	-	(96)	124	124
<b>Gross Expenditures</b>	<b>13,092</b>	<b>14,693</b>	<b>14,433</b>	<b>14,754</b>	<b>321</b>	<b>1,662</b>	<b>16,669</b>	<b>17,429</b>
Recoveries & Allocations	(1,020)	(1,097)	(818)	(818)	-	202	(818)	(818)
<b>Net Expenditure</b>	<b>12,072</b>	<b>13,596</b>	<b>13,615</b>	<b>13,936</b>	<b>321</b>	<b>1,864</b>	<b>15,851</b>	<b>16,611</b>
<b>Revenues By Type</b>								
Federal	-	-	-	-	-	-	-	-
Provincial	-	-	-	-	-	-	-	-
Municipal	-	-	-	-	-	-	-	-
Own Funds	(160)	(73)	(73)	-	73	160	-	-
Fees and Services	-	-	-	-	-	-	-	-
Fines	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
<b>Total Revenue</b>	<b>(160)</b>	<b>(73)</b>	<b>(73)</b>	<b>-</b>	<b>73</b>	<b>160</b>	<b>-</b>	<b>-</b>
<b>Net Requirement</b>	<b>11,912</b>	<b>13,523</b>	<b>13,542</b>	<b>13,936</b>	<b>394</b>	<b>2,024</b>	<b>15,851</b>	<b>16,611</b>
<b>Full Time Equivalents</b>	<b>122.60</b>	<b>126.00</b>	<b>126.00</b>	<b>127.00</b>	<b>1.00</b>	<b>4.40</b>	<b>133.50</b>	<b>135.50</b>

**City of Ottawa**  
**Human Resources - Operating Resource Requirement Analysis**

In Thousands (\$000)

Operating Resource Requirement Analysis	2009 Baseline			2010 Adjustments						2010	Change Over '09 Budget	% of Exp. on Comp./ Benefits
	Actual	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	New Services / Needs	Efficiencies	User Fees & Charges	Adopted		
<b>Expenditures by Program</b>												
Director's Office	327	338	(1)	6	-	-	-	-	-	343	5	74.9%
Diversity & Employment Equity	371	338	-	8	100	-	-	-	-	446	108	86.1%
HR Client & Business Solutions	2,969	2,865	-	66	-	-	-	-	-	2,931	66	93.4%
Resourcing & Talent Management	3,798	3,957	2	56	-	-	-	-	-	4,015	58	56.7%
Compensation & Benefits	3,975	3,784	3	82	-	-	-	-	-	3,869	85	85.4%
Occupational Health & Safety	3,253	3,151	(73)	72	-	-	-	-	-	3,150	(1)	88.7%
Productivity Improvements	-	-	-	-	-	-	-	-	-	-	-	0.0%
<b>Gross Expenditure</b>	<b>14,693</b>	<b>14,433</b>	<b>(69)</b>	<b>290</b>	<b>100</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>14,754</b>	<b>321</b>	<b>79.6%</b>
Recoveries & Allocations	(1,097)	(818)	-	-	-	-	-	-	-	(818)	-	-
<b>Net Expenditure</b>	<b>13,596</b>	<b>13,615</b>	<b>(69)</b>	<b>290</b>	<b>100</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>13,936</b>	<b>321</b>	
<b>Percent of 2009 Net Expenditure Budget</b>			<b>-0.5%</b>	<b>2.1%</b>	<b>0.7%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>2.4%</b>		
<b>Expenditures by Type</b>												
Salaries, Wages & Benefits	11,782	11,433	(61)	290	85	-	-	-	-	11,747	314	
Overtime	10	4	-	-	-	-	-	-	-	4	-	
Material & Services	2,701	2,872	(8)	-	15	-	-	-	-	2,879	7	
Transfers/Grants/Financial Charges	-	-	-	-	-	-	-	-	-	-	-	
Fleet Costs	-	-	-	-	-	-	-	-	-	-	-	
Program Facility Costs	-	-	-	-	-	-	-	-	-	-	-	
Other Internal Costs	200	124	-	-	-	-	-	-	-	124	-	
<b>Gross Expenditures</b>	<b>14,693</b>	<b>14,433</b>	<b>(69)</b>	<b>290</b>	<b>100</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>14,754</b>	<b>321</b>	
Recoveries & Allocations	(1,097)	(818)	-	-	-	-	-	-	-	(818)	-	
<b>Net Expenditure</b>	<b>13,596</b>	<b>13,615</b>	<b>(69)</b>	<b>290</b>	<b>100</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>13,936</b>	<b>321</b>	
<b>Revenues By Type</b>												
Federal	-	-	-	-	-	-	-	-	-	-	-	
Provincial	-	-	-	-	-	-	-	-	-	-	-	
Municipal	-	-	-	-	-	-	-	-	-	-	-	
Own Funds	(73)	(73)	73	-	-	-	-	-	-	-	73	
Fees and Services	-	-	-	-	-	-	-	-	-	-	-	
Fines	-	-	-	-	-	-	-	-	-	-	-	
Other	-	-	-	-	-	-	-	-	-	-	-	
<b>Total Revenue</b>	<b>(73)</b>	<b>(73)</b>	<b>73</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>73</b>	
<b>Percent of 2009 Revenue Budget</b>			<b>-100.0%</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>-100.0%</b>		
<b>Net Requirement</b>	<b>13,523</b>	<b>13,542</b>	<b>4</b>	<b>290</b>	<b>100</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>13,936</b>	<b>394</b>	
<b>Percent of 2009 Net Requirement Budget</b>			<b>0.0%</b>	<b>2.1%</b>	<b>0.7%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>2.9%</b>		
<b>Full Time Equivalents (FTE's)</b>	<b>126.00</b>	<b>126.00</b>	<b>-</b>	<b>-</b>	<b>1.00</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>127.00</b>	<b>1.00</b>	
<b>Percent of 2009 FTE's</b>			<b>0.0%</b>	<b>0.0%</b>	<b>0.8%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.8%</b>		

City of Ottawa

Human Resources - Operating Resource Requirement Explanatory Notes

In Thousands (\$000)

2009 Actual vs. Budget Variance Explanation	Surplus / (Deficit)		
	Exp.	Rev.	Net
<b>Actual vs. Budget Variance Explanation</b> Savings in Leadership & Employee Development Training due to cancelled sessions (as result of H1N1 requirements) offset by higher than expected workload in Pension & Benefits resulted in a minor overall savings within the department.	19	-	19
<b>Total Surplus / (Deficit)</b>	<b>19</b>	<b>-</b>	<b>19</b>

2009 Baseline Adjustments / Explanations	Increase / (Decrease)			
	Exp.	Rev.	Net 2010 Changes	FTE Impact
<b>Adjustments to Base Budget</b> Removal of 2009 one-time item for the demand for conflict resolution services and training from client groups and labour relations.	(73)	73	-	-
Adjustment for 2009 budget shortfall in Collective Agreement provision.	12	-	12	-
Decrease in Business Travel (Corporate reduction of \$425K).	(8)	-	(8)	-
<b>Total Adjustments to Base Budget</b>	<b>(69)</b>	<b>73</b>	<b>4</b>	<b>-</b>

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

**City of Ottawa**

**Human Resources - Operating Resource Requirement Explanatory Notes**

In Thousands (\$000)

2010 Pressure Category / Explanation	Increase / (Decrease)			FTE Impact
	Exp.	Rev.	Net 2010 Changes	
<b>Provincial Legislated</b> Base program funding to implement the diversity initiatives such as outreach, training, workplace mediation and cultural events to meet legislated Employment Equity and Accessibility for Ontarians with Disabilities Act (AODA) requirements and Council priorities.	100	-	100	1.00
<b>Total Provincial Legislated</b>	<b>100</b>	<b>-</b>	<b>100</b>	<b>1.00</b>
<b>Total Budget Changes</b>	<b>321</b>	<b>73</b>	<b>394</b>	<b>1.00</b>

City of Ottawa

Human Resources - Committee / Council Recommendations

In Thousands (\$000)

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

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

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

Strategy Category	Branch	Program / Service Adjustment	2010 Council Recommendations			
			Exp	Rev	Net Impact	FTE Impact
N/A	Finance	<u>Recommendation</u> Decrease in Business Travel (Corporate reduction of \$425K).	(8)	-	(8)	-
<b>Total Council Recommendations</b>			<b>(8)</b>	<b>-</b>	<b>(8)</b>	<b>-</b>

<b>Total Recommendations</b>	<b>(738)</b>	<b>-</b>	<b>(738)</b>	<b>(1.50)</b>
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1 - New Revenue Opportunities	2 - Deferral of Proposed New Service Expenditures	3 - Deferral of Capital Projects	4 Adjustments to Existing Services
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**City of Ottawa**  
**Information Technology Services - Operating Resource Requirement**

In Thousands (\$000)

Operating Resource Requirement	2008	2009		2010	Change Over		2011	2012
	Actual	Actual	Budget	Adopted	2009 Budget	2008 Actual	Forecast	
<b>Expenditures by Program</b>								
Director's Office	415	461	449	463	14	48	473	483
Technology Infrastructure	9,742	11,408	9,985	10,148	163	406	10,544	10,794
Client Services	9,403	9,100	9,126	9,273	147	(130)	9,924	10,150
Business Solutions	8,604	8,573	8,988	9,430	442	826	10,439	11,358
Enterprise Solutions	11,738	12,676	12,426	13,131	705	1,393	13,838	14,305
IM/IT Architecture & Security	2,003	2,144	2,015	2,123	108	120	2,465	2,712
Productivity Improvements	-	-	-	-	-	-	-	-
<b>Gross Expenditure</b>	<b>41,905</b>	<b>44,362</b>	<b>42,989</b>	<b>44,568</b>	<b>1,579</b>	<b>2,663</b>	<b>47,683</b>	<b>49,803</b>
Recoveries & Allocations	(4,291)	(4,716)	(3,630)	(3,680)	(50)	611	(4,843)	(4,843)
<b>Net Expenditure</b>	<b>37,614</b>	<b>39,646</b>	<b>39,359</b>	<b>40,888</b>	<b>1,529</b>	<b>3,274</b>	<b>42,840</b>	<b>44,960</b>
<b>Expenditures by Type</b>								
Salaries, Wages & Benefits	26,747	28,785	28,075	29,133	1,058	2,386	31,023	31,973
Overtime	246	273	423	423	-	177	423	423
Material & Services	14,850	15,281	14,438	14,959	521	109	16,184	17,354
Transfers/Grants/Financial Charges	-	-	-	-	-	-	-	-
Fleet Costs	-	-	-	-	-	-	-	-
Program Facility Costs	-	-	-	-	-	-	-	-
Other Internal Costs	62	23	53	53	-	(9)	53	53
<b>Gross Expenditures</b>	<b>41,905</b>	<b>44,362</b>	<b>42,989</b>	<b>44,568</b>	<b>1,579</b>	<b>2,663</b>	<b>47,683</b>	<b>49,803</b>
Recoveries & Allocations	(4,291)	(4,716)	(3,630)	(3,680)	(50)	611	(4,843)	(4,843)
<b>Net Expenditure</b>	<b>37,614</b>	<b>39,646</b>	<b>39,359</b>	<b>40,888</b>	<b>1,529</b>	<b>3,274</b>	<b>42,840</b>	<b>44,960</b>
<b>Revenues By Type</b>								
Federal	-	-	-	-	-	-	-	-
Provincial	-	(386)	-	-	-	-	-	-
Municipal	-	-	-	-	-	-	-	-
Own Funds	-	-	-	-	-	-	-	-
Fees and Services	(17)	(7)	(31)	(31)	-	(14)	(31)	(31)
Fines	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
<b>Total Revenue</b>	<b>(17)</b>	<b>(393)</b>	<b>(31)</b>	<b>(31)</b>	<b>-</b>	<b>(14)</b>	<b>(31)</b>	<b>(31)</b>
<b>Net Requirement</b>	<b>37,597</b>	<b>39,253</b>	<b>39,328</b>	<b>40,857</b>	<b>1,529</b>	<b>3,260</b>	<b>42,809</b>	<b>44,929</b>
<b>Full Time Equivalents</b>	<b>332.00</b>	<b>336.00</b>	<b>336.00</b>	<b>341.00</b>	<b>5.00</b>	<b>9.00</b>	<b>353.00</b>	<b>354.00</b>

City of Ottawa

Information Technology Services - Operating Resource Requirement Analysis

In Thousands (\$000)

Operating Resource Requirement Analysis	2009 Baseline			2010 Adjustments						2010	Change Over '09 Budget	% of Exp. on Comp./ Benefits
	Actual	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	New Services / Needs	Efficiencies	User Fees & Charges	Adopted		
<b>Expenditures by Program</b>												
Director's Office	461	449	1	13	-	-	-	-	-	463	14	76.7%
Technology Infrastructure	11,408	9,985	32	101	-	30	-	-	-	10,148	163	44.1%
Client Services	9,100	9,126	(92)	199	-	40	-	-	-	9,273	147	84.3%
Business Solutions	8,573	8,988	49	343	-	50	-	-	-	9,430	442	71.1%
Enterprise Solutions	12,676	12,426	68	340	-	297	-	-	-	13,131	705	65.1%
IM/IT Architecture & Security	2,144	2,015	12	46	-	50	-	-	-	2,123	108	77.8%
Productivity Improvements	-	-	-	-	-	-	-	-	-	-	-	0.0%
<b>Gross Expenditure</b>	<b>44,362</b>	<b>42,989</b>	<b>70</b>	<b>1,042</b>	<b>-</b>	<b>467</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>44,568</b>	<b>1,579</b>	<b>66.3%</b>
Recoveries & Allocations	(4,716)	(3,630)	-	-	-	(50)	-	-	-	(3,680)	(50)	
<b>Net Expenditure</b>	<b>39,646</b>	<b>39,359</b>	<b>70</b>	<b>1,042</b>	<b>-</b>	<b>417</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>40,888</b>	<b>1,529</b>	
<b>Percent of 2009 Net Expenditure Budget</b>			<b>0.2%</b>	<b>2.6%</b>	<b>0.0%</b>	<b>1.1%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>3.9%</b>		
<b>Expenditures by Type</b>												
Salaries, Wages & Benefits	28,785	28,075	86	747	-	225	-	-	-	29,133	1,058	
Overtime	273	423	-	-	-	-	-	-	-	423	-	
Material & Services	15,281	14,438	(16)	295	-	242	-	-	-	14,959	521	
Transfers/Grants/Financial Charges	-	-	-	-	-	-	-	-	-	-	-	
Fleet Costs	-	-	-	-	-	-	-	-	-	-	-	
Program Facility Costs	-	-	-	-	-	-	-	-	-	-	-	
Other Internal Costs	23	53	-	-	-	-	-	-	-	53	-	
<b>Gross Expenditures</b>	<b>44,362</b>	<b>42,989</b>	<b>70</b>	<b>1,042</b>	<b>-</b>	<b>467</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>44,568</b>	<b>1,579</b>	
Recoveries & Allocations	(4,716)	(3,630)	-	-	-	(50)	-	-	-	(3,680)	(50)	
<b>Net Expenditure</b>	<b>39,646</b>	<b>39,359</b>	<b>70</b>	<b>1,042</b>	<b>-</b>	<b>417</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>40,888</b>	<b>1,529</b>	
<b>Revenues By Type</b>												
Federal	-	-	-	-	-	-	-	-	-	-	-	
Provincial	(386)	-	-	-	-	-	-	-	-	-	-	
Municipal	-	-	-	-	-	-	-	-	-	-	-	
Own Funds	-	-	-	-	-	-	-	-	-	-	-	
Fees and Services	(7)	(31)	-	-	-	-	-	-	-	(31)	-	
Fines	-	-	-	-	-	-	-	-	-	-	-	
Other	-	-	-	-	-	-	-	-	-	-	-	
<b>Total Revenue</b>	<b>(393)</b>	<b>(31)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(31)</b>	<b>-</b>	
<b>Percent of 2009 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>Net Requirement</b>	<b>39,253</b>	<b>39,328</b>	<b>70</b>	<b>1,042</b>	<b>-</b>	<b>417</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>40,857</b>	<b>1,529</b>	
<b>Percent of 2009 Net Requirement Budget</b>			<b>0.2%</b>	<b>2.6%</b>	<b>0.0%</b>	<b>1.1%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>3.9%</b>		
<b>Full Time Equivalents (FTE's)</b>	<b>336.00</b>	<b>336.00</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>5.00</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>341.00</b>	<b>5.00</b>	
<b>Percent of 2009 FTE's</b>			<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>1.5%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>1.5%</b>		

City of Ottawa

Information Technology Services - Operating Resource Requirement Explanatory Notes

In Thousands (\$000)

2009 Actual vs. Budget Variance Explanation	Surplus / (Deficit)		
	Exp.	Rev.	Net
<b>Actual vs. Budget Variance Explanation</b>			
Additional hardware, software, and IT upgrades required for H1N1 Clinics fully offset by Provincial funding, minor savings in conferences, staff training, business travel and lower than anticipated revenue from commission on public telephones resulted in a minor departmental surplus.	(287)	362	75
<b>Total Surplus / (Deficit)</b>	<b>(287)</b>	<b>362</b>	<b>75</b>

2009 Baseline Adjustments / Explanations	Increase / (Decrease)			
	Exp.	Rev.	Net 2010 Changes	FTE Impact
<b>Adjustments to Base Budget</b>				
Adjustment for 2009 budget shortfall in Collective Agreement provision.	211	-	211	-
Corporate Reorganization savings due to implementation of service excellence initiative.	(125)	-	(125)	-
Decrease in Business Travel (Corporate reduction of \$425K).	(16)	-	(16)	-
<b>Total Adjustments to Base Budget</b>	<b>70</b>	<b>-</b>	<b>70</b>	<b>-</b>

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

**City of Ottawa**

**Information Technology Services - Operating Resource Requirement Explanatory Notes**

In Thousands (\$000)

2010 Pressure Category / Explanation	Increase / (Decrease)			FTE Impact
	Exp.	Rev.	Net 2010 Changes	
<b>Growth</b>				
SAP Portal Technical Analyst: In 2008, Council approved the eGovernment Investment Strategy, that included capital investment directed towards expanding employee "self-serve" to eliminate manual data entry of employee data by HR and staff. These capabilities utilize SAP Portal as the underlying technology, and increase the active user base by 90%, making the additional resource a critical support requirement for the SAP configuration, workflow, security, and application layers associated with this new and expanding capability within the portal toolset.	55	-	55	1.00
SAP licence maintenance fees for new licences procured in 2009. Contractual commitment for ongoing vendor support.	242	-	242	-
Telecommunications Services Assistant Telecom position acts as a liaison between ITS and vendors of telecom services and equipment. Controls and updates pertinent databases (5) used by the unit, such as site information for approximately 400 City facilities, 911 and long distance information for 7 Transit facilities. Processes approximately 2,000 requests per year ensuring disconnections of Telecom related services are complete. Unit has not seen a growth in FTE's since amalgamation, despite expanding its original role supporting administrative Telecom duties for Transit, to include support for all functions of Telecom City-wide. Currently, the position is a full-time temporary, funded from gapping and capital.	30	-	30	1.00

**City of Ottawa**

**Information Technology Services - Operating Resource Requirement Explanatory Notes**

In Thousands (\$000)

2010 Pressure Category / Explanation	Increase / (Decrease)			
	Exp.	Rev.	Net 2010 Changes	FTE Impact
<b>Growth (Cont.)</b>				
Desktop Configuration Analyst II position is one of three temporary positions that provide full-time support for client business applications. All have been funded from gapping and capital since 2008. Over the same period, the on-going workload of operational support upgrades, patches and emergency bug fixes has increased by 34% over the past year.	40	-	40	1.00
Business Solutions Project Manager position is required to provide support for the Fire, Paramedics, Parks, Rec and Community Services portfolio of project and operational work. Class application usage has increased by over 30% (300 users) in the last 2 years. Mobile technology solutions continue to increase without additional resources added to support these solutions. Many new projects are being planned. Currently, this large portfolio is supported by four permanent project managers and additional resource is required.	50	-	50	1.00
IT Security Analyst position required to meet the increased workload resulting from the requirements of the Office of the Auditor General to conduct audits related to Fraud & Waste complaints and specific audits. In 2006 the Office of the Auditor General implemented the Fraud & Waste Hotline and investigations have increased year over year without an increase in resources to conduct these investigations.	50	-	50	1.00
Recovery of the IT Security Analyst position from the Auditor General's Office in order to conduct audits related to Fraud & Waste complaints and specific audits.	(50)	-	(50)	-
<b>Total Growth</b>	<b>417</b>	<b>-</b>	<b>417</b>	<b>5.00</b>
<b>Total Budget Changes</b>	<b>1,529</b>	<b>-</b>	<b>1,529</b>	<b>5.00</b>

**City of Ottawa**  
**Information Technology Services - Committee / Council Recommendations**  
 In Thousands (\$000)

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

			2010 ABFC Recommendations			
Strategy Category	Branch	Program / Service Adjustment	Exp	Rev	Net Impact	FTE Impact
4	Tech. Infrastructure	<b>Option</b> Eliminate pressure for Technology infrastructure increases in maintenance contracts due to user base growth, hardware and software purchases. Incremental increase in maintenance contracts as a result of a) telephone systems installed at new locations (Forward Family Shelter, Coburg Dental Clinic, St. Laurent Dental Clinic, Shenkman Theatre), b) new central storage system and backup tape library located in the Constellation data centre.	(70)		(70)	-
	Business Solutions	Eliminate pressure for Business solutions maintenance and operational increases as a result of various implemented client capital projects. Contractual commitment for ongoing vendor support to maintain these applications.	(100)		(100)	-
	Enterprise Solutions	Reduce Pressure for SAP licence maintenance fees for new licences procured in 2009. Contractual commitment for ongoing vendor support.	(463)		(463)	-
	Enterprise Solutions	Eliminate pressure for Oracle Identity Management Suite maintenance from licences purchased from capital in 2009. Contractual commitment for ongoing vendor support.	(45)		(45)	-

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

Information Technology Services - Committee / Council Recommendations

In Thousands (\$000)

Strategy Category	Branch	Program / Service Adjustment	2010 ABFC Recommendations			
			Exp	Rev	Net Impact	FTE Impact
	<b>Enterprise Solutions</b>	Eliminate pressure for Oracle Service-Oriented Architecture (SOA) Suite maintenance from licences purchased from capital in 2009. Contractual commitment for ongoing vendor support.	(55)		(55)	-
	<b>Tech. Infrastructure</b>	Eliminate pressure for Technology infrastructure impact from end-user growth and voice/data communication upgrades requested by clients. Incremental cost of additional voice/data circuits to City facilities, as required by Client business operations. Typically includes upgrading dial-up or ISDN to increase data network capacity to allow for a) faster connectivity and more robust connection to key applications such as SAP, Class, Fire RMS, and b) additional installation of security systems such as CCTV cameras for outdoor pools, parks and Transitway stations.	(50)		(50)	-
	<b>Enterprise Solutions</b>	Eliminate pressure for the increase to professional services for Geographic Information Systems (GIS). Utilization of the enterprise GIS applications have increased by 50% since 2004, with no corresponding increase in professional services operating funding to support this growth and augment the current staff complement.	(100)		(100)	-
	<b>Enterprise Solutions</b>	Eliminate pressure for Oracle software licence maintenance increase for licences purchased from capital. Contractual commitment for ongoing vendor support.	(15)		(15)	-
	<b>Enterprise Solutions</b>	Eliminate pressure for Enterprise Solutions - Estimated 3% vendor (Cognos) increase in maintenance fees for Business Intelligence (BI) tools, plus additional maintenance costs for new licences purchased from capital.	(15)		(15)	-
	<b>Enterprise Solutions</b>	Eliminate pressure for the increase to professional services for SAP support for payroll / HR sustainment.	(250)		(250)	-
		<b>Impact on Public / City Departments</b> Adjustments will have to be made to the existing Information Technology Services (ITS) operating budget to fund these maintenance contracts for the critical business applications that support the delivery of City services. As such, maintenance on existing technology and future automation of City processes to find efficiencies will be scaled back in size or discontinued based on the available funds.				
<b>Total ABFC Recommendations</b>			<b>(1,163)</b>	<b>-</b>	<b>(1,163)</b>	<b>-</b>

<b>1 - New Revenue Opportunities</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**  
**Information Technology Services - Committee / Council Recommendations**  
 In Thousands (\$000)

Strategy Category	Branch	Program / Service Adjustment	2010 Council Recommendations			
			Exp	Rev	Net Impact	FTE Impact
N/A		<u>Recommendation</u> Decrease in Business Travel (Corporate reduction of \$425K).	(16)	-	(16)	-
<b>Total Council Recommendations</b>			<b>(16)</b>	<b>-</b>	<b>(16)</b>	<b>-</b>
<b>Total Recommendations</b>			<b>(1,229)</b>	<b>-</b>	<b>(1,229)</b>	<b>-</b>

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

Description	2010	Funding						
	New Authority	Revenues	Tax Supported & Other Reserves	Rate Supported	Develop. Charges	Debt		
						Tax	Rate	DC
<b>Information Technology</b>								
<b>Renewal of City Assets</b>								
904184 IT Lifecycle Renew Bus App 2010	1,210	-	1,210	-	-	-	-	-
904605 IT Related Bulk Renewal	1,000	-	1,000	-	-	-	-	-
905023 IT Lifecycle Renew Network Inf 2010	1,975	-	1,975	-	-	-	-	-
905680 IT Sustain Electronic Info Tech 2010	840	-	840	-	-	-	-	-
905685 IT Lifecycle Renew Comp/Periph 2010	2,500	-	2,500	-	-	-	-	-
905686 IT Sustain Database & Bus Intell 2010	305	-	305	-	-	-	-	-
905687 IT Sustain Web Based Svs Tech 2010	580	-	580	-	-	-	-	-
905689 IT Security & Business Continuity 2010	370	-	370	-	-	-	-	-
905690 IT Sustain SAP Technology 2010	1,710	-	1,710	-	-	-	-	-
905691 IT Sustain GIS Technology 2010	460	-	460	-	-	-	-	-
905692 IT Service Management ITSM 2010	230	-	230	-	-	-	-	-
905709 IT Performance Measurement (TCO) 2010	100	-	100	-	-	-	-	-
905720 IT Strategic Plan Refresh 2010	120	-	120	-	-	-	-	-
	<b>11,400</b>	-	<b>11,400</b>	-	-	-	-	-
<b>Strategic Initiatives</b>								
905695 IT eGovernment Technology	250	-	250	-	-	-	-	-
905732 SE-Technology Roadmap	1,500	-	-	-	-	1,500	-	-
	<b>1,750</b>	-	<b>250</b>	-	-	<b>1,500</b>	-	-
<b>Total</b>	<b>13,150</b>	-	<b>11,650</b>	-	-	<b>1,500</b>	-	-
As per the Omnibus Motion carried by Council during consideration of the 2010 Draft Operating and Capital Budgets on January 28, 2010, the following projects have been deferred or reduced:								
905685 IT Lifecycle Renew Comp/Periph 2010	(935)	-	(935)	-	-	-	-	-
905695 IT eGovernment Technology	(250)	-	(250)	-	-	-	-	-
	<b>(1,185)</b>	-	<b>(1,185)</b>	-	-	-	-	-

**City of Ottawa**  
**Communications & Customer Service - Operating Resource Requirement**

In Thousands (\$000)

Operating Resource Requirement	2008	2009		2010	Change Over		2011	2012
	Actual	Actual	Budget	Adopted	2009 Budget	2008 Actual	Forecast	
<b>Expenditures by Program</b>								
Director's Office	340	554	331	336	5	(4)	343	350
Public Affairs & E-Publishing	822	583	741	604	(137)	(218)	617	630
E-Media & Service Integration	620	764	849	870	21	250	967	985
Client Relations	2,688	3,498	3,598	3,510	(88)	822	3,611	3,715
Cost Recovery - Gov Service Centre	176	183	176	176	-	-	176	176
Client Services	6,038	6,207	6,033	5,970	(63)	(68)	6,202	6,520
Productivity Improvements	-	-	-	-	-	-	-	-
<b>Gross Expenditure</b>	<b>10,684</b>	<b>11,789</b>	<b>11,728</b>	<b>11,466</b>	<b>(262)</b>	<b>782</b>	<b>11,916</b>	<b>12,376</b>
Recoveries & Allocations	(798)	(884)	(891)	(891)	-	(93)	(891)	(891)
<b>Net Expenditure</b>	<b>9,886</b>	<b>10,905</b>	<b>10,837</b>	<b>10,575</b>	<b>(262)</b>	<b>689</b>	<b>11,025</b>	<b>11,485</b>
<b>Expenditures by Type</b>								
Salaries, Wages & Benefits	9,802	10,586	10,469	10,471	2	669	10,921	11,381
Overtime	79	123	67	67	-	(12)	67	67
Material & Services	662	950	1,071	807	(264)	145	807	807
Transfers/Grants/Financial Charges	-	-	-	-	-	-	-	-
Fleet Costs	-	-	-	-	-	-	-	-
Program Facility Costs	-	-	-	-	-	-	-	-
Other Internal Costs	141	130	121	121	-	(20)	121	121
<b>Gross Expenditures</b>	<b>10,684</b>	<b>11,789</b>	<b>11,728</b>	<b>11,466</b>	<b>(262)</b>	<b>782</b>	<b>11,916</b>	<b>12,376</b>
Recoveries & Allocations	(798)	(884)	(891)	(891)	-	(93)	(891)	(891)
<b>Net Expenditure</b>	<b>9,886</b>	<b>10,905</b>	<b>10,837</b>	<b>10,575</b>	<b>(262)</b>	<b>689</b>	<b>11,025</b>	<b>11,485</b>
<b>Revenues By Type</b>								
Federal	-	-	-	-	-	-	-	-
Provincial	-	-	-	-	-	-	-	-
Municipal	-	-	-	-	-	-	-	-
Own Funds	(93)	(385)	(385)	-	-	-	-	-
Fees and Services	-	(23)	(28)	(28)	-	(28)	(28)	(28)
Fines	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
<b>Total Revenue</b>	<b>(93)</b>	<b>(408)</b>	<b>(413)</b>	<b>(28)</b>	<b>385</b>	<b>65</b>	<b>(28)</b>	<b>(28)</b>
<b>Net Requirement</b>	<b>9,793</b>	<b>10,497</b>	<b>10,424</b>	<b>10,547</b>	<b>123</b>	<b>754</b>	<b>10,997</b>	<b>11,457</b>
<b>Full Time Equivalents</b>	<b>135.23</b>	<b>134.23</b>	<b>134.23</b>	<b>132.23</b>	<b>(2.00)</b>	<b>(3.00)</b>	<b>134.23</b>	<b>136.23</b>

City of Ottawa

Communications & Customer Service - Operating Resource Requirement Analysis

In Thousands (\$000)

Operating Resource Requirement Analysis	2009 Baseline			2010 Adjustments						2010	Change Over '09 Budget	% of Exp. on Comp./ Benefits
	Actual	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	New Services / Needs	Efficiencies	User Fees & Charges	Adopted		
<b>Expenditures by Program</b>												
Director's Office	554	331	(1)	6	-	-	-	-	-	336	5	68.5%
Public Affairs & E-Publishing	583	741	(148)	11	-	-	-	-	-	604	(137)	74.5%
E-Media & Service Integration	764	849	6	15	-	-	-	-	-	870	21	68.7%
Client Relations	3,498	3,598	(175)	87	-	-	-	-	-	3,510	(88)	97.0%
Cost Recovery - Gov Service Centre	183	176	-	-	-	-	-	-	-	176	-	68.2%
Client Services	6,207	6,033	(73)	140	(130)	-	-	-	-	5,970	(63)	96.0%
Productivity Improvements	-	-	-	-	-	-	-	-	-	-	-	0.0%
<b>Gross Expenditure</b>	<b>11,789</b>	<b>11,728</b>	<b>(391)</b>	<b>259</b>	<b>(130)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>11,466</b>	<b>(262)</b>	<b>91.9%</b>
Recoveries & Allocations	(884)	(891)	-	-	-	-	-	-	-	(891)	-	
<b>Net Expenditure</b>	<b>10,905</b>	<b>10,837</b>	<b>(391)</b>	<b>259</b>	<b>(130)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>10,575</b>	<b>(262)</b>	
<b>Percent of 2009 Net Expenditure Budget</b>			<b>-3.6%</b>	<b>2.4%</b>	<b>-1.2%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>-2.4%</b>		
<b>Expenditures by Type</b>												
Salaries, Wages & Benefits	10,586	10,469	(127)	259	(130)	-	-	-	-	10,471	2	
Overtime	123	67	-	-	-	-	-	-	-	67	-	
Material & Services	950	1,071	(264)	-	-	-	-	-	-	807	(264)	
Transfers/Grants/Financial Charges	-	-	-	-	-	-	-	-	-	-	-	
Fleet Costs	-	-	-	-	-	-	-	-	-	-	-	
Program Facility Costs	-	-	-	-	-	-	-	-	-	-	-	
Other Internal Costs	130	121	-	-	-	-	-	-	-	121	-	
<b>Gross Expenditures</b>	<b>11,789</b>	<b>11,728</b>	<b>(391)</b>	<b>259</b>	<b>(130)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>11,466</b>	<b>(262)</b>	
Recoveries & Allocations	(884)	(891)	-	-	-	-	-	-	-	(891)	-	
<b>Net Expenditure</b>	<b>10,905</b>	<b>10,837</b>	<b>(391)</b>	<b>259</b>	<b>(130)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>10,575</b>	<b>(262)</b>	
<b>Revenues By Type</b>												
Federal	-	-	-	-	-	-	-	-	-	-	-	
Provincial	-	-	-	-	-	-	-	-	-	-	-	
Municipal	-	-	-	-	-	-	-	-	-	-	-	
Own Funds	(385)	(385)	385	-	-	-	-	-	-	-	385	
Fees and Services	(23)	(28)	-	-	-	-	-	-	-	(28)	-	
Fines	-	-	-	-	-	-	-	-	-	-	-	
Other	-	-	-	-	-	-	-	-	-	-	-	
<b>Total Revenue</b>	<b>(408)</b>	<b>(413)</b>	<b>385</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(28)</b>	<b>385</b>	
<b>Percent of 2009 Revenue Budget</b>			<b>-93.2%</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>-93.2%</b>		
<b>Net Requirement</b>	<b>10,497</b>	<b>10,424</b>	<b>(6)</b>	<b>259</b>	<b>(130)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>10,547</b>	<b>123</b>	
<b>Percent of 2009 Net Requirement Budget</b>			<b>-0.1%</b>	<b>2.5%</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>		
<b>Full Time Equivalents (FTE's)</b>	<b>134.23</b>	<b>134.23</b>	<b>-</b>	<b>-</b>	<b>(2.00)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>132.23</b>	<b>(2.00)</b>	
<b>Percent of 2009 FTE's</b>			<b>0.0%</b>	<b>0.0%</b>	<b>-1.5%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>-1.5%</b>		

City of Ottawa

Communications & Customer Service - Operating Resource Requirement Explanatory Notes

In Thousands (\$000)

2009 Actual vs. Budget Variance Explanation	Surplus / (Deficit)		
	Exp.	Rev.	Net
<b>Actual vs. Budget Variance Explanation</b> Deficit due to higher than expected volumes at Client Services Call Centres (result of events such as Transit strike, Green Bin Implementation, Lansdowne Live Partnership proposal and H1N1).	(68)	(5)	(73)
<b>Total Surplus / (Deficit)</b>	<b>(68)</b>	<b>(5)</b>	<b>(73)</b>

2009 Baseline Adjustments / Explanations	Increase / (Decrease)			
	Exp.	Rev.	Net 2010 Changes	FTE Impact
<b>Adjustments to Base Budget</b>				
Removal of 2009 one-time item for support to downtown-area BIAs particularly affected by infrastructure restoration, economic recession and lingering effects of the public transit strike as approved by Council May 13 (ACS2009-COS-CCS-0001).	(211)	211	-	-
Removal of 2009 one-time item for a comprehensive Quality Assurance program for the 3-1-1 Contact Centre to fulfil the Auditor General's recommendations to improve quality and consistency.	(69)	69	-	-
Removal of 2009 one-time item for a new email management solution that provides residents who prefer this service option to integrate their service requests immediately within the entire 3-1-1 service framework.	(59)	59	-	-
Removal of 2009 one-time item for current media monitoring model expanding coverage of key select media outlets and enhance ability to deliver coverage of media stories in comprehensive indexed manner to Council and City senior management.	(46)	46	-	-
Adjustment for 2009 budget shortfall in Collective Agreement provision.	105	-	105	-
Corporate Reorganization savings due to implementation of service excellence initiative.	(104)	-	(104)	-
Decrease in Business Travel (Corporate reduction of \$425K).	(7)	-	(7)	-
<b>Total Adjustments to Base Budget</b>	<b>(391)</b>	<b>385</b>	<b>(6)</b>	<b>-</b>

**City of Ottawa**

**Communications & Customer Service - Operating Resource Requirement Explanatory Notes**

In Thousands (\$000)

2010 Pressure Category / Explanation	Increase / (Decrease)			
	Exp.	Rev.	Net 2010 Changes	FTE Impact
<b>Maintain Services</b> All programs include an adjustment for 2010 contract settlements, increments, and benefit adjustments	259	-	259	-
<b>Total Maintain Services</b>	<b>259</b>	<b>-</b>	<b>259</b>	<b>-</b>
<b>Provincial Legislated</b> Provincial upload of birth registration program.	(130)	-	(130)	(2.00)
<b>Total Provincial Legislated</b>	<b>(130)</b>	<b>-</b>	<b>(130)</b>	<b>(2.00)</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>Total Budget Changes</b>	<b>(262)</b>	<b>385</b>	<b>123</b>	<b>(2.00)</b>

**City of Ottawa**  
**Communications & Customer Service - User Fees**

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

**City of Ottawa**  
**Communications & Customer Service - User Fees**

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



# City of Ottawa

## Communications & Customer Service - Committee / Council Recommendations

In Thousands (\$000)

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

<b>1 - New Revenue Opportunities</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**

**Communications & Customer Service - Committee / Council Recommendations**

In Thousands (\$000)

		2010 Council Recommendations			
Strategy Category	Program / Service Adjustment	Exp	Rev	Net Impact	FTE Impact
N/A	<u>Recommendation</u> Decrease in Business Travel (Corporate reduction of \$425K).	(7)	-	(7)	-
<b>Total Council Recommendations</b>		<b>(7)</b>	<b>-</b>	<b>(7)</b>	<b>-</b>
<b>Total CSEDC Recommendations</b>		<b>(137)</b>	<b>-</b>	<b>(137)</b>	<b>(1.50)</b>

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

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

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

Operating Resource Requirement	2008	2009		2010	Change Over		2011	2012
	Actual	Actual	Budget	Adopted	2009 Budget	2008 Actual	Forecast	
<b>Expenditures by Program</b>								
Deputy City Manager's Office - ISCS	1,739	1,457	1,298	1,020	(278)	(719)	1,055	1,090
Productivity Improvements	-	-	-	-	-	-	-	-
<b>Gross Expenditure</b>	<b>1,739</b>	<b>1,457</b>	<b>1,298</b>	<b>1,020</b>	<b>(278)</b>	<b>(719)</b>	<b>1,055</b>	<b>1,090</b>
Recoveries & Allocations	-	(219)	-	(150)	(150)	(150)	(150)	(150)
<b>Net Expenditure</b>	<b>1,739</b>	<b>1,238</b>	<b>1,298</b>	<b>870</b>	<b>(428)</b>	<b>(869)</b>	<b>905</b>	<b>940</b>
<b>Expenditures by Type</b>								
Salaries, Wages & Benefits	1,604	1,370	1,157	881	(276)	(723)	916	951
Overtime	9	3	5	5	-	(4)	5	5
Material & Services	142	75	122	120	(2)	(22)	120	120
Transfers/Grants/Financial Charges	-	-	-	-	-	-	-	-
Fleet Costs	-	-	-	-	-	-	-	-
Program Facility Costs	-	-	-	-	-	-	-	-
Other Internal Costs	(16)	9	14	14	-	30	14	14
<b>Gross Expenditures</b>	<b>1,739</b>	<b>1,457</b>	<b>1,298</b>	<b>1,020</b>	<b>(278)</b>	<b>(719)</b>	<b>1,055</b>	<b>1,090</b>
Recoveries & Allocations	-	(219)	-	(150)	(150)	(150)	(150)	(150)
<b>Net Expenditure</b>	<b>1,739</b>	<b>1,238</b>	<b>1,298</b>	<b>870</b>	<b>(428)</b>	<b>(869)</b>	<b>905</b>	<b>940</b>
<b>Revenues By Type</b>								
Federal	-	-	-	-	-	-	-	-
Provincial	-	-	-	-	-	-	-	-
Municipal	-	-	-	-	-	-	-	-
Own Funds	-	-	-	-	-	-	-	-
Fees and Services	(80)	-	-	-	-	80	-	-
Fines	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
<b>Total Revenue</b>	<b>(80)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>80</b>	<b>-</b>	<b>-</b>
<b>Net Requirement</b>	<b>1,659</b>	<b>1,238</b>	<b>1,298</b>	<b>870</b>	<b>(428)</b>	<b>(789)</b>	<b>905</b>	<b>940</b>
<b>Full Time Equivalents</b>	<b>13.49</b>	<b>10.49</b>	<b>10.49</b>	<b>10.49</b>	<b>-</b>	<b>(3.00)</b>	<b>10.49</b>	<b>10.49</b>

**City of Ottawa**  
**Deputy City Manager - Operating Resource Requirement Analysis**

In Thousands (\$000)

Operating Resource Requirement Analysis	2009 Baseline			2010 Adjustments						2010	Change Over '09 Budget	% of Exp. on Comp./ Benefits
	Actual	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	New Services / Needs	Efficiencies	User Fees & Charges	Adopted		
<b>Expenditures by Program</b>												
Deputy City Manager's Office - ISCS	1,457	1,298	(463)	35	-	150	-	-	-	1,020	(278)	89.2%
Productivity Improvements	-	-	-	-	-	-	-	-	-	-	-	0.0%
<b>Gross Expenditure</b>	<b>1,457</b>	<b>1,298</b>	<b>(463)</b>	<b>35</b>	<b>-</b>	<b>150</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,020</b>	<b>(278)</b>	<b>89.2%</b>
Recoveries & Allocations	(219)	-	-	-	-	(150)	-	-	-	(150)	(150)	
<b>Net Expenditure</b>	<b>1,238</b>	<b>1,298</b>	<b>(463)</b>	<b>35</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>870</b>	<b>(428)</b>	
<b>Percent of 2009 Net Expenditure Budget</b>			<b>-35.7%</b>	<b>2.7%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>-33.0%</b>		
<b>Expenditures by Type</b>												
Salaries, Wages & Benefits	1,370	1,157	(461)	35	-	150	-	-	-	881	(276)	
Overtime	3	5	-	-	-	-	-	-	-	5	-	
Material & Services	75	122	(2)	-	-	-	-	-	-	120	(2)	
Transfers/Grants/Financial Charges	-	-	-	-	-	-	-	-	-	-	-	
Fleet Costs	-	-	-	-	-	-	-	-	-	-	-	
Program Facility Costs	-	-	-	-	-	-	-	-	-	-	-	
Other Internal Costs	9	14	-	-	-	-	-	-	-	14	-	
<b>Gross Expenditures</b>	<b>1,457</b>	<b>1,298</b>	<b>(463)</b>	<b>35</b>	<b>-</b>	<b>150</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,020</b>	<b>(278)</b>	
Recoveries & Allocations	(219)	-	-	-	-	(150)	-	-	-	(150)	(150)	
<b>Net Expenditure</b>	<b>1,238</b>	<b>1,298</b>	<b>(463)</b>	<b>35</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>870</b>	<b>(428)</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>Percent of 2009 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>Net Requirement</b>	<b>1,238</b>	<b>1,298</b>	<b>(463)</b>	<b>35</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>870</b>	<b>(428)</b>	
<b>Percent of 2009 Net Requirement Budget</b>			<b>-35.7%</b>	<b>2.7%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>-33.0%</b>		
<b>Full Time Equivalents (FTE's)</b>	<b>10.49</b>	<b>10.49</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>10.49</b>	<b>-</b>	
<b>Percent of 2009 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>		

City of Ottawa

Deputy City Manager - Operating Resource Requirement Explanatory Notes

In Thousands (\$000)

Actual vs. Budget Variance Explanation	Surplus / (Deficit)		
	Exp.	Rev.	Net
<b>Actual vs. Budget Variance Explanation</b>			
Unbudgeted compensation - Rail Implementation Office; fully recoverable from capital.	(219)	-	(219)
Unbudgeted recoveries - Rail Implementation Office.	219	-	219
Miscellaneous savings.	60	-	60
	-	-	-
<b>Total Surplus / (Deficit)</b>	<b>60</b>	<b>-</b>	<b>60</b>

2009 Baseline Adjustments / Explanations	Increase / (Decrease)			
	Exp.	Rev.	Net 2010 Changes	FTE Impact
<b>Adjustments to Base Budget</b>				
Corporate Reorganization savings due to implementation of service excellence initiative.	(466)	-	(466)	-
Adjustment for 2009 budget shortfall in Collective Agreement provision.	5	-	5	-
Decrease in Business Travel (Corporate reduction of \$425K).	(2)	-	(2)	-
<b>Total Adjustments to Base Budget</b>	<b>(463)</b>	<b>-</b>	<b>(463)</b>	<b>-</b>

<b>Maintain Services</b>				
All programs include an adjustment for 2010 contract settlements, increments, and benefit adjustments.	35	-	35	-
<b>Total Maintain Services</b>	<b>35</b>	<b>-</b>	<b>35</b>	<b>-</b>

2010 Pressure Category / Explanation	Increase / (Decrease)			
	Exp.	Rev.	Net 2010 Changes	FTE Impact
<b>Growth</b>				
Director Rail Implementation - 100% recoverable from capital.	150	-	150	-
Director Rail Implementation - capital recoveries.	(150)	-	(150)	-
<b>Total Growth</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Budget Changes</b>	<b>(428)</b>	<b>-</b>	<b>(428)</b>	<b>-</b>

**City of Ottawa**

**Deputy City Manager - Committee / Council Recommendations**

In Thousands (\$000)

			2010 Council Recommendations			
Strategy Category	Branch	Program / Service Adjustment	Exp	Rev	Net Impact	FTE Impact
N/A	DCM	<u>Recommendation</u> Decrease in Business Travel (Corporate reduction of \$425K).	(2)	-	(2)	-
<b>Total Council Recommendations</b>			<b>(2)</b>	<b>-</b>	<b>(2)</b>	<b>-</b>

<b>1 - New Revenue Opportunities</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  
Capital Budget - New Authority  
In Thousands (\$000)**

Description	2010	Funding						
	New Authority	Revenues	Tax Supported & Other Reserves	Rate Supported	Develop. Charges	Debt		
						Tax	Rate	DC
<b>Infrastructure Services &amp; Community Sustainability DCM's Office</b>								
<b>Renewal of City Assets</b>								
905609 LCR - General Government	1,904	-	1,904	-	-	-	-	-
905661 RG-LCR - General Government	1,710	-	1,710	-	-	-	-	-
905725 LCR Lansdowne Park - 2010	1,223	-	1,223	-	-	-	-	-
	<b>4,837</b>	-	<b>4,837</b>	-	-	-	-	-
<b>Strategic Initiatives</b>								
905667 Accessibility - General Government	570	-	570	-	-	-	-	-
	<b>570</b>	-	<b>570</b>	-	-	-	-	-
<b>Total</b>	<b>5,407</b>	-	<b>5,407</b>	-	-	-	-	-
Per the Omnibus motions approved by the ABF Committee, the following projects have been deferred or reduced:								
1) Motion: Decrease contribution to capital for Strategic projects No projects deferred								
2) Motion: Adjust inflation component of increase in contribution to Capital Fund								
905609 LCR - General Government	(267)	-	(267)	-	-	-	-	-
As per the Omnibus Motion carried by Council during consideration of the 2010 Draft Operating and Capital Budgets on January 28, 2010, the following projects have been deferred or reduced:								
905725 LCR Lansdowne Park - 2010	(2,000)	-	(2,000)	-	-	-	-	-
	<b>(2,267)</b>	-	<b>(2,267)</b>	-	-	-	-	-



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

Operating Resource Requirement	2008	2009		2010	Change Over		2011	2012
	Actual	Actual	Budget	Adopted	2009 Budget	2008 Actual	Forecast	
<b>Expenditures by Program</b>								
Economic Development	2,482	3,560	3,705	3,510	(195)	1,028	3,770	3,833
<b>Gross Expenditure</b>	<b>2,482</b>	<b>3,560</b>	<b>3,705</b>	<b>3,510</b>	<b>(195)</b>	<b>1,028</b>	<b>3,770</b>	<b>3,833</b>
Recoveries & Allocations	-	-	-	-	-	-	-	-
<b>Net Expenditure</b>	<b>2,482</b>	<b>3,560</b>	<b>3,705</b>	<b>3,510</b>	<b>(195)</b>	<b>1,028</b>	<b>3,770</b>	<b>3,833</b>
<b>Expenditures by Type</b>								
Salaries, Wages & Benefits	543	529	527	552	25	9	772	795
Overtime	5	3	7	7	-	2	7	7
Material & Services	63	367	409	408	(1)	345	408	408
Transfers/Grants/Financial Charges	1,865	2,652	2,759	2,540	(219)	675	2,580	2,620
Fleet Costs	-	-	-	-	-	-	-	-
Program Facility Costs	-	-	-	-	-	-	-	-
Other Internal Costs	6	9	3	3	-	(3)	3	3
<b>Gross Expenditure</b>	<b>2,482</b>	<b>3,560</b>	<b>3,705</b>	<b>3,510</b>	<b>(195)</b>	<b>1,028</b>	<b>3,770</b>	<b>3,833</b>
Recoveries & Allocations	-	-	-	-	-	-	-	-
<b>Net Expenditure</b>	<b>2,482</b>	<b>3,560</b>	<b>3,705</b>	<b>3,510</b>	<b>(195)</b>	<b>1,028</b>	<b>3,770</b>	<b>3,833</b>
<b>Revenues By Type</b>								
Federal	-	-	-	-	-	-	-	-
Provincial	-	-	-	-	-	-	-	-
Municipal	-	-	-	-	-	-	-	-
Own Funds	-	-	-	-	-	-	-	-
Fees and Services	(24)	-	-	-	-	24	-	-
Fines	-	-	-	-	-	-	-	-
<b>Total Revenue</b>	<b>(24)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>24</b>	<b>-</b>	<b>-</b>
<b>Net Requirement</b>	<b>2,458</b>	<b>3,560</b>	<b>3,705</b>	<b>3,510</b>	<b>(195)</b>	<b>1,052</b>	<b>3,770</b>	<b>3,833</b>
<b>Full Time Equivalents</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>0.00</b>	<b>0.00</b>	<b>8.00</b>	<b>8.00</b>

**City of Ottawa**  
**Community Sustainability - Operating Resource Requirement Analysis**

In Thousands (\$000)

Operating Resource Requirement Analysis	2009 Baseline			2010 Adjustments						2010	Change Over '09 Budget	% of Exp. on Comp./ Benefits
	Actual	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	New Services / Needs	Efficiencies	User Fees & Charges	Adopted		
<b>Expenditures by Program</b>												
Economic Development	3,560	3,705	3	(198)	-	-	-	-	-	3,510	(195)	16.4%
<b>Gross Expenditure</b>	<b>3,560</b>	<b>3,705</b>	<b>3</b>	<b>(198)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>3,510</b>	<b>(195)</b>	<b>15.9%</b>
Recoveries & Allocations	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Expenditure</b>	<b>3,560</b>	<b>3,705</b>	<b>3</b>	<b>(198)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>3,510</b>	<b>(195)</b>	
<b>Percent of 2009 Net Expenditure Budget</b>			<b>0.1%</b>	<b>-5.3%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>-5.3%</b>		
<b>Expenditures by Type</b>												
Salaries, Wages & Benefits	529	527	4	21	-	-	-	-	-	552	25	
Overtime	3	7	-	-	-	-	-	-	-	7	-	
Material & Services	367	409	(1)	-	-	-	-	-	-	408	(1)	
Transfers/Grants/Financial Charges	2,652	2,759	-	(219)	-	-	-	-	-	2,540	(219)	
Fleet Costs	-	-	-	-	-	-	-	-	-	-	-	
Program Facility Costs	-	-	-	-	-	-	-	-	-	-	-	
Other Internal Costs	9	3	-	-	-	-	-	-	-	3	-	
<b>Gross Expenditure</b>	<b>3,560</b>	<b>3,705</b>	<b>3</b>	<b>(198)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>3,510</b>	<b>(195)</b>	
Recoveries & Allocations	-	-	-	-	-	-	-	-	-	-	-	
<b>Net Expenditure</b>	<b>3,560</b>	<b>3,705</b>	<b>3</b>	<b>(198)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>3,510</b>	<b>(195)</b>	
<b>Revenues By Type</b>												
Federal	-	-	-	-	-	-	-	-	-	-	-	
Provincial	-	-	-	-	-	-	-	-	-	-	-	
Municipal	-	-	-	-	-	-	-	-	-	-	-	
Own Funds	-	-	-	-	-	-	-	-	-	-	-	
Fees and Services	-	-	-	-	-	-	-	-	-	-	-	
Fines	-	-	-	-	-	-	-	-	-	-	-	
<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>Percent of 2009 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>Net Requirement</b>	<b>3,560</b>	<b>3,705</b>	<b>3</b>	<b>(198)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>3,510</b>	<b>(195)</b>	
<b>Percent of 2009 Net Requirement Budget</b>			<b>0.1%</b>	<b>-5.3%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>-5.3%</b>		
<b>Full Time Equivalents (FTE's)</b>	<b>6.00</b>	<b>6.00</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>6.00</b>	<b>-</b>	
<b>Percent of 2009 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>		

City of Ottawa

Community Sustainability - Operating Resource Requirement Explanatory Notes

In Thousands (\$000)

Actual vs. Budget Variance Explanation	Surplus / (Deficit)		
	Exp.	Rev.	Net
<b>Actual vs. Budget Variance Explanation</b>			
Funding for Community Loan Fund and iProfit programs deferred to 2010.	125	-	125
Miscellaneous savings.	20	-	20
	-	-	-
	-	-	-
	-	-	-
<b>Total Surplus / (Deficit)</b>	<b>145</b>	<b>-</b>	<b>145</b>

2009 Baseline Adjustments / Explanations	Increase / (Decrease)			
	Exp.	Rev.	Net 2010 Changes	FTE Impact
<b>Adjustments to Base Budget</b>				
Adjustment for 2009 budget shortfall in Collective Agreement provision.	4	-	4	-
Decrease in Business Travel (Corporate reduction of \$425K).	(1)	-	(1)	-
<b>Total Adjustments to Base Budget</b>	<b>3</b>	<b>-</b>	<b>3</b>	<b>-</b>

2010 Pressure Category / Explanation	Increase / (Decrease)			
	Exp.	Rev.	Net 2010 Changes	FTE Impact
<b>Maintain Services</b>				
All programs include an adjustment for 2010 contract settlements, increments, and benefit adjustments.	21	-	21	-
Re-allocate \$219K from the Economic Development project budget to the corporate contingency fund.	(219)	-	(219)	-
<b>Total Maintain Services</b>	<b>(198)</b>	<b>-</b>	<b>(198)</b>	<b>-</b>
<b>Total Budget Changes</b>	<b>(195)</b>	<b>-</b>	<b>(195)</b>	<b>-</b>

**City of Ottawa**

**Community Sustainability - Committee / Council Recommendations**

In Thousands (\$000)

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

<b>1 - New Revenue Opportunities</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 Sustainability - Committee / Council Recommendations

In Thousands (\$000)

Strategy Category	Branch	Program / Service Adjustment	2010 Council Recommendations			
			Exp	Rev	Net Impact	FTE Impact
N/A	Eco Dev	<u>Recommendation</u> Decrease in Business Travel (Corporate reduction of \$425K).	(1)	-	(1)	-
		<u>Impact on Public / City Departments</u>				
<b>Total Council Recommendations</b>			<b>(1)</b>	<b>-</b>	<b>(1)</b>	<b>-</b>
<b>Total Recommendations</b>			<b>(220)</b>	<b>-</b>	<b>(220)</b>	<b>-</b>

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

In Thousands (\$000)

Operating Resource Requirement	2008	2009		2010	Change Over		2011	2012
	Actual	Actual	Budget	Adopted	2009 Budget	2008 Actual	Forecast	
<b>Expenditure by Program</b>								
General Manager's Office - PGM	1,208	423	329	655	326	(553)	1,770	1,885
Business Support & Evaluation	666	787	1,163	996	(167)	330	1,026	1,056
Development Review Process (Urban)	5,070	4,387	4,328	4,643	315	(427)	4,918	5,218
Development Review Process (Suburban)	6,307	6,207	6,076	6,337	261	30	6,532	6,725
Development Review Process (Rural) - Development Inspections	2,507	2,493	2,552	2,649	97	142	2,719	2,789
Development Review Process (Consol)	270	633	277	277	-	7	277	277
Policy Development & Urban Design	4,971	3,937	4,679	4,422	(257)	(549)	4,552	4,687
Building Code Services-Other Perm & Compl Rep	607	525	677	701	24	94	722	747
Productivity Improvements	-	-	-	-	-	-	-	-
<b>Gross Expenditure</b>	<b>21,606</b>	<b>19,392</b>	<b>20,081</b>	<b>20,680</b>	<b>599</b>	<b>(926)</b>	<b>22,516</b>	<b>23,384</b>
Recoveries & Allocations	(6,752)	(3,171)	(2,769)	(2,769)	-	3,983	(2,769)	(2,769)
<b>Net Expenditure</b>	<b>14,854</b>	<b>16,221</b>	<b>17,312</b>	<b>17,911</b>	<b>599</b>	<b>3,057</b>	<b>19,747</b>	<b>20,615</b>
<b>Expenditure by Type</b>								
Salaries, Wages & Benefits	16,777	17,581	17,862	18,512	650	1,735	19,088	19,696
Overtime	195	156	177	177	-	(18)	177	177
Material & Services	1,317	1,005	1,662	1,407	(255)	90	1,407	1,407
Transfers/Grants/Financial Charges	80	105	150	350	200	270	1,350	1,350
Fleet Costs	164	143	161	165	4	1	175	185
Program Facility Costs	-	-	-	-	-	-	-	-
Other Internal Costs	3,073	402	69	69	-	(3,004)	69	69
<b>Gross Expenditure</b>	<b>21,606</b>	<b>19,392</b>	<b>20,081</b>	<b>20,680</b>	<b>599</b>	<b>(926)</b>	<b>22,266</b>	<b>22,884</b>
Recoveries & Allocations	(6,752)	(3,171)	(2,769)	(2,769)	-	3,983	(2,769)	(2,769)
<b>Net Expenditure</b>	<b>14,854</b>	<b>16,221</b>	<b>17,312</b>	<b>17,911</b>	<b>599</b>	<b>3,057</b>	<b>19,497</b>	<b>20,115</b>
<b>Revenue By Type</b>								
Federal	-	-	-	-	-	-	-	-
Provincial	-	-	-	-	-	-	-	-
Municipal	-	-	-	-	-	-	-	-
Own Funds	(280)	(594)	(594)	-	594	280	-	-
Fees and Services	(14,691)	(13,005)	(16,282)	(16,220)	62	(1,529)	(16,620)	(17,035)
Fines	-	-	-	-	-	-	-	-
Other	-	-	-	(22)	(22)	(22)	(22)	(22)
<b>Total Revenue</b>	<b>(14,971)</b>	<b>(13,599)</b>	<b>(16,876)</b>	<b>(16,242)</b>	<b>634</b>	<b>(1,271)</b>	<b>(16,642)</b>	<b>(17,057)</b>
<b>Net Requirement</b>	<b>(117)</b>	<b>2,622</b>	<b>436</b>	<b>1,669</b>	<b>1,233</b>	<b>1,786</b>	<b>3,105</b>	<b>3,558</b>
<b>Full Time Equivalent</b>	<b>213.40</b>	<b>209.40</b>	<b>209.40</b>	<b>209.40</b>	<b>0.00</b>	<b>-4.00</b>	<b>210.40</b>	<b>210.40</b>

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

In Thousands (\$000)

Operating Resource Requirement Analysis	2009 Baseline			2010 Adjustments						2010	Change Over '09 Budget	% of Exp. on Comp./ Benefits
	Actual	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	New Services / Needs	Efficiencies	User Fees & Charges	Adopted		
<b>Expenditure by Program</b>												
General Manager's Office - PGM	423	329	13	13	-	-	300	-	-	655	326	1.4%
Business Support & Evaluation	787	1,163	(190)	23	-	-	-	-	-	996	(167)	3.7%
Development Review Process (Urban)	4,387	4,328	55	110	-	-	150	-	-	4,643	315	20.7%
Development Review Process (Suburban)	6,207	6,076	66	195	-	-	-	-	-	6,337	261	30.0%
Development Review Process (Rural) - Development Inspections	2,493	2,552	-	97	-	-	-	-	-	2,649	97	11.3%
Development Review Process (Consol)	633	277	-	-	-	-	-	-	-	277	-	0.0%
Policy Development & Urban Design	3,937	4,679	(408)	151	-	-	-	-	-	4,422	(257)	20.1%
Building Code Services-Other Perm & Compl Rep	525	677	4	20	-	-	-	-	-	701	24	3.2%
Productivity Improvements	-	-	-	-	-	-	-	-	-	-	-	0.0%
<b>Gross Expenditure</b>	<b>19,392</b>	<b>20,081</b>	<b>(460)</b>	<b>609</b>	<b>-</b>	<b>-</b>	<b>450</b>	<b>-</b>	<b>-</b>	<b>20,680</b>	<b>599</b>	<b>90.4%</b>
Recoveries & Allocations	(3,171)	(2,769)	-	-	-	-	-	-	-	(2,769)	-	
<b>Net Expenditure</b>	<b>16,221</b>	<b>17,312</b>	<b>(460)</b>	<b>609</b>	<b>-</b>	<b>-</b>	<b>450</b>	<b>-</b>	<b>-</b>	<b>17,911</b>	<b>599</b>	
<b>Percent of 2009 Net Expenditure Budget</b>			<b>-2.7%</b>	<b>3.5%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>2.6%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>3.5%</b>		
<b>Expenditure by Type</b>												
Salaries, Wages & Benefits	17,581	17,862	45	605	-	-	-	-	-	18,512	650	
Overtime	156	177	-	-	-	-	-	-	-	177	-	
Material & Services	1,005	1,662	(505)	-	-	-	250	-	-	1,407	(255)	
Transfers/Grants/Financial Charges	105	150	-	-	-	-	200	-	-	350	200	
Fleet Costs	143	161	-	4	-	-	-	-	-	165	4	
Program Facility Costs	-	-	-	-	-	-	-	-	-	-	-	
Other Internal Costs	402	69	-	-	-	-	-	-	-	69	-	
<b>Gross Expenditure</b>	<b>19,392</b>	<b>20,081</b>	<b>(460)</b>	<b>609</b>	<b>-</b>	<b>-</b>	<b>450</b>	<b>-</b>	<b>-</b>	<b>20,680</b>	<b>599</b>	
Recoveries & Allocations	(3,171)	(2,769)	-	-	-	-	-	-	-	(2,769)	-	
<b>Net Expenditure</b>	<b>16,221</b>	<b>17,312</b>	<b>(460)</b>	<b>609</b>	<b>-</b>	<b>-</b>	<b>450</b>	<b>-</b>	<b>-</b>	<b>17,911</b>	<b>599</b>	
<b>Revenue By Type</b>												
Federal	-	-	-	-	-	-	-	-	-	-	-	
Provincial	-	-	-	-	-	-	-	-	-	-	-	
Municipal	-	-	-	-	-	-	-	-	-	-	-	
Own Funds	(594)	(594)	594	-	-	-	-	-	-	-	594	
Fees and Services	(13,005)	(16,282)	500	-	-	-	(250)	-	(188)	(16,220)	62	
Fines	-	-	-	-	-	-	-	-	-	-	-	
Other	-	-	(22)	-	-	-	-	-	-	(22)	(22)	
<b>Total Revenue</b>	<b>(13,599)</b>	<b>(16,876)</b>	<b>1,072</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(250)</b>	<b>-</b>	<b>(188)</b>	<b>(16,242)</b>	<b>634</b>	
<b>Percent of 2009 Revenue Budget</b>			<b>-6.4%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>1.5%</b>	<b>0.0%</b>	<b>1.1%</b>	<b>-3.8%</b>		
<b>Net Requirement</b>	<b>2,622</b>	<b>436</b>	<b>612</b>	<b>609</b>	<b>-</b>	<b>-</b>	<b>200</b>	<b>-</b>	<b>(188)</b>	<b>1,669</b>	<b>1,233</b>	
<b>Percent of 2009 Net Requirement Budget</b>			<b>140.4%</b>	<b>139.7%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>45.9%</b>	<b>0.0%</b>	<b>-43.1%</b>	<b>282.8%</b>		
<b>Full Time Equivalents (FTE's)</b>	<b>209.40</b>	<b>209.40</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>209.40</b>	<b>0.00</b>	
<b>Percent of 2009 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>		

**City of Ottawa**

**Planning & Growth Management - Operating Resource Requirement Explanatory Notes**

In Thousands (\$000)

2009 Actual vs. Budget Variance Explanation	Surplus / (Deficit)		
	Exp.	Rev.	Net
<b>Actual vs. Budget Variance Explanation</b>			
Miscellaneous savings - expenditures were reduced to offset the revenue shortfall.	1,091	-	1,091
Shortfall in processing fees revenues - reduced number of applications.		(2,582)	(2,582)
Shortfall in engineering revenues.		(440)	(440)
Shortfall in encroachments fee revenues.	-	(255)	(255)
<b>Total Surplus / (Deficit)</b>	<b>1,091</b>	<b>(3,277)</b>	<b>(2,186)</b>

2009 Baseline Adjustments / Explanations	Increase / (Decrease)			
	Exp.	Rev.	Net 2010 Changes	FTE Impact
<b>Adjustments to Base Budget</b>				
Corporate Reorganization savings due to implementation of service excellence initiative.	(82)	-	(82)	-
Adjustment for 2009 budget shortfall in Collective Agreement provision.	128	-	128	-
Removal of one-time items: Official Plan Review, Development Application Fees Review, Defence of Comprehensive Zoning By-law.	(594)	594	-	-
Redevelopment Studies transfer from capital - partially funded by Development Charges.	100	(22)	78	-
Adjustment to Planning Application Fees revenue.	-	500	500	-
Decrease in Business Travel (Corporate reduction of \$425K).	(12)	-	(12)	-
<b>Total Adjustments to Base Budget</b>	<b>(460)</b>	<b>1,072</b>	<b>612</b>	<b>-</b>

2010 Pressure Category / Explanation	Increase / (Decrease)			
	Exp.	Rev.	Net 2010 Changes	FTE Impact
<b>Maintain Services</b>				
All programs include an adjustment for 2010 contract settlements, increments and benefit adjustments.	605	-	605	-
Increased Fleet costs due to inflation on fuel and maintenance.	4	-	4	-
<b>Total Maintain Services</b>	<b>609</b>	<b>-</b>	<b>609</b>	<b>-</b>



**City of Ottawa**

**Planning & Growth Management - Operating Resource Requirement Explanatory Notes**

In Thousands (\$000)

2010 Pressure Category / Explanation	Increase / (Decrease)			FTE Impact
	Exp.	Rev.	Net 2010 Changes	
<b>New Services / Needs</b>				
Council approved grant program (ACS2009-ICS-PGM-0172) for the reimbursement of development-related fees to eligible charities and non-profit organizations for eligible construction projects.	200	-	200	-
Capacity building to facilitate staff development focused on specific priority areas, urban design, green agenda, sustainable development and design, compatible intensification, and accessibility.	100		100	
Peer review process.	150		150	
Planning Application Fee revenues (Motion 82/10).		(250)	(250)	
<b>Total New Services / Needs</b>	<b>450</b>	<b>(250)</b>	<b>200</b>	<b>-</b>
<b>User Fees &amp; Charges</b>				
See following user fee schedule for details on the specific rates.				
Right-of-Way By-Law, Permits and Inspections inflationary fee increase.	-	(100)	(100)	-
Building Code Services - Other Permits and Compliance Reporting inflationary fee increase.	-	(20)	(20)	-
Development Review Process - One percent inflationary fee increase.	-	(68)	(68)	
<b>Total User Fees &amp; Charges</b>	<b>-</b>	<b>(188)</b>	<b>(188)</b>	<b>-</b>
<b>Total Budget Changes</b>	<b>599</b>	<b>634</b>	<b>1,233</b>	<b>-</b>

**City of Ottawa**  
**Planning & Growth Management - User Fees**

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

**City of Ottawa**  
**Planning & Growth Management - User Fees**

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

**City of Ottawa**  
**Planning & Growth Management - User Fees**

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

**City of Ottawa**  
**Planning & Growth Management - User Fees**

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

City of Ottawa  
 Planning & Growth Management - User Fees

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

**City of Ottawa**  
**Planning & Growth Management - User Fees**

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

City of Ottawa  
 Planning & Growth Management - Committee Recommendations  
 In Thousands (\$000)

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

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

Planning & Growth Management - Committee Recommendations

In Thousands (\$000)

			2010 Council Recommendations			
Strategy Category	Branch	Program / Service Adjustment	Exp	Rev	Net Impact	FTE Impact
N/A	PGM	<b>Recommendation</b> Decrease in Business Travel (Corporate reduction of \$425K).	(12)	-	(12)	-
		<b>Impact on Public / City Departments</b>				
N/A	PGM	<b>Recommendation</b> Capacity building.	100	-	100	-
		<b>Impact on Public / City Departments</b>				
N/A	PGM	<b>Recommendation</b> Peer review process.	150	-	150	-
		<b>Impact on Public / City Departments</b>				
N/A	PGM	<b>Recommendation</b> Reduce adjustment to Planning Applications Fee revenues.	-	(500)	(500)	-
		<b>Impact on Public / City Departments</b>				
N/A	PGM	<b>Recommendation</b> Planning Application Fee revenues.	-	(250)	(250)	-
		<b>Impact on Public / City Departments</b>				
<b>Total Council Recommendations</b>			<b>238</b>	<b>(750)</b>	<b>(512)</b>	<b>-</b>
<b>Total Recommendations</b>			<b>(1,012)</b>	<b>(750)</b>	<b>(1,762)</b>	<b>-</b>

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

In Thousands (\$000)

Operating Resource Requirement	2008	2009		2010	Change Over		2011	2012
	Actual	Actual	Budget	Adopted	2009 Budget	2008 Actual	Forecast	
<b>Expenditure by Program</b>								
Building Code Services - Ont Bldg Code	20,870	19,333	15,322	15,306	(16)	(5,564)	15,721	16,151
Productivity Improvements	-	-	-	-	-	-	-	-
<b>Gross Expenditure</b>	<b>20,870</b>	<b>19,333</b>	<b>15,322</b>	<b>15,306</b>	<b>(16)</b>	<b>(5,564)</b>	<b>15,721</b>	<b>16,151</b>
Recoveries & Allocations	(892)	(872)	(450)	(450)	-	442	(450)	(450)
<b>Net Expenditure</b>	<b>19,978</b>	<b>18,461</b>	<b>14,872</b>	<b>14,856</b>	<b>(16)</b>	<b>(5,122)</b>	<b>15,271</b>	<b>15,701</b>
<b>Expenditure by Type</b>								
Salaries, Wages & Benefits	10,772	11,462	12,683	13,899	1,216	3,127	14,299	14,714
Overtime	233	216	325	325	-	92	325	325
Material & Services	821	535	583	565	(18)	(256)	565	565
Transfers/Grants/Financial Charges	8,534	6,749	1,260	-	(1,260)	(8,534)	-	-
Fleet Costs	230	-	-	46	46	(184)	61	76
Program Facility Costs	-	-	-	-	-	-	-	-
Other Internal Costs	280	371	471	471	-	191	471	471
<b>Gross Expenditure</b>	<b>20,870</b>	<b>19,333</b>	<b>15,322</b>	<b>15,306</b>	<b>(16)</b>	<b>(5,564)</b>	<b>15,721</b>	<b>16,151</b>
Recoveries & Allocations	(892)	(872)	(450)	(450)	-	442	(450)	(450)
<b>Net Expenditure</b>	<b>19,978</b>	<b>18,461</b>	<b>14,872</b>	<b>14,856</b>	<b>(16)</b>	<b>(5,122)</b>	<b>15,271</b>	<b>15,701</b>
<b>Revenue By Type</b>								
Federal	-	-	-	-	-	-	-	-
Provincial	-	-	-	-	-	-	-	-
Municipal	-	-	-	-	-	-	-	-
Own Funds	-	-	-	-	-	-	-	-
Fees and Services	(24,263)	(22,932)	(19,343)	(19,345)	(2)	4,918	(19,760)	(20,190)
Fines	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
<b>Total Revenue</b>	<b>(24,263)</b>	<b>(22,932)</b>	<b>(19,343)</b>	<b>(19,345)</b>	<b>(2)</b>	<b>4,918</b>	<b>(19,760)</b>	<b>(20,190)</b>
<b>Net Requirement</b>	<b>(4,285)</b>	<b>(4,471)</b>	<b>(4,471)</b>	<b>(4,489)</b>	<b>(18)</b>	<b>(204)</b>	<b>(4,489)</b>	<b>(4,489)</b>
<b>Full Time Equivalents</b>	<b>168.65</b>	<b>168.65</b>	<b>168.65</b>	<b>174.65</b>	<b>6.00</b>	<b>6.00</b>	<b>174.65</b>	<b>174.65</b>

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

Operating Resource Requirement Analysis	2009 Baseline			2010 Adjustments						2010	Change Over '09 Budget	% of Exp. on Comp./ Benefits
	Actual	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	New Services / Needs	Efficiencies	User Fees & Charges	Adopted		
<b>Expenditure by Program</b>												
Building Code Services - Ont Bldg Code	19,333	15,322	(1,108)	535	165	36	356	-	-	15,306	(16)	92.9%
Productivity Improvements	-	-	-	-	-	-	-	-	-	-	-	0.0%
<b>Gross Expenditure</b>	<b>19,333</b>	<b>15,322</b>	<b>(1,108)</b>	<b>535</b>	<b>165</b>	<b>36</b>	<b>356</b>	-	-	<b>15,306</b>	<b>(16)</b>	<b>92.9%</b>
Recoveries & Allocations	(872)	(450)	-	-	-	-	-	-	-	(450)	-	
<b>Net Expenditure</b>	<b>18,461</b>	<b>14,872</b>	<b>(1,108)</b>	<b>535</b>	<b>165</b>	<b>36</b>	<b>356</b>	-	-	<b>14,856</b>	<b>(16)</b>	
<b>Percent of 2009 Net Expenditure Budget</b>			<b>-7.5%</b>	<b>3.6%</b>	<b>1.1%</b>	<b>0.2%</b>	<b>2.4%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>-0.1%</b>		
<b>Expenditure by Type</b>												
Salaries, Wages & Benefits	11,462	12,683	170	525	165	-	356	-	-	13,899	1,216	
Overtime	216	325	-	-	-	-	-	-	-	325	-	
Material & Services	535	583	(18)	-	-	-	-	-	-	565	(18)	
Transfers/Grants/Financial Charges	6,749	1,260	(1,260)	-	-	-	-	-	-	-	(1,260)	
Fleet Costs	-	-	-	10	-	36	-	-	-	46	46	
Program Facility Costs	-	-	-	-	-	-	-	-	-	-	-	
Other Internal Costs	371	471	-	-	-	-	-	-	-	471	-	
<b>Gross Expenditure</b>	<b>19,333</b>	<b>15,322</b>	<b>(1,108)</b>	<b>535</b>	<b>165</b>	<b>36</b>	<b>356</b>	-	-	<b>15,306</b>	<b>(16)</b>	
Recoveries & Allocations	(872)	(450)	-	-	-	-	-	-	-	(450)	-	
<b>Net Expenditure</b>	<b>18,461</b>	<b>14,872</b>	<b>(1,108)</b>	<b>535</b>	<b>165</b>	<b>36</b>	<b>356</b>	-	-	<b>14,856</b>	<b>(16)</b>	
<b>Revenue By Type</b>												
Federal	-	-	-	-	-	-	-	-	-	-	-	
Provincial	-	-	-	-	-	-	-	-	-	-	-	
Municipal	-	-	-	-	-	-	-	-	-	-	-	
Own Funds	-	-	-	-	-	-	-	-	-	-	-	
Fees and Services	(22,932)	(19,343)	1,260	-	-	-	-	-	(1,262)	(19,345)	(2)	
Fines	-	-	-	-	-	-	-	-	-	-	-	
Other	-	-	-	-	-	-	-	-	-	-	-	
<b>Total Revenue</b>	<b>(22,932)</b>	<b>(19,343)</b>	<b>1,260</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(1,262)</b>	<b>(19,345)</b>	<b>(2)</b>	
<b>Percent of 2009 Revenue Budget</b>			<b>-6.5%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>6.5%</b>	<b>0.0%</b>		
<b>Net Requirement</b>	<b>(4,471)</b>	<b>(4,471)</b>	<b>152</b>	<b>535</b>	<b>165</b>	<b>36</b>	<b>356</b>	<b>-</b>	<b>(1,262)</b>	<b>(4,489)</b>	<b>(18)</b>	
<b>Percent of 2009 Net Requirement Budget</b>			<b>-3.4%</b>	<b>-12.0%</b>	<b>-3.7%</b>	<b>-0.8%</b>	<b>-8.0%</b>	<b>0.0%</b>	<b>28.2%</b>	<b>0.4%</b>		
<b>Full Time Equivalent (FTE's)</b>	168.65	168.65	-	-	2.00	-	4.00	-	-	174.65	6.00	
<b>Percent of 2009 FTE's</b>			<b>0.0%</b>	<b>0.0%</b>	<b>1.2%</b>	<b>0.0%</b>	<b>2.4%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>3.6%</b>		

City of Ottawa

Planning & Growth Management

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

In Thousands (\$000)

2009 Actual vs. Budget Variance Explanation	Surplus / (Deficit)		
	Exp.	Rev.	Net
<b>Actual vs. Budget Variance Explanation</b>			
Savings in compensation, etc.	1,370	-	1,370
Surplus recoveries (internal Ontario Building Code permits, and expenditure recoveries.	530		530
Ontario Building Code permit revenue.	-	3,589	3,589
Increased contribution to reserves.	(5,489)	-	(5,489)
<b>Total Surplus / (Deficit)</b>	<b>(3,589)</b>	<b>3,589</b>	<b>-</b>

2009 Baseline Adjustments / Explanations	Increase / (Decrease)			
	Exp.	Rev.	Net 2010 Changes	FTE Impact
<b>Adjustments to Base Budget</b>				
Adjustment for 2009 budget shortfall in Collective Agreement provision. Funded through building permit fees, in accordance with the Ontario Building Code Act.	110	-	110	-
Adjustment for job evaluation impacts. Funded through building permit fees, in accordance with the Ontario Building Code Act.	60	-	60	-
Adjustment to Building Code Services reserves / revenue.	(1,260)	1,260	-	-
Decrease in Business Travel (Corporate reduction of \$425K).	(18)	-	(18)	-
<b>Total Adjustments to Base Budget</b>	<b>(1,108)</b>	<b>1,260</b>	<b>152</b>	<b>-</b>

City of Ottawa

Planning & Growth Management

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

In Thousands (\$000)

2010 Pressure Category / Explanation	Increase / (Decrease)			
	Exp.	Rev.	Net 2010 Changes	FTE Impact
<b>Maintain Services</b>				
All programs include an adjustment for 2010 contract settlements, increments and benefit adjustments. Funded through building permit fees, in accordance with the Ontario Building Code Act.	485	-	485	-
Job evaluation impacts. Funded through building permit fees, in accordance with the Ontario Building Code Act.	40		40	-
Increased Fleet costs due to inflation on fuel and maintenance. Funded through building permit fees, in accordance with the Ontario Building Code Act.	10	-	10	-
<b>Total Maintain Services</b>	<b>535</b>	<b>-</b>	<b>535</b>	<b>-</b>
<b>Provincial Legislated</b>				
Building Code Enforcement Officers required to ensure proper rehabilitation of former grow-op buildings. Funded through building permit fees, in accordance with the Ontario Building Code Act.	165	-	165	2.00
<b>Total Provincial Legislated</b>	<b>165</b>	<b>-</b>	<b>165</b>	<b>2.00</b>
<b>Growth</b>				
Operating costs associated with the addition of 4 compact vehicles. Funded through building permit fees, in accordance with the Ontario Building Code Act.	36	-	36	-
<b>Total Growth</b>	<b>36</b>	<b>-</b>	<b>36</b>	<b>-</b>

City of Ottawa

Planning & Growth Management

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

In Thousands (\$000)

2010 Pressure Category / Explanation	Increase / (Decrease)			
	Exp.	Rev.	Net 2010 Changes	FTE Impact
<b>New Services / Needs</b> Four Building Officials to offset the continued peak workloads to ensure service delivery and compliance with statutory mandate for enforcement of the Building Code Act. Funded through building permit fees, in accordance with the Ontario Building Code Act.	356	-	356	4.00
<b>Total New Services / Needs</b>	<b>356</b>	<b>-</b>	<b>356</b>	<b>4.00</b>
<b>User Fees &amp; Charges</b> See following user fee schedule for details on the specific rates. Ontario Building Code permits fees.	-	(1,262)	(1,262)	-
<b>Total User Fees &amp; Charges</b>	<b>-</b>	<b>(1,262)</b>	<b>(1,262)</b>	<b>-</b>
<b>Total Budget Changes</b>	<b>(16)</b>	<b>(2)</b>	<b>(18)</b>	<b>6.00</b>

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

User Fees	2008 Rate	2009 Rate	2010 Rate	% Change Over		Effective Date	2010 Revenue
	\$	\$	\$	2009	2008	DD-MMM-YY	(\$000)
<b>Building Code Services</b>						01-Apr-10	
<b>Ont. Building Code Permit Activities</b>							
Change of use	250.00	250.00	250.00	0.0%	0.0%		
Conditional Permit - \$ per \$1000 construction value, minimum \$, maximum \$	1.00/300/6000	1.00/300/6000	1.00/300/6000	0.0%	0.0%		
Construction Permit fee \$ per \$1000 construction value, minimum \$	13.25/80.00	12.50/80.00	12.50/80.00	0.0%	-5.7%		
Demolition permit fee \$ for the first 5000 sq. ft of floor area, plus \$ for each add 1000 sq. ft of floor area	13.25/100.00	12.50/100.00	12.50/100.00	0.0%	-5.7%		
Deferral	300.00	300.00	300.00	0.0%	0.0%		
Farm construction, minimum \$ (OFA Registration required)	9.30/80.00	8.75/80.00	8.75/80.00	0.0%	-5.9%		
Partial Permit fee in addition to Construction Permit fee	200.00	200.00	200.00	0.0%	0.0%		
Limiting Distance Agreements	300.00	300.00	300.00	0.0%	0.0%		
Permit transfer/Assignment	80.00	80.00	80.00	0.0%	0.0%		
Plumbing \$ fee per fixture, minimum \$	10.00/80.00	10.00/80.00	10.00/80.00	0.0%	-5.9%		
Re-examination for change of house model - Additional \$	250.00	250.00	250.00	0.0%	0.0%		
Re-examination for substantial change - Additional 10% of assessed valuation of work, maximum \$1,000				0.0%	0.0%		
Revision to issued permit \$ fee per \$1000 construction value, minimum \$	13.25/80.00	12.50/80.00	12.50/80.00	0.0%	-5.7%		
Revision to issued permit \$ fee per \$1000 construction value, minimum \$ (OFA Registration required)	9.30/80.00	8.75/80.00	8.75/80.00	0.0%	-5.9%		
Restricted building permit \$ fee per \$1000 construction value, minimum \$	13.25/80.00	12.50/80.00	12.50/80.00	0.0%	-5.7%		
<b>Total Department</b>							<b>(1,262)</b>

City of Ottawa  
 Planning & Growth Management  
 Building Code Services - Ontario Building Code - Council Recommendations

Strategy Category	Branch	Program / Service Adjustment	2010 Council Recommendations			
			Exp	Rev	Net Impact	FTE Impact
N/A	BCS-OBC	<u>Recommendation</u> Decrease in Business Travel (Corporate reduction of \$425K).	(18)	-	(18)	-
		<u>Impact on Public / City Departments</u>				
<b>Total Council Recommendations</b>			<b>(18)</b>	<b>-</b>	<b>(18)</b>	<b>-</b>

<b>1 - New Revenue Opportunities</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**  
**Infrastructure Services - Operating Resource Requirement**  
In Thousands (\$000)

Operating Resource Requirement	2008	2009		2010	Change Over		2011	2012
	Actual	Actual	Budget	Adopted	2009 Budget	2008 Actual	Forecast	
<b>Expenditure by Program</b>								
Director's Office - Infrastructure Serv	452	464	491	504	13	52	517	533
Design & Construction - Municipal East	5,295	4,715	5,301	5,276	(25)	(19)	5,460	5,628
Design & Construction - Municipal West	5,774	6,295	6,105	5,801	(304)	27	6,003	6,188
Design & Construction - Bldng/Fac/Prks	3,260	3,508	3,434	3,558	124	298	3,862	3,981
Asset Management	5,023	4,947	5,324	5,675	351	652	6,159	6,349
Business & Technical Services	4,900	5,183	5,607	5,771	164	871	5,944	6,127
Productivity Improvements	-	-	-	-	-	-	-	-
<b>Gross Expenditure</b>	<b>24,704</b>	<b>25,112</b>	<b>26,262</b>	<b>26,585</b>	<b>323</b>	<b>1,881</b>	<b>27,945</b>	<b>28,805</b>
Recoveries & Allocations	(16,830)	(18,384)	(19,326)	(19,501)	(175)	(2,671)	(19,946)	(20,356)
<b>Net Expenditure</b>	<b>7,874</b>	<b>6,728</b>	<b>6,936</b>	<b>7,084</b>	<b>148</b>	<b>(790)</b>	<b>7,999</b>	<b>8,449</b>
<b>Expenditure by Type</b>								
Salaries, Wages & Benefits	22,288	22,754	23,758	24,323	565	2,035	25,673	26,523
Overtime	470	460	467	482	15	12	482	482
Material & Services	1,225	1,415	1,757	1,493	(264)	268	1,493	1,493
Transfers/Grants/Financial Charges	340	159	-	-	-	(340)	-	-
Fleet Costs	287	260	228	235	7	(52)	245	255
Program Facility Costs	-	-	-	-	-	-	-	-
Other Internal Costs	94	64	52	52	-	(42)	52	52
<b>Gross Expenditure</b>	<b>24,704</b>	<b>25,112</b>	<b>26,262</b>	<b>26,585</b>	<b>323</b>	<b>1,881</b>	<b>27,945</b>	<b>28,805</b>
Recoveries & Allocations	(16,830)	(18,384)	(19,326)	(19,501)	(175)	(2,671)	(19,946)	(20,356)
<b>Net Expenditure</b>	<b>7,874</b>	<b>6,728</b>	<b>6,936</b>	<b>7,084</b>	<b>148</b>	<b>(790)</b>	<b>7,999</b>	<b>8,449</b>
<b>Revenue By Type</b>								
Federal	-	-	-	-	-	-	-	-
Provincial	-	-	-	-	-	-	-	-
Municipal	-	-	-	-	-	-	-	-
Own Funds	-	-	-	-	-	-	-	-
Fees and Services	(2,483)	(1,565)	(1,705)	(1,736)	(31)	747	(1,771)	(1,806)
Fines	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
<b>Total Revenue</b>	<b>(2,483)</b>	<b>(1,565)</b>	<b>(1,705)</b>	<b>(1,736)</b>	<b>(31)</b>	<b>747</b>	<b>(1,771)</b>	<b>(1,806)</b>
<b>Net Requirement</b>	<b>5,391</b>	<b>5,163</b>	<b>5,231</b>	<b>5,348</b>	<b>117</b>	<b>(43)</b>	<b>6,228</b>	<b>6,643</b>
<b>Full Time Equivalents</b>	<b>291.77</b>	<b>293.17</b>	<b>293.17</b>	<b>294.17</b>	<b>1.00</b>	<b>2.40</b>	<b>299.17</b>	<b>299.17</b>

**City of Ottawa**  
**Infrastructure Services - Operating Resource Requirement Analysis**

In Thousands (\$000)

Operating Resource Requirement Analysis	2009 Baseline			2010 Adjustments						2010	Change Over '09 Budget	% of Exp. on Comp./ Benefits
	Actual	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	New Services / Needs	Efficiencies	User Fees & Charges	Adopted		
<b>Expenditure by Program</b>												
Director's Office - Infrastructure Services	464	491	1	12	-	-	-	-	-	504	13	1.6%
Design & Construction - Municipal East	4,715	5,301	(114)	89	-	-	-	-	-	5,276	(25)	18.2%
Design & Construction - Municipal West	6,295	6,105	(404)	100	-	-	-	-	-	5,801	(304)	21.2%
Design & Construction - Bldng/Fac/Prks	3,508	3,434	14	110	-	-	-	-	-	3,558	124	12.4%
Asset Management	4,947	5,324	44	187	20	-	100	-	-	5,675	351	20.0%
Business & Technical Services	5,183	5,607	40	124	-	-	-	-	-	5,771	164	19.8%
Productivity Improvements	-	-	-	-	-	-	-	-	-	-	-	0.0%
<b>Gross Expenditure</b>	<b>25,112</b>	<b>26,262</b>	<b>(419)</b>	<b>622</b>	<b>20</b>	<b>-</b>	<b>100</b>	<b>-</b>	<b>-</b>	<b>26,585</b>	<b>323</b>	<b>93.3%</b>
Recoveries & Allocations	(18,384)	(19,326)	(10)	(165)	-	-	-	-	-	(19,501)	(175)	
<b>Net Expenditure</b>	<b>6,728</b>	<b>6,936</b>	<b>(429)</b>	<b>457</b>	<b>20</b>	<b>-</b>	<b>100</b>	<b>-</b>	<b>-</b>	<b>7,084</b>	<b>148</b>	
<b>Percent of 2009 Net Expenditure Budget</b>			<b>-6.2%</b>	<b>6.6%</b>	<b>0.3%</b>	<b>0.0%</b>	<b>1.4%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>2.1%</b>		
<b>Expenditure by Type</b>												
Salaries, Wages & Benefits	22,754	23,758	(135)	600	-	-	100	-	-	24,323	565	
Overtime	460	467	-	15	-	-	-	-	-	482	15	
Material & Services	1,415	1,757	(284)	-	20	-	-	-	-	1,493	(264)	
Transfers/Grants/Financial Charges	159	-	-	-	-	-	-	-	-	-	-	
Fleet Costs	260	228	-	7	-	-	-	-	-	235	7	
Program Facility Costs	-	-	-	-	-	-	-	-	-	-	-	
Other Internal Costs	64	52	-	-	-	-	-	-	-	52	-	
<b>Gross Expenditure</b>	<b>25,112</b>	<b>26,262</b>	<b>(419)</b>	<b>622</b>	<b>20</b>	<b>-</b>	<b>100</b>	<b>-</b>	<b>-</b>	<b>26,585</b>	<b>323</b>	
Recoveries & Allocations	(18,384)	(19,326)	(10)	(165)	-	-	-	-	-	(19,501)	(175)	
<b>Net Expenditure</b>	<b>6,728</b>	<b>6,936</b>	<b>(429)</b>	<b>457</b>	<b>20</b>	<b>-</b>	<b>100</b>	<b>-</b>	<b>-</b>	<b>7,084</b>	<b>148</b>	
<b>Revenue By Type</b>												
Federal	-	-	-	-	-	-	-	-	-	-	-	
Provincial	-	-	-	-	-	-	-	-	-	-	-	
Municipal	-	-	-	-	-	-	-	-	-	-	-	
Own Funds	-	-	-	-	-	-	-	-	-	-	-	
Fees and Services	(1,565)	(1,705)	-	-	-	-	-	-	(31)	(1,736)	(31)	
Fines	-	-	-	-	-	-	-	-	-	-	-	
Other	-	-	-	-	-	-	-	-	-	-	-	
<b>Total Revenue</b>	<b>(1,565)</b>	<b>(1,705)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(31)</b>	<b>(1,736)</b>	<b>(31)</b>	
<b>Percent of 2009 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>1.8%</b>	<b>1.8%</b>		
<b>Net Requirement</b>	<b>5,163</b>	<b>5,231</b>	<b>(429)</b>	<b>457</b>	<b>20</b>	<b>-</b>	<b>100</b>	<b>-</b>	<b>(31)</b>	<b>5,348</b>	<b>117</b>	
<b>Percent of 2009 Net Requirement Budget</b>			<b>-8.2%</b>	<b>8.7%</b>	<b>0.4%</b>	<b>0.0%</b>	<b>1.9%</b>	<b>0.0%</b>	<b>-0.6%</b>	<b>2.2%</b>		
<b>Full Time Equivalents (FTE's)</b>	<b>293.17</b>	<b>293.17</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1.00</b>	<b>-</b>	<b>-</b>	<b>294.17</b>	<b>1.00</b>	
<b>Percent of 2009 FTE's</b>			<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.3%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.3%</b>		

# City of Ottawa

## Infrastructure Services - Operating Resource Requirement Explanatory Notes

In Thousands (\$000)

2009 Actual vs. Budget Variance Explanation	Surplus / (Deficit)		
	Exp.	Rev.	Net
<b>Actual vs. Budget Variance Explanation</b>			
Miscellaneous expenditure savings / revenue shortfalls.	208	(140)	68
<b>Total Surplus / (Deficit)</b>	<b>208</b>	<b>(140)</b>	<b>68</b>

2009 Baseline Adjustments / Explanations	Increase / (Decrease)			
	Exp.	Rev.	Net 2010 Changes	FTE Impact
<b>Adjustments to Base Budget</b>				
Adjustment for 2009 budget shortfall in Collective Agreement provision.	225	-	225	-
Adjustment for 2009 budget shortfall in Collective Agreement provision - capital recoveries.	(95)	-	(95)	-
Corporate Reorganization savings due to implementation of service excellence initiative.	(360)	-	(360)	-
Corporate Reorganization savings due to implementation of service excellence initiative - capital recoveries.	85	-	85	-
Transfer of Crack Sealant Program to capital.	(230)	-	(230)	-
Decrease in Business Travel (Corporate reduction of \$425K).	(54)	-	(54)	-
<b>Total Adjustments to Base Budget</b>	<b>(429)</b>	<b>-</b>	<b>(429)</b>	<b>-</b>

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

**City of Ottawa**

**Infrastructure Services - Operating Resource Requirement Explanatory Notes**

In Thousands (\$000)

2010 Pressure Category / Explanation	Increase / (Decrease)			
	Exp.	Rev.	Net 2010 Changes	FTE Impact
<b>Provincial Legislated</b>				
Rental of specialized equipment required to perform legislated bridge inspections.	20	-	20	
<b>Total Provincial Legislated</b>	<b>20</b>	<b>-</b>	<b>20</b>	<b>-</b>
<b>New Services / Needs</b>				
FTE to support hydraulic modeling and sewer system evaluation associated with implementation of Real Time Control.	100	-	100	1.00
<b>Total New Services / Needs</b>	<b>100</b>	<b>-</b>	<b>100</b>	<b>1.00</b>
<b>User Fees &amp; Charges</b>				
See following user fee schedule for details on the specific rates.	-	(31)	(31)	-
<b>Total User Fees &amp; Charges</b>	<b>-</b>	<b>(31)</b>	<b>(31)</b>	<b>-</b>
<b>Total Budget Changes</b>	<b>148</b>	<b>(31)</b>	<b>117</b>	<b>1.00</b>

**City of Ottawa**  
**Infrastructure Services - User Fees**

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

**City of Ottawa**  
**Infrastructure Services - User Fees**

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

**City of Ottawa**  
**Infrastructure Services - User Fees**

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

City of Ottawa

Infrastructure Services - Committee / Council Recommendations

In Thousands (\$000)

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

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

Infrastructure Services - Committee / Council Recommendations

In Thousands (\$000)

Strategy Category	Branch	Program / Service Adjustment	2010 Council Recommendations			
			Exp	Rev	Net Impact	FTE Impact
N/A	ISB	<b>Recommendation</b>				
		Decrease in Business Travel (Corporate reduction of \$425K).	(54)	-	(54)	-
		<b>Impact on Public / City Departments</b>				
<b>Total Council Recommendations</b>			(54)	-	(54)	-
<b>Total Recommendations</b>			(214)	-	(214)	(2.00)

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

In Thousands (\$000)

Operating Resource Requirement	2008	2009		2010	Change Over		2011	2012
	Actual	Actual	Budget	Adopted	2009 Budget	2008 Actual	Forecast	
<b>Expenditure by Program</b>								
Director's Office - CS	35	274	234	250	16	215	258	267
Sustainability Services	1,082	1,119	1,199	1,006	(193)	(76)	1,039	1,092
Environmental Sustainability	746	884	997	996	(1)	250	1,050	1,085
Productivity Improvements	-	-	-	-	-	-	-	-
<b>Gross Expenditure</b>	<b>1,863</b>	<b>2,277</b>	<b>2,430</b>	<b>2,252</b>	<b>(178)</b>	<b>389</b>	<b>2,347</b>	<b>2,444</b>
Recoveries & Allocations	-	-	(97)	(97)	-	(97)	(97)	(97)
<b>Net Expenditure</b>	<b>1,863</b>	<b>2,277</b>	<b>2,333</b>	<b>2,155</b>	<b>(178)</b>	<b>292</b>	<b>2,250</b>	<b>2,347</b>
<b>Expenditure by Type</b>								
Salaries, Wages & Benefits	1,761	2,188	2,203	2,027	(176)	266	2,122	2,219
Overtime	21	17	13	13	-	(8)	13	13
Material & Services	75	125	156	154	(2)	79	154	154
Transfers/Grants/Financial Charges	-	46	50	50	-	50	50	50
Fleet Costs	-	-	-	-	-	-	-	-
Program Facility Costs	-	-	-	-	-	-	-	-
Other Internal Costs	6	4	8	8	-	2	8	8
<b>Gross Expenditure</b>	<b>1,863</b>	<b>2,380</b>	<b>2,430</b>	<b>2,252</b>	<b>(178)</b>	<b>389</b>	<b>2,347</b>	<b>2,444</b>
Recoveries & Allocations	-	-	(97)	(97)	-	(97)	(97)	(97)
<b>Net Expenditure</b>	<b>1,863</b>	<b>2,380</b>	<b>2,333</b>	<b>2,155</b>	<b>(178)</b>	<b>292</b>	<b>2,250</b>	<b>2,347</b>
<b>Revenue By Type</b>								
Federal	-	-	-	-	-	-	-	-
Provincial	-	-	-	-	-	-	-	-
Municipal	-	-	-	-	-	-	-	-
Own Funds	-	-	-	-	-	-	-	-
Fees and Services	(10)	-	-	-	-	10	-	-
Fines	-	-	-	-	-	-	-	-
Other	-	5	-	-	-	-	-	-
<b>Total Revenue</b>	<b>(10)</b>	<b>5</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>10</b>	<b>-</b>	<b>-</b>
<b>Net Requirement</b>	<b>1,853</b>	<b>2,282</b>	<b>2,333</b>	<b>2,155</b>	<b>(178)</b>	<b>302</b>	<b>2,250</b>	<b>2,347</b>
<b>Full Time Equivalents</b>	<b>27.00</b>	<b>25.00</b>	<b>25.00</b>	<b>25.00</b>	<b>0.00</b>	<b>-2.00</b>	<b>25.00</b>	<b>25.00</b>

**City of Ottawa**  
**Community Sustainability - Operating Resource Requirement Analysis**

In Thousands (\$000)

Operating Resource Requirement Analysis	2009 Baseline			2010 Adjustments						2010	Change Over '09 Budget	% of Exp. on Comp./ Benefits
	Actual	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	New Services / Needs	Efficiencies	User Fees & Charges	Adopted		
<b>Expenditure by Program</b>												
Director's Office - CSS	274	234	1	15	-	-	-	-	-	250	16	10.6%
Sustainability Services	1,119	1,199	(266)	73	-	-	-	-	-	1,006	(193)	40.9%
Environmental Sustainability	884	997	(7)	6	-	-	-	-	-	996	(1)	39.2%
Productivity Improvements	-	-	-	-	-	-	-	-	-	-	-	0.0%
<b>Gross Expenditure</b>	<b>2,277</b>	<b>2,430</b>	<b>(272)</b>	<b>94</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2,252</b>	<b>(178)</b>	<b>90.6%</b>
Recoveries & Allocations		(97)	-	-	-	-	-	-	-	(97)	-	
<b>Net Expenditure</b>	<b>2,277</b>	<b>2,333</b>	<b>(272)</b>	<b>94</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2,155</b>	<b>(178)</b>	
<b>Percent of 2009 Net Expenditure Budget</b>			<b>-11.7%</b>	<b>4.0%</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>-7.6%</b>	
<b>Expenditure by Type</b>												
Salaries, Wages & Benefits	2,188	2,203	(270)	94	-	-	-	-	-	2,027	(176)	
Overtime	17	13	-	-	-	-	-	-	-	13	-	
Material & Services	125	156	(2)	-	-	-	-	-	-	154	(2)	
Transfers/Grants/Financial Charges	46	50	-	-	-	-	-	-	-	50	-	
Fleet Costs	-	-	-	-	-	-	-	-	-	-	-	
Program Facility Costs	-	-	-	-	-	-	-	-	-	-	-	
Other Internal Costs	4	8	-	-	-	-	-	-	-	8	-	
<b>Gross Expenditure</b>	<b>2,380</b>	<b>2,430</b>	<b>(272)</b>	<b>94</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2,252</b>	<b>(178)</b>	
Recoveries & Allocations	(103)	(97)	-	-	-	-	-	-	-	(97)	-	
<b>Net Expenditure</b>	<b>2,277</b>	<b>2,333</b>	<b>(272)</b>	<b>94</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2,155</b>	<b>(178)</b>	
<b>Revenue By Type</b>												
Federal	-	-	-	-	-	-	-	-	-	-	-	
Provincial	-	-	-	-	-	-	-	-	-	-	-	
Municipal	-	-	-	-	-	-	-	-	-	-	-	
Own Funds	-	-	-	-	-	-	-	-	-	-	-	
Fees and Services	-	-	-	-	-	-	-	-	-	-	-	
Fines	-	-	-	-	-	-	-	-	-	-	-	
Other	5	-	-	-	-	-	-	-	-	-	-	
<b>Total Revenue</b>	<b>5</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>Percent of 2009 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>2,282</b>	<b>2,333</b>	<b>(272)</b>	<b>94</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2,155</b>	<b>(178)</b>	
<b>Percent of 2009 Net Requirement Budget</b>			<b>-11.7%</b>	<b>4.0%</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>-7.6%</b>	
<b>Full Time Equivalents (FTE's)</b>	25.00	25.00	-	-	-	-	-	-	-	25.00	0.00	
<b>Percent of 2009 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 Sustainability - Operating Resource Requirement Explanatory Notes

In Thousands (\$000)

2009 Actual vs. Budget Variance Explanation	Surplus / (Deficit)		
	Exp.	Rev.	Net
<b>Actual vs. Budget Variance Explanation</b>			
Miscellaneous savings.	56	(5)	51
	-	-	-
<b>Total Surplus / (Deficit)</b>	<b>56</b>	<b>(5)</b>	<b>51</b>

2009 Baseline Adjustments / Explanations	Increase / (Decrease)			
	Exp.	Rev.	Net 2010 Changes	FTE Impact
<b>Adjustments to Base Budget</b>				
Corporate Reorganization savings due to implementation of service excellence initiative.	(290)	-	(290)	-
Adjustment for 2009 budget shortfall in Collective Agreement provision.	20	-	20	-
Decrease in Business Travel (Corporate reduction of \$425K).	(2)	-	(2)	-
<b>Total Adjustments to Base Budget</b>	<b>(272)</b>	<b>-</b>	<b>(272)</b>	<b>-</b>

2010 Pressure Category / Explanation	Increase / (Decrease)			
	Exp.	Rev.	Net 2010 Changes	FTE Impact
<b>Maintain Services</b>				
All programs include an adjustment for 2010 contract settlements, increments, and benefit adjustments.	94	-	94	-
<b>Total Maintain Services</b>	<b>94</b>	<b>-</b>	<b>94</b>	<b>-</b>
<b>Total Budget Changes</b>	<b>(178)</b>	<b>-</b>	<b>(178)</b>	<b>-</b>

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

			2010 Council Recommendations			
Strategy Category	Branch	Program / Service Adjustment	Exp	Rev	Net Impact	FTE Impact
N/A	CS	<u>Recommendation</u>				
		Decrease in Business Travel (Corporate reduction of \$425K).	(2)	-	(2)	-
		<u>Impact on Public / City Departments</u>				
<b>Total Council Recommendations</b>			<b>(2)</b>	<b>-</b>	<b>(2)</b>	<b>-</b>

<b>1 - New Revenue Opportunities</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**  
**Public Works**  
**Forestry Services - Operating Resource Requirement**  
In Thousands (\$000)

Operating Resource Requirement	2008	2009		2010	Change Over		2011	2012
	Actual	Actual	Budget	Adopted	2009 Budget	2008 Actual	Forecast	
<b>Expenditure by Program</b>								
Forestry Services	7,790	9,643	9,470	9,956	486	2,166	12,566	14,131
Productivity Improvements	-	-	-	-	-	-	-	-
<b>Gross Expenditure</b>	<b>7,790</b>	<b>9,643</b>	<b>9,470</b>	<b>9,956</b>	<b>486</b>	<b>2,166</b>	<b>12,566</b>	<b>14,131</b>
Recoveries & Allocations	(32)	(39)	-	-	-	32	-	-
<b>Net Expenditure</b>	<b>7,758</b>	<b>9,604</b>	<b>9,470</b>	<b>9,956</b>	<b>486</b>	<b>2,198</b>	<b>12,566</b>	<b>14,131</b>
<b>Expenditure by Type</b>								
Salaries, Wages & Benefits	3,779	4,571	4,772	5,269	497	1,490	7,065	7,979
Overtime	170	209	98	101	3	(69)	104	107
Material & Services	3,075	3,905	3,659	3,610	(49)	535	4,405	5,053
Transfers/Grants/Financial Charges	-	-	-	-	-	-	-	-
Fleet Costs	730	841	931	966	35	236	982	982
Program Facility Costs	-	-	-	-	-	-	-	-
Other Internal Costs	36	117	10	10	-	(26)	10	10
<b>Gross Expenditure</b>	<b>7,790</b>	<b>9,643</b>	<b>9,470</b>	<b>9,956</b>	<b>486</b>	<b>2,166</b>	<b>12,566</b>	<b>14,131</b>
Recoveries & Allocations	(32)	(39)	-	-	-	32	-	-
<b>Net Expenditure</b>	<b>7,758</b>	<b>9,604</b>	<b>9,470</b>	<b>9,956</b>	<b>486</b>	<b>2,198</b>	<b>12,566</b>	<b>14,131</b>
<b>Revenue By Type</b>								
Federal	-	-	-	-	-	-	-	-
Provincial	-	-	-	-	-	-	-	-
Municipal	-	-	-	-	-	-	-	-
Own Funds	-	-	-	-	-	-	-	-
Fees and Services	(1)	-	-	-	-	1	-	-
Fines	-	-	-	-	-	-	-	-
Other	-	(2)	-	-	-	-	-	-
<b>Total Revenue</b>	<b>(1)</b>	<b>(2)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1</b>	<b>-</b>	<b>-</b>
<b>Net Requirement</b>	<b>7,757</b>	<b>9,602</b>	<b>9,470</b>	<b>9,956</b>	<b>486</b>	<b>2,199</b>	<b>12,566</b>	<b>14,131</b>
<b>Full Time Equivalents</b>	<b>59.76</b>	<b>69.60</b>	<b>69.60</b>	<b>73.60</b>	<b>4.00</b>	<b>13.84</b>	<b>95.20</b>	<b>104.50</b>

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

Operating Resource Requirement Analysis	2009 Baseline			2010 Adjustments						2010	Change Over '09 Budget	% of Exp. on Comp./ Benefits
	Actual	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	New Services / Needs	Efficiencies	User Fees & Charges	Adopted		
<b>Expenditure by Program</b>												
Forestry Services	9,643	9,470	41	105	-	-	340	-	-	9,956	486	53.9%
Productivity Improvements	-	-	-	-	-	-	-	-	-	-	-	0.0%
<b>Gross Expenditure</b>	<b>9,643</b>	<b>9,470</b>	<b>41</b>	<b>105</b>	<b>-</b>	<b>-</b>	<b>340</b>	<b>-</b>	<b>-</b>	<b>9,956</b>	<b>486</b>	<b>53.9%</b>
Recoveries & Allocations	(39)	-	-	-	-	-	-	-	-	-	-	
<b>Net Expenditure</b>	<b>9,604</b>	<b>9,470</b>	<b>41</b>	<b>105</b>	<b>-</b>	<b>-</b>	<b>340</b>	<b>-</b>	<b>-</b>	<b>9,956</b>	<b>486</b>	
<b>Percent of 2009 Net Expenditure Budget</b>			<b>0.4%</b>	<b>1.1%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>3.6%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>5.1%</b>		
<b>Expenditure by Type</b>												
Salaries, Wages & Benefits	4,571	4,772	89	68	-	-	340	-	-	5,269	497	
Overtime	209	98	1	2	-	-	-	-	-	101	3	
Material & Services	3,905	3,659	(49)	-	-	-	-	-	-	3,610	(49)	
Transfers/Grants/Financial Charges	-	-	-	-	-	-	-	-	-	-	-	
Fleet Costs	841	931	-	35	-	-	-	-	-	966	35	
Program Facility Costs	-	-	-	-	-	-	-	-	-	-	-	
Other Internal Costs	117	10	-	-	-	-	-	-	-	10	-	
<b>Gross Expenditure</b>	<b>9,643</b>	<b>9,470</b>	<b>41</b>	<b>105</b>	<b>-</b>	<b>-</b>	<b>340</b>	<b>-</b>	<b>-</b>	<b>9,956</b>	<b>486</b>	
Recoveries & Allocations	(39)	-	-	-	-	-	-	-	-	-	-	
<b>Net Expenditure</b>	<b>9,604</b>	<b>9,470</b>	<b>41</b>	<b>105</b>	<b>-</b>	<b>-</b>	<b>340</b>	<b>-</b>	<b>-</b>	<b>9,956</b>	<b>486</b>	
<b>Revenue By Type</b>												
Federal	-	-	-	-	-	-	-	-	-	-	-	
Provincial	-	-	-	-	-	-	-	-	-	-	-	
Municipal	-	-	-	-	-	-	-	-	-	-	-	
Own Funds	-	-	-	-	-	-	-	-	-	-	-	
Fees and Services	-	-	-	-	-	-	-	-	-	-	-	
Fines	-	-	-	-	-	-	-	-	-	-	-	
Other	(2)	-	-	-	-	-	-	-	-	-	-	
<b>Total Revenue</b>	<b>(2)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>Percent of 2009 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>Net Requirement</b>	<b>9,602</b>	<b>9,470</b>	<b>41</b>	<b>105</b>	<b>-</b>	<b>-</b>	<b>340</b>	<b>-</b>	<b>-</b>	<b>9,956</b>	<b>486</b>	
<b>Percent of 2009 Net Requirement Budget</b>			<b>0.4%</b>	<b>1.1%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>3.6%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>5.1%</b>		
<b>Full Time Equivalents (FTE's)</b>	<b>69.60</b>	<b>69.60</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>4.00</b>	<b>-</b>	<b>-</b>	<b>73.60</b>	<b>4.00</b>	
<b>Percent of 2009 FTE's</b>			<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>5.7%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>5.7%</b>		

City of Ottawa

Public Works

Forestry Services - Operating Resource Requirement Explanatory Notes

In Thousands (\$000)

2009 Actual vs. Budget Variance Explanation	Surplus / (Deficit)		
	Exp.	Rev.	Net
<b>Actual vs. Budget Variance Explanation</b>			
As reported in the 2009 Corporate tax Supported status report – q2 at June 30th Public Works had a \$2 million deficit, primarily due to winter maintenance costs. Management mitigation measures in combination with savings in the later part of the year due to lower snow volumes enabled the Department to limit the deficit. The primary driver of the remaining deficit is the shortfall in the compensation cost of living adjustment of 2.5% versus 1% identified in the Q2 report.	(134)	2	(132)
<b>Total Surplus / (Deficit)</b>	<b>(134)</b>	<b>2</b>	<b>(132)</b>

2009 Baseline Adjustments / Explanations	Increase / (Decrease)			
	Exp.	Rev.	Net 2010 Changes	FTE Impact
<b>Adjustments to Base Budget</b>				
Adjustment for 2009 budget shortfall in Collective Agreement provision.	50	-	50	-
Decrease in Business Travel (Corporate reduction of \$425K)	(9)	-	(9)	-
<b>Total Adjustments to Base Budget</b>	<b>41</b>	<b>-</b>	<b>41</b>	<b>-</b>

2010 Pressure Category / Explanation	Increase / (Decrease)			
	Exp.	Rev.	Net 2010 Changes	FTE Impact
<b>Maintain Services</b>				
All programs include an adjustment for 2010 contract settlements, increments, and benefit adjustments.	70	-	70	-
Increased Fleet costs due to inflation on fuel and maintenance.	35	-	35	-
<b>Total Maintain Services</b>	<b>105</b>	<b>-</b>	<b>105</b>	<b>-</b>



City of Ottawa

Public Works

Forestry Services - Operating Resource Requirement Explanatory Notes

In Thousands (\$000)

2010 Pressure Category / Explanation	Increase / (Decrease)			
	Exp.	Rev.	Net 2010 Changes	FTE Impact
<b>New Services / Needs</b>				
Emerald Ash Borer Management Strategy reference ACS2008-COS-SOP-0012 EAB Report. Operating program to address the infestation to the City's ash trees by the emerald ash	340	-	340	4.00
<b>Total New Services / Needs</b>	<b>340</b>	<b>-</b>	<b>340</b>	<b>4.00</b>
<b>Total Budget Changes</b>	<b>486</b>	<b>-</b>	<b>486</b>	<b>4.00</b>

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

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

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

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

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

Strategy Category	Branch	Program / Service Adjustment	2010 Council Recommendations			
			Exp	Rev	Net Impact	FTE Impact
N/A	Forestry	<u>Recommendation</u> Reinstate the elimination of contract Stump Removal.	150	-	150	-
N/A	Forestry	<u>Recommendation</u> Reinstate the reduction to Tree Trimming services to one trimming cycle once every thirty-two years.	330	-	330	-
N/A	Forestry	<u>Recommendation</u> Decrease in Business Travel (Corporate reduction of \$425K)	(9)	-	(9)	-
<b>Total Council Recommendations</b>			<b>471</b>	<b>-</b>	<b>471</b>	<b>-</b>
<b>Total Recommendations</b>			<b>(1,420)</b>	<b>-</b>	<b>(1,420)</b>	<b>(10.30)</b>

<b>1 - New Revenue Opportunities</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**  
**Environmental Services**  
**Solid Waste Services Operating Resource Requirement**

In Thousands (\$000)

Operating Resource Requirement	2008	2009		2010	Change Over		2011	2012
	Actual	Actual	Budget	Adopted	2009 Budget	2008 Actual	Forecast	
<b>Expenditure by Program</b>								
Manager's Office	578	892	557	564	7	(14)	577	587
Solid Waste Diversion/Recycling	24,438	26,023	26,614	40,065	13,451	15,627	41,462	42,721
Regular Garbage Collection	15,229	13,625	14,440	14,656	216	(573)	15,269	15,886
Waste Disposal & Landfill Operations	8,973	5,632	9,138	7,437	(1,701)	(1,536)	8,002	8,067
Non Departmental	6,523	10,711	5,000	5,368	368	(1,155)	5,745	6,118
Productivity Improvements	-	-	(1,496)	(1,496)	-	(1,496)	-	-
<b>Gross Expenditure</b>	<b>55,741</b>	<b>56,883</b>	<b>54,253</b>	<b>66,594</b>	<b>12,341</b>	<b>10,853</b>	<b>71,055</b>	<b>73,379</b>
Recoveries & Allocations	(915)	(315)	(357)	(357)	-	558	(357)	(357)
<b>Net Expenditure</b>	<b>54,826</b>	<b>56,568</b>	<b>53,896</b>	<b>66,237</b>	<b>12,341</b>	<b>11,411</b>	<b>70,698</b>	<b>73,022</b>
<b>Expenditure by Type</b>								
Salaries, Wages & Benefits	4,831	5,897	5,727	6,911	1,184	2,080	7,252	7,459
Overtime	185	134	188	193	5	8	198	203
Material & Services	39,568	35,193	37,972	47,326	9,354	7,758	49,568	51,307
Transfers/Grants/Financial Charges	6,084	10,285	4,551	4,919	368	(1,165)	5,296	5,669
Fleet Costs	3,832	4,139	4,533	5,918	1,385	2,086	5,918	5,918
Program Facility Costs	-	-	-	-	-	-	-	-
Other Internal Costs	1,241	1,235	1,282	1,327	45	86	1,327	1,327
<b>Gross Expenditure</b>	<b>55,741</b>	<b>56,883</b>	<b>54,253</b>	<b>66,594</b>	<b>12,341</b>	<b>10,853</b>	<b>69,559</b>	<b>71,883</b>
Recoveries & Allocations	(915)	(315)	(357)	(357)	-	558	(357)	(357)
<b>Net Expenditure</b>	<b>54,826</b>	<b>56,568</b>	<b>53,896</b>	<b>66,237</b>	<b>12,341</b>	<b>11,411</b>	<b>69,202</b>	<b>71,526</b>
<b>Revenue By Type</b>								
Federal	-	-	-	-	-	-	-	-
Provincial	(4,471)	(4,723)	(3,513)	(4,340)	(827)	131	(4,340)	(4,340)
Municipal	-	-	-	-	-	-	-	-
Own Funds	-	(5,710)	-	-	-	-	-	-
Fees and Services	(43,226)	(37,630)	(38,988)	(37,751)	1,237	5,475	(40,713)	(43,037)
Fines	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
<b>Total Revenue</b>	<b>(47,697)</b>	<b>(48,063)</b>	<b>(42,501)</b>	<b>(42,091)</b>	<b>410</b>	<b>5,606</b>	<b>(45,053)</b>	<b>(47,377)</b>
<b>Net Requirement</b>	<b>7,129</b>	<b>8,505</b>	<b>11,395</b>	<b>24,146</b>	<b>12,751</b>	<b>17,017</b>	<b>25,645</b>	<b>25,645</b>
<b>Full Time Equivalents</b>	<b>86.25</b>	<b>86.25</b>	<b>86.25</b>	<b>102.25</b>	<b>16.00</b>	<b>16.00</b>	<b>102.25</b>	<b>102.25</b>

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

In Thousands (\$000)

Operating Resource Requirement Analysis	2009 Baseline			2010 Adjustments						2010	Change Over '09 Budget	% of Exp. on Comp./ Benefits
	Actuals	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	New Services / Needs	Efficiencies	User Fees & Charges	Adopted		
<b>Expenditure by Program</b>												
Manager's Office	892	557	(3)	10	-	-	-	-	-	564	7	73.2%
Solid Waste Diversion/Recycling	26,023	26,614	15	12,791	-	358	287	-	-	40,065	13,451	5.3%
Regular Garbage Collection	13,625	14,440	45	(117)	-	228	60	-	-	14,656	216	20.3%
Waste Disposal & Landfill Operations	5,632	9,138	(1,855)	4	-	-	150	-	-	7,437	(1,701)	25.4%
Other Solid Waste	10,711	5,000	-	368	-	-	-	-	-	5,368	368	0.0%
Productivity Improvements	-	(1,496)	-	-	-	-	-	-	-	(1,496)	-	0.0%
<b>Gross Expenditure</b>	<b>56,883</b>	<b>54,253</b>	<b>(1,798)</b>	<b>13,056</b>	<b>-</b>	<b>586</b>	<b>497</b>	<b>-</b>	<b>-</b>	<b>66,594</b>	<b>12,341</b>	<b>10.8%</b>
Recoveries & Allocations	(315)	(357)	-	-	-	-	-	-	-	(357)	-	
<b>Net Expenditure</b>	<b>56,568</b>	<b>53,896</b>	<b>(1,798)</b>	<b>13,056</b>	<b>-</b>	<b>586</b>	<b>497</b>	<b>-</b>	<b>-</b>	<b>66,237</b>	<b>12,341</b>	
<b>Percent of 2009 Net Expenditure Budget</b>			<b>-3.3%</b>	<b>24.2%</b>	<b>0.0%</b>	<b>1.1%</b>	<b>0.9%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>22.9%</b>		
<b>Expenditure by Type</b>												
Salaries, Wages & Benefits	5,897	5,727	60	824	-	-	300	-	-	6,911	1,184	
Overtime	134	188	-	5	-	-	-	-	-	193	5	
Material & Services	35,193	37,972	(1,903)	10,511	-	586	160	-	-	47,326	9,354	
Transfers/Grants/Financial Charges	10,285	4,551	-	368	-	-	-	-	-	4,919	368	
Fleet Costs	4,139	4,533	-	1,348	-	-	37	-	-	5,918	1,385	
Program Facility Costs	-	-	-	-	-	-	-	-	-	-	-	
Other Internal Costs	1,235	1,282	45	-	-	-	-	-	-	1,327	45	
<b>Gross Expenditure</b>	<b>56,883</b>	<b>54,253</b>	<b>(1,798)</b>	<b>13,056</b>	<b>-</b>	<b>586</b>	<b>497</b>	<b>-</b>	<b>-</b>	<b>66,594</b>	<b>12,341</b>	
Recoveries & Allocations	(315)	(357)	-	-	-	-	-	-	-	(357)	-	
<b>Net Expenditure</b>	<b>56,568</b>	<b>53,896</b>	<b>(1,798)</b>	<b>13,056</b>	<b>-</b>	<b>586</b>	<b>497</b>	<b>-</b>	<b>-</b>	<b>66,237</b>	<b>12,341</b>	
<b>Revenue By Type</b>												
Federal	-	-	-	-	-	-	-	-	-	-	-	
Provincial	(4,723)	(3,513)	(450)	(377)	-	-	-	-	-	(4,340)	(827)	
Municipal	-	-	-	-	-	-	-	-	-	-	-	
Own Funds	(5,710)	-	-	-	-	-	-	-	-	-	-	
Fees and Services	(37,630)	(38,988)	3,060	(379)	-	(520)	-	-	(924)	(37,751)	1,237	
Fines	-	-	-	-	-	-	-	-	-	-	-	
Other	-	-	-	-	-	-	-	-	-	-	-	
<b>Total Revenue</b>	<b>(48,063)</b>	<b>(42,501)</b>	<b>2,610</b>	<b>(756)</b>	<b>-</b>	<b>(520)</b>	<b>-</b>	<b>-</b>	<b>(924)</b>	<b>(42,091)</b>	<b>410</b>	
<b>Percent of 2009 Revenue Budget</b>			<b>-6.1%</b>	<b>1.8%</b>	<b>0.0%</b>	<b>1.2%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>2.2%</b>	<b>-1.0%</b>		
<b>Net Requirement</b>	<b>8,505</b>	<b>11,395</b>	<b>812</b>	<b>12,300</b>	<b>-</b>	<b>66</b>	<b>497</b>	<b>-</b>	<b>(924)</b>	<b>24,146</b>	<b>12,751</b>	
<b>Percent of 2009 Net Requirement Budget</b>			<b>7.1%</b>	<b>107.9%</b>	<b>0.0%</b>	<b>0.6%</b>	<b>4.4%</b>	<b>0.0%</b>	<b>-8.1%</b>	<b>111.9%</b>		
<b>Full Time Equivalents (FTE's)</b>	<b>86.25</b>	<b>86.25</b>	<b>-</b>	<b>11.00</b>	<b>-</b>	<b>-</b>	<b>5.00</b>	<b>-</b>	<b>-</b>	<b>102.25</b>	<b>16.00</b>	
<b>Percent of 2009 FTE's</b>			<b>0.0%</b>	<b>12.8%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>5.8%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>18.6%</b>		

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

2009 Actual vs. Budget Variance Explanation	Surplus / (Deficit)		
	Exp.	Rev.	Net
<b>Actual vs. Budget Variance Explanation</b>			
Deficit in compensation costs due to contract settlements to former Director and Manager and requirement for approximately one month of funding for training new Collection Operators, Supervisor and Inspector for Green Bin Program to start in January 2010.	(115)	-	(115)
Savings in Plasco tipping fee costs due to delays in start up of process.	898	-	898
Savings in Moose Creek tipping fee costs due to lower volumes of residential waste accepted at that landfill.	1,410	-	1,410
Savings in Emerald Ash Borer costs	500		500
Savings in garbage and recycling collection costs due to lower volumes than anticipated	825		825
Savings in recyclable container replacement costs	222		222
Various other savings in Materials/Services.	401	-	401
Savings in Fleet operating costs.	394		394
Unachieved Efficiency Target	(1,496)		(1,496)
Surplus in Waste Diversion Ontario funding mainly due to implementation of new Household Hazardous Waste Program funding and higher than planned blue/black box funding received.		1,210	1,210
Surplus in Recycling revenues due to significantly improved recycling materials markets.		511	511
Deficit in tipping fee revenues at Trail Road due to significantly lower than planned volumes of IC&I waste received at Trail.		(2,574)	(2,574)
<b>Non-Departmental</b>			-
Legal settlements for Ridge Road Landfill and Burnside property and increased debt costs.	(5,711)	5,710	(1)
Surplus in per household fee revenue due to higher number of households billed than planned.		705	705
	-	-	-
<b>Total Surplus / (Deficit)</b>	<b>(2,672)</b>	<b>5,562</b>	<b>2,890</b>

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

2009 Baseline Adjustments / Explanations	Increase / (Decrease)			
	Exp.	Rev.	Net 2010 Changes	FTE Impact
<b>Adjustments to Base Budget</b>				
Adjustment for 2009 budget shortfall in Collective Agreement provision.	60	-	60	-
Decrease in Business Travel (Corporate reduction of \$425K)	(3)		(3)	-
Increase in PIL costs at Trail Road due to change in assessments.	45	-	45	-
Decrease in Recycling material revenue due to poor market conditions.	-	500	500	-
Decrease in Tipping Fee revenue at Trail Road due to a significant reduction of volumes of IC&I waste received at the landfill.	-	2,560	2,560	-
Decrease in Plasco and Moose Creek tipping costs to reflect current projected volume of waste accepted.	(1,900)	-	(1,900)	-
Increase in Waste Diversion Ontario funding due to implementation of new Household Hazardous Funding Program.	-	(450)	(450)	-
<b>Total Adjustments to Base Budget</b>	<b>(1,798)</b>	<b>2,610</b>	<b>812</b>	<b>-</b>



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

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

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

2010 Pressure Category / Explanation	Increase / (Decrease)			
	Exp.	Rev.	Net 2010 Changes	FTE Impact
<b>Growth</b>				
Increase in various Collection and Processing contracts due to growth in tonnage.	586	-	586	-
Increase in the per household rate revenue due to the increase in the number of households.		(520)	(520)	-
<b>Total Growth</b>	<b>586</b>	<b>(520)</b>	<b>66</b>	<b>-</b>
<b>New Services / Needs</b>				
Part year compensation and benefit costs for one FTE for the management of the City's Bin inventory .	60	-	60	1.00
Part year compensation and benefit costs for five new Solid Waste By-Law Inspectors to support compliance and enforcement of the new Solid Waste By-Law.	180	-	180	3.00
Fleet Operating Costs for new vehicles required for Solid Waste By-Law Inspectors.	37	-	37	-
Implementation of Landfill Bird Control Program to reduce surface water impacts.	150	-	150	-
Part year compensation and benefit costs for one Data/Business Analyst to assist with improving data management for various solid waste programs with goal of identifying potential future efficiency savings.	60	-	60	1.00
Additional training and education requirements in management of Solid Waste Programs.	10	-	10	-
<b>Total New Services / Needs</b>	<b>497</b>	<b>-</b>	<b>497</b>	<b>5.00</b>
<b>User Fees &amp; Charges</b>				
See following user fee schedule for details on the specific rates.	-	(924)	(924)	-
<b>Total User Fees &amp; Charges</b>	<b>-</b>	<b>(924)</b>	<b>(924)</b>	<b>-</b>
<b>Total Budget Changes</b>	<b>12,341</b>	<b>410</b>	<b>12,751</b>	<b>16.00</b>

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

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

City of Ottawa  
Environmental Services  
Solid Waste Services - User Fees

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

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

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

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

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

Strategy Category	Branch	Program / Service Adjustment	2010 Council Recommendations			
			Exp	Rev	Net Impact	FTE Impact
N/A	Solid Waste	<b>Recommendation</b> Decrease in Business Travel (Corporate reduction of \$425K).	(3)	-	(3)	-
		<b>Impact on Public / City Departments</b>				
<b>Total Council Recommendations</b>			<b>(3)</b>	<b>-</b>	<b>(3)</b>	<b>-</b>
<b>Total Recommendations</b>			<b>(2,847)</b>	<b>27,693</b>	<b>24,846</b>	<b>-</b>

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

Description	2010	Funding						
	New Authority	Revenues	Tax Supported & Other Reserves	Rate Supported	Develop. Charges	Debt		
						Tax	Rate	DC
<b>Planning &amp; Environment - Tax Supported</b>								
<b>Planning &amp; Development</b>								
<b>Growth</b>								
905384 Development Charge Bylaw Review 2014	150	-	-	-	150	-	-	-
	<b>150</b>	-	-	-	<b>150</b>	-	-	-
<b>Total</b>	<b>150</b>	-	-	-	<b>150</b>	-	-	-
<b>Environment</b>								
<b>Renewal of City Assets</b>								
905450 Lifecycle Renewal-Tree Program	446	-	446	-	-	-	-	-
	<b>446</b>	-	<b>446</b>	-	-	-	-	-
<b>Strategic Initiatives</b>								
904455 Tree Planting Initiative	500	-	500	-	-	-	-	-
905733 SE-Smart Energy	2,400	-	-	-	-	2,400	-	-
	<b>2,900</b>	-	<b>500</b>	-	-	<b>2,400</b>	-	-
<b>Total</b>	<b>3,346</b>	-	<b>946</b>	-	-	<b>2,400</b>	-	-
<b>Solid Waste</b>								
<b>Renewal of City Assets</b>								
902936 Gas Collection System Repair	1,500	-	-	-	-	1,500	-	-
904329 Solid Waste New Operations Centre	16,000	-	7,740	-	-	8,260	-	-
904575 Solid Waste Organics	500	-	500	-	-	-	-	-
905037 Lifecycle Renewal Fleet - Solid Waste	185	-	185	-	-	-	-	-
	<b>18,185</b>	-	<b>8,425</b>	-	-	<b>9,760</b>	-	-
<b>Total</b>	<b>18,185</b>	-	<b>8,425</b>	-	-	<b>9,760</b>	-	-

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

Description	2010	Funding						
	New Authority	Revenues	Tax Supported & Other Reserves	Rate Supported	Develop. Charges	Debt		
						Tax	Rate	DC
<b>Planning &amp; Environment - Tax Supported</b>								
Per the Omnibus motions approved by the ABF Committee, the following projects have been deferred or reduced:								
1) Motion: Decrease contribution to capital for Strategic projects 905459 2010 Tree By-Law Forestry Vehicles	(60)	-	(60)	-	-	-	-	-
2) Motion: Adjust inflation component of increase in contribution to Capital Fund No projects deferred								
	<b>(60)</b>	-	<b>(60)</b>	-	-	-	-	-
As per the Omnibus Motion carried by Council during consideration of the 2010 Draft Operating and Capital Budgets on January 28, 2010, the following projects have been deferred or reduced:								
904575 Solid Waste Organics	(940)		(940)					
	<b>(940)</b>	-	<b>(940)</b>	-	-	-	-	-





**City of Ottawa**  
**Environmental Services Department**  
**Drinking Water Services - Operating Resource Requirement**  
**In Thousands (\$000)**

Operating Resource Requirement	2008	2009		2010	Change Over	
	Actual	Actual	Budget	Adopted	2009 Budget	2008 Actual
<b>Expenditures by Program</b>						
General Manager's Office	348	266	249	258	9	(90)
Manager's Office	1,156	1,262	1,353	1,386	33	230
Water Production	18,333	21,081	21,823	23,102	1,279	4,769
Water Quality Assurance	1,582	1,771	1,718	1,892	174	310
Water Distribution & Cost Recovery	16,116	16,227	16,003	16,984	981	868
Customer Serv, Strategic & Envir Prog	8,800	9,806	11,024	12,206	1,182	3,406
Non Departmental	64,203	80,459	80,879	69,281	(11,598)	5,078
Productivity Improvements	-	-	-	-	-	-
<b>Gross Expenditure</b>	<b>110,538</b>	<b>130,872</b>	<b>133,049</b>	<b>125,109</b>	<b>(7,982)</b>	<b>14,432</b>
Recoveries & Allocations	(4,310)	(4,380)	(4,512)	(4,648)	(136)	(338)
<b>Net Expenditure</b>	<b>106,228</b>	<b>126,492</b>	<b>128,537</b>	<b>120,461</b>	<b>(8,118)</b>	<b>14,094</b>
<b>Expenditures by Type</b>						
Salaries, Wages & Benefits	22,909	24,015	26,519	28,282	1,763	5,373
Overtime	1,284	1,513	1,440	1,440	-	156
Material & Services	13,579	14,914	15,052	16,765	1,713	3,186
Transfers/Grants/Financial Charges	51,786	68,156	68,541	56,943	(11,598)	5,157
Fleet Costs	2,476	3,506	3,513	3,995	482	1,519
Program Facility Costs	1,363	1,274	180	180	-	(1,183)
Other Internal Costs	17,141	17,494	17,804	17,504	(300)	363
<b>Gross Expenditures</b>	<b>110,538</b>	<b>130,872</b>	<b>133,049</b>	<b>125,109</b>	<b>(7,940)</b>	<b>14,571</b>
Recoveries & Allocations	(4,310)	(4,380)	(4,512)	(4,648)	(136)	(338)
<b>Net Expenditure</b>	<b>106,228</b>	<b>126,492</b>	<b>128,537</b>	<b>120,461</b>	<b>(8,076)</b>	<b>14,233</b>
<b>Revenues By Type</b>						
Federal	-	-	-	-	-	-
Provincial	-	-	-	-	-	-
Municipal	-	-	-	-	-	-
Own Funds	-	-	-	-	-	-
Fees and Services	(106,637)	(120,913)	(128,537)	(120,461)	8,076	(13,824)
Fines	-	-	-	-	-	-
Other	-	-	-	-	-	-
<b>Total Revenue</b>	<b>(106,637)</b>	<b>(120,913)</b>	<b>(128,537)</b>	<b>(120,461)</b>	<b>8,076</b>	<b>(13,824)</b>
<b>Net Requirement</b>	<b>(409)</b>	<b>5,579</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>409</b>
<b>Full Time Equivalents</b>	<b>360.27</b>	<b>-</b>	<b>370.45</b>	<b>381.43</b>	<b>10.98</b>	<b>21.16</b>

**City of Ottawa**  
**Environmental Services Department**  
**Drinking Water Services - Operating Resource Requirement Analysis**  
In Thousands (\$000)

Operating Resource Requirement Analysis	2009 Baseline			2010 Adjustments						2010	\$ Change Over '09 Budget	% of Exp. on Comp./ Benefits
	Actual	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	New Services / Needs	Efficiencies	User Fees & Charges	Adopted		
<b>Expenditures by Program</b>												
General Manager's Office	266	249	2	7	-	-	-	-	-	258	9	86.0%
Manager's Office	1,262	1,353	3	30	-	-	-	-	-	1,386	33	43.1%
Water Production	21,081	21,823	(234)	1,389	96	-	28	-	-	23,102	1,279	29.6%
Water Quality Assurance	1,771	1,718	30	144	-	-	-	-	-	1,892	174	51.3%
Water Distribution & Cost Recovery	16,227	16,003	115	757	109	-	-	-	-	16,984	981	67.9%
Customer Serv, Strategic & Envir Prog	9,806	11,024	80	736	-	46	320	-	-	12,206	1,182	68.2%
Non Departmental	80,459	80,879	(7,700)	(3,898)	-	-	-	-	-	69,281	(11,598)	0.0%
Productivity Improvements	-	-	-	-	-	-	-	-	-	-	-	0.0%
<b>Gross Expenditure</b>	<b>130,872</b>	<b>133,049</b>	<b>(7,704)</b>	<b>(835)</b>	<b>205</b>	<b>46</b>	<b>348</b>	-	-	<b>125,109</b>	<b>(7,940)</b>	22.8%
Recoveries & Allocations	(4,380)	(4,512)	-	(32)	-	-	(104)	-	-	(4,648)	(136)	
<b>Net Expenditure</b>	<b>126,492</b>	<b>128,537</b>	<b>(7,704)</b>	<b>(867)</b>	<b>205</b>	<b>46</b>	<b>244</b>	-	-	<b>120,461</b>	<b>(8,076)</b>	
<b>Percent of 2009 Net Expenditure Budget</b>			<b>-6.0%</b>	<b>-0.7%</b>	<b>0.2%</b>	<b>0.0%</b>	<b>0.2%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>-6.3%</b>		
<b>Expenditures by Type</b>												
Salaries, Wages & Benefits	24,015	26,519	296	1,137	96	46	188	-	-	28,282	1,763	
Overtime	1,513	1,440	-	-	-	-	-	-	-	1,440	-	
Material & Services	14,914	15,052	-	1,478	109	-	126	-	-	16,765	1,713	
Transfers/Grants/Financial Charges	68,156	68,541	(7,700)	(3,898)	-	-	-	-	-	56,943	(11,598)	
Fleet Costs	3,506	3,513	-	448	-	-	34	-	-	3,995	482	
Program Facility Costs	1,274	180	-	-	-	-	-	-	-	180	-	
Other Internal Costs	17,494	17,804	(300)	-	-	-	-	-	-	17,504	(300)	
<b>Gross Expenditures</b>	<b>130,872</b>	<b>133,049</b>	<b>(7,704)</b>	<b>(835)</b>	<b>205</b>	<b>46</b>	<b>348</b>	-	-	<b>125,109</b>	<b>(7,940)</b>	
Recoveries & Allocations	(4,380)	(4,512)	-	(32)	-	-	(104)	-	-	(4,648)	(136)	
<b>Net Expenditure</b>	<b>126,492</b>	<b>128,537</b>	<b>(7,704)</b>	<b>(867)</b>	<b>205</b>	<b>46</b>	<b>244</b>	-	-	<b>120,461</b>	<b>(8,076)</b>	
<b>Revenues By Type</b>												
Federal	-	-	-	-	-	-	-	-	-	-	-	
Provincial	-	-	-	-	-	-	-	-	-	-	-	
Municipal	-	-	-	-	-	-	-	-	-	-	-	
Own Funds	-	-	-	-	-	-	-	-	-	-	-	
Fees and Services	(120,913)	(128,537)	7,700	-	-	-	(36)	-	412	(120,461)	8,076	
Fines	-	-	-	-	-	-	-	-	-	-	-	
Other	-	-	-	-	-	-	-	-	-	-	-	
<b>Total Revenue</b>	<b>(120,913)</b>	<b>(128,537)</b>	<b>7,700</b>	-	-	-	<b>(36)</b>	-	<b>412</b>	<b>(120,461)</b>	<b>8,076</b>	
<b>Percent of 2009 Revenue Budget</b>			<b>-6.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>-0.3%</b>	<b>-6.3%</b>		
<b>Net Requirement</b>	<b>5,579</b>	<b>-</b>	<b>(4)</b>	<b>(867)</b>	<b>205</b>	<b>46</b>	<b>208</b>	<b>-</b>	<b>412</b>	<b>-</b>	<b>-</b>	
<b>Percent of 2009 Net Requirement 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>Full Time Equivalents (FTE's)</b>	<b>-</b>	<b>370.45</b>	<b>-</b>	<b>2.00</b>	<b>2.00</b>	<b>1.00</b>	<b>5.98</b>	<b>-</b>	<b>-</b>	<b>381.43</b>	<b>10.98</b>	
<b>Percent of 2009 FTE's</b>			<b>0.0%</b>	<b>0.5%</b>	<b>0.5%</b>	<b>0.3%</b>	<b>1.6%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>3.0%</b>		

**City of Ottawa**  
**Environmental Services Department**  
**Drinking Water Services - Operating Resource Requirement Explanatory Notes**  
In Thousands (\$000)

2009 Actual vs. Budget Variance Explanation	Surplus / (Deficit)		
	Exp.	Rev.	Net
<b>Actual vs. Budget Variance Explanation</b>			
<b>Operations</b>			
Surplus in General Manager's/Manager's Offices mainly due to savings in materials and services	74	-	74
Surplus in Water Production due to lower volumes of water purification waste discharged to ROPEC, resulting in savings in sewer discharge costs	654	-	654
Other surplus in Water Production due to savings in Program Facility costs mainly as a result of vacancies	88	-	88
Deficit in Water Quality costs due to maintenance that was required at the remote pumping stations	(53)	-	(53)
Deficit in Water Distribution mainly due to increased repairs and maintenance to system components and reduced cost recovery work	(224)	-	(224)
Surplus in Customer Services and Strategic/Environmental Services mainly in Compensation of \$768K due to vacancies early in the year which have mostly been filled, increased recoveries of \$190K, materials/services of \$260K and various internal charges from other departments of \$190K	1,218	-	1,218
Deficit in Operating Revenues due to lower than planned volume of cost recovery work performed		(137)	(137)
<b>Total Operations</b>	<b>1,757</b>	<b>(137)</b>	<b>1,620</b>
<b>Non Departmental</b>			
Deficit in Recoveries due to less work performed on Capital than planned	(132)	-	(132)
Deficit in Water Billing Revenues due to a significant reduction in the volume of water billed that began in the second half of 2008. Therefore, this adjustment captures the drop in consumption in the later part of 2008 as well as 2009.		(7,709)	(7,709)
Surplus in Interest and other Non Departmental Revenues	-	222	222
Surplus in Non Departmental Costs mainly due to savings of \$646K in debt servicing costs	420	-	420
<b>Total Surplus / (Deficit)</b>	<b>2,045</b>	<b>(7,624)</b>	<b>(5,579)</b>

**City of Ottawa**  
**Environmental Services Department**  
**Drinking Water Services - Operating Resource Requirement Explanatory Notes**  
In Thousands (\$000)

2009 Baseline Adjustments / Explanations	Increase / (Decrease)			
	Exp.	Rev.	Net 2010 Changes	FTE Impact
<b>Adjustments to Base Budget</b>	-	-	-	-
Adjustment for 2009 budget shortfall for Collective agreement provision	296	-	296	-
Adjustment for reduced volumes of Water Production waste discharged to the ROPEC wastewater treatment plant	(300)	-	(300)	-
<b>Non-Departmental</b>				
Adjustment to water billing revenues due to significant reduction in volume of water billed	-	7,700	7,700	-
Adjustment to the Capital PAYG contribution due to the reduced water revenues	(7,700)	-	(7,700)	-
<b>Total Adjustments to Base Budget</b>	<b>(7,704)</b>	<b>7,700</b>	<b>(4)</b>	<b>-</b>

**City of Ottawa**  
**Environmental Services Department**  
**Drinking Water Services - Operating Resource Requirement Explanatory Notes**  
In Thousands (\$000)

2010 Pressure Category / Explanation	Increase / (Decrease)			
	Exp.	Rev.	Net 2010 Changes	FTE Impact
<b>Maintain Services</b>				
All programs include an adjustment for 2010 contract settlements, increments, and benefit adjustments	1,064	-	1,064	-
Customer Services - Half year costs for Customer Service Person and Communications Officer due to backlog that needs to be addressed (including leasing costs of \$13K and Fleet operating costs of \$13K)	99		99	2.00
Contractual inflationary costs on Water Production chemicals and gases	1,000	-	1,000	-
Contractual inflationary costs of Roadway Reinstatement contracts	196	-	196	-
Increased Fleet costs due to inflation on fuel and maintenance	183		183	-
Increased costs for large equipemnt rental such as backhoes and cranes, and increased usage of vacuum excavation process	252		252	-
Contractual inflationary costs for snow removal/clearing and maintenance	125		125	-
Inflationary costs for Vars sludge and granular activated carbon removal	62		62	-
	13		13	-
Inflationary increase to various internal charges from other City Departments and Branches				
Various other inflationary requirements	69		69	-
Inflationary increase to recoveries from other City Departments and Branches	(32)		(32)	-
	-	-	-	-
<b>Non-Departmental</b>				
Increase to the Administrative overhead allocation due to collective bargaining increases	62	-	62	-
Increase in the Administration overheard allocation due to Council approval of omnibus motion for the tax budget	250		250	-
Reduction in Debt Servicing costs	(377)	-	(377)	-
Reduction to the PAYG Contribution since total operating budget pressures exceed the increase in revenues.	(3,833)	-	(3,833)	-
	-	-	-	-
<b>Total Maintain Services</b>	<b>(867)</b>	<b>-</b>	<b>(867)</b>	<b>2.00</b>

**City of Ottawa**  
**Environmental Services Department**  
**Drinking Water Services - Operating Resource Requirement Explanatory Notes**  
In Thousands (\$000)

2010 Pressure Category / Explanation	Increase / (Decrease)			
	Exp.	Rev.	Net 2010 Changes	FTE Impact
<b>Provincial Legislated</b>				
Requirement for additional personal safety supplies and equipment to comply with regulatory requirements	109		109	-
Drinking Water Quality Program - Half year costs for 2 Operational Engineers for DWQMS legislative and reporting requirements	96		96	2.00
<b>Total Provincial Legislated</b>	<b>205</b>	<b>-</b>	<b>205</b>	<b>2.00</b>
<b>Growth</b>				
Maintenance Management - Half year costs for a Maintenance Management Planner due to system growth	46	-	46	1.00
	-	-	-	-
<b>Total Growth</b>	<b>46</b>	<b>-</b>	<b>46</b>	<b>1.00</b>
<b>New Services / Needs</b>				
Automated Meter Initiative - Temporary requirement for a Project Coordinator for the changes associated with individual accounts through the installation phase of the AMI project, and an Field Inspector to ensure quality control of the contracted installations for the duration of the AMI project (including vehicle leasing costs of \$26K)	104	-	104	2.00
AMI costs above to be recovered from the AMI capital project	(104)	-	(104)	-
Public Outreach Program requirement for 1 Public Outreach Officer and 6 summer students to increase profile in the community and to promote the City's high quality drinking water (including communication materials of \$100K and Fleet operating costs of \$34K)	216		216	2.98
Water Production - Half year costs for a Network Analyst to provide support for the new SCADA security system and network	28		28	1.00
Revenues for rental of space on water towers for radio frequency antennas		(36)	(36)	-
	-	-	-	-
<b>Total New Services / Needs</b>	<b>244</b>	<b>(36)</b>	<b>208</b>	<b>5.98</b>
<b>User Fees &amp; Charges</b>				
See following user fee schedule for details on the specific rates.	-	412	412	-
	-	-	-	-
<b>Total User Fees &amp; Charges</b>	<b>-</b>	<b>412</b>	<b>412</b>	<b>-</b>
<b>Total Budget Changes</b>	<b>(8,076)</b>	<b>8,076</b>	<b>-</b>	<b>10.98</b>

**City of Ottawa**  
**Environmental Services Department**  
**Drinking Water Services - User Fees**

User Fees	2008 Rate	2009 Rate	2010 Rate	% Change Over		Effective Date DD-MMM-YY	2010 Revenue (\$000)
	\$	\$	\$	2009	2008		
<b>Drinking Water Services</b>							
<b>Distribution of Drinking Water</b>							
<b>1. Water Services Connection</b>							
Size of Service Pipe							
20 mm on DI or CI	508.00	530.00	551.00	4.0%	8.5%	01-May-10	
20 mm on PVC	643.00	671.00	698.00	4.0%	8.6%		
20 mm others - Cost plus 15%, hourly	141.00	147.00	153.00	4.1%	8.5%		
20 to 50mm on concrete	1,408.00	1,470.00	1,529.00	4.0%	8.6%		
25 mm on DI or CI	563.00	588.00	612.00	4.1%	8.7%		
25 mm on PVC	693.00	723.00	752.00	4.0%	8.5%		
25 mm others - Cost plus 15%, hourly	141.00	147.00	153.00	4.1%	8.5%		
40 mm on DI or CI	871.00	909.00	945.00	4.0%	8.5%		
40 mm on PVC	937.00	978.00	1,017.00	4.0%	8.5%		
40 mm others - Cost plus 15%, hourly	141.00	147.00	153.00	4.1%	8.5%		
50 mm on DI or CI	1,145.00	1,195.00	1,243.00	4.0%	8.6%		
50 mm on PVC	1,231.00	1,285.00	1,336.00	4.0%	8.5%		
50 mm others - Cost plus 15%, hourly	141.00	147.00	153.00	4.1%	8.5%		
100 mm	3,480.00	3,633.00	3,778.00	4.0%	8.6%		
150 mm	3,707.00	3,870.00	4,025.00	4.0%	8.6%		
200 mm	4,671.00	4,877.00	5,072.00	4.0%	8.6%		
100 to 200mm on concrete - Cost plus 15%, hourly	141.00	147.00	153.00	4.1%	8.5%		
Larger than 200 mm - Cost plus 15%, hourly	141.00	147.00	153.00	4.1%	8.5%		
<b>2. Services</b>						01-May-10	
Thawing of Services							
- 20 mm and 25 mm (per thaw)	307.00	321.00	334.00	4.0%	8.8%		
- Other than 20mm, 25 mm - Cost plus 15%, hourly	154.00	161.00	167.00	3.7%	8.4%		
Hot Water Thawing of Services on private property (Hour	99.00	103.00	107.00	3.9%	8.1%		
- Materials	54.00	56.00	58.00	3.6%	7.4%		
Thawing Hydrants (per hydrant)	110.00	115.00	120.00	4.3%	9.1%		
Fire Flow Test	186.00	194.00	202.00	4.1%	8.6%		



**City of Ottawa  
Environmental Services Department  
Drinking Water Services - User Fees**

User Fees	2008 Rate	2009 Rate	2010 Rate	% Change Over		Effective Date DD-MMM-YY	2010 Revenue (\$000)
	\$	\$	\$	2009	2008		
<b>3. Service Charges</b>						01-May-10	
Turn off water services for non payment or turn on follow	72.00	75.00	78.00	4.0%	8.3%		
Turn off or on of water services (per operation)	72.00	75.00	78.00	4.0%	8.3%		
Permit for Flusher Hydrant Usage	244.00	255.00	265.00	3.9%	8.6%		
Inspection for New Water Meters	72.00	75.00	78.00	4.0%	8.3%		
Service Call on Internal Plumbing	147.00	153.00	159.00	3.9%	8.2%		
Service Post Adjustment	122.00	127.00	132.00	3.9%	8.2%		
<b>4. New/Replacement Water Meters (installation cost included)</b>						01-May-10	
<b>Size of Service Pipe</b>							
15 x 20 mm Pos. Disp.	278.00	290.00	302.00	4.1%	8.6%		
15 x 20 mm Pos. Disp. (Carlsbad only)	457.00	477.00	496.00	4.0%	8.5%		
20 mm Pos. Disp.	323.00	337.00	350.00	3.9%	8.4%		
25 mm Pos. Disp.	371.00	387.00	402.00	3.9%	8.4%		
40 mm Pos. Disp.	740.00	773.00	804.00	4.0%	8.6%		
50 mm Pos. Disp.	828.00	864.00	899.00	4.1%	8.6%		
50 mm Turbine	1,469.00	1,534.00	1,595.00	4.0%	8.6%		
50 mm Compound	2,409.00	2,515.00	2,616.00	4.0%	8.6%		
75 mm Turbine	2,349.00	2,452.00	2,550.00	4.0%	8.6%		
75 mm Compound	3,641.00	3,801.00	3,953.00	4.0%	8.6%		
100 mm Turbine	3,516.00	3,671.00	3,818.00	4.0%	8.6%		
100 mm Compound	4,947.00	5,165.00	5,372.00	4.0%	8.6%		
150 mm Turbine	5,370.00	5,606.00	5,830.00	4.0%	8.6%		
150 mm Compound	7,934.00	8,283.00	8,614.00	4.0%	8.6%		
100 x 50 mm Fire Assembly - Cost plus 15%, hourly	211.00	220.00	229.00	4.1%	8.5%		
150 x 50 mm Fire Assembly - Cost plus 15%, hourly	211.00	220.00	229.00	4.1%	8.5%		
200 x 50 mm Fire Assembly - Cost plus 15%, hourly	211.00	220.00	229.00	4.1%	8.5%		
<b>Additional Revenues from Inflationary increase to rates in 1, 2, 3 and 4 above</b>							(8)

**City of Ottawa  
Environmental Services Department  
Drinking Water Services - User Fees**

User Fees	2008 Rate	2009 Rate	2010 Rate	% Change Over		Effective Date	2010 Revenue
	\$	\$	\$	2009	2008	DD-MMM-YY	(\$000)
<b>5. Non Departmental</b>							
<b>Distribution of Drinking Water</b>						01-May-10	
Per cubic metre rate of drinking water on water bill (based on approx. 86M m3 of water billed) (As approved in principle by Council in 2009)	1.159	1.264	1.276	1.0%	10.1%		420
<b>Total Department</b>							<b>412</b>

**City of Ottawa**  
**Environmental Services Department**  
**Wastewater Services - Operating Resource Requirement**  
In Thousands (\$000)

Operating Resource Requirement	2008	2009		2010	Change Over	
	Actual	Actual	Budget	Adopted	2009 Budget	2008 Actual
<b>Expenditures by Program</b>						
Manager's Office	601	611	608	619	11	18
Wastewater Treatment	17,122	19,437	20,377	22,782	2,405	5,660
Wastewater Collection	12,210	12,985	13,894	15,620	1,726	3,410
Drainage	700	956	1,082	1,106	24	406
Stormwater Management	968	1,015	1,020	1,414	394	446
Customer Serv, envir Prog & Other	8,355	8,324	8,705	8,032	(673)	(323)
Non Departmental	75,208	82,157	81,798	78,882	(2,916)	3,674
Productivity Improvements	-	-	(2,694)	(2,694)	-	(2,694)
<b>Gross Expenditure</b>	<b>115,164</b>	<b>125,485</b>	<b>124,790</b>	<b>125,761</b>	<b>971</b>	<b>10,597</b>
Recoveries & Allocations	(1,077)	(2,799)	(3,433)	(2,938)	495	(1,861)
<b>Net Expenditure</b>	<b>114,087</b>	<b>122,686</b>	<b>121,357</b>	<b>122,823</b>	<b>1,466</b>	<b>8,736</b>
<b>Expenditures by Type</b>						
Salaries, Wages & Benefits	14,393	14,941	17,445	19,475	2,030	5,082
Overtime	507	666	475	482	7	(25)
Material & Services	19,753	22,160	23,151	24,680	1,529	4,927
Transfers/Grants/Financial Charges	49,855	56,684	56,645	53,656	(2,989)	3,801
Fleet Costs	1,250	1,237	1,420	1,547	127	297
Program Facility Costs	482	685	-	-	-	(482)
Other Internal Costs	28,924	29,112	25,654	25,921	267	(3,003)
<b>Gross Expenditures</b>	<b>115,164</b>	<b>125,485</b>	<b>124,790</b>	<b>125,761</b>	<b>971</b>	<b>10,597</b>
Recoveries & Allocations	(1,077)	(2,799)	(3,433)	(2,938)	495	(1,861)
<b>Net Expenditure</b>	<b>114,087</b>	<b>122,686</b>	<b>121,357</b>	<b>122,823</b>	<b>1,466</b>	<b>8,736</b>
<b>Revenues By Type</b>						
Federal	-	-	-	-	-	-
Provincial	(177)	(180)	(145)	(145)	-	32
Municipal	-	-	-	-	-	-
Own Funds	-	-	-	-	-	-
Fees and Services	(110,207)	(111,329)	(121,212)	(122,678)	(1,466)	(12,471)
Fines	-	-	-	-	-	-
Other	-	-	-	-	-	-
<b>Total Revenue</b>	<b>(110,385)</b>	<b>(111,509)</b>	<b>(121,357)</b>	<b>(122,823)</b>	<b>(1,466)</b>	<b>(12,438)</b>
<b>Net Requirement</b>	<b>3,702</b>	<b>11,177</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(3,702)</b>
<b>Full Time Equivalents</b>	<b>220.19</b>	<b>-</b>	<b>229.32</b>	<b>257.32</b>	28.00	37.13

**City of Ottawa**  
**Environmental Services**  
**Wastewater Services - Operating Resource Requirement Analysis**  
In Thousands (\$000)

Operating Resource Requirement Analysis	2009 Baseline			2010 Adjustments						2010	\$ Change Over '09 Budget	% of Exp. on Comp./ Benefits
	Actual	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	New Services / Needs	Efficiencies	User Fees & Charges	Adopted		
<b>Expenditures by Program</b>												
Manager's Office	611	608	5	6	-	-	-	-	-	619	11	76.7%
Wastewater Treatment	19,437	20,377	213	1,447	213	-	532	-	-	22,782	2,405	26.7%
Wastewater Collection	12,985	13,894	58	549	266	95	758	-	-	15,620	1,726	43.0%
Drainage	956	1,082	11	13	-	-	-	-	-	1,106	24	56.7%
Stormwater Management	1,015	1,020	6	37	61	235	55	-	-	1,414	394	55.3%
Customer Serv, Envir Prog & Oth	8,324	8,705	(1,176)	328	-	-	175	-	-	8,032	(673)	57.3%
Non Departmental	82,157	81,798	(7,500)	4,584	-	-	-	-	-	78,882	(2,916)	0.0%
Productivity Improvements	-	(2,694)	-	-	-	-	-	-	-	(2,694)	-	0.0%
<b>Gross Expenditure</b>	<b>125,485</b>	<b>124,790</b>	<b>(8,383)</b>	<b>6,964</b>	<b>540</b>	<b>330</b>	<b>1,520</b>	<b>-</b>	<b>-</b>	<b>125,761</b>	<b>971</b>	<b>15.3%</b>
Recoveries & Allocations	(2,799)	(3,433)	570	-	-	-	(75)	-	-	(2,938)	495	
<b>Net Expenditure</b>	<b>122,686</b>	<b>121,357</b>	<b>(7,813)</b>	<b>6,964</b>	<b>540</b>	<b>330</b>	<b>1,445</b>	<b>-</b>	<b>-</b>	<b>122,823</b>	<b>1,466</b>	
<b>Percent of 2009 Net Expenditure Budget</b>			<b>-6.4%</b>	<b>5.7%</b>	<b>0.4%</b>	<b>0.3%</b>	<b>1.2%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>1.2%</b>		
<b>Expenditures by Type</b>												
Salaries, Wages & Benefits	14,941	17,445	175	876	480	43	456	-	-	19,475	2,030	
Overtime	666	475	-	7	-	-	-	-	-	482	7	
Material & Services	22,160	23,151	(1,220)	1,434	-	275	1,040	-	-	24,680	1,529	
Transfers/Grants/Financial Chard	56,684	56,645	(7,500)	4,511	-	-	-	-	-	53,656	(2,989)	
Fleet Costs	1,237	1,420	-	31	60	12	24	-	-	1,547	127	
Program Facility Costs	685	-	-	-	-	-	-	-	-	-	-	
Other Internal Costs	29,112	25,654	162	105	-	-	-	-	-	25,921	267	
<b>Gross Expenditures</b>	<b>125,485</b>	<b>124,790</b>	<b>(8,383)</b>	<b>6,964</b>	<b>540</b>	<b>330</b>	<b>1,520</b>	<b>-</b>	<b>-</b>	<b>125,761</b>	<b>971</b>	
Recoveries & Allocations	(2,799)	(3,433)	570	-	-	-	(75)	-	-	(2,938)	495	
<b>Net Expenditure</b>	<b>122,686</b>	<b>121,357</b>	<b>(7,813)</b>	<b>6,964</b>	<b>540</b>	<b>330</b>	<b>1,445</b>	<b>-</b>	<b>-</b>	<b>122,823</b>	<b>1,466</b>	
<b>Revenues By Type</b>												
Federal	-	-	-	-	-	-	-	-	-	-	-	
Provincial	(180)	(145)	-	-	-	-	-	-	-	(145)	-	
Municipal	-	-	-	-	-	-	-	-	-	-	-	
Own Funds	-	-	-	-	-	-	-	-	-	-	-	
Fees and Services	(111,329)	(121,212)	9,440	-	-	-	-	-	(10,906)	(122,678)	(1,466)	
Fines	-	-	-	-	-	-	-	-	-	-	-	
Other	-	-	-	-	-	-	-	-	-	-	-	
<b>Total Revenue</b>	<b>(111,509)</b>	<b>(121,357)</b>	<b>9,440</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(10,906)</b>	<b>(122,823)</b>	<b>(1,466)</b>	
<b>Percent of 2009 Revenue Budget</b>			<b>-7.8%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>9.0%</b>	<b>1.2%</b>		
<b>Net Requirement</b>	<b>11,177</b>	<b>-</b>	<b>1,627</b>	<b>6,964</b>	<b>540</b>	<b>330</b>	<b>1,445</b>	<b>-</b>	<b>(10,906)</b>	<b>-</b>	<b>-</b>	
<b>Percent of 2009 Net Requirement 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>Full Time Equivalents (FTE's)</b>	<b>-</b>	<b>229.32</b>	<b>-</b>	<b>7.00</b>	<b>11.00</b>	<b>1.00</b>	<b>9.00</b>	<b>-</b>	<b>-</b>	<b>257.32</b>	<b>28.00</b>	
<b>Percent of 2009 FTE's</b>			<b>0.0%</b>	<b>3.1%</b>	<b>4.8%</b>	<b>0.4%</b>	<b>3.9%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>12.2%</b>		

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

2009 Actual vs. Budget Variance Explanation	Surplus / (Deficit)		
	Exp.	Rev.	Net
<b>Actual vs. Budget Variance Explanation</b>			
<b>Operations</b>			
Surplus in Wastewater Treatment due to savings of \$344K in compensation due to vacancies early in the year, savings of \$330K in materials/services and \$266K in internal charges from other Departments	937	-	937
Surplus in Wastewater Collection due to savings of \$421K in compensation due to vacancies throughout the year which resulted in reduced maintenance of approximately \$475K	909	-	909
Surplus in Drainage and Stormwater mainly due to less than planned maintenance on municipal drains	131	-	131
Deficit in Customer Services due to costs associated with the July Kanata flooding event	(156)		(156)
Surplus in Customer Services/Environmental Programs due to vacancies throughout the year	537	-	537
Unachievable efficiency target	(2,694)	-	(2,694)
Deficit in recoveries due to reduced volumes of water purification plant waste discharge to sewer system and less leachate from the Trail Road Landfill discharged of at ROPEC	(634)	-	(634)
Surplus in Provincial Revenues due to increased recovery from the Province for Drainage costs		35	35
Deficit in Liquid Hauled Waste Revenues due to lower than anticipated volumes of liquid waste discharged at ROPEC		(64)	(64)
<b>Total Operations</b>	<b>(970)</b>	<b>(29)</b>	<b>(999)</b>
<b>Non Departmental</b>			
Deficit in Sewer surcharge revenues due to reduced water bill revenues resulting from the decreased water consumption		(8,228)	(8,228)
Deficit Non Departmental Revenues mainly in Investment income due to a lower reserve fund balance than in the past.		(1,591)	(1,591)
Deficit in Non Departmental costs due to increase chargebacks from Surface Operations	(359)	-	(359)
<b>Total Surplus / (Deficit)</b>	<b>(1,329)</b>	<b>(9,848)</b>	<b>(11,177)</b>

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

2009 Baseline Adjustments / Explanations	Increase / (Decrease)			
	Exp.	Rev.	Net 2010 Changes	FTE Impact
<b>Adjustments to Base Budget</b>				
Adjustment for 2009 budget shortfall in Collective Agreement provision	175	-	175	-
Decrease in disposal revenues due to reduced volumes of liquid waste received at ROPEC	-	740	740	-
Decrease in recovery from Solid Waste due to reduced volumes of leachate disposed of at ROPEC	270	-	270	-
Decrease in recovery from Water due to lower than planned volumes of water purification plant waste discharged to ROPEC	300	-	300	-
Increase testing requirements for CSO's and rainfall monitoring	160	-	160	-
Increase in water costs due to consumption requirements	162	-	162	-
Transfer of the Sewer Lateral Program funding to Capital	(1,380)	-	(1,380)	-
	-	-	-	-
<b>Non-Departmental</b>	-	-	-	-
Adjustment to sewer surcharge revenues due to significant reduction in volume of water billed and associated water revenues	-	7,500	7,500	-
Adjustment to the Capital PAYG contribution due to the reduced sewer surcharge revenues	(7,500)	-	(7,500)	-
Adjustment to the interest earnings due to lower than planned returns on investments	-	1,200	1,200	-
	-	-	-	-
<b>Total Adjustments to Base Budget</b>	<b>(7,813)</b>	<b>9,440</b>	<b>1,627</b>	<b>-</b>

**City of Ottawa**

**Environmental Services**

**Wastewater Services - Operating Resource Requirement Explanatory Notes**

In Thousands (\$000)

2010 Pressure Category / Explanation	Increase / (Decrease)			
	Exp.	Rev.	Net 2010 Changes	FTE Impact
<b>Maintain Services</b>				
All programs include an adjustment for 2010 contract settlements, increments and benefit adjustments	532	-	532	-
Contractual inflationary increase to biosolids disposal costs	410	-	410	-
Inflationary increases to hydro, gas and water costs	366	-	366	-
Contractual inflationary increase to chemical costs	280	-	280	-
Contractual inflationary increase to sewer cleaning costs	95	-	95	-
Market rate adjustment for skills trade and gas fitters	35	-	35	-
Increased Fleet costs due to inflation on fuel and maintenance	31	-	31	-
Contractual inflationary increase to lab costs	40	-	40	-
Various other inflationary increase requirements	243	-	243	-
Sewer Inspections - Half year costs for requirement for 1 additional Coordinator	46	-	46	1.00
Maintenance Management - Half year costs for requirement for 1 additional Maintenance Management Planner to support the Pumping Station Program	46	-	46	1.00
Sewer Maintenance - Half year costs for requirement for 1 additional Sewer Maintenance Coordinator	46	-	46	1.00
Wastewater Treatment - Half year costs for requirement for 1 Database Technician for data management, data mining and data trending	42	-	42	1.00
Wastewater Treatment - Half year costs for requirement for 1 Coordinator to assist with scheduling and support	46	-	46	1.00
Wastewater Treatment - Half Year costs for Project Manager to work on business cases, business process improvement, service levels, benchmarking, performance management, etc	55	-	55	1.00
Branch Management - Half year costs for one Utility Clerk to improve support for data entry and field dispatching	35	-	35	1.00
Inflationary increase to various internal charges from other City Departments and Branches	32	-	32	-
<b>Non-Departmental</b>				
Increase in the Administration overhead allocation due to collective bargaining increases	73	-	73	-
Increase in the Administration overhead allocation due to Council approval of omnibus motion for the tax budget	485	-	485	-
Reduction in Debt Servicing costs	(10)	-	(10)	-
Increase to the PAYG Contribution generated from additional revenues from the sewer surcharge increase to fund new wastewater capital requirements such as the ORAP and Kanata Flooding Remediation	4,036	-	4,036	-
<b>Total Maintain Services</b>	<b>6,964</b>	<b>-</b>	<b>6,964</b>	<b>7.00</b>

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

2010 Pressure Category / Explanation	Increase / (Decrease)			
	Exp.	Rev.	Net 2010 Changes	FTE Impact
<b>Provincial Legislated</b>				
Sewer Maintenance - Half year costs for 2 Operator/Inspectors and 1 Supervisor for Operator oversight and construction supervision (includes Fleet operating costs of \$36K)	157	-	157	3.00
Sewer Maintenance - Half year compensation costs for 1 Sewer Maintenance Crew for the investigation, identification and repair of cross connections (includes Fleet operating costs of \$12K)	109	-	109	2.00
Stormwater Management - Half year compensation costs for 1 additional Stormwater Management Coordinator due to increased pond monitoring requirements (includes Fleet operating costs of \$12K)	61	-	61	1.00
Wastewater Treatment - Half year compensation costs for 4 Process Technologists due to the requirement to add 1 part time per shift to oversee and control the collection system	170	-	170	4.00
Wastewater Treatment Biosolids - Half year compensation costs for the requirement of a Technologist to oversee the supervision of the new 100% biosolids land application program	43	-	43	1.00
	-	-	-	-
<b>Total Provincial Legislated</b>	<b>540</b>	<b>-</b>	<b>540</b>	<b>11.00</b>
<b>Growth</b>				
Sewer Maintenance - Sewer cleaning costs due to system growth	95	-	95	-
Stormwater Management - Stormwater pond monitoring requirements as well as half year costs for a Field Technician due addition of 18 new stormwater facilities, 4 of which require extensive monitoring and reporting requirements due to Certificate of Approval conditions (includes Fleet operating costs of \$12K)	235	-	235	1.00
	-	-	-	-
<b>Total Growth</b>	<b>330</b>	<b>-</b>	<b>330</b>	<b>1.00</b>



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

2010 Pressure Category / Explanation	Increase / (Decrease)			
	Exp.	Rev.	Net 2010 Changes	FTE Impact
<b>New Services / Needs</b>				
Industrial Waste Program - Half year compensation costs for an Industrial Waste Coordinator to oversee workload and improve hauled liquid waste audits to maximize agreement revenues with the haulers	50	-	50	1.00
Environmental Programs - Half year compensation costs for an additional Field Technician due to the increased reporting requirements for Environmental Effects Monitoring and the Ottawa River Action Plan	50	-	50	1.00
Laboratory Services - Half year compensation costs for an additional Lab Technician to incorporate the lab testing from the former RPAM group	75	-	75	1.00
Increase in recoveries from other City Departments/Branches for lab services with the additional FTE above	(75)	-	(75)	-
Wastewater Collection - Requirements due to Real Time Control of the wastewater system (Flow Metric, Rainfall Data and hydro)	490	-	490	-
Sewer Maintenance - Increased sanitary and storm sewer cleaning requirements in debris laden areas and spot repairs to pipes and structures as a result of increased inspections	550	-	550	-
Sewer Maintenance Customer Service - Half year compensation costs for a Notification Clerk for the new notification Protocol	35	-	35	1.00
Sewer Maintenance - Half year compensation costs for a new Crew for critical manholes, new monitoring stations and overflows (includes Fleet operating costs of \$12K)	94	-	94	2.00
Sewer Maintenance - Half year compensation costs for 1 Sewer Maintenance Operator/Inspector for pre-commissioning inspection of new Infrastructure as recommended by the Auditor General (includes fleet operating costs of \$12K)	79	-	79	1.00
Stormwater Management - Half year compensation costs for a Stormwater Coordinator to improve leadership and coordination of stormwater operations	55	-	55	1.00
Facilities Maintenance - Half year compensation costs for 1 Technical Assistant to ensure Life, Safety and Regulatory changes are complied with	42	-	42	1.00
	-	-	-	-
<b>Total New Services / Needs</b>	<b>1,445</b>	<b>-</b>	<b>1,445</b>	<b>9.00</b>
<b>User Fees &amp; Charges</b>				
See following user fee schedule for details on the specific rates.	-	(10,906)	(10,906)	-
	-	-	-	-
<b>Total User Fees &amp; Charges</b>	<b>-</b>	<b>(10,906)</b>	<b>(10,906)</b>	<b>-</b>
<b>Total Budget Changes</b>	<b>1,466</b>	<b>(1,466)</b>	<b>-</b>	<b>28.00</b>

**City of Ottawa**  
**Environmental Services**  
**Wastewater Services - User Fees**

User Fees	2008 Rate	2009 Rate	2010 Rate	% Change Over		Effective Date DD-MMM-YY	2010 Revenue (\$000)
	\$	\$	\$	2009	2008		
<b>Wastewater Services</b>							
<b><u>Sanitary and Storm Sewer Systems</u></b>							
<b><u>Sewer Use Program - Disposal Fees</u></b>							
						01-May-10	
Septic Tank Strength Liquid Material (per cubic meter, as approved in Hauled Liquid Waste Strategy Report)	6.92	9.31	11.76	26.3%	69.94%		
Holding Tank Strength Liquid Material (per cubic metre, as approved in Hauled Liquid Waste Strategy Report)	2.72	2.84	2.95	4.0%	8.58%		
Liquid Material Generated Outside the City of Ottawa (per cubic metre, inflationary increase of 4%)	22.09	23.06	23.98	4.0%	8.57%		
<b><u>Sewer Use Program - Permit Fees</u></b>							
Annual Permit Fee	211.00	220.00	229.00	4.1%	8.5%	01-May-10	
Annual Permit Revision Fee	118.00	123.00	128.00	4.1%	8.5%		
<b><u>Sewer Use Program - Discharge Fees</u></b>							
<b><u>Parameters in Sewage</u></b>							
Biochemical Oxygen Demand (per kg)	1.25	1.31	1.36	4.0%	8.6%		
Suspended Solids (per kg)	0.67	0.69	0.72	4.0%	8.6%		
Phenolic Compounds (per kg)	1.25	1.31	1.36	4.0%	8.6%		
Kjeldahl Nitrogen (per kg)	4.99	5.21	5.42	4.0%	8.6%		
Phosphorus (per kg)	2.01	2.10	2.18	4.0%	8.6%		

**City of Ottawa**  
**Environmental Services**  
**Wastewater Services - User Fees**

User Fees	2008 Rate	2009 Rate	2010 Rate	% Change Over		Effective Date DD-MMM-YY	2010 Revenue (\$000)
	\$	\$	\$	2009	2008		
Fees for discharges of sewage containing water from a source separate from the City's water distribution system (for each cubic meter or part thereof)	0.58	0.60	0.63	4.0%	8.6%		
<b>Sewer Use Program - Administrative Fees</b>						01-May-10	
Special Discharge Agreement Fee	820.00	856.00	890.00	4.0%	8.5%		
Sanitary Sewer Agreement Fee	585.00	611.00	635.00	3.9%	8.5%		
Compliance Program Fee	820.00	856.00	890.00	4.0%	8.5%		
Sanitary Sewer Agreement Revision Fee (per revision)	88.00	92.00	96.00	4.3%	9.1%		
Compliance Program Revision Fee (per revision)	177.00	185.00	192.00	3.8%	8.5%		
<b>CPI Inflationary increase to Permit, Discharge &amp; Admin Fees</b>							(3)
<b>Treatment and Processing</b>						01-May-10	
Village Walk Community (per month)	64.00	67.00	70.00	4.5%	9.4%		(2)
<b>Laboratory Services (Tests)</b>						01-May-10	
<b>Fees have been revised based on an extensive review of laboratory costs that resulted in the implementation of a full cost recovery funding model for Lab services</b>							
Alkalinity	6.24	6.52	8.87	36.1%	42.1%		
Alkalinity Brinkman (wastewater)			13.35				
Biochemical Oxygen	11.40	11.90	14.60	22.7%	28.1%		
Carbonaceous Biochem	11.40	11.90	14.60	22.7%	28.1%		
Chloride	8.74	9.12	14.32	57.0%	63.9%		
Chemical Oxygen Demand	8.86	9.25	9.49	2.6%	7.1%		
Conductivity	6.24	6.52	8.87	36.1%	42.1%		

**City of Ottawa**  
**Environmental Services**  
**Wastewater Services - User Fees**

User Fees	2008 Rate	2009 Rate	2010 Rate	% Change Over		Effective Date DD-MMM-YY	2010 Revenue (\$000)
	\$	\$	\$	2009	2008		
Dissolved Organic Carbon	17.56	18.33	12.53	-31.7%	-28.7%		
E. coli (wastewater)	5.18	5.41	9.99	84.8%	92.9%		
Fluoride	8.74	9.12	14.32	57.0%	63.9%		
Specific gravity	3.51	3.67	18.47	403.4%	425.5%		
Heterotrophic Plate	4.52	4.72	10.61	124.7%	134.5%		
Halo Acetic Acid			114.03				
ICP Industrial Waste - 28 elements	22.42	23.40	22.56	-3.6%	0.6%		
ICP Metals Scan - 5 elements	7.59	7.93	11.69	47.4%	53.9%		
ICP Metal Scan - 28 elements	18.21	19.01	19.56	2.9%	7.4%		
Ammonia - Surface/Waste Water	8.81	9.20	9.69	5.3%	9.9%		
Ion Chromatography	6.19	6.46	14.32	121.7%	131.5%		
Mercury			29.02				
Nitrates	8.74	9.12	14.32	57.0%	63.9%		
PH	6.24	6.52	8.87	36.1%	42.1%		
Reactive Phosphorus	8.81	9.20	9.69	5.3%	9.9%		
Soluble Biochemical	11.40	11.90	15.58	30.9%	36.7%		
Soluble Carbonaceous	11.40	11.90	15.58	30.9%	36.7%		
soluble Chemical Oxy	8.86	9.25	9.49	2.6%	7.1%		
Sulphate	8.74	9.12	14.32	57.0%	63.9%		
Soluble Phosphorus	9.52	9.94	13.03	31.0%	36.8%		
Soluble Kjeldahl Nitrog	9.52	9.94	13.03	31.0%	36.8%		
Total Coliforms - E-Coli (DC)	3.86	4.03	9.20	128.4%	138.4%		
Total Coliforms - E-Coli (PA)			17.32				
Total Coliforms - E-Coli (MPN)			18.06				
Total Kjeldahl Nitro	6.56	6.85	12.90	88.3%	96.5%		

**City of Ottawa  
Environmental Services  
Wastewater Services - User Fees**

User Fees	2008 Rate	2009 Rate	2010 Rate	% Change Over		Effective Date DD-MMM-YY	2010 Revenue (\$000)
	\$	\$	\$	2009	2008		
Total Phosphorus	6.56	6.85	12.90	88.3%	96.5%		
Total Solid - Waste Water	9.37	9.78	9.34	-4.5%	-0.3%		
Total Solid - Solid	11.71	12.22	9.34	-23.6%	-20.2%		
Total Suspended Solid	4.63	4.84	8.72	80.2%	88.2%		
Trihalomethane			52.77				
Volatile Acids	11.71	12.22	32.49	165.8%	177.5%		
Volatile Solids - Waste Water	5.85	6.11	9.94	62.6%	69.8%		
Volatile Solids - Solids	11.71	12.22	10.12	-17.2%	-13.6%		
Volatile Suspended Solid (Water)	2.47	2.58	10.07	290.1%	307.3%		
Drinking Water anion (Chloride, fluoride, ion chromatograph NO2 and NO3, sulphate)	8.74	9.12	14.32	57.0%	63.9%		
Standard Chemistry (Alkalinity, Conductivity, pH)	6.24	6.52	8.87	36.1%	42.1%		
Total Nutrients (Ammonia + Ammonia, Reactive Phosphorus)	8.81	9.20	9.69	5.3%	9.9%		
tkn/tp analysis (Total Kjeldahl Nitro, Total Phosphorus)	8.78	9.17	12.90	40.7%	46.9%		
<b>Inflationary increase to rates for various lab tests listed above</b>							(5)
<b>Total Operational Wastewater Services</b>							(10)
<b>Non Departmental</b>							
<b>Sewer Surcharge for Sanitary and Storm Sewer Systems</b>							
For each owner or occupant receiving water supply service:	100%	100%	116%	16.0%	16.0%	01-May-10	(10,896)
<b>Total Proposed Increases</b>							<b>(10,906)</b>

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

Description	2010	Funding							
	New Authority	Revenue	Tax Supported & Other Reserves	Rate Supported	Develop. Charges	Debt			
						Tax	Water	Waste-water	DC
<b>Planning &amp; Environment - Rate Supported</b>									
<b>Renewal of City Assets</b>									
<u>Integrated Sewer &amp; Water Prog Renewal</u>									
905520 Sewer & Water Repairs / Improvements	1,500	-	-	-	-	-	250	1,250	-
905521 Renewal - Sewer Access & Outfalls	250	-	-	-	-	-	-	250	-
905571 Intensification Studies - 2010	500	-	-	-	50	-	-	450	-
	2,250	-	-	-	50	-	250	1,950	-
<i>Integrated Renewal</i>	2,250	-	-	-	50	-	250	1,950	-
<i>Drinking Water Renewal</i>									
<u>Individual Drinking Water Renewal</u>									
902144 Water Storage Tanks & Reservoirs Rehab	88	-	-	88	-	-	-	-	-
902146 Water Pumping Station Facilities Rehab	980	-	-	980	-	-	-	-	-
902149 Communal Well Systems Rehabilitation	339	-	-	339	-	-	-	-	-
903299 Stittsville Pumping Station	1,500	-	-	100	-	-	1,400	-	-
905465 Lifecycle Renewal Fleet - Water Services	586	-	586	-	-	-	-	-	-
	3,493	-	586	1,507	-	-	1,400	-	-
<u>Water Systems General Renewal</u>									
900163 Water Facilities-Master Drawings Program	100	-	-	100	-	-	-	-	-
900169 Facilities Operations Manuals	147	-	-	147	-	-	-	-	-
903407 Water System SCADA Replacement	500	-	-	500	-	-	-	-	-
905750 Asset Management Strategy	150	-	-	150	-	-	-	-	-
905751 Water Facility Roofing	565	-	-	565	-	-	-	-	-
	1,462	-	-	1,462	-	-	-	-	-
<u>Water Treatment Program Renewal</u>									
902145 Water Facilities Rehabilitation Program	5,820	-	-	5,720	-	-	100	-	-
902955 Water Purification Plant Facilities Proj	750	-	-	750	-	-	-	-	-
902957 Water Treatment Equipment Upgrade Proj.	700	-	-	700	-	-	-	-	-
	7,270	-	-	7,170	-	-	100	-	-
<u>Water System Rehab Program Renewal</u>									
904878 Wren Rd (Swans Way-Coxford) Design	490	-	-	490	-	-	-	-	-
904879 Johnston Rd (Tapiola-215m East) Design	2,940	-	-	2,940	-	-	-	-	-
905007 Hwy 417 Coord with MTO - Lees Relocate	150	75	-	25	-	-	50	-	-

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

Description	2010 New Authority	Funding							
		Revenue	Tax Supported & Other Reserves	Rate Supported	Develop. Charges	Debt			
						Tax	Water	Waste- water	DC
<b>Planning &amp; Environment - Rate Supported</b>									
905054 Woodroffe TransMain(Hunt Club-Sportsplex)	270	-	-	270	-	-	-	-	-
905544 Trenchless Rehabilitation - Water	3,000	-	-	100	-	-	2,900	-	-
905545 Carling Ave (Schneider - March)	3,430	-	-	30	-	-	3,400	-	-
905546 Thames Str (Merivale - Dead End)	1,650	-	-	50	-	-	1,600	-	-
905547 Canotek Rd /Polytek (125 m South)	1,830	-	-	30	-	-	1,800	-	-
905549 Springhurst Ave (Main-Chestnut)	90	-	-	-	-	-	90	-	-
905550 TransMain Rehab Master Plan	350	-	-	50	-	-	300	-	-
	14,200	75	-	3,985	-	-	10,140	-	-
<u>Water Distribution System Prog Renewal</u>									
900196 Automated Meter Reading	5,000	-	-	5,000	-	-	-	-	-
900202 Condition Assessment Critical Sys Links	425	-	-	425	-	-	-	-	-
901135 Water Distribution System Improvements	880	-	-	780	-	-	100	-	-
902958 Service Posts Rehabilitation Program	650	-	-	650	-	-	-	-	-
902959 Cathodic Protection Water System	2,100	-	-	2,100	-	-	-	-	-
904170 Proactive Lead Service Replacement Prog.	1,000	-	-	1,000	-	-	-	-	-
	10,055	-	-	9,955	-	-	100	-	-
<i>Drinking Water Renewal</i>	36,480	75	586	24,079	-	-	11,740	-	-
<i>Wastewater Services Renewal</i>									
<u>Individual Wastewater Services Renewal</u>									
900228 Orleans/Cumberland Collector Flood Prot	2,710	-	-	2,032	678	-	-	-	-
904752 Barrhaven South Oversizing	1,100	-	-	1,000	-	-	-	100	-
904967 Wastewater Drainage Roofing 2009	225	-	-	225	-	-	-	-	-
905417 Infrastructure Master Plan (Sewer)	350	-	-	276	74	-	-	-	-
905418 Infrastructure Master Plan (Storm)	350	-	-	278	72	-	-	-	-
905422 Vars Culverts	192	-	-	152	40	-	-	-	-
905424 Barrhaven S O/S North of Jock River	50	-	-	45	5	-	-	-	-
905466 Lifecycle Renewal Fleet -Wastewater Svcs	228	-	228	-	-	-	-	-	-
905555 Sawmill Creek SWM Pond	250	-	-	50	-	-	-	200	-
905560 Eastern Subwatershed SWM Retrofit	750	500	-	225	25	-	-	-	-
905757 Monahan Constructed Wetland Rehab.	500	-	-	500	-	-	-	-	-
	6,705	500	228	4,783	894	-	-	300	-

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

Description	2010	Funding							
	New Authority	Revenue	Tax Supported & Other Reserves	Rate Supported	Develop. Charges	Debt			
						Tax	Water	Waste-water	DC
<b>Planning &amp; Environment - Rate Supported</b>									
<u>Wastewater Services General Renewal</u>									
900257 Water Env. Protec Short Term Initiatives	152	-	-	121	31	-	-	-	-
902965 Wastewater Facilities Upgrades	500	-	-	500	-	-	-	-	-
905756 ROPEC - Sluce Gates & Concrete Repairs	4,000	-	-	-	-	-	-	4,000	-
	4,652	-	-	621	31	-	-	4,000	-
<u>Wastewater Treatment Renewal</u>									
902141 Lab Equipment Purchase/Replacement	300	-	-	300	-	-	-	-	-
	300	-	-	300	-	-	-	-	-
<u>Wastewater Structures Renewal</u>									
905533 Scoping Pre/Post Drn Culverts - 2010	200	-	-	200	-	-	-	-	-
905534 Renewal-Drainage Culverts (1m-3m span)	2,500	-	-	-	-	-	-	2,500	-
905535 Municipal Drain Culverts(1m-3m Span)	2,590	-	-	-	-	-	-	2,590	-
905536 Renewal-Drainage Culverts (<=1m span)	1,300	-	-	-	-	-	-	1,300	-
905537 Drainage Culvrt-Site Specific Repair-2010	250	-	-	-	-	-	-	250	-
	6,840	-	-	200	-	-	-	6,640	-
<u>Stormwater Collection Rehab Prog Renewal</u>									
904567 Orleans Flood Control Remediation	1,300	-	-	1,300	-	-	-	-	-
905551 Trenchless Rehabilitation-Storm Sewers	1,000	-	-	1,000	-	-	-	-	-
905552 Pineview Area - Surface Drainage	700	-	-	700	-	-	-	-	-
905553 West-end Flood Mitigation	4,000	-	-	4,000	-	-	-	-	-
905554 Joint CA/City Renewal Activities 2010	200	-	-	50	-	-	-	150	-
905556 Ditch Alts - Assess/Implement - 2010	150	100	-	50	-	-	-	-	-
905755 Merivale Storm Sewer repair	800	-	-	800	-	-	-	-	-
	8,150	100	-	7,900	-	-	-	150	-
<u>Sanitary Sewer Rehab Program Renewal</u>									
901148 Extraneous Flow Removal - CW	550	-	-	550	-	-	-	-	-
904883 UCSA Inlet Control/Floatables	1,750	1,166	-	26	58	-	-	500	-
904939 Wet Weather IMP - Flow Reduction	825	550	-	247	28	-	-	-	-
904940 Pollution Prevent &Control-Implement	1,250	834	-	74	42	-	-	300	-
905028 ORF-Combined Sewer Overflow Reduction	5,500	3,666	-	-	-	-	-	1,834	-
905515 Knoxdale Road (Woodroffe - Newhaven)	2,820	-	-	-	-	-	-	2,820	-
905557 Inlet Control Devices - CW - 2010	400	-	-	400	-	-	-	-	-
905558 Merivale Road San Local Improvement	250	100	-	150	-	-	-	-	-
905559 Trenchless Rehabilitation-San Sewers	2,000	-	-	2,000	-	-	-	-	-
905765 Swans Way S - San Local Improv	150	-	-	150	-	-	-	-	-
	15,495	6,316	-	3,597	128	-	-	5,454	-



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

Description	2010 New Authority	Funding							
		Revenue	Tax Supported & Other Reserves	Rate Supported	Develop. Charges	Debt			
						Tax	Water	Waste- water	DC
<b>Planning &amp; Environment - Rate Supported</b>									
Ottawa River Fund Renewal									
905004 ORF-Ottawa River Quality Modelling Init.	200	-	-	200	-	-	-	-	-
905762 ORAP-Monitoring & Source Control Program	260	-	-	260	-	-	-	-	-
	460	-	-	460	-	-	-	-	-
<i>Wastewater Services Renewal</i>	42,602	6,916	228	17,861	1,053	-	-	16,544	-
<b>Renewal of City Assets</b>	<b>81,332</b>	<b>6,991</b>	<b>814</b>	<b>41,940</b>	<b>1,103</b>	<b>-</b>	<b>11,990</b>	<b>18,494</b>	<b>-</b>
<b>Growth</b>									
<i>Drinking Water Growth</i>									
<u>Individual Drinking Water Growth</u>									
901145 2C/2W Feedermain Link	21,000	-	-	-	6,118	-	12,434	-	2,448
901183 Trim Road / St Joseph Watermains	4,242	-	-	450	3,792	-	-	-	-
902206 Ottawa South Pumping Station Upgrade	2,600	-	-	1,703	897	-	-	-	-
902572 Water & Wastewater EA Studies	300	-	-	60	240	-	-	-	-
903292 Watters Road (Montcrest to Trim)	152	-	-	-	137	-	15	-	-
904970 SUC Greenbank	1,600	-	-	-	1,440	-	160	-	-
904973 Leitrim Supply Watermain	350	-	-	42	108	-	200	-	-
904975 Barrhaven PS conversion to 3C	700	-	-	-	540	-	70	-	90
	30,944	-	-	2,255	13,272	-	12,879	-	2,538
<u>Water Systems General Growth</u>									
900965 New Vehicles - Drinking Water Services	200	-	-	20	180	-	-	-	-
905430 Off Site Reliability Links 2010	100	-	-	-	50	-	50	-	-
905431 Tenth Line : Hydro Easement - Lakepointe	462	-	-	-	416	-	46	-	-
905432 Trim Road (Pinnacle to BHP)	1,103	-	-	-	993	-	110	-	-
	1,865	-	-	20	1,639	-	206	-	-
<u>Water Treatment Program Growth</u>									
900505 Lemieux Island WPP Expansion	1,000	-	-	-	900	-	100	-	-
	1,000	-	-	-	900	-	100	-	-
<i>Drinking Water Growth</i>	33,809	-	-	2,275	15,811	-	13,185	-	2,538

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

Description	2010	Funding							
	New Authority	Revenue	Tax Supported & Other Reserves	Rate Supported	Develop. Charges	Debt			
						Tax	Water	Waste-water	DC
<b>Planning &amp; Environment - Rate Supported</b>									
<i>Wastewater Services Growth</i>									
<u>Individual Wastewater Services Growth</u>									
900239 Cumberland Trunk Sewer	327	-	-	-	327	-	-	-	-
903300 Signature Ridge P. Sta. & Forcemain	500	-	-	-	500	-	-	-	-
903307 Jackson Trail Pumping Station & Forcemain	200	-	-	-	200	-	-	-	-
904989 Hazeldean PS Upgrade	1,111	-	-	-	1,000	-	-	111	-
905420 Servicing Studies Development Prog 2010	700	-	-	70	630	-	-	-	-
905423 Riverside S Community Sanitary	600	-	-	-	575	-	-	-	25
	<b>3,438</b>	-	-	70	<b>3,232</b>	-	-	111	25
<u>Wastewater Services General Growth</u>									
903791 New Vehicles - Wastewater	360	-	-	36	324	-	-	-	-
	<b>360</b>	-	-	36	<b>324</b>	-	-	-	-
<i>Wastewater Services Growth</i>	<b>3,798</b>	-	-	106	<b>3,556</b>	-	-	111	25
<b>Growth</b>	<b>37,607</b>	-	-	<b>2,381</b>	<b>19,367</b>	-	<b>13,185</b>	<b>111</b>	<b>2,563</b>
<b>Regulatory</b>									
<i>Drinking Water Regulatory</i>									
<u>Water Systems General Regulatory</u>									
900206 Water Efficiency	1,330	-	-	875	455	-	-	-	-
	<b>1,330</b>	-	-	875	<b>455</b>	-	-	-	-
<i>Drinking Water Regulatory</i>	<b>1,330</b>	-	-	875	<b>455</b>	-	-	-	-
<i>Wastewater Services Regulatory</i>									
<u>Individual Wastewater Services Regulatory</u>									
902142 ROPEC - Effluent Declorination	5,500	-	-	-	-	-	-	5,500	-
902960 Municipal Drains Improvements & Construct	1,830	1,830	-	-	-	-	-	-	-
	<b>7,330</b>	<b>1,830</b>	-	-	-	-	-	5,500	-
<u>Wastewater Services General Regulatory</u>									
903665 Protective Plumbing Program	1,200	-	-	1,200	-	-	-	-	-
905036 Quality Management System	270	-	-	270	-	-	-	-	-
	<b>1,470</b>	-	-	<b>1,470</b>	-	-	-	-	-

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

Description	2010	Funding							
	New Authority	Revenue	Tax Supported & Other Reserves	Rate Supported	Develop. Charges	Debt			
						Tax	Water	Waste-water	DC
<b>Planning &amp; Environment - Rate Supported</b>									
<i>Wastewater Services Regulatory</i>	8,800	1,830	-	1,470	-	-	-	5,500	-
<b>Regulatory</b>	<b>10,130</b>	<b>1,830</b>	<b>-</b>	<b>2,345</b>	<b>455</b>	<b>-</b>	<b>-</b>	<b>5,500</b>	<b>-</b>
<b>Strategic Initiatives</b>									
<u>Integrated Sewer &amp; Water Prog Strategic</u>									
902571 Rural Servicing Strategy	225	-	-	157	68	-	-	-	-
	225	-	-	157	68	-	-	-	-
<i>Integrated Strategic</i>	225	-	-	157	68	-	-	-	-
<i>Drinking Water Strategic</i>									
<u>Individual Drinking Water Strategic</u>									
905427 Groundwater Management Phase 2	500	-	-	60	440	-	-	-	-
905428 Groundwater Studies	182	-	-	162	20	-	-	-	-
905682 Stream Restoration Projects 2010	200	-	-	200	-	-	-	-	-
905427 Groundwater Management Phase 2	882	-	-	422	460	-	-	-	-
<i>Drinking Water Strategic</i>	882	-	-	422	460	-	-	-	-
<i>Wastewater Services Strategic</i>									
<u>Individual Wastewater Services Strategic</u>									
904915 Trim Road Storm Sewer	500	-	-	100	-	-	-	400	-
905683 Watershed/Subwatershed Planning 2010	300	-	-	300	-	-	-	-	-
905745 Compassionate Grant Program	200	-	-	200	-	-	-	-	-
	1,000	-	-	600	-	-	-	400	-
<u>Ottawa River Fund Strategic</u>									
905787 ORAP-Water Environment Strategy	250	-	-	250	-	-	-	-	-
905788 ORAP-Public Education & Outreach	75	-	-	75	-	-	-	-	-
	325	-	-	325	-	-	-	-	-

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

Description	2010	Funding							
	New Authority	Revenue	Tax Supported & Other Reserves	Rate Supported	Develop. Charges	Debt			
						Tax	Water	Waste-water	DC
<b>Planning &amp; Environment - Rate Supported</b>									
<i>Wastewater Services Strategic</i>	1,325	-	-	925	-	-	-	400	-
<b>Strategic Initiatives</b>	<b>2,432</b>	-	-	<b>1,504</b>	<b>528</b>	-	-	<b>400</b>	-
<b>Total Orders</b>	<b>131,501</b>	<b>8,821</b>	<b>814</b>	<b>48,170</b>	<b>21,453</b>	-	<b>25,175</b>	<b>24,505</b>	<b>2,563</b>
As per the Motion carried by Council during consideration of the 2010 Draft Water & Wastewater Rate-supported Operating and Capital Budgets on March 24, 2010, financing for the following project(s) were changed:									
900228 Orleans/Cumberland Collector Flood Prot	-			<b>(678)</b>	<b>678</b>				



**City of Ottawa**  
**Transit - Operating Resource Requirement**

In Thousands (\$000)

Operating Resource Requirement	2008	2009		2010	Change Over		2011	2012
	Actual	Actual	Budget *	Adopted	2009 Budget	2008 Actual	Forecast	
<b>Expenditure by Program</b>								
General Manager's Office	1,237	2,064	1,302	662	(640)	(575)	664	664
Performance Measurement	101	936	1,050	1,179	129	1,078	1,149	1,179
Marketing & Customer Services	9,700	7,989	7,925	8,082	157	(1,618)	8,083	8,083
Service Design	1,202	1,052	1,279	1,401	122	199	1,401	1,401
Transit Operations	137,023	144,503	140,881	142,178	1,297	5,155	154,110	177,323
Rail, Safety & Dev	13,133	14,460	15,748	15,440	(308)	2,307	16,123	16,438
Transit Maintenance	146,845	142,140	143,822	188,661	44,839	41,816	185,820	194,224
Para Transpo	27,955	25,625	27,204	28,533	1,329	578	29,533	29,533
Pension Benefits	2,912	2,964	2,933	400	(2,533)	(2,512)	400	400
Productivity Improvements	-	-	(2,653)	(10,168)	(7,515)	(10,168)	-	-
<b>Gross Expenditure</b>	<b>340,108</b>	<b>341,733</b>	<b>339,491</b>	<b>376,368</b>	<b>36,877</b>	<b>36,260</b>	<b>397,283</b>	<b>429,245</b>
Recoveries & Allocations	(9,027)	(11,082)	(9,027)	(9,027)	-	-	(9,027)	(9,027)
<b>Net Expenditure</b>	<b>331,081</b>	<b>330,651</b>	<b>330,464</b>	<b>367,341</b>	<b>36,877</b>	<b>36,260</b>	<b>388,256</b>	<b>420,218</b>
<b>Expenditure by Type</b>								
Salaries, Wages & Benefits	180,614	193,198	194,669	217,725	23,056	37,111	228,510	251,716
Overtime	13,314	14,789	10,935	12,366	1,431	(948)	12,366	12,366
Material & Services	67,746	80,193	78,277	81,428	3,151	13,682	89,352	96,663
Transfers/Grants/Financial Charges	33,867	33,047	33,522	41,036	7,514	7,169	43,436	44,881
Fleet Costs	1,013	(1,484)	384	566	182	(447)	566	566
Program Facility Costs	20,931	20,464	20,493	22,036	1,543	1,105	22,036	22,036
Other Internal Costs	22,623	1,526	1,211	1,211	-	(21,412)	1,211	1,211
<b>Gross Expenditure</b>	<b>340,108</b>	<b>341,733</b>	<b>339,491</b>	<b>376,368</b>	<b>36,877</b>	<b>36,260</b>	<b>397,477</b>	<b>429,439</b>
Recoveries & Allocations	(9,027)	(11,082)	(9,027)	(9,027)	-	-	(9,027)	(9,027)
<b>Net Expenditure</b>	<b>331,081</b>	<b>330,651</b>	<b>330,464</b>	<b>367,341</b>	<b>36,877</b>	<b>36,260</b>	<b>388,450</b>	<b>420,412</b>
<b>Revenue By Type</b>								
Federal	-	-	-	-	-	-	-	-
Provincial	(16,150)	(27,419)	(27,419)	(24,954)	2,465	(8,804)	(24,954)	(24,954)
Municipal	(2,866)	(12,549)	(12,549)	(8,804)	3,745	(5,938)	-	-
Own Funds	-	-	-	-	-	-	-	-
Fees and Services	(131,301)	(121,863)	(121,538)	(167,727)	(46,189)	(36,426)	(179,409)	(189,106)
Fines	-	-	-	-	-	-	-	-
Other	-	-	-	8,804	8,804	8,804	-	-
<b>Total Revenue</b>	<b>(150,317)</b>	<b>(161,831)</b>	<b>(161,506)</b>	<b>(192,681)</b>	<b>(31,175)</b>	<b>(42,364)</b>	<b>(204,363)</b>	<b>(214,060)</b>
<b>Net Requirement</b>	<b>180,764</b>	<b>168,820</b>	<b>168,958</b>	<b>174,660</b>	<b>5,702</b>	<b>(6,104)</b>	<b>183,893</b>	<b>206,158</b>
<b>Full Time Equivalents</b>	<b>2,834.19</b>	<b>3,047.04</b>	<b>3,047.04</b>	<b>3,052.04</b>	<b>5.00</b>	<b>217.85</b>	<b>3,076.04</b>	<b>3,191.04</b>

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

**City of Ottawa**  
**Transit - Operating Resource Requirement Analysis**

In Thousands (\$000)

Operating Resource Requirement Analysis	2009 Baseline			2010 Adjustments						2010	Change Over '09 Budget	% of Exp. on Comp./ Benefits
	Actual	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	New Services / Needs	Efficiencies	User Fees & Charges	Adopted		
<b>Expenditures by Program</b>												
General Manager's Office	2,064	1,302	(664)	24	-	-	-	-	-	662	(640)	61.6%
Performance Measurement	936	1,050	-	61	-	68	-	-	-	1,179	129	50.5%
Marketing & Customer Services	7,989	7,925	(23)	180	-	-	-	-	-	8,082	157	78.2%
Service Design	1,052	1,279	(3)	80	-	45	-	-	-	1,401	122	98.6%
Transit Operations	144,503	140,881	(3,239)	2,759	-	1,777	-	-	-	142,178	1,297	94.9%
Rail, Safety & Dev	14,460	15,748	(909)	519	-	82	-	-	-	15,440	(308)	68.6%
Transit Maintenance	142,140	143,822	33,936	5,970	-	4,933	-	-	-	188,661	44,839	31.3%
Para Transpo	25,625	27,204	(404)	943	-	790	-	-	-	28,533	1,329	57.7%
Pension Benefits	2,964	2,933	-	(2,533)	-	-	-	-	-	400	(2,533)	100.0%
Productivity Improvements	-	(2,653)	(6,715)	-	-	-	-	(800)	-	(10,168)	(7,515)	0.0%
<b>Gross Expenditure</b>	<b>341,733</b>	<b>339,491</b>	<b>21,979</b>	<b>8,003</b>	<b>-</b>	<b>7,695</b>	<b>-</b>	<b>(800)</b>	<b>-</b>	<b>376,368</b>	<b>36,877</b>	<b>61.1%</b>
Recoveries & Allocations	(11,082)	(9,027)	-	-	-	-	-	-	-	(9,027)	-	-
<b>Net Expenditure</b>	<b>330,651</b>	<b>330,464</b>	<b>21,979</b>	<b>8,003</b>	<b>-</b>	<b>7,695</b>	<b>-</b>	<b>(800)</b>	<b>-</b>	<b>367,341</b>	<b>36,877</b>	
<b>Percent of 2009 Net Expenditure Budget</b>			<b>6.7%</b>	<b>2.4%</b>	<b>0.0%</b>	<b>2.3%</b>	<b>0.0%</b>	<b>-0.2%</b>	<b>0.0%</b>	<b>11.2%</b>		
<b>Expenditures by Type</b>												
Salaries, Wages & Benefits	193,198	194,669	18,023	3,089	-	1,944	-	-	-	217,725	23,056	
Overtime	14,789	10,935	1,196	75	-	160	-	-	-	12,366	1,431	
Material & Services	80,193	78,277	(1,243)	2,718	-	2,476	-	(800)	-	81,428	3,151	
Transfers/Grants/Financial Charges	33,047	33,522	4,003	1,895	-	1,616	-	-	-	41,036	7,514	
Fleet Costs	(1,484)	384	182	-	-	-	-	-	-	566	182	
Program Facility Costs	20,464	20,493	(182)	226	-	1,499	-	-	-	22,036	1,543	
Other Internal Costs	1,526	1,211	-	-	-	-	-	-	-	1,211	-	
<b>Gross Expenditures</b>	<b>341,733</b>	<b>339,491</b>	<b>21,979</b>	<b>8,003</b>	<b>-</b>	<b>7,695</b>	<b>-</b>	<b>(800)</b>	<b>-</b>	<b>376,368</b>	<b>36,877</b>	
Recoveries & Allocations	(11,082)	(9,027)	-	-	-	-	-	-	-	(9,027)	-	
<b>Net Expenditure</b>	<b>330,651</b>	<b>330,464</b>	<b>21,979</b>	<b>8,003</b>	<b>-</b>	<b>7,695</b>	<b>-</b>	<b>(800)</b>	<b>-</b>	<b>367,341</b>	<b>36,877</b>	
<b>Revenues By Type</b>												
Federal	-	-	-	-	-	-	-	-	-	-	-	
Provincial	(27,419)	(27,419)	11,269	(8,804)	-	-	-	-	-	(24,954)	2,465	
Municipal	(12,549)	(12,549)	3,745	-	-	-	-	-	-	(8,804)	3,745	
Own Funds	-	-	-	-	-	-	-	-	-	-	-	
Fees and Services	(121,863)	(121,538)	(30,076)	(5,138)	-	(2,775)	-	-	(8,200)	(167,727)	(46,189)	
Fines	-	-	-	-	-	-	-	-	-	-	-	
Other	-	-	-	8,804	-	-	-	-	-	8,804	8,804	
<b>Total Revenue</b>	<b>(161,831)</b>	<b>(161,506)</b>	<b>(15,062)</b>	<b>(5,138)</b>	<b>-</b>	<b>(2,775)</b>	<b>-</b>	<b>-</b>	<b>(8,200)</b>	<b>(192,681)</b>	<b>(31,175)</b>	
<b>Percent of 2009 Revenue Budget</b>			<b>9.3%</b>	<b>3.2%</b>	<b>0.0%</b>	<b>1.7%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>5.1%</b>	<b>19.3%</b>		
<b>Net Requirement</b>	<b>168,820</b>	<b>168,958</b>	<b>6,917</b>	<b>2,865</b>	<b>-</b>	<b>4,920</b>	<b>-</b>	<b>(800)</b>	<b>(8,200)</b>	<b>174,660</b>	<b>5,702</b>	
<b>Percent of 2009 Net Requirement Budget</b>			<b>4.1%</b>	<b>1.7%</b>	<b>0.0%</b>	<b>2.9%</b>	<b>0.0%</b>	<b>-0.5%</b>	<b>-4.9%</b>	<b>3.4%</b>		
<b>Full Time Equivalents (FTE's)</b>	<b>3,047.04</b>	<b>3,047.04</b>	<b>1.00</b>	<b>-</b>	<b>-</b>	<b>4.00</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>3,052.04</b>	<b>5.00</b>	
<b>Percent of 2009 FTE's</b>			<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.1%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.2%</b>		

**City of Ottawa**

**Transit - Operating Resource Requirement Explanatory Notes**

In Thousands (\$000)

2009 Actual vs. Budget Variance Explanation	Surplus / (Deficit)		
	Exp.	Rev.	Net
<b>Actual vs. Budget Variance Explanation</b>			
Compensation - salaries and benefits were \$1.5M less than budget. Overtime costs were \$3.9M greater than budget due mainly to bus maintenance requirements during the service ramp-up period following the bus strike.	(2,383)	-	(2,383)
Purchased Services - vehicle repair and maintenance and newspaper advertising costs were greater than budget, \$0.8M and \$0.4M, respectively. Para Transpo taxi contracts were \$1.3M greater than budget while bus radio licence and maintenance fees were \$1.6M less than budget.	(836)	-	(836)
Materials and Supplies - diesel fuel costs were \$2.6M less than budget while bus parts and tires were \$0.9M greater than budget.	1,713	-	1,713
Fixed Assets - costs for vehicles and equipment, office furniture and computer equipment were greater than budget.	(140)	-	(140)
Transfers/Grants/Financial Charges - the Para Transpo contingency allowance of \$0.5M was not required.	475	-	475
Operating Negative Costs - warranty recoveries were \$1.5M less than budget due to an agreement with New Flyer Industries that includes the write-off of old warranty claims. Other recoveries, including insurance claims for fire-damaged buses, were \$0.8M greater than budget.	(735)	-	(735)
Productivity Improvements - an efficiency target of \$2.7M was not achieved.	(2,653)	-	(2,653)
Secondary Expense - variance is due to vehicle maintenance costs which are offset by a surplus in Recoveries.	(1,915)	-	(1,915)
Recoveries - the capitalization of engine and transmission rebuilding was \$3.5M greater than budget. RPAM labour was \$0.7M less than budget due mainly to the strike. Other recoveries were \$2.1M greater than budget and are an offset to the secondary expenses listed above.	6,287	-	6,287
Revenue - Conventional and Para Transpo passenger revenues were \$0.2M greater than budget due to the increased number of Para Transpo trips. Additional trips were possible as a result of scheduling efficiencies and the use of external contractors. Miscellaneous revenues were \$0.1M greater than budget.	-	325	325
<b>Total Surplus / (Deficit)</b>	<b>(187)</b>	<b>325</b>	<b>138</b>



2009 Baseline Adjustments / Explanations	Increase / (Decrease)			FTE Impact
	Exp.	Rev.	Net 2010 Changes	
<b>Adjustments to Base Budget</b>				
Re-instatement of 2009 one-time base budget cost and revenue adjustments made in the revised 2009 operating budget due to the bus strike. On the expenditure side, costs are being increased by \$24.5M for bus operations, maintenance and fuel costs that were included in the original 2009 budget. On the revenue side, passenger revenues of \$39.1M lost because of the strike have been re-instated.	24,530	(39,100)	(14,570)	-
In addition, \$6.7M in efficiency savings targets that were deferred due to the strike have been included while one-time funding of \$21.3M required due to the strike has been removed.	(6,715)	21,285	14,570	
Adjustment for 2009 budget shortfall in Collective Agreement provision.	4,168	-	4,168	-
Elimination of one-time transfer from reserves required for pension liabilities.	-	2,533	2,533	-
Loss in revenue as age of student Transpass users remains unlimited.	-	220	220	-
Hiring of a Labour Relations Specialist, as directed by Council Motion No. 62/6.	123	-	123	1.00
Corporate reorganization savings due to implementation of service excellence initiative.	(114)	-	(114)	-
Decrease in Business Travel (Corporate reduction of \$425K).	(13)	-	(13)	-
<b>Total Adjustments to Base Budget</b>	<b>21,979</b>	<b>(15,062)</b>	<b>6,917</b>	<b>1.00</b>

City of Ottawa

Transit - Operating Resource Requirement Explanatory Notes

In Thousands (\$000)

2010 Pressure Category / Explanation	Increase / (Decrease)			FTE Impact
	Exp.	Rev.	Net 2010 Changes	
<b>Maintain Services</b>				
Termination of past service cost amendment payments for the pension plan from prior years.	(2,533)	-	(2,533)	-
All programs include an adjustment for 2010 contract settlements, increments and benefit adjustments.	5,526	-	5,526	-
Inflationary increase on diesel fuel: price increase from \$0.83 to \$0.87 on 44 million litres.	2,094	-	2,094	-
Transit Fleet PAYG Reserve contribution in accordance with the fiscal framework.	1,295	-	1,295	-
Para Transpo PAYG Reserve contribution to replace 91 passenger vans.	600	-	600	-
IT operating impact of capital projects.	275	-	275	-
Rail, Regulatory Safety & Development re-organization requirements.	270	-	270	-
Impacts of inflation on costs of hydro \$206K, rail maintenance \$70K, passenger tickets \$70K, and other non-compensation increases of \$94K.	440	-	440	-
Implement measures to reduce the line-ups at public offices for customers purchasing monthly passes.	62	-	62	-
Remove transit service from route 245 for the section south of Century Road (Manotick)	(26)	-	(26)	-
Annualization of passenger fare increase July 1, 2009.	-	(5,138)	(5,138)	-
Revenue shortfall due to economic downturn and reduced ridership from lower employment levels.	-	8,804	8,804	-
Provincial Gas Tax funding for the revenue shortfall due to economic downturn and reduced ridership from lower employment levels.	-	(8,804)	(8,804)	-
<b>Total Maintain Services</b>	<b>8,003</b>	<b>(5,138)</b>	<b>2,865</b>	<b>-</b>

City of Ottawa

Transit - Operating Resource Requirement Explanatory Notes

In Thousands (\$000)

2010 Pressure Category / Explanation	Increase / (Decrease)			FTE Impact
	Exp.	Rev.	Net 2010 Changes	
<b>Growth</b>				
Annualization of the 2009 5.7% service increase: 64,000 service hours.	7,483	(2,750)	4,733	-
Cap service at November, 2009 levels	(2,600)	-	(2,600)	-
Operating impact of the new transit garage slated to open in Q2, 2010.	1,250	-	1,250	-
Para Transpo 2% service increase to accommodate 20,000 additional passenger trips.	750	(25)	725	-
Maintenance for the West Transitway expansion opened Sept.09 Bayshore to Pinecrest. Labour, vehicle and material costs of \$99K for additional roadway maintenance plus \$150K for maintenance of the new tower at Bayshore, Pinecrest station and associated sidewalks.	249	-	249	-
Quality benchmarking, market research and identification of transit industry best practices.	190	-	190	-
Transit Operations: 1 Timekeeper, 1 Sick Leave Tracking, 1 Records Management.	328	-	328	3.00
Service Design: Co-op students to develop expertise in transit planning for future recruitment.	45	-	45	1.00
<b>Total Growth</b>	<b>7,695</b>	<b>(2,775)</b>	<b>4,920</b>	<b>4.00</b>
<b>Efficiencies</b>				
Operational contract administration efficiencies	(800)	-	(800)	-
<b>Total Efficiencies</b>	<b>(800)</b>	<b>-</b>	<b>(800)</b>	<b>-</b>
<b>User Fees &amp; Charges</b>				
See following user fee schedule for details on the specific rates.				
7.5% fare increase effective March 1, 2010 to assist in meeting an R/C ratio of 51.5%	-	(8,200)	(8,200)	-
<b>Total User Fees &amp; Charges</b>	<b>-</b>	<b>(8,200)</b>	<b>(8,200)</b>	<b>-</b>
<b>Total Budget Changes</b>	<b>36,877</b>	<b>(31,175)</b>	<b>5,702</b>	<b>5.00</b>

**City of Ottawa  
Transit - User Fees**

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

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

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

<b>1 - New Revenue Opportunities</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**  
**Transit - Committee Recommendations**  
 In Thousands (\$000)

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

<b>1 - New Revenue Opportunities</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**  
**Transit - Committee Recommendations**  
 In Thousands (\$000)

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

**1 - New Revenue Opportunities**

**2 - Deferral of Proposed New Service Expenditures**

**3 - Deferral of Capital Projects**

**4 Adjustments to Existing Services**

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

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

1 - New Revenue Opportunities

2 - Deferral of Proposed New Service Expenditures

3 - Deferral of Capital Projects

4 Adjustments to Existing Services



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

Strategy Category	Branch	Program / Service Adjustment	2010 Council Recommendations			
			Exp	Rev	Net Impact	FTE Impact
N/A	Transit	<b>Recommendation</b> Reinstate the bus routes listed in the December 7, 2009 memo from the General Manager	3,241	(241)	3,000	38.00
N/A	Transit	<b>Recommendation</b> Remove transit service from route 245 for the section south of Century Road (Manotick)	(26)	-	(26)	-
N/A	Transit	<b>Recommendation</b> Decrease in Business Travel (Corporate reduction of \$425K).	(13)	-	(13)	-
N/A	Transit	<b>Recommendation</b> Council implement a two-semester pilot program establishing a U-Pass for \$145/semester, beginning in September, 2010 with no changes to the service levels and with any resulting revenue deficit in 2010 to be taken from the Transit Reserve. Staff to evaluate the actual costs and benefits of the pilot program after the first semester and provide a report to City Council prior to the 2011 Budget.	-	-	-	-
<b>Total Council Recommendations</b>			<b>3,202</b>	<b>(241)</b>	<b>2,961</b>	<b>38.00</b>
<b>Total Recommendations</b>			<b>(12,382)</b>	<b>(3,400)</b>	<b>(15,782)</b>	<b>(3.00)</b>

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

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

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

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

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

Operating Resource Requirement	2008	2009		2010	Change Over		2011	2012
	Actual	Actual	Budget	Adopted	2009 Budget	2008 Actual	Forecast	
<b>Expenditure by Program</b>								
Gen Mgr Office & Strategic Support	1,091	775	895	792	(103)	(299)	818	842
Business & Operational Services	715	901	1,054	1,093	39	378	1,124	1,155
Productivity Improvements	-	-	-	-	-	-	-	-
<b>Gross Expenditure</b>	<b>1,806</b>	<b>1,676</b>	<b>1,949</b>	<b>1,885</b>	<b>(64)</b>	<b>79</b>	<b>1,942</b>	<b>1,997</b>
Recoveries & Allocations	(69)	(65)	(65)	(65)	-	4	(65)	(65)
<b>Net Expenditure</b>	<b>1,737</b>	<b>1,611</b>	<b>1,884</b>	<b>1,820</b>	<b>(64)</b>	<b>83</b>	<b>1,877</b>	<b>1,932</b>
<b>Expenditure by Type</b>								
Salaries, Wages & Benefits	1,552	1,473	1,611	1,604	(7)	52	1,649	1,694
Overtime	9	17	10	10	-	1	10	10
Material & Services	228	176	324	267	(57)	39	279	289
Transfers/Grants/Financial Charges	-	-	-	-	-	-	-	-
Fleet Costs	-	-	-	-	-	-	-	-
Program Facility Costs	-	-	-	-	-	-	-	-
Other Internal Costs	17	10	4	4	-	(13)	4	4
<b>Gross Expenditure</b>	<b>1,806</b>	<b>1,676</b>	<b>1,949</b>	<b>1,885</b>	<b>(64)</b>	<b>79</b>	<b>1,942</b>	<b>1,997</b>
Recoveries & Allocations	(69)	(65)	(65)	(65)	-	4	(65)	(65)
<b>Net Expenditure</b>	<b>1,737</b>	<b>1,611</b>	<b>1,884</b>	<b>1,820</b>	<b>(64)</b>	<b>83</b>	<b>1,877</b>	<b>1,932</b>
<b>Revenue 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>Net Requirement</b>	<b>1,737</b>	<b>1,611</b>	<b>1,884</b>	<b>1,820</b>	<b>(64)</b>	<b>83</b>	<b>1,877</b>	<b>1,932</b>
<b>Full Time Equivalents</b>	<b>14.00</b>	<b>19.16</b>	<b>19.16</b>	<b>19.16</b>	<b>-</b>	<b>5.16</b>	<b>19.16</b>	<b>19.16</b>

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

In Thousands (\$000)

Operating Resource Requirement Analysis	2009 Baseline			2010 Adjustments						2010	Change Over '09 Budget	% of Exp. on Comp./ Benefits
	Actual	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	New Services / Needs	Efficiencies	User Fees & Charges	Adopted		
<b>Expenditure by Program</b>												
Gen Mgr Office & Strategic Support	775	895	(120)	17	-	-	-	-	-	792	(103)	75.1%
Business & Operational Services	901	1,054	11	28	-	-	-	-	-	1,093	39	93.2%
Productivity Improvements	-	-	-	-	-	-	-	-	-	-	-	0.0%
<b>Gross Expenditure</b>	<b>1,676</b>	<b>1,949</b>	<b>(109)</b>	<b>45</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,885</b>	<b>(64)</b>	<b>85.6%</b>
Recoveries & Allocations	(65)	(65)	-	-	-	-	-	-	-	(65)	-	
<b>Net Expenditure</b>	<b>1,611</b>	<b>1,884</b>	<b>(109)</b>	<b>45</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,820</b>	<b>(64)</b>	
<b>Percent of 2009 Net Expenditure Budget</b>			<b>-5.8%</b>	<b>2.4%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>-3.4%</b>		
<b>Expenditure by Type</b>												
Salaries, Wages & Benefits	1,473	1,611	(52)	45	-	-	-	-	-	1,604	(7)	
Overtime	17	10	-	-	-	-	-	-	-	10	-	
Material & Services	176	324	(57)	-	-	-	-	-	-	267	(57)	
Transfers/Grants/Financial Charges	-	-	-	-	-	-	-	-	-	-	-	
Fleet Costs	-	-	-	-	-	-	-	-	-	-	-	
Program Facility Costs	-	-	-	-	-	-	-	-	-	-	-	
Other Internal Costs	10	4	-	-	-	-	-	-	-	4	-	
<b>Gross Expenditure</b>	<b>1,676</b>	<b>1,949</b>	<b>(109)</b>	<b>45</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,885</b>	<b>(64)</b>	
Recoveries & Allocations	(65)	(65)	-	-	-	-	-	-	-	(65)	-	
<b>Net Expenditure</b>	<b>1,611</b>	<b>1,884</b>	<b>(109)</b>	<b>45</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,820</b>	<b>(64)</b>	
<b>Revenue 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>Percent of 2009 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>Net Requirement</b>	<b>1,611</b>	<b>1,884</b>	<b>(109)</b>	<b>45</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,820</b>	<b>(64)</b>	
<b>Percent of 2009 Net Requirement Budget</b>			<b>-5.8%</b>	<b>2.4%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>-3.4%</b>		
<b>Full Time Equivalents (FTE's)</b>	<b>19.16</b>	<b>19.16</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>19.16</b>	<b>-</b>	
<b>Percent of 2009 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>		

City of Ottawa

Public Works

General Manager - Operating Resource Requirement Explanatory Notes

In Thousands (\$000)

2009 Actual vs. Budget Variance Explanation	Surplus / (Deficit)		
	Exp.	Rev.	Net
<b>Actual vs. Budget Variance Explanation</b>			
As reported in the 2009 Corporate tax Supported status report – q2 at June 30 <sup>th</sup> Public Works had a \$2 million deficit, primarily due to winter maintenance costs. Management mitigation measures in combination with savings in the later part of the year due to lower snow volumes enabled the Department to limit the deficit. The primary driver of the remaining deficit is the shortfall in the compensation cost of living adjustment of 2.5% versus 1% identified in the Q2 report.	273	-	273
<b>Total Surplus / (Deficit)</b>	<b>273</b>	<b>-</b>	<b>273</b>

2009 Baseline Adjustments / Explanations	Increase / (Decrease)			
	Exp.	Rev.	Net 2010 Changes	FTE Impact
<b>Adjustments to Base Budget</b>				
Adjustment for 2009 budget shortfall in Collective Agreement provision.	15	-	15	-
Reduce Consulting capacity	(55)		(55)	
Corporate Reorganization savings due to implementation of service excellence initiative.	(67)	-	(67)	-
Decrease in Business Travel (Corporate reduction of \$425K).	(2)	-	(2)	-
<b>Total Adjustments to Base Budget</b>	<b>(109)</b>	<b>-</b>	<b>(109)</b>	<b>-</b>

City of Ottawa

Public Works

General Manager - Operating Resource Requirement Explanatory Notes

In Thousands (\$000)

2010 Pressure Category / Explanation	Increase / (Decrease)			FTE Impact
	Exp.	Rev.	Net 2010 Changes	
<b>Maintain Services</b> All programs include an adjustment for 2010 contract settlements, increments, and benefit adjustments.	45	-	45	-
<b>Total Maintain Services</b>	<b>45</b>	<b>-</b>	<b>45</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>Total Budget Changes</b>	<b>(64)</b>	<b>-</b>	<b>(64)</b>	<b>-</b>

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

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

Strategy Category	Branch	Program / Service Adjustment	2010 Council Recommendations			
			Exp	Rev	Net Impact	FTE Impact
N/A	GM's Office	<u>Recommendation</u> Decrease in Business Travel (Corporate reduction of \$425K).	(2)	-	(2)	-
<b>Total Council Recommendations</b>			<b>(2)</b>	<b>-</b>	<b>(2)</b>	<b>-</b>

<b>Total Recommendations</b>			<b>53</b>	<b>-</b>	<b>53</b>	<b>-</b>
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1 - New Revenue Opportunities	2 - Deferral of Proposed New Service Expenditures	3 - Deferral of Capital Projects	4 Adjustments to Existing Services
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City of Ottawa

Public Works

Operations, Engineering & Technical Services - Operating Resource Requirement

In Thousands (\$000)

Operating Resource Requirement	2008	2009		2010	Change Over		2011	2012
	Actual	Actual	Budget	Adopted	2009 Budget	2008 Actual	Forecast	
<b>Expenditure by Program</b>								
Operations, Eng & Technical Services	11,828	12,848	13,018	13,593	575	1,765	15,042	16,007
Productivity Improvements	-	-	-	-	-	-	-	-
<b>Gross Expenditure</b>	<b>11,828</b>	<b>12,848</b>	<b>13,018</b>	<b>13,593</b>	<b>575</b>	<b>1,765</b>	<b>15,042</b>	<b>16,007</b>
Recoveries & Allocations	(1,125)	(1,295)	(1,103)	(1,103)	-	22	(1,103)	(1,103)
<b>Net Expenditure</b>	<b>10,703</b>	<b>11,553</b>	<b>11,915</b>	<b>12,490</b>	<b>575</b>	<b>1,787</b>	<b>13,939</b>	<b>14,904</b>
<b>Expenditure by Type</b>								
Salaries, Wages & Benefits	9,522	10,042	10,235	10,583	348	1,061	11,313	12,008
Overtime	229	299	185	192	7	(37)	197	202
Material & Services	1,452	1,729	1,994	2,154	160	702	2,517	2,782
Transfers/Grants/Financial Charges	76	97	120	170	50	94	170	170
Fleet Costs	328	314	395	405	10	77	420	420
Program Facility Costs	-	-	-	-	-	-	-	-
Other Internal Costs	221	367	89	89	-	(132)	89	89
<b>Gross Expenditure</b>	<b>11,828</b>	<b>12,848</b>	<b>13,018</b>	<b>13,593</b>	<b>575</b>	<b>1,765</b>	<b>14,706</b>	<b>15,671</b>
Recoveries & Allocations	(1,125)	(1,295)	(1,103)	(1,103)	-	22	(1,103)	(1,103)
<b>Net Expenditure</b>	<b>10,703</b>	<b>11,553</b>	<b>11,915</b>	<b>12,490</b>	<b>575</b>	<b>1,787</b>	<b>13,603</b>	<b>14,568</b>
<b>Revenue By Type</b>								
Federal	(21)	(5)	-	-	-	21	-	-
Provincial	-	-	(46)	(46)	-	(46)	(46)	(46)
Municipal	-	-	-	-	-	-	-	-
Own Funds	-	-	-	-	-	-	-	-
Fees and Services	-	-	-	-	-	-	-	-
Fines	-	-	-	-	-	-	-	-
Other	(192)	(97)	(89)	(89)	-	103	(89)	(89)
<b>Total Revenue</b>	<b>(213)</b>	<b>(102)</b>	<b>(135)</b>	<b>(135)</b>	<b>-</b>	<b>78</b>	<b>(135)</b>	<b>(135)</b>
<b>Net Requirement</b>	<b>10,490</b>	<b>11,451</b>	<b>11,780</b>	<b>12,355</b>	<b>575</b>	<b>1,865</b>	<b>13,804</b>	<b>14,769</b>
<b>Full Time Equivalents</b>	<b>145.51</b>	<b>146.54</b>	<b>146.54</b>	<b>146.54</b>	<b>0.00</b>	<b>1.03</b>	<b>151.54</b>	<b>155.54</b>

**City of Ottawa**  
**Public Works**  
**Operations, Engineering & Technical Services - Operating Resource Requirement Analysis**  
In Thousands (\$000)

Operating Resource Requirement Analysis	2009 Baseline			2010 Adjustments						2010	Change Over '09 Budget	% of Exp. on Comp./ Benefits
	Actual	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	New Services / Needs	Efficiencies	User Fees & Charges	Adopted		
<b>Expenditure by Program</b>												
Operations, Eng & Technical Services	12,848	13,018	97	330	-	65	83	-	-	13,593	575	79.3%
Productivity Improvements	-	-	-	-	-	-	-	-	-	-	-	0.0%
<b>Gross Expenditure</b>	<b>12,848</b>	<b>13,018</b>	<b>97</b>	<b>330</b>	<b>-</b>	<b>65</b>	<b>83</b>	<b>-</b>	<b>-</b>	<b>13,593</b>	<b>575</b>	<b>79.3%</b>
Recoveries & Allocations	(1,295)	(1,103)	-	-	-	-	-	-	-	(1,103)	-	
<b>Net Expenditure</b>	<b>11,553</b>	<b>11,915</b>	<b>97</b>	<b>330</b>	<b>-</b>	<b>65</b>	<b>83</b>	<b>-</b>	<b>-</b>	<b>12,490</b>	<b>575</b>	
<b>Percent of 2009 Net Expenditure Budget</b>			<b>0.8%</b>	<b>2.8%</b>	<b>0.0%</b>	<b>0.5%</b>	<b>0.7%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>4.8%</b>		
<b>Expenditure by Type</b>												
Salaries, Wages & Benefits	10,042	10,235	108	240	-	-	-	-	-	10,583	348	
Overtime	299	185	2	5	-	-	-	-	-	192	7	
Material & Services	1,729	1,994	(13)	75	-	65	33	-	-	2,154	160	
Transfers/Grants/Financial Charges	97	120	-	-	-	-	50	-	-	170	50	
Fleet Costs	314	395	-	10	-	-	-	-	-	405	10	
Program Facility Costs	-	-	-	-	-	-	-	-	-	-	-	
Other Internal Costs	367	89	-	-	-	-	-	-	-	89	-	
<b>Gross Expenditure</b>	<b>12,848</b>	<b>13,018</b>	<b>97</b>	<b>330</b>	<b>-</b>	<b>65</b>	<b>83</b>	<b>-</b>	<b>-</b>	<b>13,593</b>	<b>575</b>	
Recoveries & Allocations	(1,295)	(1,103)	-	-	-	-	-	-	-	(1,103)	-	
<b>Net Expenditure</b>	<b>11,553</b>	<b>11,915</b>	<b>97</b>	<b>330</b>	<b>-</b>	<b>65</b>	<b>83</b>	<b>-</b>	<b>-</b>	<b>12,490</b>	<b>575</b>	
<b>Revenue By Type</b>												
Federal	(5)	-	-	-	-	-	-	-	-	-	-	
Provincial	-	(46)	-	-	-	-	-	-	-	(46)	-	
Municipal	-	-	-	-	-	-	-	-	-	-	-	
Own Funds	-	-	-	-	-	-	-	-	-	-	-	
Fees and Services	-	-	-	-	-	-	-	-	-	-	-	
Fines	-	-	-	-	-	-	-	-	-	-	-	
Other	(97)	(89)	-	-	-	-	-	-	-	(89)	-	
<b>Total Revenue</b>	<b>(102)</b>	<b>(135)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(135)</b>	<b>-</b>	
<b>Percent of 2009 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>Net Requirement</b>	<b>11,451</b>	<b>11,780</b>	<b>97</b>	<b>330</b>	<b>-</b>	<b>65</b>	<b>83</b>	<b>-</b>	<b>-</b>	<b>12,355</b>	<b>575</b>	
<b>Percent of 2009 Net Requirement Budget</b>			<b>0.8%</b>	<b>2.8%</b>	<b>0.0%</b>	<b>0.6%</b>	<b>0.7%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>4.9%</b>		
<b>Full Time Equivalents (FTE's)</b>	<b>146.54</b>	<b>146.54</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>146.54</b>	<b>0.00</b>	
<b>Percent of 2009 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>		

City of Ottawa

Public Works

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

In Thousands (\$000)

2009 Actual vs. Budget Variance Explanation	Surplus / (Deficit)		
	Exp.	Rev.	Net
<b>Actual vs. Budget Variance Explanation</b>			
As reported in the 2009 Corporate tax Supported status report – q2 at June 30th Public Works had a \$2 million deficit, primarily due to winter maintenance costs. Management mitigation measures in combination with savings in the later part of the year due to lower snow volumes enabled the Department to limit the deficit. The primary driver of the remaining deficit is the shortfall in the compensation cost of living adjustment of 2.5% versus 1% identified in the Q2 report.	362	(33)	329
<b>Total Surplus / (Deficit)</b>	<b>362</b>	<b>(33)</b>	<b>329</b>

2009 Baseline Adjustments / Explanations	Increase / (Decrease)			
	Exp.	Rev.	Net 2010 Changes	FTE Impact
<b>Adjustments to Base Budget</b>				
Adjustment for 2009 budget shortfall in Collective Agreement provision.	110	-	110	-
Decrease in Business Travel (Corporate reduction of \$425K).	(13)	-	(13)	-
<b>Total Adjustments to Base Budget</b>	<b>97</b>	<b>-</b>	<b>97</b>	<b>-</b>
<b>Maintain Services</b>				
All programs include an adjustment for 2010 contract settlements, increments, and benefit adjustments.	245	-	245	-
Increased Fleet costs due to inflation on fuel and maintenance.	10	-	10	-
Adult School Crossing Guards - annualization of 2009 new locations.	75	-	75	-
<b>Total Maintain Services</b>	<b>330</b>	<b>-</b>	<b>330</b>	<b>-</b>

City of Ottawa

Public Works

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

In Thousands (\$000)

2010 Pressure Category / Explanation	Increase / (Decrease)			
	Exp.	Rev.	Net 2010 Changes	FTE Impact
<b>Growth</b>				
Commencing in fall 2010 - ten new Adult School Crossing Guards locations to be implemented.	65	-	65	-
<b>Total Growth</b>	<b>65</b>	<b>-</b>	<b>65</b>	<b>-</b>
<b>New Services / Needs</b>				
Add five more Adult School Crossing Guards	33	-	33	-
Youth Engagement Mural Program ACS2009-COS-PWS-0013 - three way partnership between property owners, arts/community organizations and youth organizations for mural programs in high graffiti areas.	50	-	50	-
<b>Total New Services / Needs</b>	<b>83</b>	<b>-</b>	<b>83</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>Total Budget Changes</b>	<b>575</b>	<b>-</b>	<b>575</b>	<b>-</b>

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

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

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

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

<b>1 - New Revenue Opportunities</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  
 Public Works  
 Operations, Engineering & Technical Services - Committee Recommendations  
 In Thousands (\$000)

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

<b>1 - New Revenue Opportunities</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

Public Works

Operations, Engineering & Technical Services - Committee Recommendations

In Thousands (\$000)

			2010 Council Recommendations			
Strategy Category	Branch	Program / Service Adjustment	Exp	Rev	Net Impact	FTE Impact
N/A	OETS	<u>Recommendation</u> Decrease in Business Travel (Corporate reduction of \$425K).	(13)	-	(13)	-
<b>Total Council Recommendations</b>			<b>(13)</b>	<b>-</b>	<b>(13)</b>	<b>-</b>
<b>Total Recommendations</b>			<b>(165)</b>	<b>-</b>	<b>(165)</b>	<b>1.00</b>

<b>1 - New Revenue Opportunities</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**  
**Public Works**  
**Roads & Traffic Maintenance - Operating Resource Requirement**

In Thousands (\$000)

Operating Resource Requirement	2008	2009		2010	Change Over		2011	2012
	Actual	Actual	Budget	Adopted	2009 Budget	2008 Actual	Forecast	
<b>Expenditure by Program</b>								
Road Operations	117,893	97,429	93,503	94,975	1,472	(22,918)	99,777	103,437
Traffic Operations	26,373	27,611	28,791	30,966	2,175	4,593	32,502	34,032
Productivity Improvements	-	-	-	-	-	-	-	-
<b>Gross Expenditure</b>	<b>144,266</b>	<b>125,040</b>	<b>122,294</b>	<b>125,941</b>	<b>3,647</b>	<b>(18,325)</b>	<b>132,279</b>	<b>137,469</b>
Recoveries & Allocations	(11,886)	(13,217)	(12,354)	(12,384)	(30)	(498)	(12,524)	(12,534)
<b>Net Expenditure</b>	<b>132,380</b>	<b>111,823</b>	<b>109,940</b>	<b>113,557</b>	<b>3,617</b>	<b>(18,823)</b>	<b>119,755</b>	<b>124,935</b>
<b>Expenditure by Type</b>								
Salaries, Wages & Benefits	44,820	45,139	45,184	47,757	2,573	2,937	50,687	53,015
Overtime	7,793	5,913	4,728	4,728	-	(3,065)	4,728	4,728
Material & Services	65,433	48,487	48,196	48,486	290	(16,947)	51,469	53,756
Transfers/Grants/Financial Charges	65	75	-	-	-	(65)	-	-
Fleet Costs	25,068	24,550	23,541	24,325	784	(743)	24,987	25,562
Program Facility Costs	-	-	-	-	-	-	-	-
Other Internal Costs	1,087	876	645	645	-	(442)	645	645
<b>Gross Expenditure</b>	<b>144,266</b>	<b>125,040</b>	<b>122,294</b>	<b>125,941</b>	<b>3,647</b>	<b>(18,325)</b>	<b>132,516</b>	<b>137,706</b>
Recoveries & Allocations	(11,886)	(13,217)	(12,354)	(12,384)	(30)	(498)	(12,524)	(12,534)
<b>Net Expenditure</b>	<b>132,380</b>	<b>111,823</b>	<b>109,940</b>	<b>113,557</b>	<b>3,617</b>	<b>(18,823)</b>	<b>119,992</b>	<b>125,172</b>
<b>Revenue By Type</b>								
Federal	(155)	(260)	(40)	(40)	-	115	(40)	(40)
Provincial	(5)	-	-	-	-	5	-	-
Municipal	-	(7)	-	-	-	-	-	-
Own Funds	-	(91)	(91)	-	91	-	-	-
Fees and Services	(2,837)	(2,489)	(2,118)	(2,118)	-	719	(2,118)	(2,118)
Fines	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
<b>Total Revenue</b>	<b>(2,997)</b>	<b>(2,847)</b>	<b>(2,249)</b>	<b>(2,158)</b>	<b>91</b>	<b>839</b>	<b>(2,158)</b>	<b>(2,158)</b>
<b>Net Requirement</b>	<b>129,383</b>	<b>108,976</b>	<b>107,691</b>	<b>111,399</b>	<b>3,708</b>	<b>(17,984)</b>	<b>117,597</b>	<b>122,777</b>
<b>Full Time Equivalent</b>	<b>647.74</b>	<b>661.43</b>	<b>661.43</b>	<b>671.14</b>	<b>9.71</b>	<b>23.40</b>	<b>687.19</b>	<b>697.82</b>

**City of Ottawa**  
**Public Works**  
**Roads & Traffic Maintenance - Operating Resource Requirement Analysis**

In Thousands (\$000)

Operating Resource Requirement Analysis	2009 Baseline			2010 Adjustments						2010	Change Over '09 Budget	% of Exp. on Comp./ Benefits
	Actual	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	New Services / Needs	Efficiencies	User Fees & Charges	Adopted		
<b>Expenditure by Program</b>												
Road Operations	97,429	93,503	(198)	2,214	195	606	180	(1,525)	-	94,975	1,472	40.7%
Traffic Operations	27,611	28,791	(11)	1,474	-	612	100	-	-	30,966	2,175	44.6%
Productivity Improvements	-	-	-	-	-	-	-	-	-	-	-	0.0%
<b>Gross Expenditure</b>	<b>125,040</b>	<b>122,294</b>	<b>(209)</b>	<b>3,688</b>	<b>195</b>	<b>1,218</b>	<b>280</b>	<b>(1,525)</b>	<b>-</b>	<b>125,941</b>	<b>3,647</b>	<b>41.7%</b>
Recoveries & Allocations	(13,217)	(12,354)	-	-	-	(30)	-	-	-	(12,384)	(30)	
<b>Net Expenditure</b>	<b>111,823</b>	<b>109,940</b>	<b>(209)</b>	<b>3,688</b>	<b>195</b>	<b>1,188</b>	<b>280</b>	<b>(1,525)</b>	<b>-</b>	<b>113,557</b>	<b>3,617</b>	
<b>Percent of 2009 Net Expenditure Budget</b>			<b>-0.2%</b>	<b>3.4%</b>	<b>0.2%</b>	<b>1.1%</b>	<b>0.3%</b>	<b>-1.4%</b>	<b>0.0%</b>	<b>3.3%</b>		
<b>Expenditure by Type</b>												
Salaries, Wages & Benefits	45,139	45,184	468	1,455	-	536	-	114	-	47,757	2,573	
Overtime	5,913	4,728	-	-	-	-	-	-	-	4,728	-	
Material & Services	48,487	48,196	(677)	1,555	195	371	250	(1,404)	-	48,486	290	
Transfers/Grants/Financial Charge	75	-	-	-	-	-	-	-	-	-	-	
Fleet Costs	24,550	23,541	-	678	-	311	30	(235)	-	24,325	784	
Program Facility Costs	-	-	-	-	-	-	-	-	-	-	-	
Other Internal Costs	876	645	-	-	-	-	-	-	-	645	-	
<b>Gross Expenditure</b>	<b>125,040</b>	<b>122,294</b>	<b>(209)</b>	<b>3,688</b>	<b>195</b>	<b>1,218</b>	<b>280</b>	<b>(1,525)</b>	<b>-</b>	<b>125,941</b>	<b>3,647</b>	
Recoveries & Allocations	(13,217)	(12,354)	-	-	-	(30)	-	-	-	(12,384)	(30)	
<b>Net Expenditure</b>	<b>111,823</b>	<b>109,940</b>	<b>(209)</b>	<b>3,688</b>	<b>195</b>	<b>1,188</b>	<b>280</b>	<b>(1,525)</b>	<b>-</b>	<b>113,557</b>	<b>3,617</b>	
<b>Revenue By Type</b>												
Federal	(260)	(40)	-	-	-	-	-	-	-	(40)	-	
Provincial	-	-	-	-	-	-	-	-	-	-	-	
Municipal	(7)	-	-	-	-	-	-	-	-	-	-	
Own Funds	(91)	(91)	91	-	-	-	-	-	-	-	91	
Fees and Services	(2,489)	(2,118)	-	-	-	-	-	-	-	(2,118)	-	
Fines	-	-	-	-	-	-	-	-	-	-	-	
Other	-	-	-	-	-	-	-	-	-	-	-	
<b>Total Revenue</b>	<b>(2,847)</b>	<b>(2,249)</b>	<b>91</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(2,158)</b>	<b>91</b>	
<b>Percent of 2009 Revenue Budget</b>			<b>-4.0%</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>-4.0%</b>		
<b>Net Requirement</b>	<b>108,976</b>	<b>107,691</b>	<b>(118)</b>	<b>3,688</b>	<b>195</b>	<b>1,188</b>	<b>280</b>	<b>(1,525)</b>	<b>-</b>	<b>111,399</b>	<b>3,708</b>	
<b>Percent of 2009 Net Requirement Budget</b>			<b>-0.1%</b>	<b>3.4%</b>	<b>0.2%</b>	<b>1.1%</b>	<b>0.3%</b>	<b>-1.4%</b>	<b>0.0%</b>	<b>3.4%</b>		
<b>Full Time Equivalents (FTE's)</b>	661.43	661.43	-	-	-	7.71	-	2.00	-	671.14	9.71	
<b>Percent of 2009 FTE's</b>			<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>1.2%</b>	<b>0.0%</b>	<b>0.3%</b>	<b>0.0%</b>	<b>1.5%</b>		

City of Ottawa

Public Works

Roads & Traffic Maintenance - Operating Resource Requirement Explanatory Notes

In Thousands (\$000)

2009 Actual vs. Budget Variance Explanation	Surplus / (Deficit)		
	Exp.	Rev.	Net
<b>Actual vs. Budget Variance Explanation</b>			
As reported in the 2009 Corporate tax Supported status report – q2 at June 30 <sup>th</sup> Public Works had a \$2 million deficit, primarily due to winter maintenance costs. Management mitigation measures in combination with savings in the later part of the year due to lower snow volumes enabled the Department to limit the deficit. The primary driver of the remaining deficit is the shortfall in the compensation cost of living adjustment of 2.5% versus 1% identified in the Q2 report.	(1,883)	598	(1,285)
<b>Total Surplus / (Deficit)</b>	<b>(1,883)</b>	<b>598</b>	<b>(1,285)</b>

2009 Baseline Adjustments / Explanations	Increase / (Decrease)			FTE Impact
	Exp.	Rev.	Net 2010 Changes	
<b>Adjustments to Base Budget</b>				
Adjustment for 2009 budget shortfall in Collective Agreement provision.	520	-	520	-
Corporate Reorganization savings due to implementation of service excellence initiative.	(52)	-	(52)	-
Removal of 2009 one-time item for Plotter for the Sign Shop.	(91)	91	-	-
Increased efficiency on contract savings on Graffiti Removal program.	(540)	-	(540)	-
Decrease in Business Travel (Corporate reduction of \$425K).	(46)	-	(46)	-
<b>Total Adjustments to Base Budget</b>	<b>(209)</b>	<b>91</b>	<b>(118)</b>	<b>-</b>

City of Ottawa

Public Works

Roads & Traffic Maintenance - Operating Resource Requirement Explanatory Notes

In Thousands (\$000)

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

City of Ottawa

Public Works

Roads & Traffic Maintenance - Operating Resource Requirement Explanatory Notes

In Thousands (\$000)

2010 Pressure Category / Explanation	Increase / (Decrease)			FTE Impact
	Exp.	Rev.	Net 2010 Changes	
<b>Growth</b>				
Increased support and maintenance operations resulting from growth: 176.181km of roadways, pavement markings and signage; 25 km of sidewalks/pathways; 20 new TCS signals; 30 video traffic cameras installations; 1,200 street lights from developer-built and City capital works.	858	-	858	7.49
2010 Capital vehicle and equipment acquisitions reference ASC2009-COS-PWS-0019.	330	-	330	-
Transitway expansion of 6 km for roadway maintenance.	30	-	30	0.22
Recovery from Transit Services for Transitway expansion roadway maintenance.	(30)	-	(30)	-
<b>Total Growth</b>	<b>1,188</b>	<b>-</b>	<b>1,188</b>	<b>7.71</b>
<b>New Services / Needs</b>				
Increased Fleet cost as a result of the Green Fleet Plan ACS2009-COS-FLT-0001 Bio-fuels initiative.	30	-	30	-
GPS/AVL Salt Savings (IT investment fund project) - for contract services, software and hardware maintenance for monitoring application (associated salt savings in efficiency section)	150	-	150	-
Increased sign cost resulting from School Speed Zone Program ACS2009-COS-PWS-0021	100	-	100	-
<b>Total New Services / Needs</b>	<b>280</b>	<b>-</b>	<b>280</b>	<b>-</b>
<b>Efficiencies</b>				
GPS/AVL Salt Savings (IT investment fund project) - salt savings (associated contract services, software and hardware maintenance for monitoring application in new needs section).	(1,000)	-	(1,000)	-
Allocation of Service Excellence Initiative - Transform Fleet Management.	(275)	-	(275)	-
Service Excellence Initiative - Casual Labour Pool.	(250)	-	(250)	2.00
<b>Total Efficiencies</b>	<b>(1,525)</b>	<b>-</b>	<b>(1,525)</b>	<b>2.00</b>
<b>Total Budget Changes</b>	<b>3,617</b>	<b>91</b>	<b>3,708</b>	<b>9.71</b>

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

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

1 - New Revenue Opportunities

2 - Deferral of Proposed New Service Expenditures

3 - Deferral of Capital Projects

4 Adjustments to Existing Services

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

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

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

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

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

Strategy Category	Branch	Program / Service Adjustment	2010 Council Recommendations			
			Exp	Rev	Net Impact	FTE Impact
N/A	Roads & Traffic	<u>Recommendation</u> Decrease in Business Travel (Corporate reduction of \$425K).	(46)	-	(46)	-
<b>Total Council Recommendations</b>			<b>(46)</b>	<b>-</b>	<b>(46)</b>	<b>-</b>
<b>Total Recommendations</b>			<b>(870)</b>	<b>-</b>	<b>(870)</b>	<b>(1.58)</b>

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

In Thousands (\$000)

Operating Resource Requirement	2008	2009		2010	Change Over		2011	2012
	Actual	Actual	Budget	Adopted	2009 Budget	2008 Actual	Forecast	
<b>Expenditure by Program</b>								
Parking Operations	1,516	4,385	3,890	3,812	(78)	2,296	3,812	3,812
On-street	769	3,682	3,643	3,653	10	2,884	3,653	3,653
Off-street	2,576	6,489	6,493	6,561	68	3,985	6,561	6,561
<b>Gross Expenditure</b>	<b>4,861</b>	<b>14,556</b>	<b>14,026</b>	<b>14,026</b>	-	<b>9,165</b>	<b>14,026</b>	<b>14,026</b>
Recoveries & Allocations	(69)	(18)	(39)	(39)	-	30	(39)	(39)
<b>Net Expenditure</b>	<b>4,792</b>	<b>14,538</b>	<b>13,987</b>	<b>13,987</b>	-	<b>9,195</b>	<b>13,987</b>	<b>13,987</b>
<b>Expenditure by Type</b>								
Salaries, Wages & Benefits	1,799	2,009	2,026	2,246	220	447	2,311	2,376
Overtime	50	65	50	55	5	5	55	55
Material & Services	930	992	1,093	1,288	195	358	1,303	1,318
Transfers/Grants/Financial Charges	485	7,607	7,007	6,551	(456)	6,066	6,471	6,391
Fleet Costs	113	104	107	110	3	(3)	110	110
Program Facility Costs	653	672	645	678	33	25	678	678
Other Internal Costs	831	3,107	3,098	3,098	-	2,267	3,098	3,098
<b>Gross Expenditure</b>	<b>4,861</b>	<b>14,556</b>	<b>14,026</b>	<b>14,026</b>	-	<b>9,165</b>	<b>14,026</b>	<b>14,026</b>
Recoveries & Allocations	(69)	(18)	(39)	(39)	-	30	(39)	(39)
<b>Net Expenditure</b>	<b>4,792</b>	<b>14,538</b>	<b>13,987</b>	<b>13,987</b>	-	<b>9,195</b>	<b>13,987</b>	<b>13,987</b>
<b>Revenue By Type</b>								
Federal	-	(2)	-	-	-	-	-	-
Provincial	-	-	-	-	-	-	-	-
Municipal	-	-	-	-	-	-	-	-
Own Funds	-	-	-	-	-	-	-	-
Fees and Services	(13,217)	(14,536)	(13,987)	(13,987)	-	(770)	(13,987)	(13,987)
Fines	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
<b>Total Revenue</b>	<b>(13,217)</b>	<b>(14,538)</b>	<b>(13,987)</b>	<b>(13,987)</b>	-	<b>(770)</b>	<b>(13,987)</b>	<b>(13,987)</b>
<b>Net Requirement</b>	<b>(8,425)</b>	-	-	-	-	<b>8,425</b>	-	-
<b>Full Time Equivalents</b>	<b>28.01</b>	<b>29.01</b>	<b>29.01</b>	<b>31.01</b>	2.00	3.00	<b>31.01</b>	<b>31.01</b>

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

Operating Resource Requirement Analysis	2009 Baseline			2010 Adjustments						2010	Change Over '09 Budget	% of Exp. on Comp./ Benefits
	Actual	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	New Services / Needs	Efficiencies	User Fees & Charges	Adopted		
<b>Expenditure by Program</b>												
Parking Operations	4,385	3,890	(13)	(65)	-	-	-	-	-	3,812	(78)	24.3%
On-street	3,682	3,643	3	7	-	-	-	-	-	3,653	10	9.3%
Off-street	6,489	6,493	10	58	-	-	-	-	-	6,561	68	15.8%
<b>Gross Expenditure</b>	<b>14,556</b>	<b>14,026</b>	-	-	-	-	-	-	-	<b>14,026</b>	-	<b>16.4%</b>
Recoveries & Allocations	(18)	(39)	-	-	-	-	-	-	-	(39)	-	
<b>Net Expenditure</b>	<b>14,538</b>	<b>13,987</b>	-	-	-	-	-	-	-	<b>13,987</b>	-	
<b>Percent of 2009 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>Expenditure by Type</b>												
Salaries, Wages & Benefits	2,009	2,026	20	40	-	-	160	-	-	2,246	220	
Overtime	65	50	-	-	-	-	5	-	-	55	5	
Material & Services	992	1,093	-	-	-	-	195	-	-	1,288	195	
Transfers/Grants/Financial Charges	7,607	7,007	(20)	(76)	-	-	(360)	-	-	6,551	(456)	
Fleet Costs	104	107	-	3	-	-	-	-	-	110	3	
Program Facility Costs	672	645	-	33	-	-	-	-	-	678	33	
Other Internal Costs	3,107	3,098	-	-	-	-	-	-	-	3,098	-	
<b>Gross Expenditure</b>	<b>14,556</b>	<b>14,026</b>	-	-	-	-	-	-	-	<b>14,026</b>	-	
Recoveries & Allocations	(18)	(39)	-	-	-	-	-	-	-	(39)	-	
<b>Net Expenditure</b>	<b>14,538</b>	<b>13,987</b>	-	-	-	-	-	-	-	<b>13,987</b>	-	
<b>Revenue By Type</b>												
Federal	(2)	-	-	-	-	-	-	-	-	-	-	
Provincial	-	-	-	-	-	-	-	-	-	-	-	
Municipal	-	-	-	-	-	-	-	-	-	-	-	
Own Funds	-	-	-	-	-	-	-	-	-	-	-	
Fees and Services	(14,536)	(13,987)	-	-	-	-	-	-	-	(13,987)	-	
Fines	-	-	-	-	-	-	-	-	-	-	-	
Other	-	-	-	-	-	-	-	-	-	-	-	
<b>Total Revenue</b>	<b>(14,538)</b>	<b>(13,987)</b>	-	-	-	-	-	-	-	<b>(13,987)</b>	-	
<b>Percent of 2009 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>Net Requirement</b>	-	-	-	-	-	-	-	-	-	-	-	
<b>Percent of 2009 Net Requirement 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>Full Time Equivalents (FTE's)</b>	29.01	29.01	-	-	-	-	2.00	-	-	31.01	2.00	
<b>Percent of 2009 FTE's</b>			<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>6.9%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>6.9%</b>		

City of Ottawa

Public Works

Parking Operations - Operating Resource Requirement Explanatory Notes

In Thousands (\$000)

2009 Actual vs. Budget Variance Explanation	Surplus / (Deficit)		
	Exp.	Rev.	Net
<b>Actual vs. Budget Variance Explanation</b> As reported in the 2009 Corporate tax Supported status report – q2 at June 30th Public Works had a \$2 million deficit, primarily due to winter maintenance costs. Management mitigation measures in combination with savings in the later part of the year due to lower snow volumes enabled the Department to limit the deficit. Parking Operations has savings in purchase service requirements due to pending P&D implementation and increased revenues resulting in an increased contribution to the Parking Reserve of \$611K.	(551)	551	-
<b>Total Surplus / (Deficit)</b>	<b>(551)</b>	<b>551</b>	<b>-</b>

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

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

City of Ottawa

Public Works

Parking Operations - Operating Resource Requirement Explanatory Notes

In Thousands (\$000)

2010 Pressure Category / Explanation	Increase / (Decrease)			
	Exp.	Rev.	Net 2010 Changes	FTE Impact
<b>New Services / Needs</b>				
Parking Area Studies reference ACS2009-COS-PWS-0009 Municipal Parking Management Strategy.	150	-	150	-
Staffing to prepare and report results of Local Area Parking Studies including program funding for data monitoring and associated program costs.	210	-	210	2.00
Parking Reserve Contribution.	(360)	-	(360)	
<b>Total New Services / Needs</b>	-	-	-	<b>2.00</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>Total Budget Changes</b>	-	-	-	<b>2.00</b>

City of Ottawa  
Public Works  
Parking Operations - User Fees

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

City of Ottawa  
Public Works  
Parking Operations - User Fees

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

**City of Ottawa**  
**Public Works**  
**Parking Operations - User Fees**

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



**City of Ottawa**  
**Public Works**  
**Parking Operations - User Fees**

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

City of Ottawa  
Public Works  
Parking Operations - User Fees

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

City of Ottawa  
Public Works  
Parking Operations - User Fees

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

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

Operating Resource Requirement	2008	2009		2010	Change Over		2011	2012
	Actual	Actual	Budget	Adopted	2009 Budget	2008 Actual	Forecast	
<b>Expenditure by Program</b>								
Fleet Maintenance	20,688	20,574	21,020	21,686	666	998	23,708	25,600
Life Cycle Management	7,014	7,254	7,184	7,273	89	259	7,784	8,288
Operations	32,915	30,056	30,131	32,046	1,915	(869)	35,134	37,588
<b>Gross Expenditure</b>	<b>60,617</b>	<b>57,884</b>	<b>58,335</b>	<b>61,005</b>	<b>2,670</b>	<b>388</b>	<b>66,626</b>	<b>71,476</b>
Recoveries & Allocations	(59,925)	(57,346)	(57,681)	(60,351)	(2,670)	(426)	(62,197)	(63,522)
<b>Net Expenditure</b>	<b>692</b>	<b>538</b>	<b>654</b>	<b>654</b>	<b>-</b>	<b>(38)</b>	<b>4,429</b>	<b>7,954</b>
<b>Expenditure by Type</b>								
Salaries, Wages & Benefits	10,910	11,772	11,502	11,418	(84)	508	11,401	11,998
Overtime	426	328	499	495	(4)	69	512	525
Material & Services	33,118	28,241	28,782	30,500	1,718	(2,618)	35,029	38,291
Transfers/Grants/Financial Charges	16,002	17,356	17,356	18,396	1,040	2,394	19,534	20,512
Fleet Costs	-	-	-	-	-	-	-	-
Program Facility Costs	-	-	-	-	-	-	-	-
Other Internal Costs	161	187	196	196	-	35	150	150
<b>Gross Expenditure</b>	<b>60,617</b>	<b>57,884</b>	<b>58,335</b>	<b>61,005</b>	<b>2,670</b>	<b>388</b>	<b>66,626</b>	<b>71,476</b>
Recoveries & Allocations	(59,925)	(57,346)	(57,681)	(60,351)	(2,670)	(426)	(62,197)	(63,522)
<b>Net Expenditure</b>	<b>692</b>	<b>538</b>	<b>654</b>	<b>654</b>	<b>-</b>	<b>(38)</b>	<b>4,429</b>	<b>7,954</b>
<b>Revenue By Type</b>								
Federal	-	-	-	-	-	-	-	-
Provincial	-	-	-	-	-	-	-	-
Municipal	-	-	-	-	-	-	-	-
Own Funds	(37)	-	-	-	-	37	-	-
Fees and Services	(655)	(538)	(654)	(654)	-	1	(654)	(654)
Fines	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
<b>Total Revenue</b>	<b>(692)</b>	<b>(538)</b>	<b>(654)</b>	<b>(654)</b>	<b>-</b>	<b>38</b>	<b>(654)</b>	<b>(654)</b>
<b>Net Requirement</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0</b>	<b>3,775</b>	<b>7,300</b>
<b>Full Time Equivalents</b>	<b>144.00</b>	<b>145.00</b>	<b>145.00</b>	<b>145.00</b>	<b>-</b>	<b>1.00</b>	<b>145.00</b>	<b>145.00</b>

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

Operating Resource Requirement Analysis	2009 Baseline			2010 Adjustments						2010	Change Over '09 Budget	% of Exp. on Comp./ Benefits
	Actual	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	New Services / Needs	Efficiencies	User Fees & Charges	Adopted		
<b>Expenditure by Program</b>												
Fleet Maintenance	20,574	21,020	(251)	926	-	251	-	(260)	-	21,686	666	39.5%
Life Cycle Management	7,254	7,184	(40)	12	-	117	-	-	-	7,273	89	18.6%
Operations	30,056	30,131	(58)	1,145	-	798	30	-	-	32,046	1,915	6.2%
<b>Gross Expenditure</b>	<b>57,884</b>	<b>58,335</b>	<b>(349)</b>	<b>2,083</b>	<b>-</b>	<b>1,166</b>	<b>30</b>	<b>(260)</b>	<b>-</b>	<b>61,005</b>	<b>2,670</b>	<b>19.5%</b>
Recoveries & Allocations	(57,346)	(57,681)	349	(2,083)	-	(1,166)	(30)	260	-	(60,351)	(2,670)	
<b>Net Expenditure</b>	<b>538</b>	<b>654</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>654</b>	<b>-</b>	
<b>Percent of 2009 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>Expenditure by Type</b>												
Salaries, Wages & Benefits	11,772	11,502	(349)	265	-	-	-	-	-	11,418	(84)	
Overtime	328	499	-	(4)	-	-	-	-	-	495	(4)	
Material & Services	28,241	28,782	-	782	-	1,166	30	(260)	-	30,500	1,718	
Transfers/Grants/Financial Charges	17,356	17,356	-	1,040	-	-	-	-	-	18,396	1,040	
Fleet Costs	-	-	-	-	-	-	-	-	-	-	-	
Program Facility Costs	-	-	-	-	-	-	-	-	-	-	-	
Other Internal Costs	187	196	-	-	-	-	-	-	-	196	-	
<b>Gross Expenditure</b>	<b>57,884</b>	<b>58,335</b>	<b>(349)</b>	<b>2,083</b>	<b>-</b>	<b>1,166</b>	<b>30</b>	<b>(260)</b>	<b>-</b>	<b>61,005</b>	<b>2,670</b>	
Recoveries & Allocations	(57,346)	(57,681)	349	(2,083)	-	(1,166)	(30)	260	-	(60,351)	(2,670)	
<b>Net Expenditure</b>	<b>538</b>	<b>654</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>654</b>	<b>-</b>	
<b>Revenue By Type</b>												
Federal	-	-	-	-	-	-	-	-	-	-	-	
Provincial	-	-	-	-	-	-	-	-	-	-	-	
Municipal	-	-	-	-	-	-	-	-	-	-	-	
Own Funds	-	-	-	-	-	-	-	-	-	-	-	
Fees and Services	(538)	(654)	-	-	-	-	-	-	-	(654)	-	
Fines	-	-	-	-	-	-	-	-	-	-	-	
Other	-	-	-	-	-	-	-	-	-	-	-	
<b>Total Revenue</b>	<b>(538)</b>	<b>(654)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(654)</b>	<b>-</b>	
<b>Percent of 2009 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>Net Requirement</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 2009 Net Requirement 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>Full Time Equivalents (FTE's)</b>	<b>145.00</b>	<b>145.00</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>145.00</b>	<b>-</b>	
<b>Percent of 2009 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>		

City of Ottawa

Public Works

Fleet Services - Operating Resource Requirement Explanatory Notes

In Thousands (\$000)

2009 Actual vs. Budget Variance Explanation	Surplus / (Deficit)		
	Exp.	Rev.	Net
<b>Actual vs. Budget Variance Explanation</b>			
As reported in the 2009 Corporate tax Supported status report – q2 at June 30th Public Works had a \$2 million deficit, primarily due to winter maintenance costs. Management mitigation measures in combination with savings in the later part of the year due to lower snow volumes enabled the Department to limit the deficit. The primary driver of the remaining deficit is the shortfall in the compensation cost of living adjustment of 2.5% versus 1% identified in the Q2 report.	116	(116)	-
			-
<b>Total Surplus / (Deficit)</b>	<b>116</b>	<b>(116)</b>	<b>-</b>

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

City of Ottawa

Public Works

Fleet Services - Operating Resource Requirement Explanatory Notes

In Thousands (\$000)

2009 Baseline Adjustments / Explanations	Increase / (Decrease)			
	Exp.	Rev.	Net 2010 Changes	FTE Impact
<b>Growth</b>				
2010 Municipal Client Growth Vehicles and Equipment Operating Impacts reference ACS2009-COS-PWS-0016, ACS2009-COS-PWS-0017, ACS2009-COS-PWS-0018, ACS2009-COS-PWS-0019.	1,166	-	1,166	-
Fleet client recoveries.	(1,166)	-	(1,166)	-
<b>Total Growth</b>	-	-	-	-
<b>New Services / Needs</b>				
Increased Fleet cost as a result of the Green Fleet Plan ACS2009-COS-FLT-0001 Bio-fuels initiative.	30	-	30	-
Fleet client recoveries.	(30)	-	(30)	-
<b>Total New Services / Needs</b>	-	-	-	-
<b>Efficiencies</b>				
Service Excellence Initiative - Transform Fleet Management.	(300)	-	(300)	-
Roads - Casual Labour Pool	40	-	40	-
Fleet client recoveries.	260	-	260	-
<b>Total Efficiencies</b>	-	-	-	-
<b>Total Budget Changes</b>	-	-	-	-

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

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

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

<b>Total Committee Recommendations</b>	<b>(170)</b>	<b>-</b>	<b>(170)</b>	<b>-</b>
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<b>1 - New Revenue Opportunities</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  
 Public Works  
 Fleet Services - Committee / Council Recommendations  
 In Thousands (\$000)

Strategy Category	Branch	Program / Service Adjustment	2010 Council Recommendations			
			Exp	Rev	Net Impact	FTE Impact
N/A	Fleet	<u>Recommendation</u> PBG Reinstatement - Fleet operating requirements to accommodate growth	117	-	117	-
<b>Total Council Recommendations</b>			<b>117</b>	<b>-</b>	<b>117</b>	<b>-</b>
<b>Total Recommendations</b>			<b>(53)</b>	<b>-</b>	<b>(53)</b>	<b>-</b>

<b>1 - New Revenue Opportunities</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**  
**Planning and Growth Management**  
**Transportation Planning - Operating Resource Requirement**  
In Thousands (\$000)

Operating Resource Requirement	2008	2009		2010	Change Over		2011	2012
	Actual	Actual	Budget	Adopted	2009 Budget	2008 Actual	Forecast	
<b>Expenditure by Program</b>								
Transportation Planning	2,946	2,809	3,106	3,170	64	224	3,291	3,378
<b>Gross Expenditure</b>	<b>2,946</b>	<b>2,809</b>	<b>3,106</b>	<b>3,170</b>	<b>64</b>	<b>224</b>	<b>3,291</b>	<b>3,378</b>
Recoveries & Allocations	-	(1,502)	(1,427)	(1,427)	-	(1,427)	(1,427)	(1,427)
<b>Net Expenditure</b>	<b>2,946</b>	<b>1,307</b>	<b>1,679</b>	<b>1,743</b>	<b>64</b>	<b>(1,203)</b>	<b>1,864</b>	<b>1,951</b>
<b>Expenditure by Type</b>								
Salaries, Wages & Benefits	2,630	2,591	2,833	2,854	21	224	2,975	3,062
Overtime	9	17	9	9	-	-	9	9
Material & Services	307	201	264	307	43	-	307	307
Transfers/Grants/Financial Charges	-	-	-	-	-	-	-	-
Fleet Costs	-	-	-	-	-	-	-	-
Program Facility Costs	-	-	-	-	-	-	-	-
Other Internal Costs	-	-	-	-	-	-	-	-
<b>Gross Expenditure</b>	<b>2,946</b>	<b>2,809</b>	<b>3,106</b>	<b>3,170</b>	<b>64</b>	<b>224</b>	<b>3,291</b>	<b>3,378</b>
Recoveries & Allocations	-	(1,502)	(1,427)	(1,427)	-	(1,427)	(1,427)	(1,427)
<b>Net Expenditure</b>	<b>2,946</b>	<b>1,307</b>	<b>1,679</b>	<b>1,743</b>	<b>64</b>	<b>(1,203)</b>	<b>1,864</b>	<b>1,951</b>
<b>Revenue By Type</b>								
Federal	-	-	-	(33)	(33)	(33)	(33)	(33)
Provincial	-	-	-	(33)	(33)	(33)	(33)	(33)
Municipal	-	-	-	-	-	-	-	-
Own Funds	-	(76)	(55)	-	55	-	-	-
Fees and Services	-	-	-	-	-	-	-	-
Fines	-	-	-	-	-	-	-	-
Other	-	-	-	(12)	(12)	(12)	(12)	(12)
<b>Total Revenue</b>	<b>-</b>	<b>(76)</b>	<b>(55)</b>	<b>(78)</b>	<b>(23)</b>	<b>(78)</b>	<b>(78)</b>	<b>(78)</b>
<b>Net Requirement</b>	<b>2,946</b>	<b>1,231</b>	<b>1,624</b>	<b>1,665</b>	<b>41</b>	<b>(1,281)</b>	<b>1,786</b>	<b>1,873</b>
<b>Full Time Equivalents</b>	<b>33.00</b>	<b>31.00</b>	<b>31.00</b>	<b>34.00</b>	<b>3.00</b>	<b>1.00</b>	<b>34.00</b>	<b>34.00</b>

City of Ottawa  
 Planning and Growth Management  
 Transportation Planning - Operating Resource Requirement Analysis

In Thousands (\$000)

Operating Resource Requirement Analysis	2009 Baseline			2010 Adjustments						2010	Change Over '09 Budget	% of Exp. on Comp./ Benefits
	Actual	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	New Services / Needs	Efficiencies	User Fees & Charges	Adopted		
<b>Expenditure by Program</b>												
Transportation Planning	2,809	3,106	(211)	75	-	200	-	-	-	3,170	64	90.3%
<b>Gross Expenditure</b>	<b>2,809</b>	<b>3,106</b>	<b>(211)</b>	<b>75</b>	<b>-</b>	<b>200</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>3,170</b>	<b>64</b>	<b>90.3%</b>
Recoveries & Allocations	(1,502)	(1,427)	-	-	-	-	-	-	-	(1,427)	-	
<b>Net Expenditure</b>	<b>1,307</b>	<b>1,679</b>	<b>(211)</b>	<b>75</b>	<b>-</b>	<b>200</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,743</b>	<b>64</b>	
<b>Percent of 2009 Net Expenditure Budget</b>			<b>-12.6%</b>	<b>4.5%</b>	<b>0.0%</b>	<b>11.9%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>3.8%</b>		
<b>Expenditure by Type</b>												
Salaries, Wages & Benefits	2,591	2,833	(254)	75	-	200	-	-	-	2,854	21	
Overtime	17	9	-	-	-	-	-	-	-	9	-	
Material & Services	201	264	43	-	-	-	-	-	-	307	43	
Transfers/Grants/Financial Charges	-	-	-	-	-	-	-	-	-	-	-	
Fleet Costs	-	-	-	-	-	-	-	-	-	-	-	
Program Facility Costs	-	-	-	-	-	-	-	-	-	-	-	
Other Internal Costs	-	-	-	-	-	-	-	-	-	-	-	
<b>Gross Expenditure</b>	<b>2,809</b>	<b>3,106</b>	<b>(211)</b>	<b>75</b>	<b>-</b>	<b>200</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>3,170</b>	<b>64</b>	
Recoveries & Allocations	(1,502)	(1,427)	-	-	-	-	-	-	-	(1,427)	-	
<b>Net Expenditure</b>	<b>1,307</b>	<b>1,679</b>	<b>(211)</b>	<b>75</b>	<b>-</b>	<b>200</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,743</b>	<b>64</b>	
<b>Revenue By Type</b>												
Federal	-	-	(33)	-	-	-	-	-	-	(33)	(33)	
Provincial	-	-	(33)	-	-	-	-	-	-	(33)	(33)	
Municipal	-	-	-	-	-	-	-	-	-	-	-	
Own Funds	(76)	(55)	55	-	-	-	-	-	-	-	55	
Fees and Services	-	-	-	-	-	-	-	-	-	-	-	
Fines	-	-	-	-	-	-	-	-	-	-	-	
Other	-	-	(12)	-	-	-	-	-	-	(12)	(12)	
<b>Total Revenue</b>	<b>(76)</b>	<b>(55)</b>	<b>(23)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(78)</b>	<b>(23)</b>	
<b>Percent of 2009 Revenue Budget</b>			<b>41.8%</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>41.8%</b>		
<b>Net Requirement</b>	<b>1,231</b>	<b>1,624</b>	<b>(234)</b>	<b>75</b>	<b>-</b>	<b>200</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,665</b>	<b>41</b>	
<b>Percent of 2009 Net Requirement Budget</b>			<b>-14.4%</b>	<b>4.6%</b>	<b>0.0%</b>	<b>12.3%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>2.5%</b>		
<b>Full Time Equivalents (FTE's)</b>	<b>31.00</b>	<b>31.00</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>3.00</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>34.00</b>	<b>3.00</b>	
<b>Percent of 2009 FTE's</b>			<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>9.7%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>9.7%</b>		

**City of Ottawa**  
**Planning and Growth Management**  
**Transportation Planning - Operating Resource Requirement Explanatory Notes**  
In Thousands (\$000)

2009 Actual vs. Budget Variance Explanation	Surplus / (Deficit)		
	Exp.	Rev.	Net
<b>Actual vs. Budget Variance Explanation</b>			
Miscellaneous savings / revenue surplus. Vacancies maintained wherever possible in the short-term and expenditures managed to assist in broader city-wide deficit.	372	21	393
<b>Total Surplus / (Deficit)</b>	<b>372</b>	<b>21</b>	<b>393</b>

2009 Baseline Adjustments / Explanations	Increase / (Decrease)			
	Exp.	Rev.	Net 2010 Changes	FTE Impact
<b>Adjustments to Base Budget</b>				
Corporate Reorganization savings due to implementation of service excellence initiative.	(254)	-	(254)	-
Transportation Model transfer from capital - partially funded through revenues (DC funding and cost sharing with the NCC, MTO, MTQ, Gatineau, and STO partners).	100	(78)	22	-
Removal of one-time item for Transportation Model.	(55)	55	-	-
Decrease in Business Travel (Corporate reduction of \$425K).	(2)		(2)	
<b>Total Adjustments to Base Budget</b>	<b>(211)</b>	<b>(23)</b>	<b>(234)</b>	<b>-</b>

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

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

<b>Total Budget Changes</b>	<b>64</b>	<b>(23)</b>	<b>41</b>	<b>3.00</b>
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City of Ottawa  
 Planning and Growth Management  
 Transportation Planning - Committee / Council Recommendations  
 In Thousands (\$000)

Strategy Category	Branch	Program / Service Adjustment	2010 Council Recommendations			
			Exp	Rev	Net Impact	FTE Impact
N/A	Transportation Planning	<u>Recommendation</u>				
		Decrease in Business Travel (Corporate reduction of \$425K).	(2)	-	(2)	-
		<u>Impact on Public / City Departments</u>				
<b>Total Council Recommendations</b>			<b>(2)</b>	<b>-</b>	<b>(2)</b>	<b>-</b>

<b>1 - New Revenue Opportunities</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  
Capital Budget - New Authority  
In Thousands (\$000)**

Description	2010	Funding						
	New Authority	Revenues	Tax Supported & Other Reserves	Rate Supported	Develop. Charges	Debt		
						Tax	Rate	DC
<b>Transportation Committee</b>								
<b>Fleet Services</b>								
<b>Renewal of City Assets</b>								
905467 Municipal Garage Equipment Replacement	100	-	100	-	-	-	-	-
905468 Lifecycle Renewal Fleet- General	540	-	540	-	-	-	-	-
	<b>640</b>	-	<b>640</b>	-	-	-	-	-
<b>Strategic Initiatives</b>								
905470 Green Fleet	500	-	-	-	-	500	-	-
	<b>500</b>	-	-	-	-	<b>500</b>	-	-
<b>Total Fleet Services</b>	<b>1,140</b>	-	<b>640</b>	-	-	<b>500</b>	-	-
<b>Transportation Services</b>								
<b>Renewal of City Assets</b>								
900552 McIlraith Bridge Rehabilitation	5,000	-	-	-	-	5,000	-	-
903394 Lifecycle Renewal -Salt Storage Facility	250	-	-	-	-	250	-	-
904040 Heron Road Bridge	7,500	-	-	-	-	7,500	-	-
904345 Unplanned Road Repairs	31	-	31	-	-	-	-	-
904902 Lifecycle Renewal - Traffic Control Signals	1,565	-	1,565	-	-	-	-	-
905389 2010 Ped Access - Intersection & Ramping	50	-	50	-	-	-	-	-
905390 Pedestrian missing links studies	1,000	-	-	-	-	1,000	-	-
905398 Fernbank (Terry Fox to Eagleson)	3,400	-	-	-	510	2,890	-	-
905441 Lifecycle Renewal - Traffic Monitoring Sys	291	-	231	-	60	-	-	-
905442 Two-Way Radio Replacement	400	-	400	-	-	-	-	-
905443 Lifecycle Renewal - Ice & Snow Control	121	-	121	-	-	-	-	-
905446 2010 Street Light Major Replacements	2,452	-	-	-	508	1,944	-	-
905447 2010 Parking Studies	50	-	37	-	13	-	-	-
905469 Lifecycle Renewal Fleet- Transportation	3,406	-	3,406	-	-	-	-	-
905522 Guiderail Renewal/Repl/Installations	495	-	495	-	-	-	-	-
905525 Preservation Treatments - 2010	6,530	-	-	-	-	6,530	-	-
905527 Crack Sealing - CW	400	-	-	-	-	400	-	-
905528 Scoping Pre/Post Bridges & Culverts(>3m)	400	-	400	-	-	-	-	-

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

Description	2010	Funding						
	New Authority	Revenues	Tax Supported & Other Reserves	Rate Supported	Develop. Charges	Debt		
						Tax	Rate	DC
<b>Transportation Committee</b>								
905529 Structural Inspection/Appraisals	140	-	140	-	-	-	-	-
905532 Structures 2010	350	-	-	-	-	350	-	-
905538 Retaining Walls - 2010	200	-	-	-	-	200	-	-
905539 Noise Barriers Renewal Prgm - 2010	75	-	-	-	-	75	-	-
905541 Bridge Salt Prot./Conc Patching - CW	400	-	-	-	-	400	-	-
905542 Bridge Mgmt App (SIMS Replacement)	100	-	100	-	-	-	-	-
905543 Sidewalk & Curb Rehabilitation	550	-	-	-	-	550	-	-
905642 Mackenzie King Bridge	820	-	-	-	-	820	-	-
905643 Terminal Ave O/P Riverside Dr	830	-	-	-	-	830	-	-
905650 Carling Ave O/P Stillwater Ck	300	-	-	-	-	300	-	-
905656 LCR - Transportation	2,160	-	-	-	-	2,160	-	-
905672 Sustain Survey & Map 2010	146	-	146	-	-	-	-	-
	<b>39,412</b>	-	<b>7,122</b>	-	<b>1,091</b>	<b>31,199</b>	-	-
<b>Growth</b>								
900836 Centrepointe Road Link	1,100	-	-	-	-	1,100	-	-
903170 Ott Rd 174 (Highway 417 Split to Blair)	1,000	-	-	-	900	100	-	-
903171 Greenbank Rd (Malvern to Strandherd)	5,000	-	-	-	4,750	250	-	-
903176 Hunt Club(Russell/Hwy 417 noise Barrier)	5,000	-	38	-	4,597	365	-	-
903196 Campeau Dr (Huntmar to Kanata)	3,000	-	-	-	2,850	150	-	-
903216 Blkburn Hamlet Bypass 10th Line-Trim	1,500	-	-	-	1,425	75	-	-
903217 Trim Road (Innes to BHBP)	6,000	-	-	-	5,700	300	-	-
903219 Tenth Line Road - Innes to Future St 31	4,343	-	-	-	4,126	217	-	-
903233 Collector Rd C (Innes to Fourth Line)	940	-	-	-	892	48	-	-
903242 Chapman Mills Dr( Strandherd-Woodroffe)	1,275	-	-	-	1,211	64	-	-
903249 Road Development Studies Program	400	-	22	-	378	-	-	-
904274 Stittsville Main Street	441	-	22	-	419	-	-	-
904275 Major Collector Roads EA Studies	100	-	5	-	95	-	-	-
904384 Maple Grove Facility Replacement & Expand	7,450	-	-	-	1,993	1,750	-	3,707
904711 Limebank Rd (Spratt to Earl Armstrong)	8,000	-	-	-	5,600	2,400	-	-
905215 Trim Rd (Ott Rd 174 to Innes)	6,000	-	-	-	5,700	300	-	-
905395 Development Sidewalks 2010	316	-	-	-	300	16	-	-
905397 Fallowfield Rd (Cedarview to Greenbank)	3,800	-	-	-	3,610	190	-	-
905404 Second Line Road	924	-	-	-	878	46	-	-

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

Description	2010	Funding						
	New Authority	Revenues	Tax Supported & Other Reserves	Rate Supported	Develop. Charges	Debt		
						Tax	Rate	DC
<b>Transportation Committee</b>								
905405 Traffic Signals & Int Prog 2010	4,635	-	236	-	4,399	-	-	-
905410 2010 Network Modification Program	4,850	-	-	-	3,831	1,019	-	-
905411 2010 Transportation Demand Management	1,000	-	500	-	500	-	-	-
905445 2010 Vehicle & Equipment Public Works	1,825	-	501	-	1,324	-	-	-
905448 2010 New Traffic Control Signals	3,965	-	833	-	3,132	-	-	-
905449 2010 Safety Improvement Program	1,050	-	-	-	525	525	-	-
905719 Strandherd / Armstrong Bridge	48,000	32,000	-	-	10,913	3,941	-	1,146
	<b>121,914</b>	<b>32,000</b>	<b>2,157</b>	<b>-</b>	<b>70,048</b>	<b>12,856</b>	<b>-</b>	<b>4,853</b>
<b>Strategic Initiatives</b>								
905132 2009 Area Traffic Management	100	-	-	-	-	100	-	-
905412 2010 Cycling Facilities Program	400	-	316	-	84	-	-	-
905413 Bike Share Implementation	500	-	-	-	-	500	-	-
905453 Pedestrian Countdown Signals	100	-	-	-	-	100	-	-
905454 Improvements to Transportation Contro System	90	-	90	-	-	-	-	-
905457 2010 Audible Signal Program	45	-	-	-	9	36	-	-
905458 2010 New Street Lighting	300	-	237	-	63	-	-	-
905484 Traffic Incident Mgmt - Variable message	100	-	-	-	-	100	-	-
905710 William Street Pedestrian Area	275	-	45	-	-	230	-	-
905714 SE-Transforming Fleet Management	1,800	-	-	-	-	1,800	-	-
905715 SE-In. Business/mgmt/op practices (PW)	300	-	-	-	-	300	-	-
905391 2010 Sidewalk and Pathway Links Program	3,350	-	-	-	-	3,350	-	-
	<b>7,360</b>	<b>-</b>	<b>688</b>	<b>-</b>	<b>156</b>	<b>6,516</b>	<b>-</b>	<b>-</b>
<b>Total Transportation Services</b>	<b>168,686</b>	<b>32,000</b>	<b>9,967</b>	<b>-</b>	<b>71,295</b>	<b>50,571</b>	<b>-</b>	<b>4,853</b>
<b>Transit Services-TTC Growth</b>								
905604 Hunt Club Pedestrian Overpass South Keys	5,000	-	2,105	-	552	2,000	-	343
	<b>5,000</b>	<b>-</b>	<b>2,105</b>	<b>-</b>	<b>552</b>	<b>2,000</b>	<b>-</b>	<b>343</b>
<b>Total Transit</b>	<b>5,000</b>	<b>-</b>	<b>2,105</b>	<b>-</b>	<b>552</b>	<b>2,000</b>	<b>-</b>	<b>343</b>



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

Description	2010	Funding						
	New Authority	Revenues	Tax Supported & Other Reserves	Rate Supported	Develop. Charges	Debt		
						Tax	Rate	DC
<b>Transportation Committee</b>								
<b>Integrated Roads, Water &amp; Wastewater</b>								
<b>Renewal of City Assets</b>								
904209 Infrastructure Mgmt Applications Renewal	10,795	-	-	9,169	-	1,626	-	-
904498 Cave Creek Collect Flood Control Measure	8,090	-	-	6,112	448	1,530	-	-
904891 Hwy 417 Water TransMain - Carling Design*	15,000	6,825	-	-	93	420	7,662	-
904895 Rockcliffe West Design	1,095	406	-	-	20	175	494	-
904896 Somerset W (Wellington - Booth)	4,500	946	-	-	47	1,170	2,337	-
905510 Infrastructure Assmnt & Data Collect-2010	4,060	-	-	-	-	280	3,780	-
905511 Guidelines, Specs, & Engineering Docs - 2010	190	-	85	105	-	-	-	-
905512 Scoping Pre/Post Engineering- 2010	400	-	100	300	-	-	-	-
905513 R-O-W/Easement Adjustments	400	-	100	300	-	-	-	-
905518 Meriman - Dunvegan - Arundel	300	106	-	-	5	70	119	-
905524 Road Resurfacing CW - 2010	14,770	-	-	-	-	12,350	2,420	-
905577 Cordova/Rita (Baseline-Rita/Cordova-Indi	3,760	-	-	-	198	870	2,692	-
905578 Fourth Ave / Chrysler Ave	3,450	-	-	-	163	650	2,637	-
905579 Lafontaine / Levis / Lacasse	5,200	-	-	-	274	1,210	3,716	-
905581 Carling Ave (Bronson - O-Train)	600	-	-	-	32	140	428	-
905582 King George St. / Glynn Ave	340	-	-	-	18	80	242	-
905586 Main St (Echo Dr - Rideau River)	1,380	-	-	-	73	320	987	-
905592 King Edward (Besserer -Laurier)	7,010	2,220	-	-	111	2,540	2,139	-
905594 Harvey St /Concord St N / Havelock	310	114	-	-	6	50	140	-
	<b>81,650</b>	<b>10,617</b>	<b>285</b>	<b>15,986</b>	<b>1,488</b>	<b>23,481</b>	<b>29,793</b>	<b>-</b>
<b>Total Integrated Roads, Water &amp; Wastewater</b>	<b>81,650</b>	<b>10,617</b>	<b>285</b>	<b>15,986</b>	<b>1,488</b>	<b>23,481</b>	<b>29,793</b>	<b>-</b>

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

Description	2010	Funding						
	New Authority	Revenues	Tax Supported & Other Reserves	Rate Supported	Develop. Charges	Debt		
						Tax	Rate	DC
<b>Transportation Committee</b>								
Per the Omnibus motions approved by the ABF Committee, the following projects have been deferred or reduced:								
1) Motion: Decrease contribution to capital for Strategic projects								
905413 Bike Share Implementation	(500)					(500)		
2) Motion: Adjust inflation component of increase in contribution to Capital Fund								
905706 Gateway Features	(100)		(100)					
905525 Preservation Treatments - 2010	(325)					(325)		
905648 Robertson Rd O/P Drain 3km E of Eagleson	(400)					(400)		
905543 Sidewalk & Curb Rehabilitation	(350)					(350)		
900635 Alta Vista Corridor (Riverside-Hospital)	(5,000)				(4,750)	(250)		
900836 Centrepointe Road Link	(400)					(400)		
905445 2010 Vehicle & Equipment Public Works	(495)		(136)		(359)			
905448 2010 New Traffic Control Signals	(639)		(134)		(505)			
	<b>(8,209)</b>	-	<b>(370)</b>	-	<b>(5,614)</b>	<b>(2,225)</b>	-	-
As per the Omnibus Motion carried by Council during consideration of the 2010 Draft Operating and Capital Budgets on January 28, 2010, the following projects have been deferred or reduced:								
904085 Bank Street (Rideau Canal - Third Ave)	(9,910)	-	-	(4,482)	(278)	(5,150)	-	-
905396 Env. Assess. Studies Arterial Rds 2010	(2,500)	-	(750)	-	(1,750)	-	-	-
	<b>(12,410)</b>	-	<b>(750)</b>	<b>(4,482)</b>	<b>(2,028)</b>	<b>(5,150)</b>	-	-
The following project(s) were added as per the motions carried by Council during consideration of the 2010 Draft Operating and Capital Budgets on January 28, 2010:								
905391 2010 Sidewalk and Pathway Links Program	3,350	-	-	-	-	3,350	-	-
	<b>3,350</b>	-	-	-	-	<b>3,350</b>	-	-

\*NOTE: 2010 project authority has increased since the publishing of the Tax-Supported Draft Budget as the watermain portion of the project has been advanced from 2011 to 2010 in order to meet MTO timelines.



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

Operating Resource Requirement	2008	2009		2010	Change Over		2011	2012
	Actual	Actual	Budget	Adopted	2009 Forecast	2008 Actual	Forecast	
<b>Expenditures by Program</b>								
Crime Prevention	425	470	400	400	-	(25)	690	780
Productivity Improvements	-	-	-	-	-	-	-	-
<b>Gross Expenditure</b>	<b>425</b>	<b>470</b>	<b>400</b>	<b>400</b>	<b>-</b>	<b>(25)</b>	<b>690</b>	<b>780</b>
Recoveries & Allocations	-	-	-	-	-	-	-	-
<b>Net Expenditure</b>	<b>425</b>	<b>470</b>	<b>400</b>	<b>400</b>	<b>-</b>	<b>(25)</b>	<b>690</b>	<b>780</b>
<b>Expenditures by Type</b>								
Salaries, Wages & Benefits	63	58	-	-	-	-	290	380
Overtime	-	-	-	-	-	-	-	-
Material & Services	64	137	145	145	-	81	145	145
Transfers/Grants/Financial Charges	281	262	250	250	-	(31)	250	250
Fleet Costs	-	-	-	-	-	-	-	-
Program Facility Costs	-	-	-	-	-	-	-	-
Other Internal Costs	17	13	5	5	-	(12)	5	5
<b>Gross Expenditures</b>	<b>425</b>	<b>470</b>	<b>400</b>	<b>400</b>	<b>-</b>	<b>(25)</b>	<b>690</b>	<b>780</b>
Recoveries & Allocations	-	-	-	-	-	-	-	-
<b>Net Expenditure</b>	<b>425</b>	<b>470</b>	<b>400</b>	<b>400</b>	<b>-</b>	<b>(25)</b>	<b>690</b>	<b>780</b>
<b>Revenues By Type</b>								
Federal	(4)	(10)	-	-	-	-	-	-
Provincial	-	-	-	-	-	-	-	-
Municipal	-	-	-	-	-	-	-	-
Own Funds	-	-	-	-	-	-	-	-
Fees and Services	(21)	(60)	-	-	-	-	-	-
Fines	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
<b>Total Revenue</b>	<b>(25)</b>	<b>(70)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Requirement</b>	<b>400</b>	<b>400</b>	<b>400</b>	<b>400</b>	<b>-</b>	<b>-</b>	<b>690</b>	<b>780</b>
<b>Full Time Equivalents</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>3.00</b>	<b>4.00</b>

**City of Ottawa**  
**Crime Prevention - Operating Resource Requirement Analysis**

In Thousands (\$000)

Operating Resource Requirement Analysis	2009 Baseline			2010 Adjustments						2010	Change Over '09 Budget	% of Exp. on Comp./ Benefits
	Actual	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	New Services / Needs	Efficiencies	User Fees & Charges	Adopted		
<b>Expenditures by Program</b>												
Crime Prevention	470	400	-	-	-	-	-	-	-	400	(0)	0.0%
Productivity Improvements	-	-	-	-	-	-	-	-	-	-	-	0.0%
<b>Gross Expenditure</b>	<b>470</b>	<b>400</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>400</b>	<b>(0)</b>	<b>0.0%</b>
Recoveries & Allocations	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Expenditure</b>	<b>470</b>	<b>400</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>400</b>	<b>(0)</b>	
<b>Percent of 2009 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>Expenditures by Type</b>												
Salaries, Wages & Benefits	58	-	-	-	-	-	-	-	-	-	(1)	
Overtime	-	-	-	-	-	-	-	-	-	-	-	
Material & Services	137	145	-	-	-	-	-	-	-	145	0	
Transfers/Grants/Financial Charges	262	250	-	-	-	-	-	-	-	250	(0)	
Fleet Costs	-	-	-	-	-	-	-	-	-	-	-	
Program Facility Costs	-	-	-	-	-	-	-	-	-	-	-	
Other Internal Costs	13	5	-	-	-	-	-	-	-	5	(1)	
<b>Gross Expenditures</b>	<b>470</b>	<b>400</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>400</b>	<b>(0)</b>	
Recoveries & Allocations	-	-	-	-	-	-	-	-	-	-	-	
<b>Net Expenditure</b>	<b>470</b>	<b>400</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>400</b>	<b>(0)</b>	
<b>Revenues By Type</b>												
Federal	(10)	-	-	-	-	-	-	-	-	-	(1)	
Provincial	-	-	-	-	-	-	-	-	-	-	-	
Municipal	-	-	-	-	-	-	-	-	-	-	-	
Own Funds	-	-	-	-	-	-	-	-	-	-	-	
Fees and Services	(60)	-	-	-	-	-	-	-	-	-	(1)	
Fines	-	-	-	-	-	-	-	-	-	-	-	
Other	-	-	-	-	-	-	-	-	-	-	-	
<b>Total Revenue</b>	<b>(70)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(1)</b>	
<b>Percent of 2009 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>Net Requirement</b>	<b>400</b>	<b>400</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>400</b>	<b>-</b>	
<b>Percent of 2009 Net Requirement 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>Full Time Equivalents (FTE's)</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 2009 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>		

**City of Ottawa**

**Crime Prevention - Operating Resource Requirement Explanatory Notes**

In Thousands (\$000)

2009 Actual vs. Budget Variance Explanation	Surplus / (Deficit)		
	Exp.	Rev.	Net
<b>Actual vs. Budget Variance Explanation</b>			
Increased purchased services associated with Youth Gang Initiatives.	(70)		(70)
Increased revenue associated with Youth Gang Initiatives.	-	70	70
	-	-	-
	-	-	-
	-	-	-
<b>Total Surplus / (Deficit)</b>	<b>(70)</b>	<b>70</b>	<b>-</b>

**City of Ottawa**  
**Crime Prevention - Committee / Council Recommendations**  
 In Thousands (\$000)

Strategy Category	Branch	Program / Service Adjustment	2010 ABFC Recommendations			
			Exp	Rev	Net Impact	FTE Impact
4		<u>Recommendation</u> ABFC recommendation to eliminate Crime Prevention.	(400)	-	(400)	-
<b>Total ABFC Recommendations</b>			<b>(400)</b>	<b>-</b>	<b>(400)</b>	<b>-</b>

Strategy Category	Branch	Program / Service Adjustment	2010 Council Recommendations			
			Exp	Rev	Net Impact	FTE Impact
4		<u>Recommendation</u> Council recommendation to reinstate Crime Prevention.	400	-	400	-
<b>Total Council Recommendations</b>			<b>400</b>	<b>-</b>	<b>400</b>	<b>-</b>

<b>Total Recommendations</b>			<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
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1 - New Revenue Opportunities	2 - Deferral of Proposed New Service Expenditures	3 - Deferral of Capital Projects	4 Adjustments to Existing Services
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**City of Ottawa**  
**Committee Of Adjustment - Operating Resource Requirement**

In Thousands (\$000)

Operating Resource Requirement	2008	2009		2010	Change Over		2011	2012
	Actual	Actual	Budget	Adopted	2009 Budget	2008 Actual	Forecast	
<b>Expenditures by Program</b>								
Committee of Adjustment	872	788	1,016	944	(72)	72	979	1,014
Productivity Improvements	-	-	-	-	-	-	-	-
<b>Gross Expenditure</b>	<b>872</b>	<b>788</b>	<b>1,016</b>	<b>944</b>	<b>(72)</b>	<b>72</b>	<b>979</b>	<b>1,014</b>
Recoveries & Allocations	-	-	-	-	-	-	-	-
<b>Net Expenditure</b>	<b>872</b>	<b>788</b>	<b>1,016</b>	<b>944</b>	<b>(72)</b>	<b>72</b>	<b>979</b>	<b>1,014</b>
<b>Expenditures by Type</b>								
Salaries, Wages & Benefits	705	639	786	731	(55)	26	752	774
Overtime	28	14	10	10	-	(18)	10	10
Material & Services	106	100	168	151	(17)	45	165	178
Transfers/Grants/Financial Charges	-	-	-	-	-	-	-	-
Fleet Costs	-	-	-	-	-	-	-	-
Program Facility Costs	-	-	-	-	-	-	-	-
Other Internal Costs	33	35	52	52	-	19	52	52
<b>Gross Expenditures</b>	<b>872</b>	<b>788</b>	<b>1,016</b>	<b>944</b>	<b>(72)</b>	<b>72</b>	<b>979</b>	<b>1,014</b>
Recoveries & Allocations	-	-	-	-	-	-	-	-
<b>Net Expenditure</b>	<b>872</b>	<b>788</b>	<b>1,016</b>	<b>944</b>	<b>(72)</b>	<b>72</b>	<b>979</b>	<b>1,014</b>
<b>Revenues By Type</b>								
Federal	-	-	-	-	-	-	-	-
Provincial	-	-	-	-	-	-	-	-
Municipal	-	-	-	-	-	-	-	-
Own Funds	-	-	-	-	-	-	-	-
Fees and Services	(907)	(704)	(1,016)	(944)	72	(37)	(979)	(1,014)
Fines	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
<b>Total Revenue</b>	<b>(907)</b>	<b>(704)</b>	<b>(1,016)</b>	<b>(944)</b>	<b>72</b>	<b>(37)</b>	<b>(979)</b>	<b>(1,014)</b>
<b>Net Requirement</b>	<b>(35)</b>	<b>84</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>35</b>	<b>-</b>	<b>-</b>
<b>Full Time Equivalents</b>	<b>10.00</b>	<b>10.00</b>	<b>10.00</b>	<b>10.00</b>	<b>-</b>	<b>-</b>	<b>10.00</b>	<b>10.00</b>



**City of Ottawa**  
**Committee of Adjustment - Operating Resource Requirement Analysis**

In Thousands (\$000)

Operating Resource Requirement Analysis	2009 Baseline			2010 Adjustments						2010	Change Over '09 Budget	% of Exp. on Comp./ Benefits
	Actual	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	New Services / Needs	Efficiencies	User Fees & Charges	Adopted		
<b>Expenditures by Program</b>												
Committee of Adjustment	788	1,016	-	(83)	-	-	11	-	-	944	(72)	78.5%
Productivity Improvements	-	-	-	-	-	-	-	-	-	-	-	0.0%
<b>Gross Expenditure</b>	<b>788</b>	<b>1,016</b>	<b>-</b>	<b>(83)</b>	<b>-</b>	<b>-</b>	<b>11</b>	<b>-</b>	<b>-</b>	<b>944</b>	<b>(72)</b>	<b>78.5%</b>
Recoveries & Allocations	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Expenditure</b>	<b>788</b>	<b>1,016</b>	<b>-</b>	<b>(83)</b>	<b>-</b>	<b>-</b>	<b>11</b>	<b>-</b>	<b>-</b>	<b>944</b>	<b>(72)</b>	
<b>Percent of 2009 Net Expenditure Budget</b>			<b>0.0%</b>	<b>-8.2%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>1.1%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>-7.1%</b>		
<b>Expenditures by Type</b>												
Salaries, Wages & Benefits	639	786	-	(55)	-	-	-	-	-	731	(55)	
Overtime	14	10	-	-	-	-	-	-	-	10	-	
Material & Services	100	168	-	(28)	-	-	11	-	-	151	(17)	
Transfers/Grants/Financial Charges	-	-	-	-	-	-	-	-	-	-	-	
Fleet Costs	-	-	-	-	-	-	-	-	-	-	-	
Program Facility Costs	-	-	-	-	-	-	-	-	-	-	-	
Other Internal Costs	35	52	-	-	-	-	-	-	-	52	-	
<b>Gross Expenditures</b>	<b>788</b>	<b>1,016</b>	<b>-</b>	<b>(83)</b>	<b>-</b>	<b>-</b>	<b>11</b>	<b>-</b>	<b>-</b>	<b>944</b>	<b>(72)</b>	
Recoveries & Allocations	-	-	-	-	-	-	-	-	-	-	-	
<b>Net Expenditure</b>	<b>788</b>	<b>1,016</b>	<b>-</b>	<b>(83)</b>	<b>-</b>	<b>-</b>	<b>11</b>	<b>-</b>	<b>-</b>	<b>944</b>	<b>(72)</b>	
<b>Revenues By Type</b>												
Federal	-	-	-	-	-	-	-	-	-	-	-	
Provincial	-	-	-	-	-	-	-	-	-	-	-	
Municipal	-	-	-	-	-	-	-	-	-	-	-	
Own Funds	-	-	-	-	-	-	-	-	-	-	-	
Fees and Services	(704)	(1,016)	-	-	-	-	-	-	72	(944)	72	
Fines	-	-	-	-	-	-	-	-	-	-	-	
Other	-	-	-	-	-	-	-	-	-	-	-	
<b>Total Revenue</b>	<b>(704)</b>	<b>(1,016)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>72</b>	<b>(944)</b>	<b>72</b>	
<b>Percent of 2009 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>-7.1%</b>	<b>-7.1%</b>	
<b>Net Requirement</b>	<b>84</b>	<b>-</b>	<b>-</b>	<b>(83)</b>	<b>-</b>	<b>-</b>	<b>11</b>	<b>-</b>	<b>72</b>	<b>-</b>	<b>-</b>	
<b>Percent of 2009 Net Requirement 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>Full Time Equivalents (FTE's)</b>	<b>10.00</b>	<b>10.00</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>10.00</b>	<b>-</b>	
<b>Percent of 2009 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

Committee of Adjustment - Operating Resource Requirement Explanatory Notes

In Thousands (\$000)

2009 Actual vs. Budget Variance Explanation	Surplus / (Deficit)		
	Exp.	Rev.	Net
<b>Actual vs. Budget Variance Explanation</b>			
Savings in compensation.	143	-	143
Miscellaneous savings - reduced costs due to reduction in applications.	85	-	85
Fees revenue shortfall due to reduced number of applications.	-	(312)	(312)
<b>Total Surplus / (Deficit)</b>	<b>228</b>	<b>(312)</b>	<b>(84)</b>

2010 Pressure Category / Explanation	Increase / (Decrease)			
	Exp.	Rev.	Net 2010 Changes	FTE Impact
<b>Maintain Services</b>				
All programs include an adjustment for 2010 contract settlements, increments, and benefit adjustments.	20	-	20	-
Miscellaneous reductions to offset decrease in revenue. Net amount includes marginal economic increases for 2010 honoraria as well as mileage costs for site visits and for travel to and from Hearings for the 15 Committee of Adjustment members.	(103)	-	(103)	-
<b>Total Maintain Services</b>	<b>(83)</b>	<b>-</b>	<b>(83)</b>	<b>-</b>

2010 Pressure Category / Explanation	Increase / (Decrease)			
	Exp.	Rev.	Net 2010 Changes	FTE Impact
<b>New Services / Needs</b>				
Rental of simultaneous translation equipment.	11	-	11	-
<b>Total New Services / Needs</b>	<b>11</b>	<b>-</b>	<b>11</b>	<b>-</b>

<b>User Fees &amp; Charges</b>				
Inflationary increase of Committee of Adjustment fees, offset by anticipated reduction in applications. See following user fee schedule for details on the specific rates.	-	72	72	-
<b>Total User Fees &amp; Charges</b>	<b>-</b>	<b>72</b>	<b>72</b>	<b>-</b>
<b>Total Budget Changes</b>	<b>(72)</b>	<b>72</b>	<b>-</b>	<b>-</b>



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

Operating Resource Requirement	2008	2009		2010	Change Over		2011	2012
	Actual	Actual	Budget	Adopted	2009 Budget	2008 Actual	Forecast	
<b>Expenditures by Program</b>								
City Librarian's Office & Board	790	1,118	900	982	82	192	1,001	1,022
Planning & Governance Division	7,790	7,835	7,438	7,946	508	156	8,523	8,762
Library Operations & Facilities Division	5,842	5,626	5,719	6,119	400	277	6,463	6,905
Public & Support Services Division	17,382	18,007	17,703	18,437	734	1,055	19,916	22,550
Centralized & Information Services Division	4,986	5,186	5,175	5,497	322	511	6,578	7,157
<b>Gross Expenditure</b>	<b>36,790</b>	<b>37,772</b>	<b>36,935</b>	<b>38,981</b>	<b>2,046</b>	<b>2,191</b>	<b>42,481</b>	<b>46,396</b>
Recoveries & Allocations	-	-	-	-	-	-	-	-
<b>Net Expenditure</b>	<b>36,790</b>	<b>37,772</b>	<b>36,935</b>	<b>38,981</b>	<b>2,046</b>	<b>2,191</b>	<b>42,481</b>	<b>46,396</b>
<b>Expenditures by Type</b>								
Salaries, Wages & Benefits	27,061	27,811	27,302	28,767	1,465	1,706	31,102	34,067
Overtime	141	162	-	-	-	-	-	-
Material & Services	5,787	6,215	5,965	6,295	330	508	7,450	8,390
Transfers/Grants/Financial Charges	(1)	(117)	3	3	-	4	3	3
Fleet Costs	140	128	92	97	5	(43)	107	117
Program Facility Costs	3,454	3,383	3,467	3,713	246	259	3,713	3,713
Other Internal Costs	208	190	106	106	-	(102)	106	106
<b>Gross Expenditures</b>	<b>36,790</b>	<b>37,772</b>	<b>36,935</b>	<b>38,981</b>	<b>2,046</b>	<b>2,191</b>	<b>42,481</b>	<b>46,396</b>
Recoveries & Allocations	-	-	-	-	-	-	-	-
<b>Net Expenditure</b>	<b>36,790</b>	<b>37,772</b>	<b>36,935</b>	<b>38,981</b>	<b>2,046</b>	<b>2,191</b>	<b>42,481</b>	<b>46,396</b>
<b>Revenues By Type</b>								
Federal	(135)	(211)	(70)	(70)	-	65	(70)	(70)
Provincial	(1,438)	(1,500)	(1,380)	(1,380)	-	58	(1,380)	(1,380)
Municipal	-	-	-	-	-	-	-	-
Own Funds	(120)	(120)	(120)	(120)	-	-	(120)	(120)
Fees and Services	(1,267)	(1,224)	(818)	(818)	-	449	(818)	(818)
Fines	(1,468)	(1,436)	(1,427)	(1,427)	-	41	(1,427)	(1,427)
Other	-	-	-	-	-	-	-	-
<b>Total Revenue</b>	<b>(4,428)</b>	<b>(4,491)</b>	<b>(3,815)</b>	<b>(3,815)</b>	<b>-</b>	<b>613</b>	<b>(3,815)</b>	<b>(3,815)</b>
<b>Net Requirement</b>	<b>32,362</b>	<b>33,281</b>	<b>33,120</b>	<b>35,166</b>	<b>2,046</b>	<b>2,804</b>	<b>38,666</b>	<b>42,581</b>
<b>Full Time Equivalents</b>	<b>454.24</b>	<b>444.32</b>	<b>444.32</b>	<b>450.02</b>	<b>5.70</b>	<b>(4.22)</b>	<b>463.02</b>	<b>491.64</b>

**City of Ottawa**  
**Ottawa Public Library - Operating Resource Requirement Analysis**

In Thousands (\$000)

Operating Resource Requirement Analysis	2009 Baseline			2010 Adjustments						2010	Change Over '09 Budget	% of Exp. on Comp./ Benefits
	Actual	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	New Services / Needs	Efficiencies	User Fees & Charges	Adopted		
<b>Expenditures by Program</b>												
City Librarian's Office	1,118	900	(118)	200	-	-	-	-	-	982	82	55.6%
Planning & Governance Division	7,835	7,438	26	437	-	-	45	-	-	7,946	508	85.6%
Library Operations & Facilities Division	5,626	5,719	29	326	-	-	45	-	-	6,119	400	89.4%
Public & Support Services Division	18,007	17,703	47	422	-	220	45	-	-	18,437	734	65.9%
Centralized & Information Services Division	5,186	5,175	20	82	-	125	95	-	-	5,497	322	78.0%
<b>Gross Expenditure</b>	<b>37,772</b>	<b>36,935</b>	<b>4</b>	<b>1,467</b>	<b>-</b>	<b>345</b>	<b>230</b>	<b>-</b>	<b>-</b>	<b>38,981</b>	<b>2,046</b>	<b>75.0%</b>
Recoveries & Allocations	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Expenditure</b>	<b>37,772</b>	<b>36,935</b>	<b>4</b>	<b>1,467</b>	<b>-</b>	<b>345</b>	<b>230</b>	<b>-</b>	<b>-</b>	<b>38,981</b>	<b>2,046</b>	
<b>Percent of 2009 Net Expenditure Budget</b>			<b>0.0%</b>	<b>4.0%</b>	<b>0.0%</b>	<b>0.9%</b>	<b>0.6%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>5.5%</b>		
<b>Expenditures by Type</b>												
Salaries, Wages & Benefits	27,811	27,302	(5)	1,115	-	125	230	-	-	28,767	1,465	
Overtime	162	-	-	-	-	-	-	-	-	-	-	
Material & Services	6,215	5,965	-	110	-	220	-	-	-	6,295	330	
Transfers/Grants/Financial Charges	(117)	3	-	-	-	-	-	-	-	3	-	
Fleet Costs	128	92	-	5	-	-	-	-	-	97	5	
Program Facility Costs	3,383	3,467	9	237	-	-	-	-	-	3,713	246	
Other Internal Costs	190	106	-	-	-	-	-	-	-	106	-	
<b>Gross Expenditures</b>	<b>37,772</b>	<b>36,935</b>	<b>4</b>	<b>1,467</b>	<b>-</b>	<b>345</b>	<b>230</b>	<b>-</b>	<b>-</b>	<b>38,981</b>	<b>2,046</b>	
Recoveries & Allocations	-	-	-	-	-	-	-	-	-	-	-	
<b>Net Expenditure</b>	<b>37,772</b>	<b>36,935</b>	<b>4</b>	<b>1,467</b>	<b>-</b>	<b>345</b>	<b>230</b>	<b>-</b>	<b>-</b>	<b>38,981</b>	<b>2,046</b>	
<b>Revenues By Type</b>												
Federal	(211)	(70)	-	-	-	-	-	-	-	(70)	-	
Provincial	(1,500)	(1,380)	-	-	-	-	-	-	-	(1,380)	-	
Municipal	-	-	-	-	-	-	-	-	-	-	-	
Own Funds	(120)	(120)	120	(120)	-	-	-	-	-	(120)	-	
Fees and Services	(1,224)	(818)	-	-	-	-	-	-	-	(818)	-	
Fines	(1,436)	(1,427)	-	-	-	-	-	-	-	(1,427)	-	
Other	-	-	-	-	-	-	-	-	-	-	-	
<b>Total Revenue</b>	<b>(4,491)</b>	<b>(3,815)</b>	<b>120</b>	<b>(120)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(3,815)</b>	<b>-</b>	
<b>Percent of 2009 Revenue Budget</b>			<b>-3.1%</b>	<b>3.1%</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>33,281</b>	<b>33,120</b>	<b>124</b>	<b>1,347</b>	<b>-</b>	<b>345</b>	<b>230</b>	<b>-</b>	<b>-</b>	<b>35,166</b>	<b>2,046</b>	
<b>Percent of 2009 Net Requirement Budget</b>			<b>0.4%</b>	<b>4.1%</b>	<b>0.0%</b>	<b>1.0%</b>	<b>0.7%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>6.2%</b>		
<b>Full Time Equivalents (FTE's)</b>	<b>444.32</b>	<b>444.32</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>3.00</b>	<b>2.70</b>	<b>-</b>	<b>-</b>	<b>450.02</b>	<b>5.70</b>	
<b>Percent of 2009 FTE's</b>			<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.7%</b>	<b>0.6%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>1.3%</b>		

City of Ottawa

Ottawa Public Library - Operating Resource Requirement Explanatory Notes

In Thousands (\$000)

2009 Actual vs. Budget Variance Explanation	Surplus / (Deficit)		
	Exp.	Rev.	Net
<b>Actual vs. Budget Variance Explanation</b>			
Increased expenditures offset by government grants and fundraising	(627)	538	(89)
Increased maintenance cost for bookmobile	(40)	-	(40)
Deficit due to 2009 budget shortfall in collective agreements and changes to Statutory Holiday requirements for casuals	(170)	-	(170)
Fees and Fines exceeded budget	-	30	30
<b>Total Surplus / (Deficit)</b>	<b>(837)</b>	<b>568</b>	<b>(269)</b>

2009 Baseline Adjustments / Explanations	Increase / (Decrease)			
	Exp.	Rev.	Net 2010 Changes	FTE Impact
<b>Adjustments to Base Budget</b>				
Removal of 2008 one-time item for union contract negotiated Library sick bank payout	(120)	120	-	-
Adjustment for 2009 shortfall in collective agreement provision and benefit adjustment	115	-	115	-
Increase in facility costs due to 2009 shortfall in City of Ottawa collective agreement provision	9	-	9	-
<b>Total Adjustments to Base Budget</b>	<b>4</b>	<b>120</b>	<b>124</b>	<b>-</b>

**City of Ottawa**

**Ottawa Public Library - Operating Resource Requirement Explanatory Notes**

In Thousands (\$000)

2010 Pressure Category / Explanation	Increase / (Decrease)			FTE Impact
	Exp.	Rev.	Net 2010 Changes	
<b>Maintain Services</b>				
Adjustment for 2010 contracts settlements, increments and benefit adjustments	955	-	955	-
Increased fleet costs due to inflation on fuel and maintenance	5	-	5	-
Inflationary increase on facility costs such as hydro, compensation, and leases	237	-	237	-
One-time Library sick bank payout as per contract settlement	120	(120)	-	-
Adjustment for 2010 contract settlement for statutory holiday pay for casuals due to change in Employment Standards Act	40	-	40	-
Increased fleet costs due to maintenance requirement on bookmobile's aging fleet	50	-	50	-
Inflationary increase to maintenance and licensing agreements	60	-	60	-
<b>Total Maintain Services</b>	<b>1,467</b>	<b>(120)</b>	<b>1,347</b>	<b>-</b>

**City of Ottawa**

**Ottawa Public Library - Operating Resource Requirement Explanatory Notes**

In Thousands (\$000)

2010 Pressure Category / Explanation	Increase / (Decrease)			
	Exp.	Rev.	Net 2010 Changes	FTE Impact
<b>Growth</b> Materials: 8.3% increase in materials budget due to growth; circulation has increased 34.6% since 2002 with only a 14.4% increase in materials budget; 2008 OMBI results: OPL has 2nd lowest holdings per capita; 3rd lowest expenditure on materials per capita; and, highest annual borrowing per capita.	220	-	220	-
Capital project management: to plan, monitor, and coordinate major expansion to capital program, as the number of major capital facilities projects has more than tripled in OPL; position to be funded through the capital budget.	-	-	-	1.00
Digital services: capacity required to support digital public library services (6 million e-visits to OPL website and catalogue in 2009); migration to new integrated library system; growing demand for online services e.g. public wireless use up 90% in 2009 over 2008; use of online books up 83% in 2009 over 2008.	60	-	60	1.00
Children & Teen Services: to support growing demand for French language library services to children in west end; use of French language children's materials in Q1 2009 increased up to 41% in the west branches.	65	-	65	1.00
<b>Total Growth</b>	<b>345</b>	<b>-</b>	<b>345</b>	<b>3.00</b>



City of Ottawa

Ottawa Public Library - Operating Resource Requirement Explanatory Notes

In Thousands (\$000)

2010 Pressure Category / Explanation	Increase / (Decrease)			
	Exp.	Rev.	Net 2010 Changes	FTE Impact
<b>New Services / Needs</b> Accessibility: capacity required to plan, coordinate and deliver accessible customer-driven services that are barrier-free in 33 locations, mobile and virtual services; and to ensure compliance with the <i>Accessibility for Ontarians with Disabilities Act</i> (AODA).	50	-	50	1.00
Expanded hours: as per 2008 OMBI results, OPL has lowest library service hours/capita, and is below the provincial mean and median @ 0.09 hours/capita; funding would provide expanded year-round Sunday hours for Main and 3 district branches, and extend Sunday hours in additional branches by 8 weeks/branch.	180	-	180	1.70
<b>Total New Services / Needs</b>	<b>230</b>	<b>-</b>	<b>230</b>	<b>2.70</b>

2010 Pressure Category / Explanation	Increase / (Decrease)			
	Exp.	Rev.	Net 2010 Changes	FTE Impact
<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>Total Budget Changes</b>	<b>2,046</b>	<b>-</b>	<b>2,046</b>	<b>5.70</b>

**City of Ottawa**  
**Ottawa Public Library - User Fees**

User Fees	2008 Rate	2009 Rate	2010 Rate	% Change Over		Effective Date	2010 Revenue
	\$	\$	\$	2009	2008	DD-MMM-YY	(\$000)
<b>Ottawa Public Library</b>							
<b>Fines</b>							
Adult books, books on audio cassettes, books on CD/DVD	\$0.50 per day; \$25 max	\$0.50 per day; \$25 max	\$0.50 per day; \$25 max	0.0%	0.0%	N/A	-
Adult paperbacks	\$0.50 per day; \$10 max	\$0.50 per day; \$10 max	\$0.50 per day; \$10 max	0.0%	0.0%	N/A	-
Adult periodicals	\$0.50 per day; \$3 max	\$0.50 per day; \$3 max	\$0.50 per day; \$3 max	0.0%	0.0%	N/A	-
Adult CDs, videos, CD-Roms, DVDs	\$1.00 per day; \$20 max	\$1.00 per day; \$20 max	\$1.00 per day; \$20 max	0.0%	0.0%	N/A	-
Juvenile/YA books, books on audio cassettes, books on CD/DVD	\$0.25 per day; \$5 max	\$0.25 per day; \$5 max	\$0.25 per day; \$5 max	0.0%	0.0%	N/A	-
Juvenile/YA paperbacks, periodicals	\$0.25 per day; \$3 max	\$0.25 per day; \$3 max	\$0.25 per day; \$3 max	0.0%	0.0%	N/A	-
Juvenile/YA vertical file & picture envelopes	\$0.25 per day; \$1 max	\$0.25 per day; \$1 max	\$0.25 per day; \$1 max	0.0%	0.0%	N/A	-
Juvenile/YA Cds, videos, Cd-Roms, DVDs	\$0.50 per day; \$10 max	\$0.50 per day; \$10 max	\$0.50 per day; \$10 max	0.0%	0.0%	N/A	-
Express Reads	\$2.00 per day; \$35 max	\$2.00 per day; \$35 max	\$2.00 per day; \$35 max	0.0%	0.0%	N/A	-

City of Ottawa  
Ottawa Public Library - User Fees

User Fees	2008 Rate	2009 Rate	2010 Rate	% Change Over		Effective Date DD-MMM-YY	2010 Revenue (\$000)
	\$	\$	\$	2009	2008		
<b><u>Fines (Cont.)</u></b>							
Museum pass	\$1.00 per day; \$25 max	\$1.00 per day; \$25 max	\$1.00 per day; \$25 max	0.0%	0.0%	N/A	-
Pedometer	\$0.50 per day; \$30 max	\$0.50 per day; \$30 max	\$0.50 per day; \$30 max	0.0%	0.0%	N/A	-
Watt meter	\$1.00 per day; \$30 max	\$1.00 per day; \$30 max	\$1.00 per day; \$30 max	0.0%	0.0%	N/A	-
Backpack	\$0.25 per day; \$5 max	\$0.25 per day; \$5 max	\$0.25 per day; \$5 max	0.0%	0.0%	N/A	-
Interlibrary Loan	\$1.00 per day; \$35 max	\$1.00 per day; \$35 max	\$1.00 per day; \$35 max	0.0%	0.0%	N/A	-
Lost or damaged beyond repair items	cost + processing chg	cost + processing chg	cost + processing chg	0.0%	0.0%	N/A	-
Repairable damage (bindery)	\$8.00	\$8.00	\$8.00	0.0%	0.0%	N/A	-
Lost cassette/video/CD cases, hanging bags (AV set)	\$2.00	\$2.00	\$2.00	0.0%	0.0%	N/A	-
Lost/damaged vertical file & picture envelopes	\$1.00	\$1.00	\$1.00	0.0%	0.0%	N/A	-

**City of Ottawa**  
**Ottawa Public Library - User Fees**

User Fees	2008 Rate	2009 Rate	2010 Rate	% Change Over		Effective Date	2010 Revenue
	\$	\$	\$	2009	2008	DD-MMM-YY	(\$000)
<b>Fees</b>							
Non-Resident fee (4 months +)	\$50 each/\$100 family	\$50 each/\$100 family	\$50 each/\$100 family	0.0%	0.0%	N/A	-
Visitor Fee (3 months or less)	\$5 per mth	\$5 per mth	\$5 per mth	0.0%	0.0%	N/A	-
Adult Library Card replacement	\$5.00	\$5.00	\$5.00	0.0%	0.0%	N/A	-
Juvenile/YA Card replacement	\$1.00	\$1.00	\$1.00	0.0%	0.0%	N/A	-
Exam Invigilation (pilot project)	\$50	\$50	\$50	0.0%	0.0%	N/A	-
Floppy disks	\$1.00	\$1.00	\$1.00	0.0%	0.0%	N/A	-
NSF cheque	\$37.00	\$37.00	\$37.00	0.0%	0.0%	N/A	-
Photocopies	\$0.10 per page	\$0.10 per page	\$0.10 per page	0.0%	0.0%	N/A	-
<b>Room Rentals</b>							
Main Library Auditorium							
Commercial	\$57.52/hour	\$57.52/hour	\$57.52/hour	0.0%	0.0%	N/A	-
Non-profit	\$30.97/hour	\$30.97/hour	\$30.97/hour	0.0%	0.0%	N/A	-
Nepean Centrepointe							
Commercial	\$66.28/4 hrs	\$66.28/4 hrs	\$66.28/4 hrs	0.0%	0.0%	N/A	-
Non-profit	\$53.03/4 hrs	\$53.03/4 hrs	\$53.03/4 hrs	0.0%	0.0%	N/A	-
Other Library Branches							
Commercial	\$66.38/4 hrs	\$66.38/4 hrs	\$66.38/4 hrs	0.0%	0.0%	N/A	-
Non-profit	\$22.12/4 hrs	\$22.12/4 hrs	\$22.12/4 hrs	0.0%	0.0%	N/A	-
<b>Total Ottawa Public Library</b>							-

**City of Ottawa**  
**Ottawa Public Library - Board Recommendations**  
 In Thousands (\$000)

Strategy Category	Program / Service Adjustment	2010 Library Board Recommendations			
		Exp	Rev	Net Impact	FTE Impact
4	<p><b>Recommendation</b></p> <p>Materials: 8.3% increase in materials budget due to growth; circulation has increased 34.6% since 2002 with only a 14.4% increase in materials budget; Library also spends 15% on French language materials. 2008 OMBI results: OPL has 2nd lowest holdings per capita, below the provincial mean and median; 3rd lowest expenditure on materials per capita, below the provincial mean and median.</p>	(180)	-	(180)	-
	<p><b>Impact on Public / City Departments</b></p> <p>Deferring partial request for materials budget increase limits the Library's ability to meet its strategic direction of "catching up" in terms of availability of materials and reduces the ability to bridge the gap between growing demand and current supply.</p>				
4	<p><b>Recommendation</b></p> <p>Capital project management: to plan, monitor, and coordinate major expansion to capital program, as the number of major capital facilities projects has more than tripled in OPL - to be funded through capital program budgets.</p>	(100)	-	(100)	-
	<p><b>Impact on Public / City Departments</b></p> <p>Significantly limits OPL's ability to meet its strategic direction of developing and caring for its community "places and spaces". Could result in reduced progress to other capital projects and facility matters as priority must be given to ISF projects.</p>				
4	<p><b>Recommendation</b></p> <p>Public information: to plan, develop, and deliver public consultation and information programs particularly related to expanded capital program including renovations, retrofits and new builds; to improve media relations; and to develop social networking media strategies to improve customer service and communications.</p>	(65)	-	(65)	(1.00)
	<p><b>Impact on Public / City Departments</b></p> <p>Limits the Board's ability to meet its strategic direction of "telling the Library's story" and meeting the increased demand for library related communication products; also means reduced progress in terms of marketing library services using new media.</p>				

<b>1 - New Revenue Opportunities</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**  
**Ottawa Public Library - Board Recommendations**  
 In Thousands (\$000)

Strategy Category	Program / Service Adjustment	2010 Library Board Recommendations			
		Exp	Rev	Net Impact	FTE Impact
4	<b>Recommendation</b> Accessibility: capacity required to plan, coordinate and deliver accessible customer-driven services that are barrier-free in 33 locations, mobile and virtual services; and to ensure compliance with the <i>Accessibility for Ontarians with Disabilities Act (AODA)</i> - part year savings	(20)	-	(20)	-
	<b>Impact on Public / City Departments</b> Partial-year funding contained in draft budget estimates. Additional funding required for annualization in 2011.				
2	<b>Recommendation</b> Training and development: for improved training for customer service, use of technology and mandatory training to support services for persons with disabilities; to support employee succession and retention. Current training budget is \$57K for 701 FT and PT employees	(40)	-	(40)	-
	<b>Impact on Public / City Departments</b> OPL's training expenditures will remain far below industry standards (OPL's goal is 1.0% of payroll; City's target is 1.5%); training budget has not increased in any significant way since amalgamation. Training needs have increased greatly as the Library implements its new <i>Talent Plan</i> and introduces new technologies and means of doing business to meet the increased demands from its customers.				

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

Strategy Category	Program / Service Adjustment	2010 Library Board Recommendations			
		Exp	Rev	Net Impact	FTE Impact
2	<b><u>Recommendation</u></b> Planning and performance measurement: to support and implement a new outcomes-based approach to performance measurement as per Board policy and the Auditor General's Report on Library Governance; to support continuous improvement initiatives; to assess the return on investment (ROI) for expenditure of tax funds on library service; to provide timely and accurate response to provincial, national and international survey requirements for performance and resource data.	(65)	-	(65)	(1.00)
	<b><u>Impact on Public / City Departments</u></b> Reduces the Library's ability to implement improved performance measurement program, focused on outcomes. Reduces available resources required to research on-going capital and service initiatives.				
2	<b><u>Recommendation</u></b> Social Networking: 35% of adult Internet users use social networking sites, as do 75% of young persons ages 18-24; Facebook has more than 300 million active users and Twitter 23 million unique visitors. The Library must use social networking tools as key element of customer-driven service excellence.	(65)	-	(65)	(1.00)
	<b><u>Impact on Public / City Departments</u></b> Reduces the Library's ability to respond to increasing public user demand for convenient and current web-based library services such as Twitter and Facebook that reach customers where they are, and at times convenient to them.				

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

Strategy Category	Program / Service Adjustment	2010 Library Board Recommendations			
		Exp	Rev	Net Impact	FTE Impact
2	<b><u>Recommendation</u></b> Diversity: capacity required to deliver community outreach services to vulnerable groups including: seniors, adults with low literacy, persons with disabilities, Aboriginals, persons with unstable housing, job seekers, and newcomers to Canada.	(65)	-	(65)	(1.00)
	<b><u>Impact on Public / City Departments</u></b> Reduces the Library's ability to go out into the community where people are and build knowledge and linkages about library services and programs that can meet the needs of these target groups. For many in these groups, coming into the Library is often both intimidating and new. Limits the Library's response in developing and implementing a service strategy for seniors.				
2	<b><u>Recommendation</u></b> Teen Services: Teens represent 18% of Ottawa's population; the Library currently has only 2 FTEs dedicated to serve this population. Additional capacity is required to effectively implement new Board approved Teen Services Strategy.	(100)	-	(100)	(1.50)
	<b><u>Impact on Public / City Departments</u></b> Dedicated resources of 1.5 FTEs are required to begin the phased implementation of the Teen Services Strategy. Keeps programs and services at current levels which do not meet teen customer demand and are not offered in all library branches.				
<b>Total Library Board Recommendations</b>		<b>(700)</b>	<b>-</b>	<b>(700)</b>	<b>(5.50)</b>

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

Operating Resource Requirement	2008	2009		2010	Change Over		2011	2012
	Actual	Actual	Budget	Adopted	2009 Budget	2008 Actual	Forecast	
<b>Expenditures by Program</b>								
Police Services Board	589	688	699	708	9	119	-	-
Executive	7,347	8,121	7,226	7,236	10	(111)	-	-
Corporate Support	46,532	50,527	50,661	54,556	3,895	8,024	-	-
Resourcing and Development	9,706	11,077	10,478	10,528	50	822	-	-
Support Services	23,583	24,143	24,599	25,791	1,192	2,208	-	-
Emergency Operations	17,106	20,447	17,360	18,944	1,584	1,838	-	-
Criminal Investigation Services	33,262	33,922	31,412	33,044	1,632	(218)	-	-
Patrol Services	75,113	80,333	81,277	87,338	6,061	12,225	-	-
Fiscal Accounts	10,016	11,889	9,264	11,413	2,149	1,397	-	-
<b>Gross Expenditure</b>	<b>223,254</b>	<b>241,147</b>	<b>232,976</b>	<b>249,558</b>	<b>16,582</b>	<b>26,304</b>	<b>262,928</b>	<b>279,070</b>
Recoveries & Allocations	(3,106)	(3,065)	(1,772)	(1,820)	(48)	1,286	(1,867)	(1,916)
<b>Net Expenditure</b>	<b>220,148</b>	<b>238,082</b>	<b>231,204</b>	<b>247,738</b>	<b>16,534</b>	<b>27,590</b>	<b>261,061</b>	<b>277,154</b>
<b>Expenditures by Type</b>								
Salaries, Wages & Benefits	177,245	192,190	184,170	199,516	15,346	22,271	211,348	223,168
Overtime	6,449	6,917	5,822	5,598	(224)	(851)	5,766	5,939
Material & Services	15,642	17,393	17,834	18,451	617	2,809	18,371	20,070
Transfers/Grants/Financial Charges	16,245	16,395	16,354	16,354	-	109	17,804	20,254
Fleet Costs	1,867	1,914	1,987	2,038	51	171	2,038	2,038
Program Facility Costs	4,421	4,897	5,477	6,269	792	1,848	6,269	6,269
Other Internal Costs	1,385	1,441	1,332	1,332	-	(53)	1,332	1,332
<b>Gross Expenditures</b>	<b>223,254</b>	<b>241,147</b>	<b>232,976</b>	<b>249,558</b>	<b>16,582</b>	<b>26,304</b>	<b>262,928</b>	<b>279,070</b>
Recoveries & Allocations	(3,106)	(3,065)	(1,772)	(1,820)	(48)	1,286	(1,867)	(1,916)
<b>Net Expenditure</b>	<b>220,148</b>	<b>238,082</b>	<b>231,204</b>	<b>247,738</b>	<b>16,534</b>	<b>27,590</b>	<b>261,061</b>	<b>277,154</b>
<b>Revenues By Type</b>								
Federal	(39)	(2,500)	-	-	-	-	-	-
Provincial	(4,799)	(6,568)	(5,187)	(5,627)	(440)	(828)	(5,627)	(5,627)
Municipal	-	-	-	-	-	-	-	-
Own Funds	(607)	(550)	(550)	(1,777)	(1,227)	(1,170)	-	-
Fees and Services	(2,705)	(2,669)	(2,820)	(2,951)	(131)	(246)	(3,101)	(3,251)
Fines	-	-	-	-	-	-	-	-
Other	(8,100)	(10,882)	(7,711)	(9,447)	(1,736)	(1,347)	(9,447)	(9,447)
<b>Total Revenue</b>	<b>(16,250)</b>	<b>(23,169)</b>	<b>(16,268)</b>	<b>(19,802)</b>	<b>(3,534)</b>	<b>(3,552)</b>	<b>(18,175)</b>	<b>(18,325)</b>
<b>Net Requirement</b>	<b>203,898</b>	<b>214,913</b>	<b>214,936</b>	<b>227,936</b>	<b>13,000</b>	<b>24,038</b>	<b>242,886</b>	<b>258,829</b>
<b>Full Time Equivalents</b>	<b>1,866.30</b>	<b>1,926.30</b>	<b>1,926.30</b>	<b>1,949.30</b>	<b>23.00</b>	<b>83.00</b>	<b>1,972.30</b>	<b>1,995.30</b>

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

Operating Resource Requirement Analysis	2009 Baseline			2010 Adjustments						2010	Change Over '09 Budget	% of Exp. on Comp./ Benefits
	Actual	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	New Services / Needs	Efficiencies	User Fees & Charges	Adopted		
<b>Expenditures by Program</b>												
Police Services Board	688	699	-	9	-	-	-	-	-	708	9	31.6%
Executive	8,121	7,226	-	(23)	-	-	33	-	-	7,236	10	85.6%
Corporate Support	50,527	50,661	-	2,852	-	1,545	-	(502)	-	54,556	3,895	39.8%
Resourcing & Development	11,077	10,478	-	(486)	-	255	281	-	-	10,528	50	79.7%
Support Services	24,143	24,599	-	1,107	-	85	-	-	-	25,791	1,192	96.1%
Emergency Operations	20,447	17,360	-	1,341	-	57	186	-	-	18,944	1,584	91.4%
Criminal Investigation Services	33,922	31,412	-	1,547	-	85	-	-	-	33,044	1,632	95.7%
Patrol Services	80,333	81,277	-	5,863	-	198	-	-	-	87,338	6,061	99.5%
Fiscal Accounts	11,889	9,264	-	2,149	-	-	-	-	-	11,413	2,149	69.4%
<b>Gross Expenditure</b>	<b>241,147</b>	<b>232,976</b>	-	<b>14,359</b>	-	<b>2,225</b>	<b>500</b>	<b>(502)</b>	-	<b>249,558</b>	<b>16,582</b>	<b>82.2%</b>
Recoveries & Allocations	(3,065)	(1,772)	-	(48)	-	-	-	-	-	(1,820)	(48)	
<b>Net Expenditure</b>	<b>238,082</b>	<b>231,204</b>	-	<b>14,311</b>	-	<b>2,225</b>	<b>500</b>	<b>(502)</b>	-	<b>247,738</b>	<b>16,534</b>	
<b>Percent of 2009 Net Expenditure Budget</b>			<b>0.0%</b>	<b>6.2%</b>	<b>0.0%</b>	<b>1.0%</b>	<b>0.2%</b>	<b>-0.2%</b>	<b>0.0%</b>	<b>7.2%</b>		
<b>Expenditures by Type</b>												
Salaries, Wages & Benefits	192,190	184,170	-	13,271	-	2,075	-	-	-	199,516	15,346	
Overtime	6,917	5,822	-	(24)	-	-	-	(200)	-	5,598	(224)	
Material & Services	17,393	17,834	-	269	-	150	500	(302)	-	18,451	617	
Transfers/Grants/Financial Charges	16,395	16,354	-	-	-	-	-	-	-	16,354	-	
Fleet Costs	1,914	1,987	-	51	-	-	-	-	-	2,038	51	
Program Facility Costs	4,897	5,477	-	792	-	-	-	-	-	6,269	792	
Other Internal Costs	1,441	1,332	-	-	-	-	-	-	-	1,332	-	
<b>Gross Expenditures</b>	<b>241,147</b>	<b>232,976</b>	-	<b>14,359</b>	-	<b>2,225</b>	<b>500</b>	<b>(502)</b>	-	<b>249,558</b>	<b>16,582</b>	
Recoveries & Allocations	(3,065)	(1,772)	-	(48)	-	-	-	-	-	(1,820)	(48)	
<b>Net Expenditure</b>	<b>238,082</b>	<b>231,204</b>	-	<b>14,311</b>	-	<b>2,225</b>	<b>500</b>	<b>(502)</b>	-	<b>247,738</b>	<b>16,534</b>	
<b>Revenues By Type</b>												
Federal	(2,500)	-	-	-	-	-	-	-	-	-	-	
Provincial	(6,568)	(5,187)	-	(440)	-	-	-	-	-	(5,627)	(440)	
Municipal	-	-	-	-	-	-	-	-	-	-	-	
Own Funds	(550)	(550)	-	(1,227)	-	-	-	-	-	(1,777)	(1,227)	
Fees and Services	(2,669)	(2,820)	-	19	-	-	-	-	(150)	(2,951)	(131)	
Fines	-	-	-	-	-	-	-	-	-	-	-	
Other	(10,882)	(7,711)	-	(1,736)	-	-	-	-	-	(9,447)	(1,736)	
<b>Total Revenue</b>	<b>(23,169)</b>	<b>(16,268)</b>	-	<b>(3,384)</b>	-	-	-	-	<b>(150)</b>	<b>(19,802)</b>	<b>(3,534)</b>	
<b>Percent of 2009 Revenue Budget</b>			<b>0.0%</b>	<b>20.8%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.9%</b>	<b>21.7%</b>		
<b>Net Requirement</b>	<b>214,913</b>	<b>214,936</b>	-	<b>10,927</b>	-	<b>2,225</b>	<b>500</b>	<b>(502)</b>	<b>(150)</b>	<b>227,936</b>	<b>13,000</b>	
<b>Percent of 2009 Net Requirement Budget</b>			<b>0.0%</b>	<b>5.1%</b>	<b>0.0%</b>	<b>1.0%</b>	<b>0.2%</b>	<b>-0.2%</b>	<b>-0.1%</b>	<b>6.0%</b>		
<b>Full Time Equivalents (FTE's)</b>	<b>1,926.30</b>	<b>1,926.30</b>	-	-	-	<b>23.00</b>	-	-	-	<b>1,949.30</b>	<b>23.00</b>	
<b>Percent of 2009 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>1.2%</b>		

**City of Ottawa**

**Ottawa Police Service - Operating Resource Requirement Explanatory Notes**

In Thousands (\$000)

2009 Actual vs. Budget Variance Explanation	Surplus / (Deficit)		
	Exp.	Rev.	Net
<b>Actual vs. Budget Variance Explanation</b>			
Presidential Visit	(2,500)	2,500	-
Retirement Costs	(1,400)	-	(1,400)
Tamil demonstration	(925)	-	(925)
WSIB	(300)	-	(300)
Fleet surplus (fuel & maintenance)	400	-	400
Overtime & Court Time surplus	556	-	556
Liability Claim surplus	100	-	100
Other expenditure reductions	(973)	-	(973)
Increased Secondment Revenue	(1,836)	1,836	-
Increased Off-Duty Policing Revenue	-	584	584
New Revenue (Recruitment fund & HTCUC)	-	667	667
Alarm Revenue reduction	-	(150)	(150)
Other Revenue adjustments	-	1,464	1,464
<b>Total Surplus / (Deficit)</b>	<b>(6,878)</b>	<b>6,901</b>	<b>23</b>

City of Ottawa

Ottawa Police Service - Operating Resource Requirement Explanatory Notes

In Thousands (\$000)

2010 Pressure Category / Explanation	Increase / (Decrease)			FTE Impact
	Exp.	Rev.	Net 2010 Changes	
<b>Maintain Services</b>				
Per Financial Framework - Element 1 (FF1)				
Existing staff costs include an adjustment for 2010 contract settlements, increments, responsibility pay, and benefit adjustments, with corresponding revenue recovery	11,522	(1,686)	9,836	-
Retirement costs	2,400	-	2,400	-
Materials and supplies, with corresponding revenue adjustments	(163)	19	(144)	-
Net one-time projects	1,227	-	1,227	-
Net one-time funding	-	(1,227)	(1,227)	-
New sources of revenue	-	(440)	(440)	-
\$1 million Board directed reduction - overtime/court reduction impact	(215)		(215)	-
\$1 million Board directed reduction - eliminate 2 temporary positions in Records	(140)		(140)	-
\$1 million Board directed reduction - factor rate increase in gapping	(320)		(320)	-
\$1 million Board directed reduction - increase to secondment revenue		(50)	(50)	-
<b>Total Maintain Services</b>	<b>14,311</b>	<b>(3,384)</b>	<b>10,927</b>	<b>-</b>
<b>Provincial Legislated</b>				
	-	-	-	-
<b>Total Provincial Legislated</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Growth</b>				
SGI program - annualization of prior year's growth (sworn 30, civilian 15)	1,700	-	1,700	-
SGI program - new civilian hires for 2010 (civilian 23)	650	-	650	23.00
\$1 million Board directed reduction - defer hiring 23 civilians by 1 month	(125)	-	(125)	-
<b>Total Growth</b>	<b>2,225</b>	<b>-</b>	<b>2,225</b>	<b>23.00</b>

City of Ottawa

Ottawa Police Service - Operating Resource Requirement Explanatory Notes

In Thousands (\$000)

2010 Pressure Category / Explanation	Increase / (Decrease)			FTE Impact
	Exp.	Rev.	Net 2010 Changes	
<b>New Services / Needs</b>				
See Appendix D for details	650	-		
\$1 million Board directed reduction - phase pandemic spending increase over 2 years	(150)	-	(150)	-
<b>Total New Services / Needs</b>	<b>500</b>	<b>-</b>	<b>(150)</b>	<b>-</b>
<b>Efficiencies</b>				
See Appendix G for details	(502)	-	(502)	-
<b>Total Efficiencies</b>	<b>(502)</b>	<b>-</b>	<b>(502)</b>	<b>-</b>
<b>User Fees &amp; Charges</b>				
See Appendix E 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>16,534</b>	<b>(3,534)</b>	<b>12,350</b>	<b>23.00</b>

**City of Ottawa**  
**Ottawa Police Services - User Fees**

User Fees	2008 Rate	2009 Rate	2010 Rate	% Change Over		Effective Date	2010 Revenue
	\$	\$	\$	2009	2008	DD-MMM-YY	(\$000)
<b>Ottawa Police Services</b>							
<u>Police Records Check</u>							
Police Records Check - Vulnerable Sector Employment	13.00	14.00	15.00	7.1%	15.4%	01-Mar-10	-
Police Records Check - Non-resident	45.00	47.00	49.00	4.3%	8.9%	01-Mar-10	-
Police Records Check - Vulnerable Sector Volunteer	n/c	n/c	n/c			01-Mar-10	-
Police Records Check - Vulnerable Sector Employment Express	45.00	47.00	49.00	4.3%	8.9%	01-Mar-10	-
Police Records Check - Vulnerable Sector Volunteer Express	32.00	34.00	34.00	0.0%	6.3%	01-Mar-10	-
Police Records Check - Adoption	38.00	40.00	42.00	5.0%	10.5%	01-Mar-10	-
Police Records Check - Pardon Applicants	48.00	50.00	53.00	6.0%	10.4%	01-Mar-10	-
Police Records Check - Out of Country	45.00	47.00	49.00	4.3%	8.9%	01-Mar-10	-
Criminal Records Check	38.00	40.00	42.00	5.0%	10.5%	01-Mar-10	-
Criminal Records Check - Non-resident	70.00	74.00	76.00	2.7%	8.6%	01-Mar-10	-
Crime Free Multi-Housing Records Check	27.00	28.00	29.00	3.6%	7.4%	01-Mar-10	-
Occurrence Report	43.00	45.00	47.00	4.4%	9.3%	01-Mar-10	-
MVA Report	43.00	45.00	47.00	4.4%	9.3%	01-Mar-10	-
False Alarm Registration Fee	45.00	45.00	-	0.0%	0.0%		-
False Alarm Fee	80.00	80.00	80.00 *	0.0%	0.0%		-
<b>Total Ottawa Police Services</b>							<b>(150)</b>

\* 2010 rate to be determined early 1st quarter through Ottawa Police Service Board report