

BUDGET 2011 *Ottawa*

Environment Committee

Draft Operating and Capital Budget

Tax Supported Programs



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Environment Committee

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City of Ottawa
Environment Committee - Operating Resource Requirement
In Thousands (\$000)

Operating Resource Requirement	2009	2010		2011	\$ Change Over	
	Actual	Forecast	Budget	Estimate	2010 Budget	2009 Actual
<u>Expenditures by Program</u>						
Infrastructure Services	25,112	26,004	26,674	27,330	656	2,218
Community Sustainability Services	2,455	2,887	2,868	2,711	(157)	256
Solid Waste Services	56,884	61,595	65,871	67,866	1,995	10,982
Forestry Services	9,643	10,108	9,908	11,842	1,934	2,199
Gross Expenditure	94,094	100,594	105,321	109,749	4,428	15,655
Recoveries & Allocations	(18,916)	(19,419)	(19,882)	(20,422)	(540)	(1,506)
Revenue	(49,625)	(43,801)	(42,916)	(45,816)	(2,900)	3,809
Net Requirement	25,553	37,374	42,523	43,511	988	17,958
<u>Expenditures by Type</u>						
Salaries, Wages & Benefits	35,410	36,986	38,386	40,707	2,321	5,297
Overtime	820	830	789	797	8	(23)
Material & Services	40,638	50,816	54,067	56,655	2,588	16,017
Transfers/Grants/Financial Charges	10,490	4,998	5,014	5,014	-	(5,476)
Fleet Costs	5,240	5,618	5,848	6,119	271	879
Program Facility Costs	164	186	186	192	6	28
Other Internal Costs	1,332	1,162	1,105	1,105	-	(227)
Service Innovation & Efficiency Prog	-	(2)	(74)	(840)	(766)	(840)
Gross Expenditures	94,094	100,594	105,321	109,749	4,428	15,655
Recoveries & Allocations	(18,916)	(19,419)	(19,882)	(20,422)	(540)	(1,506)
Net Expenditure	75,178	81,175	85,439	89,327	3,888	14,149
<u>Revenues By Type</u>						
Federal	-	-	-	-	-	-
Provincial	(4,723)	(4,368)	(4,340)	(5,678)	(1,338)	(955)
Municipal	-	-	-	-	-	-
Own Funds	(5,710)	-	-	-	-	5,710
Fees and Services	(39,192)	(32,033)	(33,177)	(32,888)	289	6,304
Fines	-	-	-	-	-	-
Other	-	(7,400)	(5,399)	(7,250)	(1,851)	(7,250)
Total Revenue	(49,625)	(43,801)	(42,916)	(45,816)	(2,900)	3,809
Net Requirement	25,553	37,374	42,523	43,511	988	17,958
<u>Full Time Equivalents</u>	474.32	494.02	494.02	501.02	7.00	26.70

City of Ottawa
Environment Committee - Operating Resource Requirement Analysis
In Thousands (\$000)

Operating Resource Requirement Analysis	2010 Baseline			2011 Adjustments							2011	\$ Change Over '10 Budget
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	New Services / Needs	Efficiencies	User Fees & Charges	Proposed Budget Changes	Estimate	
Expenditures by Program												
Infrastructure Services	26,004	26,674	(14)	904	1	-	-	(157)	-	(78)	27,330	656
Community Sustainability Services	2,887	2,868	(343)	190	-	-	-	(4)	-	-	2,711	(157)
Solid Waste Services	61,595	65,871	589	1,372	25	610	-	(601)	-	-	67,866	1,995
Forestry Services	10,108	9,908	51	392	5	15	1,543	(72)	-	-	11,842	1,934
Gross Expenditure	100,594	105,321	283	2,858	31	625	1,543	(834)	-	(78)	109,749	4,428
Recoveries & Allocations	(19,419)	(19,882)	40	(580)	-	-	-	-	-	-	(20,422)	(540)
Revenue	(43,801)	(42,916)	(931)	39	(688)	(641)	-	-	(679)	-	(45,816)	(2,900)
Net Requirement	37,374	42,523	(608)	2,317	(657)	(16)	1,543	(834)	(679)	(78)	43,511	988
Expenditures by Type												
Salaries, Wages & Benefits	36,986	38,386	90	1,746	-	-	500	-	-	(15)	40,707	2,321
Overtime	830	789	-	8	-	-	-	-	-	-	797	8
Material & Services	50,816	54,067	223	868	-	610	940	-	-	(53)	56,655	2,588
Transfers/Grants/Financial Charges	4,998	5,014	-	-	-	-	-	-	-	-	5,014	-
Fleet Costs	5,618	5,848	(32)	232	31	15	103	(68)	-	(10)	6,119	271
Program Facility Costs	186	186	2	4	-	-	-	-	-	-	192	6
Other Internal Costs	1,162	1,105	-	-	-	-	-	-	-	-	1,105	-
Service Innovation & Efficiency Prog	(2)	(74)	-	-	-	-	-	(766)	-	-	(840)	(766)
Gross Expenditures	100,594	105,321	283	2,858	31	625	1,543	(834)	-	(78)	109,749	4,428
Recoveries & Allocations	(19,419)	(19,882)	40	(580)	-	-	-	-	-	-	(20,422)	(540)
Net Expenditure	81,175	85,439	323	2,278	31	625	1,543	(834)	-	(78)	89,327	3,888
Percent of 2010 Net Expenditure Budget			0.4%	2.7%	0.0%	0.7%	1.8%	-1.0%	0.0%	-0.1%	4.6%	
Revenues By Type												
Federal	-	-	-	-	-	-	-	-	-	-	-	-
Provincial	(4,368)	(4,340)	(650)	-	(688)	-	-	-	-	-	(5,678)	(1,338)
Municipal	-	-	-	-	-	-	-	-	-	-	-	-
Own Funds	-	-	-	-	-	-	-	-	-	-	-	-
Fees and Services	(32,033)	(33,177)	1,570	39	-	(641)	-	-	(679)	-	(32,888)	289
Fines	-	-	-	-	-	-	-	-	-	-	-	-
Other	(7,400)	(5,399)	(1,851)	-	-	-	-	-	-	-	(7,250)	(1,851)
Total Revenue	(43,801)	(42,916)	(931)	39	(688)	(641)	-	-	(679)	-	(45,816)	(2,900)
Percent of 2010 Revenue Budget			2.2%	-0.1%	1.6%	1.5%	0.0%	0.0%	1.6%	0.0%	6.8%	
Net Requirement	37,374	42,523	(608)	2,317	(657)	(16)	1,543	(834)	(679)	(78)	43,511	988
Percent of 2010 Net Requirement Budget			-1.4%	5.4%	-1.5%	0.0%	3.6%	-2.0%	-1.6%	-0.2%	2.3%	
Full Time Equivalents (FTE's)	494.02	494.02	-	-	-	-	7.00	-	-	-	501.02	7.00
Percent of 2010 FTE's			0.0%	0.0%	0.0%	0.0%	1.4%	0.0%	0.0%	0.0%	1.4%	

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

2011 Draft Budget

Service Area	Tax Supported/ Dedicated Reserves	Debt	Grand Total
Environment	4,577		4,577
Solid Waste Services	1,800	200	2,000
Grand Total	6,377	200	6,577

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

2011 Draft Budget

Project	2011
Environment	
905733 SIEP Smart Energy	2,412
905452 2010 Tree & Forests Maint Prog Vehicles	490
906134 2011 Lifecycle Renewal - Tree Program	1,175
902560 Environmental Management	500
	4,577
Solid Waste Services	
906112 Lifecycle Renewal Fleet - Solid Waste	1,100
904575 Solid Waste Organics	200
902970 Solid Waste Planning - Long Term	500
906167 Leachate Management	200
	2,000
Grand Total	6,577

Infrastructure Services and Community Sustainability Portfolio

Infrastructure Services Department– 2011 Budget Briefing Note

Description

The Infrastructure Services Department (ISD) is a client-centric organization that is responsible for the asset management of existing infrastructure, design and construction of new and renewal of the City's municipal infrastructure (roads, sidewalks, sewers and watermain systems, bridges, culverts, and the transitway), buildings and parks. ISD maintains the infrastructure, assesses the condition and determines the priorities for renewal of the infrastructure to ensure it remains safe, reliable and maximizing operational efficiency. In addition, ISD provides support for the construction projects in the area of design standards, contract administration and quality assurance services. ISD also acts as the City Surveyor and is responsible for the utility coordination in the City's Right of Way.

Programs / Services Offered

Asset Management:

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

Infrastructure Services and Community Sustainability Portfolio

Infrastructure Services Department– 2011 Budget Briefing Note

Design and Construction:

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

Business and Technical Services:

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

Infrastructure Services and Community Sustainability Portfolio

Infrastructure Services Department– 2011 Budget Briefing Note

Re-Organizations

The Department organizational realignment that occurred in 2009-2010 better positions the Department to provide integrated and coordinated asset management and project delivery as a shared services. The Department will continue to adjust the organizational structure to advance the Key Business Initiatives in support of the Service Excellence Plan to increase employee engagement, operational performance and client satisfaction.

Performance / Outcome Measures

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

Performance measures are currently being developed in 2010-2011 to measure the performance of the Department as a shared service provider.

Service Standard and tracking of the service standard will be implemented in 2011 as part of the Service Excellence Plan.

Infrastructure Services and Community Sustainability Portfolio

Infrastructure Services Department– 2011 Budget Briefing Note

2010 Budget Risks / Other Considerations

The Department will continue to maximize the renewal investments to minimize the growing gap between what is spent on infrastructure and what is required to maintain our assets, to meet the demands of a growing population and for building strong sustainable and liveable communities. The City of Ottawa has an estimated \$30 billion in assets, which includes roads, bridges, sidewalks, pathways, trails, sewers, culverts, watermains, Transitway networks, community centres, recreation facilities, libraries, fire stations.

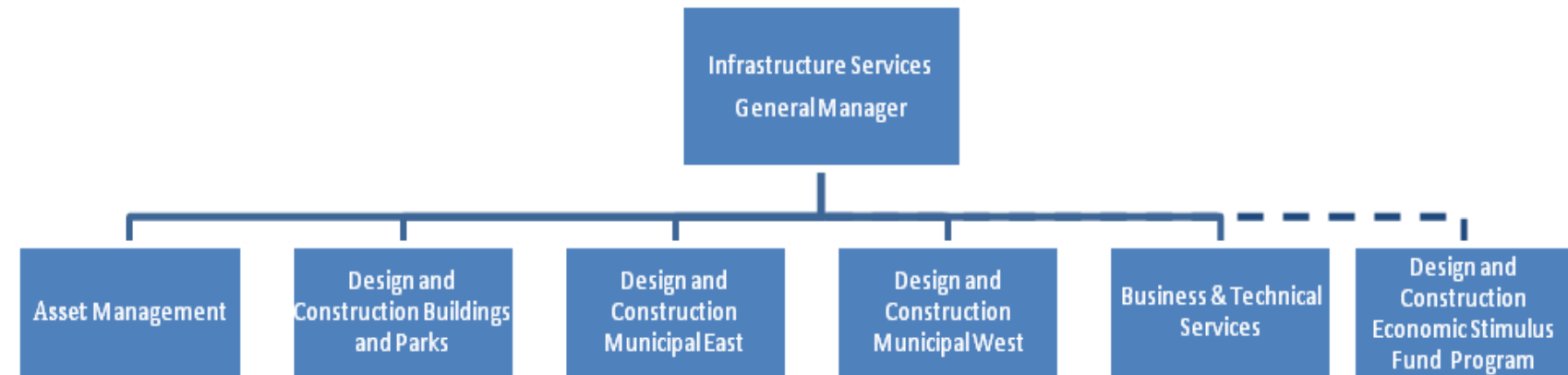
For 2011 the Department will continue to focus on the Infrastructure Renewal, Build Canada, Ottawa River Action Plan (ORAP) and Economic Stimulus Funding (ESF) to maximize the funding envelope for these programs.

In a very competitive market place the ability to retain, maintain and recruit for a number of positions requires an, appropriate strategy and action plan. This will ensure the city infrastructure is protected and operational performance on project delivery is maintain at its highest level to achieve a high standard of client satisfaction and public confidence.

Infrastructure Services and Community Sustainability Portfolio

Infrastructure Services Department– 2011 Budget Briefing Note

Org Chart



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

Operating Resource Requirement	2009	2010		2011	\$ Change Over	
	Actual	Forecast	Budget	Estimate	2010 Budget	2009 Actual
<u>Expenditure by Program</u>						
General Manager's Office - IS	464	495	502	541	39	77
Design & Construction - Municipal East	4,715	5,064	5,382	5,564	182	849
Design & Construction - Municipal West	6,295	6,142	5,966	6,088	122	(207)
Design & Construction - Bldng/Fac/Prks	3,508	3,396	3,419	3,475	56	(33)
Asset Management	4,947	5,262	5,549	5,754	205	807
Business & Technical Services	5,183	5,645	5,856	6,062	206	879
Service Innovation & Efficiency Prog	-	-	-	(154)	(154)	(154)
Gross Expenditure	25,112	26,004	26,674	27,330	656	2,218
Recoveries & Allocations	(18,384)	(19,023)	(19,593)	(20,173)	(580)	(1,789)
Revenue	(1,565)	(726)	(826)	(661)	165	904
Net Requirement	5,163	6,255	6,255	6,496	241	1,333
<u>Expenditure by Type</u>						
Salaries, Wages & Benefits	22,754	23,838	24,489	25,356	867	2,602
Overtime	460	545	483	483	-	23
Material & Services	1,415	1,312	1,410	1,357	(53)	(58)
Transfers/Grants/Financial Charges	159	-	-	-	-	(159)
Fleet Costs	260	228	234	230	(4)	(30)
Program Facility Costs	-	-	-	-	-	-
Other Internal Costs	64	81	58	58	-	(6)
Service Innovation & Efficiency Prog	-	-	-	(154)	(154)	(154)
Gross Expenditure	25,112	26,004	26,674	27,330	656	2,218
Recoveries & Allocations	(18,384)	(19,023)	(19,593)	(20,173)	(580)	(1,789)
Net Expenditure	6,728	6,981	7,081	7,157	76	429
<u>Revenue By Type</u>						
Federal	-	-	-	-	-	-
Provincial	-	-	-	-	-	-
Municipal	-	-	-	-	-	-
Own Funds	-	-	-	-	-	-
Fees and Services	(1,565)	(726)	(826)	(661)	165	904
Fines	-	-	-	-	-	-
Other	-	-	-	-	-	-
Total Revenue	(1,565)	(726)	(826)	(661)	165	904
Net Requirement	5,163	6,255	6,255	6,496	241	1,333
<u>Full Time Equivalents</u>	293.17	293.17	293.17	293.17	-	-

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

Operating Resource Requirement Analysis	2010 Baseline			2011 Adjustments							2011	\$ Change Over '10 Budget
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	New Services / Needs	Efficiencies	User Fees & Charges	Proposed Budget Changes	Estimate	
Expenditure by Program												
General Manager's Office - IS	495	502	(1)	42	-	-	-	-	-	(2)	541	39
Design & Construction - Municipal East	5,064	5,382	-	194	-	-	-	-	-	(12)	5,564	182
Design & Construction - Municipal West	6,142	5,966	(6)	137	-	-	-	-	-	(9)	6,088	122
Design & Construction - Bldng/Fac/Prks	3,396	3,419	-	72	-	-	-	-	-	(16)	3,475	56
Asset Management	5,262	5,549	-	231	-	-	-	(1)	-	(25)	5,754	205
Business & Technical Services	5,645	5,856	(7)	228	1	-	-	(2)	-	(14)	6,062	206
Service Innovation & Efficiency Prog	-	-	-	-	-	-	-	(154)	-	-	(154)	(154)
Gross Expenditure	26,004	26,674	(14)	904	1	-	-	(157)	-	(78)	27,330	656
Recoveries & Allocations	(19,023)	(19,593)	-	(580)	-	-	-	-	-	-	(20,173)	(580)
Revenue	(726)	(826)	170	-	-	-	-	-	(5)	-	(661)	165
Net Requirement	6,255	6,255	156	324	1	-	-	(157)	(5)	(78)	6,496	241
Expenditure by Type												
Salaries, Wages & Benefits	23,838	24,489	(13)	895	-	-	-	-	-	(15)	25,356	867
Overtime	545	483	-	-	-	-	-	-	-	-	483	-
Material & Services	1,312	1,410	-	-	-	-	-	-	-	(53)	1,357	(53)
Transfers/Grants/Financial Charges	-	-	-	-	-	-	-	-	-	-	-	-
Fleet Costs	228	234	(1)	9	1	-	-	(3)	-	(10)	230	(4)
Program Facility Costs	-	-	-	-	-	-	-	-	-	-	-	-
Other Internal Costs	81	58	-	-	-	-	-	-	-	-	58	-
Service Innovation & Efficiency Prog	-	-	-	-	-	-	-	(154)	-	-	(154)	(154)
Gross Expenditure	26,004	26,674	(14)	904	1	-	-	(157)	-	(78)	27,330	656
Recoveries & Allocations	(19,023)	(19,593)	-	(580)	-	-	-	-	-	-	(20,173)	(580)
Net Expenditure	6,981	7,081	(14)	324	1	-	-	(157)	-	(78)	7,157	76
Percent of 2010 Net Expenditure Budget			-0.2%	4.6%	0.0%	0.0%	0.0%	-2.2%	0.0%	-1.1%	1.1%	
Revenue By Type												
Federal	-	-	-	-	-	-	-	-	-	-	-	-
Provincial	-	-	-	-	-	-	-	-	-	-	-	-
Municipal	-	-	-	-	-	-	-	-	-	-	-	-
Own Funds	-	-	-	-	-	-	-	-	-	-	-	-
Fees and Services	(726)	(826)	170	-	-	-	-	-	(5)	-	(661)	165
Fines	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Total Revenue	(726)	(826)	170	-	-	-	-	-	(5)	-	(661)	165
Percent of 2010 Revenue Budget			-20.6%	0.0%	0.0%	0.0%	0.0%	0.0%	0.6%	0.0%	-20.0%	
Net Requirement	6,255	6,255	156	324	1	-	-	(157)	(5)	(78)	6,496	241
Percent of 2010 Net Requirement Budget			2.5%	5.2%	0.0%	0.0%	0.0%	-2.5%	-0.1%	-1.2%	3.9%	
Full Time Equivalents (FTE's)	293.17	293.17	-	-	-	-	-	-	-	-	293.17	-
Percent of 2010 FTE's			0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	

City of Ottawa

Infrastructure Services - Operating Resource Requirement Explanatory Notes

In Thousands (\$000)

2010 Forecast vs. Budget Variance Explanation	Surplus / (Deficit)		
	Exp.	Rev.	Net
Forecast vs. Budget Variance Explanation			
Miscellaneous expenditure savings/revenue shortfalls.	100	(100)	-
Total Surplus / (Deficit)	100	(100)	-

2010 Baseline Adjustments / Explanations	Increase / (Decrease)			
	Exp.	Rev.	Net 2011 Changes	FTE Impact
Adjustments to Base Budget				
Impact of settlement of Municipal Street Occupation Agreement (MAA).	-	170	170	-
Adjustment for removal of 2010 Management Professional Exempt (MPE) performance pay and adjustment to Fleet costs due to the implementation of HST.	(14)	-	(14)	-
Total Adjustments to Base Budget	(14)	170	156	-

2011 Pressure Category / Explanation	Increase / (Decrease)			
	Exp.	Rev.	Net 2011 Changes	FTE Impact
Maintain Services				
All programs include an adjustment for 2011 contract settlement, increment and benefit adjustments.	895	-	895	-
All programs include an adjustment for 2011 contract settlement, increment and benefit adjustments - capital recoveries.	(580)	-	(580)	-
Increase in Fleet costs related to inflation on compensation contracts, parts, fuel, PAYGO reserve contribution and maintenance.	9	-	9	-
Total Maintain Services	324	-	324	-

City of Ottawa

Infrastructure Services - Operating Resource Requirement Explanatory Notes

In Thousands (\$000)

2011 Pressure Category / Explanation	Increase / (Decrease)			
	Exp.	Rev.	Net 2011 Changes	FTE Impact
Provincial Legislated				
Increase in Fleet costs related to legislated provincial training requirements.	1	-	1	-
Total Provincial Legislated	1	-	1	-
Efficiencies				
Adjustment to Fleet costs due to the Efficiency Initiative.	(3)	-	(3)	-
Allocation of Service Innovation & Efficiency Initiative.	(154)	-	(154)	-
Total Efficiencies	(157)	-	(157)	-
User Fees & Charges				
See following User Fee Schedule for details.	-	(5)	(5)	-
Total User Fees & Charges	-	(5)	(5)	-
Proposed Budget Changes				
See following Proposed Budget Changes schedule for details.	(78)	-	(78)	-
Total Proposed Budget Changes	(78)	-	(78)	-
Total Budget Changes	76	165	241	-

City of Ottawa
Infrastructure Services - User Fees

User Fees	2009 Rate	2010 Rate	2011 Rate	% Change Over		Effective Date	2011 Revenue
	\$	\$	\$	2011	2010	DD-MMM-YY	(\$000)
Infrastructure Services						01-May-11	
Asset Management							
Road Cut Pavement Degradation fees (per square meter)							
2 years or less	29.80	30.60	31.35	2.5%	5.2%		
2 to 4 years	24.80	25.40	26.00	2.4%	4.8%		
4 to 7 years	19.90	20.40	21.00	3.0%	5.5%		
7 to 10 years	12.40	12.70	13.00	2.4%	4.8%		
10 years or more	4.95	5.10	5.25	2.9%	6.1%		
Business & Technical Services							
Administration / Research Fee (per street segment)	61.00	62.50	64.00	2.4%	4.9%		
Engineering Plans - Hardcopy / Image / CAD							
Electronic Image file - .pdf, .tif	12.00	12.50	13.00	4.0%	8.3%		
MicroStation .dgn or ACAD .dwg			26.00				
Standard Mylar Print (up to 3 m length)	16.00	16.50	17.00	3.0%	6.3%		
Standard Mylar Print (up to 3 m length)	27.00	28.00	28.75	2.7%	6.5%		
Microfilm paper prints	5.20	5.30	5.50	3.8%	5.8%		
Ottawa UCC Central Registry Plans							
MicroStation .dgn (187m x 125m)	106.00	109.00	112.00	2.8%	5.7%		
Utility Plan Image file - .pdf, .tif			26.00				
Water /Sewer Distribution Plans							
1:2000 scale - .pdf	27.00	28.00	28.75	2.7%	6.5%		

City of Ottawa
Infrastructure Services - User Fees

User Fees	2009 Rate	2010 Rate	2011 Rate	% Change Over		Effective Date	2011 Revenue
	\$	\$	\$	2011	2010	DD-MMM-YY	(\$000)
Engineering / Geotechnical Reports/Studies							
Administrative / Research Fee	27.00	28.00	28.75	2.7%	6.5%		
Copies - B&W per page	0.11	0.11	0.15	36.4%	36.4%		
Legal Letters	160.00	165.00	170.00	3.0%	6.3%		
Contract Manual							
Contract Manual (hard copy)	260.00	265.00	271.00	2.3%	4.2%		
Contract Manual (CD only)	64.00	66.00	67.50	2.3%	5.5%		
Contract Manual -yearly revisions (hard copy)	64.00	66.00	67.50	2.3%	5.5%		
Guideline Publications							
Guideline Publications (hard copy)	260.00	265.00	271.00	2.3%	4.2%		
Guideline Publications (CD only)	64.00	66.00	67.50	2.3%	5.5%		
Business & Technical Services - Surveys and Mapping							
Digital Data - Handling Fee/hr.	91.00	93.00	95.00	2.2%	4.4%		
Renewal of Existing License for a New Project	91.00	93.00	95.00	2.2%	4.4%		
Hard Copy Map/Publishing Fees							
Microfilm Paper Prints	1.60	1.65	1.70	3.0%	6.2%		
36' wide Computer Plot, Paper	17.50	18.00	18.50	2.8%	5.7%		
36' wide Computer Plot, Mylar	54.00	55.00	56.00	1.8%	3.7%		
Survey Control Book	175.00	180.00	184.00	2.2%	5.1%		
1999 General Use Map Colour, Paper (2 parts - region & core area)	11.50	12.00	12.25	2.1%	6.5%		
1998 General Use Map Colour, Paper (2 parts - region & core area)	11.50	12.00	12.25	2.1%	6.5%		

City of Ottawa
Infrastructure Services - User Fees

User Fees	2009 Rate	2010 Rate	2011 Rate	% Change Over		Effective Date	2011 Revenue
	\$	\$	\$	2011	2010	DD-MMM-YY	(\$000)
Electronic Media/Materials fees							
CD-ROM	30.00	31.00	31.80	2.6%	6.0%		
Internet File Transfer (FPT)	30.00	31.00	31.80	2.6%	6.0%		
Internet Email (up to 1 megabyte per email)	30.00	31.00	31.80	2.6%	6.0%		
Customization Fees/Electronic File Translation							
Production of Customized Map or Data (hourly rate)	91.00	93.00	95.00	2.2%	4.4%		
CAD or GIS file	30.00	31.00	32.00	3.2%	6.7%		
One-Time Digital Data Fee, Theme Set:							
Topographic 1:10,000 1:2,000 or 1:5,000 scale electronic Data	30.00	31.00	31.80	2.6%	6.0%		
Aerial Ortho-photo, jpg format (6mb maximum)	91.00	93.00	95.00	2.2%	4.4%		
Road Centreline Graphics	2,940.00	3,010.00	3,085.00	2.5%	4.9%		
Road Centreline Graphics with Street names	5,870.00	6,010.00	6,160.00	2.5%	4.9%		
Road Centreline Graphics with attributes	23,400.00	24,000.00	24,600.00	2.5%	5.1%		
Topographic 1:2,000 scale (full coverage)	23,400.00	24,000.00	24,600.00	2.5%	5.1%		
5.1 Hydrograph only	3,040.00	3,120.00	3,200.00	2.6%	5.3%		
5.2 Culture only	4,090.00	4,190.00	4,295.00	2.5%	5.0%		
5.3 Transportation only	4,090.00	4,190.00	4,295.00	2.5%	5.0%		
5.4 Vegetation only	3,040.00	3,120.00	3,200.00	2.6%	5.3%		
5.5 Altimetry only	3,040.00	3,120.00	3,200.00	2.6%	5.3%		
5.6 Utilities	3,040.00	3,120.00	3,200.00	2.6%	5.3%		
Social Theme	1,750.00	1,790.00	1,835.00	2.5%	4.9%		
Environmental Themes	1,750.00	1,790.00	1,835.00	2.5%	4.9%		
Planning Themes	1,750.00	1,790.00	1,835.00	2.5%	4.9%		
Utilities	2,910.00	2,980.00	3,055.00	2.5%	5.0%		
Administration Areas	1,750.00	1,790.00	1,835.00	2.5%	4.9%		
General Transport Themes	1,750.00	1,790.00	1,835.00	2.5%	4.9%		
Total Department							(5)

City of Ottawa
Infrastructure Services - Proposed Budget Changes
 In Thousands (\$000)

				2011 Proposed Budget Change			
Strategy Category	Dept.	Branch	Program / Service Adjustment	Exp	Rev	Net Impact	FTE Impact
4	ISD	All	<u>Proposed Budget Change</u> Reduction of various line item budgets such as Overtime, Purchased Services (Consultants), Materials and Equipment.	(78)	-	(78)	-
			<u>Impact on Public / City Departments</u> The Department will strategically manage the various line item budgets in order to deliver on Asset Management Strategies, the Service Excellence plan and the Annual Capital program.				
			Total Proposed Budget Changes				(78)

1 - New Revenue Opportunities

2 - Deferral of Proposed New Service Expenditures

3 - Deferral of Capital Projects

4 Adjustments to Existing Services

ISCS – Department of Community Sustainability

2011 Budget Briefing Note

Description

The Department of Community Sustainability is dedicated to the full realization of Ottawa's potential as a model, sustainable, capital city by providing leadership, expertise and support for integrated long-term planning and decision-making across the four dimensions of sustainability – economic, cultural, social and environmental. Additionally, Community Sustainability is a resource to the community, Council and staff, offering expertise and leadership that support the development and implementation of a 'sustainability culture' in the City and the enablement of practices that build in a holistic and integrated approach.

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

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

ISCS – Department of Community Sustainability

2011 Budget Briefing Note

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

To achieve its objectives, the Department:

- Uses multi-stakeholder consultation and extensive engagement strategies involving Council, the community and staff.
- Acts as a resource to staff, community representatives and stakeholders by providing expertise, best practice information, tools and processes to achieve the desired social change and the organizational culture transformation that support sustainability practices, initiatives and guide decision making overall.
- Supports the development of corporate-wide strategies that achieve a holistic approach to sustainability and integrate the 4 sustainability pillars (environment, economic, culture and social/health).
- Benchmarks, monitors and reports on key community indicators at the neighbourhood and community level and reports on progress in achieving community sustainability outcomes.

Programs / Services Offered

Specific Community Sustainability programs and services include:

- **"Choosing our Future"** long-term planning initiative which will help the City succeed in meeting the challenges of the 21st century and will produce 3 integrated long-term plans: Integrated Community Sustainability Plan, Regional Energy and Emissions Plan, and Risk Mitigation and Prevention Plan
- Corporate Sustainability Program aimed at embedding sustainability into our organizational culture – the way we do business, make decisions, and deliver services – by providing training, communications and implementation tools
- Collaborate with community stakeholders and government partners to implement sustainable initiatives
- **Monitoring the Region's progression towards sustainability through performance management and reporting**

ISCS – Department of Community Sustainability

2011 Budget Briefing Note

- Neighbourhood Sustainability Planning (formerly Neighbourhood Planning Initiatives - NPIs)
- Development of Integrated Place-Based Planning Framework
- Maintenance, implementation and refresh of economic development strategy: creation and implementation of business cases that **enhance the City's competitiveness, and job creation potential thereby improving its overall** business climate; and, providing support for responsible business growth in the City to ensure social economic benefits while preserving and enhancing environmental assets
- Manage Economic Development Grants & Contribution Fund
- Manage relationships with external economic development agency, OCRI
- Provide bid support to Ottawa Tourism for major events attraction
- Liaison with Business Improvement Areas, on behalf of the City of Ottawa
- Maintenance, implementation and refresh of the Environmental Strategy; assisting other branches and departments in aligning their programs with the Environmental Strategy
- Development of strategic environmental policies (i.e. Brownfields Incentive Program and Rural Clean Water Program) and best practices for implementation by effected Departments
- Community Environmental Projects Grants Program
- Community Green Buildings Policy development
- Management of cross-departmental program and policy development such as Buried Hydro Lines and Rooftop Solar Panels.
- Air quality monitoring
- Setting and monitoring of greenhouse gas reduction targets
- Climate change mitigation and adaptation strategy and measures
- Management of environmental information

Re-Organizations

In Q2 2010, the Sustainability Services Branch was split into two separate branches: Sustainability Planning and Development, and Sustainability Practice and Neighbourhood Liveability. The purpose for the division was to reflect the different focuses of long-term sustainability planning functions and the sustainability implementation functions within the corporation and within our neighbourhoods.

ISCS – Department of Community Sustainability

2011 Budget Briefing Note

Performance / Outcome Measures

- Refreshed Environmental Strategy adopted by Council
- Choosing Our Future initiative completed and adopted by Council
- Greenhouse gas reduction targets revised and extended for community and corporate reductions beyond 2012
- Implementation of the Neighbourhood Sustainability Program.
- Completion of annual report on air quality monitoring and provision of additional roadside monitoring capability
- Climate change risks identified for all potentially affected City Branches/programs
- Completion of Water Environment Strategy (Ottawa River Action Plan project)
- Report to Council on green building promotion options
- Economic Strategy (Plan for Prosperity) Implementation Plan adopted by Council

2011 Budget Risks / Other Considerations

The Community Sustainability Department has identified 2 one-time budget requests that if not approved would result in:

- A significantly reduced capacity **to complete the “Choosing our Future” initiative, which is in Stage 4 of 5.** The initiative has been jointly funded by the City of Ottawa, Ville de Gatineau and the NCC throughout the previous stages.
- A significantly reduced capacity to further implement the Neighbourhood Sustainability Program, which has been developed per Council direction.

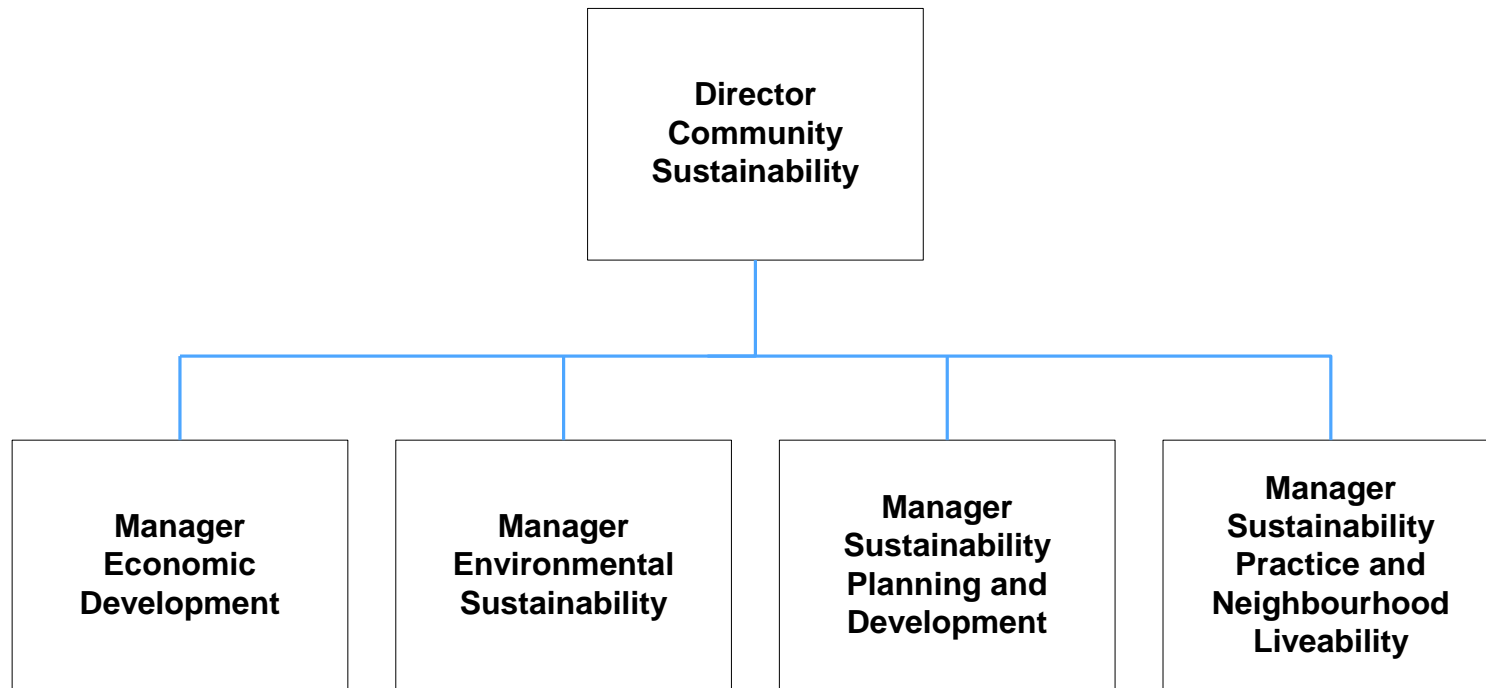
The Economic Strategy (Plan for Prosperity) Implementation Plan will be brought forward for Council’s consideration. The plan will contain recommendations for additional resource requirements necessary to implement the Economic Development Framework as approved by Council (2010)

ISCS – Department of Community Sustainability

2011 Budget Briefing Note

Org Chart

Community Sustainability Department



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

Operating Resource Requirement	2009	2010		2011	\$ Change Over	
	Actual	Forecast	Budget	Estimate	2010 Budget	2009 Actual
<u>Expenditure by Program</u>						
Director's Office - CS	274	301	295	331	36	57
Sust. Planning and Development	1,224	920	901	858	(43)	(366)
Environmental Sustainability	957	921	949	1,031	82	74
Sustainability Practice & Neighbourhood	-	745	723	495	(228)	495
Service Innovation & Efficiency Prog	-	-	-	(4)	(4)	(7)
Gross Expenditure	2,455	2,887	2,868	2,711	(157)	253
Recoveries & Allocations	(178)	(179)	(137)	(97)	40	81
Revenue	5	-	-	-	-	(5)
Net Requirement	2,282	2,708	2,731	2,614	(117)	329
<u>Expenditure by Type</u>						
Salaries, Wages & Benefits	2,188	2,261	2,298	2,441	143	253
Overtime	17	10	13	13	-	(4)
Material & Services	124	565	499	203	(296)	79
Transfers/Grants/Financial Charges	46	45	50	50	-	4
Fleet Costs	-	-	-	-	-	-
Program Facility Costs	-	-	-	-	-	-
Other Internal Costs	80	6	8	8	-	(72)
Service Innovation & Efficiency Prog	-	-	-	(4)	(4)	-
Gross Expenditure	2,455	2,887	2,868	2,711	(157)	260
Recoveries & Allocations	(178)	(179)	(137)	(97)	40	81
Net Expenditure	2,277	2,708	2,731	2,614	(117)	341
<u>Revenue By Type</u>						
Federal	-	-	-	-	-	-
Provincial	-	-	-	-	-	-
Municipal	-	-	-	-	-	-
Own Funds	-	-	-	-	-	-
Fees and Services	5	-	-	-	-	(5)
Fines	-	-	-	-	-	-
Other	-	-	-	-	-	-
Total Revenue	5	-	-	-	-	(5)
Net Requirement	2,282	2,708	2,731	2,614	(117)	336
Full Time Equivalents	25.00	26.00	26.00	26.00	-	1.00

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

Operating Resource Requirement Analysis	2010 Baseline			2011 Adjustments							2011	\$ Change Over '10 Budget
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	New Services / Needs	Efficiencies	User Fees & Charges	Proposed Budget Changes	Estimate	
Expenditure by Program												
Director's Office - CSS	301	295	4	32	-	-	-	-	-	-	331	36
Sust. Planning and Development	920	901	(70)	27	-	-	-	-	-	-	858	(43)
Environmental Sustainability	921	949	-	82	-	-	-	-	-	-	1,031	82
Sustainability Practice & Neighbourhood	745	723	(277)	49	-	-	-	-	-	-	495	(228)
Service Innovation & Efficiency Prog	-	-	-	-	-	-	-	(4)	-	-	(4)	(4)
Gross Expenditure	2,887	2,868	(343)	190	-	-	-	(4)	-	-	2,711	(157)
Recoveries & Allocations	(179)	(137)	40	-	-	-	-	-	-	-	(97)	40
Revenue	-	-	-	-	-	-	-	-	-	-	-	-
Net Requirement	2,708	2,731	(303)	190	-	-	-	(4)	-	-	2,614	(117)
Expenditure by Type												
Salaries, Wages & Benefits	2,261	2,298	(7)	150	-	-	-	-	-	-	2,441	143
Overtime	10	13	-	-	-	-	-	-	-	-	13	-
Material & Services	565	499	(336)	40	-	-	-	-	-	-	203	(296)
Transfers/Grants/Financial Charges	45	50	-	-	-	-	-	-	-	-	50	-
Fleet Costs	-	-	-	-	-	-	-	-	-	-	-	-
Program Facility Costs	-	-	-	-	-	-	-	-	-	-	-	-
Other Internal Costs	6	8	-	-	-	-	-	-	-	-	8	-
Service Innovation & Efficiency Prog	-	-	-	-	-	-	-	(4)	-	-	(4)	(4)
Gross Expenditure	2,887	2,868	(343)	190	-	-	-	(4)	-	-	2,711	(157)
Recoveries & Allocations	(179)	(137)	40	-	-	-	-	-	-	-	(97)	40
Net Expenditure	2,708	2,731	(303)	190	-	-	-	(4)	-	-	2,614	(117)
Percent of 2010 Net Expenditure Budget			-11.1%	7.0%	0.0%	0.0%	0.0%	-0.1%	0.0%	0.0%	-4.3%	
Revenue By Type												
Federal	-	-	-	-	-	-	-	-	-	-	-	-
Provincial	-	-	-	-	-	-	-	-	-	-	-	-
Municipal	-	-	-	-	-	-	-	-	-	-	-	-
Own Funds	-	-	-	-	-	-	-	-	-	-	-	-
Fees and Services	-	-	-	-	-	-	-	-	-	-	-	-
Fines	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Total Revenue	-	-	-	-	-	-	-	-	-	-	-	-
Percent of 2010 Revenue Budget			0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Net Requirement	2,708	2,731	(303)	190	-	-	-	(4)	-	-	2,614	(117)
Percent of 2010 Net Requirement Budget			-11.1%	7.0%	0.0%	0.0%	0.0%	-0.1%	0.0%	0.0%	-4.3%	
Full Time Equivalents (FTE's)	26.00	26.00	-	-	-	-	-	-	-	-	26.00	0.00
Percent of 2010 FTE's			0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	

2010 Forecast vs. Budget Variance Explanation	Surplus / (Deficit)		
	Exp.	Rev.	Net
Forecast vs. Budget Variance Explanation			
Miscellaneous expenditure savings.	23	-	23
Total Surplus / (Deficit)	23	-	23

2010 Baseline Adjustments / Explanations	Increase / (Decrease)			
	Exp.	Rev.	Net 2011 Changes	FTE Impact
Adjustments to Base Budget				
Removal of the 2010 one-time item for the Development of a Neighbourhood Planning Program and for Corporate Sustainability Planning.	(270)	-	(270)	-
Removal of the 2010 one-time budget for the Sustainable Cities Plus Conference.	(70)	-	(70)	-
Removal of 2010 one-time external recoveries for the Sustainable Cities Plus Conference.	40	-	40	-
Adjustment for removal of 2010 Management Professional Exempt (MPE) performance pay and adjustment for 2010 HST impact.	(3)	-	(3)	-
Total Adjustments to Base Budget	(303)	-	(303)	-

2011 Pressure Category / Explanation	Increase / (Decrease)			
	Exp.	Rev.	Net 2011 Changes	FTE Impact
Maintain Services				
All programs include an adjustment for 2011 contract settlement, increments and benefit adjustments.	150	-	150	-
Maintenance of the existing air quality monitoring/mapping system established through the National Capital Air Quality Mapping project. Annual operating costs include calibration, repairs, processing of data (complete air quality mapping, purchase of remote images, running model and compiling results).	40	-	40	-
Total Maintain Services	190	-	190	-

Efficiencies				
Savings from Departmental Service Innovation & Efficiency.	(4)	-	(4)	-
Total Efficiencies	(4)	-	(4)	-
Total Budget Changes	(117)	-	(117)	-

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

2011 Draft Budget

Service Area: Environment							
Category	2011 Draft Capital Budget	Revenues	Tax Supported/ Dedicated Reserves	Gas Tax	Rate Supported Reserves	Development Charges	Debt
Renewal of City Assets	1,175	-	1,175	-	-	-	-
Growth	-	-	-	-	-	-	-
Regulatory	-	-	-	-	-	-	-
Strategic Initiatives	3,402	-	3,402	-	-	-	-
Total	4,577	-	4,577	-	-	-	1

Project Information		Financial Details				
906134 2011 Lifecycle Renewal - Tree Program						
Dept: Public Works	Category: Renewal of City Assets	Ward: CW	Year of Completion: 2013			
<p>The lifecycle renewal tree planting program is made up of 3 parts:</p> <p>1. Funding to replace those trees that are removed at the end of their life, as a result of insect and disease such as Emerald Ash Borer and as a result of storm damage.</p> <p>2. Trees in Trust program for residents that would like to request a tree to be planted by the City on the road allowance as long as the residents are willing to commit to watering the tree for the establishment period.</p> <p>3. The Green Acres Rural Reforestation program provides assistance in setting up a proper planting plan and suitable plant material to rural private landowners and also contributes in the reforestation of rural areas in municipal forests and ravines.</p> <p>It is essential to the sustainability of the urban and rural forest infrastructure to plant these trees to ensure forests cover in Ottawa for future generations.</p>		2011 Request 1,175		Unspent Previous Authority 339		
		Revenues	-	Rate Supported		-
		Tax Supported/ Dedicated	1,175	Development Charges		-
		Gas Tax	-	Debt		-
		Forecast	2011	2012	2013	2014
		Authority	1,175	1,175	1,175	1,175
		Spending Plan	1,514	1,175	1,175	1,175
		FTE's	-	-	-	-
		Operating Impact	-	-	-	-
902560 Environmental Management						
Dept: Community Sustainability Services	Category: Strategic Initiatives	Ward: CW	Year of Completion: 2014			
<p>This budget funds two project areas:</p> <p>1) \$300,000 is being allocated for climate change mitigation/adaptation, air quality, and corporate environmental policy. The funds are working money for implementation of the Environmental Strategy, and the Air Quality and Climate Change Management Plan. Additionally, these funds are used to leverage additional funding through programs such as the Federation of Canadian Municipalities Green Municipal Funds.</p> <p>2) \$200,000 is being allocated to the stream restoration. This will provide for stream restoration using natural channel principles and erosion protection, generally in areas where excessive erosion threatens aquatic environments and poses a risk to public safety, property or public infrastructure. Projects targeted in 2011 include work on Sawmill Creek, Mud Creek, and Cardinal Creek.</p>		2011 Request 500		Unspent Previous Authority (239)		
		Revenues	-	Rate Supported		-
		Tax Supported/ Dedicated	500	Development Charges		-
		Gas Tax	-	Debt		-
		Forecast	2011	2012	2013	2014
		Authority	500	500	500	500
		Spending Plan	500	500	500	500
		FTE's	-	-	-	-
		Operating Impact	-	-	-	-

Project Information			Financial Details					
905452 Trees & Forest Maintenance Program Vehicles/equipment								
Dept:	Public Works	Category:	Strategic Initiatives	Ward:	CW	Year of Completion:	2013	
<p>The Trees and Forest Maintenance Program, Quality Standards and Improvement Strategy report (ACS2006-PWS-SOP-0005) and further updated by ACS2009-COS-PWS-2009 requested funding to implement the maintenance standards as outlined in the reports.</p> <p>The 2011 operating budget has provided an increase of \$1,093M and 7 FTE’s towards the five year strategy and this request is for the 490K as a one-time funding request in teh capital budget for the purchasing of vehicles/equipment to support the implementation of the initiative.</p>				2011 Request		490	Unspent Previous Authority	-
				Revenues	-	Rate Supported	-	
				Tax Supported/ Dedicated	490	Development Charges	-	
				Gas Tax	-	Debt	-	
				Forecast	2011	2012	2013	2014
				Authority	490	170	-	-
				Spending Plan	490	170	-	-
				FTE's	7	7	-	-
				Operating Impact	1,093	1,734	-	-
				905733 SIEP Smart Energy				
Dept:	Public Works	Category:	Strategic Initiatives	Ward:	CW	Year of Completion:	2011	
<p>The initiative focuses on further reducing its annual energy costs by: re-commissioning mechanical equipment to re-establish the baseline for energy performance by bringing equipment back to design specs; implementing an Enterprise Energy Monitoring and Targeting (M&T) solution connected to electrical, gas and water meters to enable managers to have situational awareness and insights into patterns of energy consumption (e.g. automated tools that enable visibility to energy consumption, and that alert on “out of specific” conditions); implementing Integrated Building Management Systems requiring less manual intervention and enable remote command and control; continuing with planned capital measures for 2010-2014 (not included in current capital plans); and implementing a Solar Photovoltaic initiative starting with a Pilot Project – 2-5kW's (receive a revenue stream from the Ontario Government through the 'Feed In Tariff' (FIT) program.</p>				2011 Request		2,412	Unspent Previous Authority	698
				Revenues	-	Rate Supported	-	
				Tax Supported/ Dedicated	2,412	Development Charges	-	
				Gas Tax	-	Debt	-	
				Forecast	2011	2012	2013	2014
				Authority	2,412	2,362	2,912	3,912
				Spending Plan	3,110	2,362	2,912	3,912
				FTE's	-	-	-	-
				Operating Impact	(440)	(420)	(545)	(450)

Environmental Services Department – Solid Waste Services Branch - 2011 Budget Briefing Note

Description

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

- Operational planning for future requirements including system growth and development provision of collection, disposal and processing facilities, and ensuring there is long term capacity for residential waste;
- Provision of systems and facilities for residential recycling and household hazardous waste management;
- Provision of systems and facilities for residential organics collection and composting (2010 start).
- Planning, developing and implementing residential waste diversion programs;
- Environmentally sound management, operation and maintenance of City-owned landfills and collection programs.

Programs / Services Offered

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

Re-Organization

- Solid Waste Services operated as a Branch in 2007-2009 and as a result of the 2009 corporate realignment, rejoined the Water and Wastewater Branch to become a part of the new Environmental Services Department.
- The Environmental Services Department is currently engaged in a service realignment, the results of which will be fully realized over the course of the next 6 months.

Environmental Services Department – Solid Waste Services Branch - 2011 Budget Briefing Note

Performance / Outcome Measures

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

Measure	2008	2009	Median Municipal Results
<ul style="list-style-type: none"> Numbers of Households Serviced 	365,770	371,975	
<ul style="list-style-type: none"> Operating cost for garbage collection per tonne (curbside and multi-residential) 	\$69.78	\$69.98	Below
<ul style="list-style-type: none"> Percentage of solid waste diverted (residential) 	33.7%	32%	Below
<ul style="list-style-type: none"> Operating cost for solid waste disposal per tonne (all streams) 	\$38.62	\$29.31	Below
<ul style="list-style-type: none"> Operating cost for solid waste diversion per tonne (residential) 	\$133.58	\$275.43	Above
<ul style="list-style-type: none"> Number of solid waste complaints per 1,000 households 	36.3	54.6	Above

Environmental Services Department – Solid Waste Services Branch - 2011 Budget Briefing Note

2011 Budget Risks / Other Considerations

Revenue Risks :

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

Expense Risks:

- Rising Fuel costs could impact overall program costs.

Environmental Services Department – Solid Waste Services Branch - 2011 Budget Briefing Note

Org Chart

Solid Waste Services Branch



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

Operating Resource Requirement	2009	2010		2011	\$ Change Over	
	Actual	Forecast	Budget	Estimate	2010 Budget	2009 Actual
<u>Expenditure by Program</u>						
Manager's Office	892	366	534	558	24	(334)
Solid Waste Diversion/Recycling	25,884	35,895	38,466	39,559	1,093	13,675
Regular Garbage Collection	13,625	13,969	14,551	15,764	1,213	2,139
Waste Disposal & Landfill Operations	5,772	5,997	7,024	7,225	201	1,453
Non Departmental	10,711	5,368	5,368	5,368	-	(5,343)
Service Innovation & Efficiency Prog	-	-	(72)	(608)	(536)	(608)
Gross Expenditure	56,884	61,595	65,871	67,866	1,995	10,982
Recoveries & Allocations	(315)	(217)	(152)	(152)	-	163
Revenue	(48,063)	(43,075)	(42,090)	(45,155)	(3,065)	2,908
Net Requirement	8,506	18,303	23,629	22,559	(1,070)	14,053
<u>Expenditure by Type</u>						
Salaries, Wages & Benefits	5,897	5,662	6,374	6,913	539	1,016
Overtime	134	175	193	198	5	64
Material & Services	35,194	45,252	48,671	50,538	1,867	15,344
Transfers/Grants/Financial Charges	10,285	4,953	4,964	4,964	-	(5,321)
Fleet Costs	4,139	4,424	4,648	4,768	120	629
Program Facility Costs	63	66	66	66	-	3
Other Internal Costs	1,172	1,063	1,027	1,027	-	(145)
Service Innovation & Efficiency Prog	-	-	(72)	(608)	(536)	(608)
Gross Expenditure	56,884	61,595	65,871	67,866	1,995	10,982
Recoveries & Allocations	(315)	(217)	(152)	(152)	-	163
Net Expenditure	56,569	61,378	65,719	67,714	1,995	11,145
<u>Revenue By Type</u>						
Federal	-	-	-	-	-	-
Provincial	(4,723)	(4,368)	(4,340)	(5,678)	(1,338)	(955)
Municipal	-	-	-	-	-	-
Own Funds	(5,710)	-	-	-	-	5,710
Fees and Services	(37,630)	(31,307)	(32,351)	(32,227)	124	5,403
Fines	-	-	-	-	-	-
Other	-	(7,400)	(5,399)	(7,250)	(1,851)	(7,250)
Total Revenue	(48,063)	(43,075)	(42,090)	(45,155)	(3,065)	2,908
Net Requirement	8,506	18,303	23,629	22,559	(1,070)	14,053
<u>Full Time Equivalents</u>	86.25	101.25	101.25	101.25	-	15.00

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

In Thousands (\$000)

Operating Resource Requirement Analysis	2010 Baseline			2011 Adjustments							2011	\$ Change Over '10 Budget
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	New Services / Needs	Efficiencies	User Fees & Charges	Proposed Budget Changes	Estimate	
Expenditure by Program												
Manager's Office	366	534	-	24	-	-	-	-	-	-	558	24
Solid Waste Diversion/Recycling	35,895	38,466	23	520	-	550	-	-	-	-	39,559	1,093
Regular Garbage Collection	13,969	14,551	566	608	14	60	-	(35)	-	-	15,764	1,213
Waste Disposal & Landfill Operations	5,997	7,024	-	220	11	-	-	(30)	-	-	7,225	201
Non Departmental	5,368	5,368	-	-	-	-	-	-	-	-	5,368	-
Service Innovation & Efficiency Prog		(72)	-	-	-	-	-	(536)	-	-	(608)	(536)
Gross Expenditure	61,595	65,871	589	1,372	25	610	-	(601)	-	-	67,866	1,995
Recoveries & Allocations	(217)	(152)	-	-	-	-	-	-	-	-	(152)	-
Revenue	(43,075)	(42,090)	(1,101)	39	(688)	(641)	-	-	(674)	-	(45,155)	(3,065)
Net Requirement	18,303	23,629	(512)	1,411	(663)	(31)	-	(601)	(674)	-	22,559	(1,070)
Expenditure by Type												
Salaries, Wages & Benefits	5,662	6,374	110	429	-	-	-	-	-	-	6,913	539
Overtime	175	193		5	-	-	-	-	-	-	198	5
Material & Services	45,252	48,671	504	753	-	610	-	-	-	-	50,538	1,867
Transfers/Grants/Financial Charges	4,953	4,964	-	-	-	-	-	-	-	-	4,964	-
Fleet Costs	4,424	4,648	(25)	185	25	-	-	(65)	-	-	4,768	120
Program Facility Costs	66	66	-	-	-	-	-	-	-	-	66	-
Other Internal Costs	1,063	1,027	-	-	-	-	-	-	-	-	1,027	-
Service Innovation & Efficiency Prog		(72)	-	-	-	-	-	(536)	-	-	(608)	(536)
Gross Expenditure	61,595	65,871	589	1,372	25	610	-	(601)	-	-	67,866	1,995
Recoveries & Allocations	(217)	(152)	-	-	-	-	-	-	-	-	(152)	-
Net Expenditure	61,378	65,719	589	1,372	25	610	-	(601)	-	-	67,714	1,995
Percent of 2010 Net Expenditure Budget			0.9%	2.1%	0.0%	0.9%	0.0%	-0.9%	0.0%	0.0%	3.0%	
Revenue By Type												
Federal	-	-	-	-	-	-	-	-	-	-	-	-
Provincial	(4,368)	(4,340)	(650)	-	(688)	-	-	-	-	-	(5,678)	(1,338)
Municipal	-	-	-	-	-	-	-	-	-	-	-	-
Own Funds	-	-	-	-	-	-	-	-	-	-	-	-
Fees and Services	(31,307)	(32,351)	1,400	39	-	(641)	-	-	(674)	-	(32,227)	124
Fines	-	-	-	-	-	-	-	-	-	-	-	-
Other	(7,400)	(5,399)	(1,851)	-	-	-	-	-	-	-	(7,250)	(1,851)
Total Revenue	(43,075)	(42,090)	(1,101)	39	(688)	(641)	-	-	(674)	-	(45,155)	(3,065)
Percent of 2010 Revenue Budget			2.6%	-0.1%	1.6%	1.5%	0.0%	0.0%	1.6%	0.0%	7.3%	
Net Requirement	18,303	23,629	(512)	1,411	(663)	(31)	-	(601)	(674)	-	22,559	(1,070)
Percent of 2010 Net Requirement Budget			-2.2%	6.0%	-2.8%	-0.1%	0.0%	-2.5%	-2.9%	0.0%	-4.5%	
Full Time Equivalents (FTE's)	101.25	101.25	-	-	-	-	-	-	-	-	101.25	0.00
Percent of 2010 FTE's			0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	

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

2010 Forecast vs. Budget Variance Explanation	Surplus / (Deficit)		
	Exp.	Rev.	Net
Forecast vs. Budget Variance Explanation			
Surplus in Compensation costs due to vacancies	731	-	731
Surplus in Organics Processing costs due to delay in implementation of put or pay provision in contract.	1,604	-	1,604
Surplus in Green Bin collection costs as a result of lower tonnage than budgeted	512	-	512
Surplus in other recyclable and processing costs due to lower tonnage than budgeted	946	-	946
Household Hazardous Waste Program: increase in costs due to increased participation, offset by increased Waste Diversion Ontario revenues for the Program	(614)	650	36
Surplus in emerald ash borer costs	282	-	282
Deficit in Garbage Collection costs due to higher than anticipated tonnages	(283)	-	(283)
Surplus in Fleet costs	224	-	224
Surplus in Plasco and Carp tipping fee costs	308	-	308
Surplus in leachate hauling/treatment and landfill monitoring costs	456	-	456
Deficit in tipping fee revenues due to lower volume of Industrial, Commercial and Institutional waste received at Trail Road	-	(1,435)	(1,435)
Lower than anticipated Blue/Black Box funding from Waste Diversion Ontario	-	(622)	(622)
Surplus in Recyclable Material Revenues due to improved market conditions for recycling materials	-	2,001	2,001
Surplus in various other costs	175	-	175
Deficit in various other revenue sources	-	(122)	(122)
Non-Departmental			
Surplus in per household fee revenues	-	513	513
Total Surplus / (Deficit)	4,341	985	5,326

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

2010 Baseline Adjustments / Explanations	Increase / (Decrease)			
	Exp.	Rev.	Net 2011 Changes	FTE Impact
Adjustments to Base Budget				
Adjustment to Recycling Collection Contracts due to lower tonnage than budgeted	(405)	-	(405)	-
Adjustment to Green Bin Collection Contracts due to lower tonnage than budgeted	(572)	-	(572)	-
Adjustment to Household Hazardous Waste Program costs due to increased public participation, and increase in Waste Diversion Ontario funding of the program	566	(650)	(84)	-
Adjustment to Garbage Collection Contracts due to higher tonnage than budgeted	251	-	251	-
Adjustment due to the implementation of the HST	664	-	664	-
Annualization for half year costs of FTE's approved in 2010	110	-	110	-
Increase in Recycling Material Market Revenues due to improved material markets	-	(1,851)	(1,851)	-
Adjustment to Trail Road tipping fee Revenues due to reduction in tonnage volume of Industrial, Commercial and Institutional waste received at Trail	-	1,400	1,400	-
Adjustment to Fleet costs due to implementation of HST	(25)		(25)	-
Total Adjustments to Base Budget	589	(1,101)	(512)	-

2011 Pressure Category / Explanation	Increase / (Decrease)			
	Exp.	Rev.	Net 2011 Changes	FTE Impact
Maintain Services				
Increase in Garbage, Recycling and Green Bin Collection contracts due to CPI inflation in contracts	609	-	609	-
Increase in Recycling and Organics processing contracts due to CPI inflation in contracts	144	-	144	-
All programs include an adjustment for 2011 contract settlements, increments and benefit adjustments	434	-	434	-
Increased Fleet costs due to inflation on fuel and maintenance	185	-	185	-
Reduction in Revenues from sale of compost due to Council decision to give compost free of charge for community allotment gardens	-	39	39	-
Total Maintain Services	1,372	39	1,411	-

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

2011 Pressure Category / Explanation	Increase / (Decrease)			
	Exp.	Rev.	Net 2011 Changes	FTE Impact
Provincial Legislated				
Increase in Fleet costs related to legislated provincial training requirements	25	-	25	-
Household Hazardous Waste Program: Increase in Waste Diversion Ontario funding	-	(200)	(200)	-
Blue/Black Box Program: Increase in Waste Diversion Ontario funding	-	(488)	(488)	-
Total Provincial Legislated	25	(688)	(663)	-
Growth				
Increase in Garbage, Recycling and Green Bin collection contracts for increase in tonnage due to growth	534	-	534	-
Increase in Recycling Processing contract for increase in tonnage due to growth	76	-	76	-
Increase in flat per household fee Revenues due to growth in number of households	-	(641)	(641)	-
Total Growth	610	(641)	(31)	-
Efficiencies				
Savings from Departmental Service Innovation & Efficiency - SE - Transform Municipal Fleet	(65)	-	(65)	-
Allocation of Service Innovation & Efficiency Initiative	(536)	-	(536)	-
Total Efficiencies	(601)	-	(601)	-
User Fees & Charges				
See following user fee schedule for details on the specific rates.	-	(674)	(674)	-
Total User Fees & Charges	-	(674)	(674)	-
Total Budget Changes	1,995	(3,065)	(1,070)	-

City of Ottawa
Environmental Services
Solid Waste Services - User Fees

User Fees	2009 Rate	2010 Rate	2011 Rate	% Change Over		Effective Date	2011 Revenue
	\$	\$	\$	2010	2009	DD-MMM-YY	(\$000)
Solid Waste Services							
Solid Waste - User Fee							
Single Family Household	86.00	89.00	91.00	2.2%	5.8%	01-Jan-11	(634)
Multi Residential Household	35.00	36.00	37.00	2.8%	5.7%	01-Jan-11	
Yellow Bag per bag fee	3.25	3.25	3.35	3.1%	3.1%	01-Apr-11	
Landfill Operations							(35)
Tipping Fees							
Small load (<= 250 kg) - private or commercial (per vehicle) *	23.00	24.00	24.00	0.0%	4.3%	01-Apr-11	
Loads > 250 kg (per tonne)	90.00	94.00	96.00	2.1%	6.7%	01-Apr-11	
Mixed brush & garbage, tree stumps and contaminated soil, (<= 250 kg per load flat rate) *	n/a	48.00	48.00	0.0%	n/a	01-Apr-11	
Mixed brush & garbage, tree stumps and contaminated soil, (> 250 kg per tonne)	180.00	188.00	192.00	2.1%	6.7%	01-Apr-11	
Mixed garbage & recyclable material (fibre, metal, glass, plastic) greater than 10% by volume (tolerance lowered from 20% to 10%.) (<= 250 kg per load flat rate) *	n/a	48.00	48.00	0.0%	n/a	01-Apr-11	
Mixed garbage & recyclable material (fibre, metal, glass, plastic) greater than 10% by volume (tolerance lowered from 20% to 10%.) (> 250 kg per tonne)	180.00	188.00	192.00	2.1%	6.7%	01-Apr-11	
Mattresses (<= 250 kg per load flat rate) *	n/a	48.00	48.00	0.0%	n/a	01-Apr-11	
Mattresses (> 250 kg per tonne)	180.00	188.00	192.00	2.1%	6.7%	01-Apr-11	
Car Tires (free, proposing to eliminate fee)	9.00	10.00	-	0.0%	0.0%	01-Apr-11	
Truck Tires (free, proposing to eliminate fee)	19.00	20.00	-	0.0%	0.0%	01-Apr-11	
Commercial Leaf and Yard Waste (Clean Loads - per tonne)	45.00	45.00	46.00	2.2%	2.2%	01-Apr-11	
Clean Fill - required (<= 250 kg) Residential loads	n/a	n/a	-	0.0%	0.0%	01-Apr-11	
Clean Fill - required (> 250 kg per tonne) *	23.00	24.00	24.00	0.0%	4.3%	01-Apr-11	
Clean Fill - not required (per tonne)	n/a	90.00	96.00	6.7%	n/a	01-Apr-11	
Alternative Daily Cover (per tonne)	12.00	12.00	12.30	2.5%	2.5%	01-Apr-11	
Asbestos (<= 250 kg per load flat rate)	n/a	100.00	102.50	2.5%	n/a	01-Apr-11	
Asbestos (> 250 kg per tonne)	400.00	410.00	420.25	2.5%	5.1%	01-Apr-11	
Asphalt (<= 250 kg per load flat rate) *	23.00	24.00	24.00	0.0%	4.3%	01-Apr-11	
Asphalt (> 250 kg per tonne)	90.00	94.00	96.00	2.1%	6.7%	01-Apr-11	
Masonry (<= 250 kg per load flat rate) *	23.00	24.00	24.00	0.0%	4.3%	01-Apr-11	
Masonry (> 250 kg per tonne)	90.00	94.00	96.00	2.1%	6.7%	01-Apr-11	
* these fees appear as though they are not changing, however the minimum tonnage changes from 255kg to 250kg resulting in a fee increase							

City of Ottawa
Environmental Services
Solid Waste Services - User Fees

User Fees	2009 Rate	2010 Rate	2011 Rate	% Change Over		Effective Date	2011 Revenue
	\$	\$	\$	2010	2009	DD-MMM-YY	(\$000)
Diversion Program							
Bulk compost (per tonne, \$25.00 minimum)	15.00	15.00	15.40	2.7%	2.7%	01-Apr-11	(5)
Compost, flat rate (pick up truck)	25.00	25.00	25.65	2.6%	2.6%	01-Apr-11	
Compost, flat rate (car)	10.00	10.00	10.25	2.5%	2.5%	01-Apr-11	
Blue/Black boxes (sold to public through retailer, each)	8.50	8.50	9.99	17.5%	17.5%	01-Apr-11	
Organics Green Bin 80 L (sold to public through retailer, each, except for service growth)	n/a	35.00	39.99	14.3%	n/a	01-Apr-11	
Organics Green Bin 46 L (sold to public through retailer, each, except for service growth)	n/a	n/a	29.99	n/a	n/a	01-Apr-11	
Organics Kitchen Container (sold to public through retailer, each, except for service growth)	n/a	4.00	8.99	124.8%	n/a	01-Apr-11	
Total Department							(674)

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

2011 Draft Budget

Service Area: Solid Waste Services							
Category	2011 Draft Capital Budget	Revenues	Tax Supported/ Dedicated Reserves	Gas Tax	Rate Supported Reserves	Development Charges	Debt
Renewal of City Assets	1,800	-	1,800	-	-	-	-
Growth	-	-	-	-	-	-	-
Regulatory	200	-	-	-	-	-	200
Strategic Initiatives	-	-	-	-	-	-	-
Total	2,000	-	1,800	-	-	-	200

City of Ottawa

Service Area: Solid Waste Services

In Thousands (\$000)

2011 Draft Budget

Project Information			Financial Details					
904575 Solid Waste Organics								
Dept:	Environmental Services	Category: Renewal of City Assets	Ward: CW	Year of Completion: 2011				
This project is to provide funds for expanding the Green Bin Program into Multi-Residential units. A pilot of 10 apartment buildings will be conducted during 2011.			2011 Request		200	Unspent Previous Authority		500
			Revenues		-	Rate Supported		-
			Tax Supported/ Dedicated		200	Development Charges		-
			Gas Tax		-	Debt		-
			Forecast		2011	2012	2013	2014
			Authority		200	200	200	200
			Spending Plan		200	200	200	200
			FTE's		-	-	-	-
			Operating Impact		-	-	-	-
902970 Solid Waste Planning - Long Term								
Dept:	Environmental Services	Category: Renewal of City Assets	Ward: CW	Year of Completion: 2010				
This project account is for development of a 30-year <i>Municipal Waste Management Plan</i> that will document the City's waste management strategy including a review of diversion alternatives, facilities and residual disposal options to meet the objectives of the Official Plan and Choosing Our Future initiative.			2011 Request		500	Unspent Previous Authority		171
			Revenues		-	Rate Supported		-
			Tax Supported/ Dedicated		500	Development Charges		-
			Gas Tax		-	Debt		-
			Forecast		2011	2012	2013	2014
			Authority		500	500	100	100
			Spending Plan		100	500	500	100
			FTE's		-	-	-	-
			Operating Impact		-	-	-	-

Project Information			Financial Details						
906167 Leachate Management									
Dept:	Infrastructure Services	Category: Regulatory	Ward: CW	Year of Completion: 2014					
<p>A full scale leachate treatment system will need to be fully operational by year end 2015 but leachate levels under the barrier cap continue to rise and will require some form of treatment to allow off-site removal in the interim. Consultants will be hired in 2011 to commence this project. The 2011 funds are required to explore the available options and the 2012 funds are required for pre treatment. The funds in 2014 are required to build the leachate treatment facility. Leachate management is required to prevent the contamination of surrounding properties and groundwater and is regulated by the Ministry of the Environment.</p>			2011 Request		200	Unspent Previous Authority		-	
			Revenues		-	Rate Supported		-	
			Tax Supported/ Dedicated		-	Development Charges		-	
			Gas Tax		-	Debt		200	
			Forecast		2011	2012	2013	2014	
			Authority		200	800	-	8,000	
			Spending Plan		200	800	-	8,000	
			FTE's		-	-	-	-	
			Operating Impact		-	-	-	-	

City of Ottawa

Service Area: Solid Waste Services

In Thousands (\$000)

2011 Draft Budget

Program Information		Financial Details																					
906112 Lifecycle Renewal Fleet - Solid Waste																							
Dept: Public Works		Category: Renewal of City Assets		Ward: Multiple																			
		Year of Completion:		Various																			
<p>This program provides funding authority for Municipal vehicle and equipment scheduled for replacement, life extension, modification, or major repair. The timely replacement of vehicles and equipment that have reached their life expectancy, or are no longer suitable or economical to operate, helps ensure the provision of a cost-effective fleet service. Vehicles and equipment replacement decisions are guided by the ongoing study of the condition of each vehicle, its application, its safety, and an assessment of its remaining useful life. All vehicles and equipment scheduled for replacement are inspected and evaluated to confirm the requirement. Commitments for vehicle purchases must be made at least one year prior to delivery. Further information on the replacement plan is contained in the 2011 Municipal Fleet Replacement Plan report ACS2011-COS-PWS-0002 which will be considered by Finance Economic Development Committee on February 1st . The initial Fleet Replacement report ACS2010-COS-PWS-0010 advanced \$3,000,000 of the 2011 funding into 2010 to meet award requirement for unit deliveries. This project is part of a program that flows across Service Areas which consists of the following:</p> <table><tr><td>Fire Services</td><td>\$5,910</td></tr><tr><td>Paramedic Services</td><td>\$2,880</td></tr><tr><td>By-Law Services</td><td>\$74</td></tr><tr><td>Transportation Services - Roadways</td><td>\$12,696 - \$3.0 M advanced</td></tr><tr><td>Parks & Recreation</td><td>\$95</td></tr><tr><td>Fleet Services</td><td>\$914</td></tr><tr><td>Solid Waste</td><td>\$1,100</td></tr><tr><td>Wastewater Services</td><td>\$245</td></tr><tr><td>Water Services</td><td>\$219</td></tr></table>		Fire Services	\$5,910	Paramedic Services	\$2,880	By-Law Services	\$74	Transportation Services - Roadways	\$12,696 - \$3.0 M advanced	Parks & Recreation	\$95	Fleet Services	\$914	Solid Waste	\$1,100	Wastewater Services	\$245	Water Services	\$219	2011		1,100	
		Fire Services	\$5,910																				
		Paramedic Services	\$2,880																				
		By-Law Services	\$74																				
		Transportation Services - Roadways	\$12,696 - \$3.0 M advanced																				
		Parks & Recreation	\$95																				
		Fleet Services	\$914																				
		Solid Waste	\$1,100																				
Wastewater Services	\$245																						
Water Services	\$219																						
Unspent Previous Authority																							
Revenues		-		Rate Supported																			
Tax Supported/ Dedicated		1,100		Development Charges																			
Gas Tax		-		Debt																			
Forecast		2011		2012																			
		2013		2014																			
Authority		1,100		295																			
Spending Plan		1,100		295																			
FTE's Operating Impact		-		-																			
		-		-																			

Public Works Department – Forestry Services

2011 Budget Briefing Note

Description

The Public Works Department ensures that the nation's capital's transportation network, assets and infrastructure including parks, forests, buildings, structures, grounds, streets, parking facilities, vehicles, and equipment are properly operated and maintained. The department is comprised of 1,979.02 employees of which, 80.60 FTE's are aligned with the Forestry Services Branch.

Programs / Services Offered

Forestry Services:

Manages all aspects of the City's 10,000 hectares of urban and rural forests including 319,000 street and park trees. Forestry Services' mandate is to preserve, protect, maintain and enhance forest cover in the Nation's Capital.

Re-Organizations

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

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

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

Public Works Department – Forestry Services 2011 Budget Briefing Note

Performance / Outcome Measures

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

2011 Budget Risks / Other Considerations

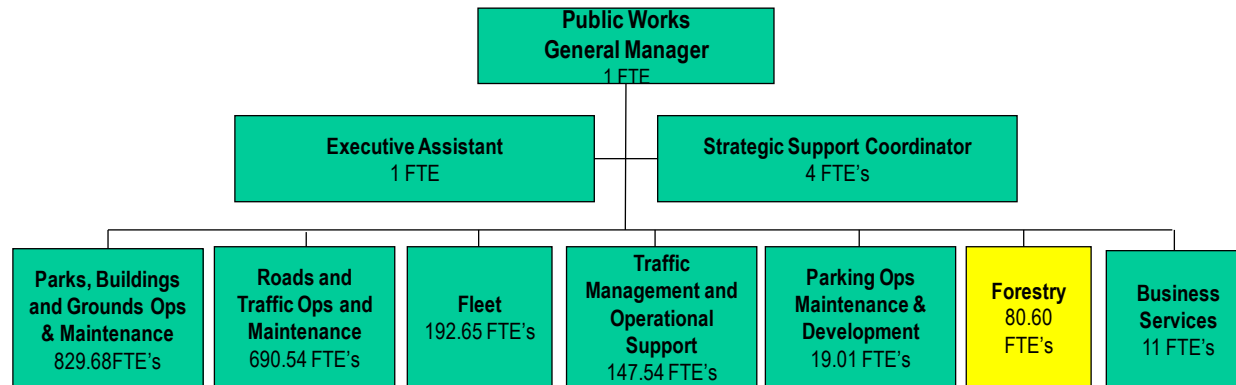
Public Works Department – Forestry Services

2011 Budget Briefing Note

Org Chart

Organizational Structure

Total FTE's: 1,979.02



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

Operating Resource Requirement	2009	2010		2011	\$ Change Over	
	Actual	Forecast	Budget	Estimate	2010 Budget	2009 Actual
<u>Expenditure by Program</u>						
Forestry Services	9,643	10,110	9,910	11,916	2,006	2,273
Service Innovation & Efficiency Prog	-	(2)	(2)	(74)	(72)	(74)
Gross Expenditure	9,643	10,108	9,908	11,842	1,934	2,199
Recoveries & Allocations	(39)	-	-	-	-	39
Revenue	(2)	-	-	-	-	2
Net Requirement	9,602	10,108	9,908	11,842	1,934	2,240
<u>Expenditure by Type</u>						
Salaries, Wages & Benefits	4,571	5,225	5,225	5,997	772	1,426
Overtime	209	100	100	103	3	(106)
Material & Services	3,905	3,687	3,487	4,557	1,070	652
Transfers/Grants/Financial Charges	-	-	-	-	-	-
Fleet Costs	841	966	966	1,121	155	280
Program Facility Costs	101	120	120	126	6	25
Other Internal Costs	16	12	12	12	-	(4)
Service Innovation & Efficiency Prog	-	(2)	(2)	(74)	(72)	(74)
Gross Expenditure	9,643	10,108	9,908	11,842	1,934	2,199
Recoveries & Allocations	(39)	-	-	-	-	39
Net Expenditure	9,604	10,108	9,908	11,842	1,934	2,238
<u>Revenue By Type</u>						
Federal	-	-	-	-	-	-
Provincial	-	-	-	-	-	-
Municipal	-	-	-	-	-	-
Own Funds	-	-	-	-	-	-
Fees and Services	(2)	-	-	-	-	2
Fines	-	-	-	-	-	-
Other	-	-	-	-	-	-
Total Revenue	(2)	-	-	-	-	2
<u>Net Requirement</u>	9,602	10,108	9,908	11,842	1,934	2,240
<u>Full Time Equivalents</u>	69.90	73.60	73.60	80.60	7.00	10.70

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

Operating Resource Requirement Analysis	2010 Baseline			2011 Adjustments							2011	\$ Change Over '10 Budget
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	New Services / Needs	Efficiencies	User Fees & Charges	Proposed Budget Changes	Estimate	
Expenditure by Program												
Forestry Services	10,110	9,910	51	392	5	15	1,543	-	-	-	11,916	2,006
Service Innovation & Efficiency Prog	(2)	(2)	-	-	-	-	-	(72)	-	-	(74)	(72)
Gross Expenditure	10,108	9,908	51	392	5	15	1,543	(72)	-	-	11,842	1,934
Recoveries & Allocations	-	-	-	-	-	-	-	-	-	-	-	-
Revenue	-	-	-	-	-	-	-	-	-	-	-	-
Net Expenditure	10,108	9,908	51	392	5	15	1,543	(72)	-	-	11,842	1,934
Expenditure by Type												
Salaries, Wages & Benefits	5,225	5,225	-	272	-	-	500	-	-	-	5,997	772
Overtime	100	100	-	3	-	-	-	-	-	-	103	3
Material & Services	3,687	3,487	55	75	-	-	940	-	-	-	4,557	1,070
Transfers/Grants/Financial Charges	-	-	-	-	-	-	-	-	-	-	-	-
Fleet Costs	966	966	(6)	38	5	15	103	-	-	-	1,121	155
Program Facility Costs	120	120	2	4	-	-	-	-	-	-	126	6
Other Internal Costs	12	12	-	-	-	-	-	-	-	-	12	-
Service Innovation & Efficiency Prog	(2)	(2)	-	-	-	-	-	(72)	-	-	(74)	(72)
Gross Expenditure	10,108	9,908	51	392	5	15	1,543	(72)	-	-	11,842	1,934
Recoveries & Allocations	-	-	-	-	-	-	-	-	-	-	-	-
Net Expenditure	10,108	9,908	51	392	5	15	1,543	(72)	-	-	11,842	1,934
Percent of 2010 Net Expenditure Budget			0.5%	4.0%	0.1%	0.2%	15.6%	-0.7%	0.0%	0.0%	19.5%	
Revenue By Type												
Federal	-	-	-	-	-	-	-	-	-	-	-	-
Provincial	-	-	-	-	-	-	-	-	-	-	-	-
Municipal	-	-	-	-	-	-	-	-	-	-	-	-
Own Funds	-	-	-	-	-	-	-	-	-	-	-	-
Fees and Services	-	-	-	-	-	-	-	-	-	-	-	-
Fines	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Total Revenue	-	-	-	-	-	-	-	-	-	-	-	-
Percent of 2010 Revenue Budget			0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Net Requirement	10,108	9,908	51	392	5	15	1,543	(72)	-	-	11,842	1,934
Percent of 2010 Net Requirement Budget			0.5%	4.0%	0.1%	0.2%	15.6%	-0.7%	0.0%	0.0%	19.5%	
Full Time Equivalents (FTE's)	73.60	73.60	-	-	-	-	7.00	-	-	-	80.60	7.00
Percent of 2010 FTE's			0.0%	0.0%	0.0%	0.0%	9.5%	0.0%	0.0%	0.0%	9.5%	

City of Ottawa

Public Works

Forestry Services - Operating Resource Requirement Explanatory Notes

In Thousands (\$000)

2010 Forecast vs. Budget Variance Explanation	Surplus / (Deficit)		
	Exp.	Rev.	Net
Forecast vs. Budget Variance Explanation			
Legal fees and foundation repairs due to City trees impact on private property.	(200)	-	(200)
Total Surplus / (Deficit)	(200)	-	(200)

2010 Baseline Adjustments / Explanations	Increase / (Decrease)			
	Exp.	Rev.	Net 2011 Changes	FTE Impact
Adjustments to Base Budget				
Adjustment for implementation of Harmonized Sales Tax.	51	-	51	-
Total Adjustments to Base Budget	51	-	51	-

2011 Pressure Category / Explanation	Increase / (Decrease)			
	Exp.	Rev.	Net 2011 Changes	FTE Impact
Maintain Services				
All programs include an adjustment for contracts settlement, increments and benefit adjustments.	275	-	275	-
Inflation provision on contracts for all hired equipment, contractors plus materials.	75	-	75	-
Increase in fleet cost related to inflation on compensation contracts, parts, fuel, Pat-As-You-Go reserve contribution and maintenance.	38	-	38	-
Increase in facility cost related to inflation on compensation contracts, contractual contracts for janitorial, security, hydro and other maintenance.	4	-	4	-
Total Maintain Services	392	-	392	-

City of Ottawa

Public Works

Forestry Services - Operating Resource Requirement Explanatory Notes

In Thousands (\$000)

2011 Pressure Category / Explanation	Increase / (Decrease)			
	Exp.	Rev.	Net 2011 Changes	FTE Impact
Provincial Legislated				
Increase in fleet cost related to legislated provincial training requirements.	5	-	5	-
Total Provincial Legislated	5	-	5	-
Growth				
New facility annualized costs related to the leased Forestry West Facility on Walgreen Road.	15	-	15	-
Total Growth	15	-	15	-
New Services / Needs				
Forestry Services operational requirements to support the implementation of the 3rd year of Trees and Forest Maintenance Strategy.	1,093	-	1,093	7.00
Forestry Services operating requirements to support the continuation of the Emerald Ash Borer Management Strategy as noted in the Growing a Healthy Forest for the Nation's Capital ACS2010-COS-PWS-0009.	450	-	450	
Total New Services / Needs	1,543	-	1,543	7.00
Efficiencies				
Savings from Departmental Service Innovation & Efficiency - Transform Municipal Fleet.	(14)	-	(14)	
Allocation of Service Innovation & Efficiency Initiative.	(58)	-	(58)	
Total Efficiencies	(72)	-	(72)	-
Total Budget Changes	1,934	-	1,934	7.00

City of Ottawa
Environment Committee (Tax Supported)
Capital Program - 4 Year Forecast
In Thousands (\$000)

2011 Draft Budget

Service Area/Category	2011	2012	2013	2014	Total
Environment					
Renewal of City Assets					
906134 2011 Lifecycle Renewal - Tree Program	1,175	1,175	1,175	1,175	4,700
	1,175	1,175	1,175	1,175	4,700
Strategic Initiatives					
902560 Environmental Management	500	500	500	500	2,000
905452 2010 Tree & Forests Maint Prog Vehicles	490	170	-	-	660
905733 SIEP Smart Energy	2,412	2,362	2,912	3,912	11,598
	3,402	3,032	3,412	4,412	14,258
	4,577	4,207	4,587	5,587	18,958
Solid Waste Services					
Renewal of City Assets					
902936 Gas Collection System Repair	-	500	500	500	1,500
902970 Solid Waste Planning - Long Term	500	500	100	100	1,200
904305 Solid Waste Fencing	-	100	-	-	100
904308 Solid Waste Landfill Expand Capping	-	800	8,000	-	8,800
904328 Solid Waste Radio Replacement	-	-	-	200	200
904575 Solid Waste Organics	200	200	200	200	800
906112 Lifecycle Renewal Fleet - Solid Waste	1,100	295	4,143	3,329	8,867
	1,800	2,395	12,943	4,329	21,467
Regulatory					
902358 Trail Road Landfill - Exp. & Development	-	250	250	250	750
906167 Leachate Management	200	800	-	8,000	9,000
	200	1,050	250	8,250	9,750
Strategic Initiatives					
904423 ICI Waste Diversion	-	-	330	330	660
	-	-	330	330	660
	2,000	3,445	13,523	12,909	31,877
Grand Total	6,577	7,652	18,110	18,496	50,835

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

2011 Draft Budget

Project Number & Description	Authority	Total Expenditures & Commitments	Unspent Balance
Environment			
902560 Environmental Management	611	(850)	(239)
903255 Lower Rideau Watershed Strategy	65	(112)	(47)
903790 Green Partnership Program	864	(824)	40
904455 Tree Planting Initiative	3,848	(3,891)	(43)
904529 Tree & Forests Maintenance Program	435	(167)	268
904643 Leadership in Energy & Environmental	240	(44)	196
904969 Environmental Remediation 2009	2,000	(1,717)	283
905111 Emerald Ash Borer	600	(603)	(3)
905450 Lifecycle Renewal - Tree Program	446	(107)	339
905733 SIEP Smart Energy	2,400	(1,702)	698
	11,509	(10,016)	1,493
Integrated Roads, Water & Wastewater			
902280 Central Canada Exhibition Servicing	800	(620)	180
905571 Intensification Studies - 2010	500	-	500
	1,300	(620)	680
Solid Waste			
900338 Nepean Landfill Bufferland Rehabilitatio	1,901	(2,834)	(933)
900351 Waste Management Alternatives	20,791	(18,797)	1,995
900352 Solid Waste Planning - Long Term	2,195	(2,191)	4
902358 Trail Road Landfill - Exp. & Development	5,675	(2,457)	3,218
902936 Gas Collection System Repair	3,815	(2,325)	1,490
902967 Solid Waste Division Facilities Upgrade	2,074	(762)	1,312
902970 Solid Waste Planning - Long Term	1,200	(1,029)	171
903980 In-House Solid Waste Collection Vehicles	4,040	(4,032)	8
904305 Solid Waste Fencing	1,150	(948)	202
904306 Solid Waste Fleet	6,463	(6,439)	24

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

2011 Draft Budget

Project Number & Description	Authority	Total Expenditures & Commitments	Unspent Balance
904308 Solid Waste Landfill Expand Capping	7,500	(6,480)	1,020
904309 Solid Waste - North Garage	300	-	300
904328 Solid Waste Radio Replacement	285	(12)	273
904329 Solid Waste New Operations Centre	18,000	(1,449)	16,551
904423 ICI Waste Diversion	1,000	(262)	738
904569 IT SW Landfill Scale	325	(160)	165
904575 Solid Waste Organics	500	-	500
904656 Solid Waste Roofing 2008	125	(83)	42
905037 Lifecycle Renewal Fleet - Solid Waste	185	(183)	2
	77,524	(50,442)	27,082
Grand Total	90,333	(61,078)	29,255